LEGISLATIVE BRANCH APPROPRIATIONS FOR 2020

HEARINGS

BEFORE THE

COMMITTEE ON APPROPRIATIONS

HOUSE OF REPRESENTATIVES

ONE HUNDRED SIXTEENTH CONGRESS

FIRST SESSION

SUBCOMMITTEE ON LEGISLATIVE BRANCH

TIM RYAN, Ohio, *Chairman*

C. A. DUTCH RUPPERSBERGER, Maryland
KATHERINE M. CLARK, Massachusetts
ED CASE, Hawaii
JAIME HERRERA BEUTLER, Washington
DAN NEWHOUSE, Washington

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

DAVID REICH, FAYE COBB, and SUE QUANTIUS
Subcommittee Staff

PART 1

JUSTIFICATION OF THE BUDGET ESTIMATES

Printed for the use of the Committee on Appropriations

U.S. GOVERNMENT PUBLISHING OFFICE

35–766 WASHINGTON : 2019

AUTHENTICATED
U.S. GOVERNMENT
INFORMATION
GPO

COMMITTEE ON APPROPRIATIONS

NITA M. LOWEY, New York, *Chairwoman*

MARCY KAPTUR, Ohio
PETER J. VISCLOSKY, Indiana
JOSÉ E. SERRANO, New York
ROSA L. DeLAURO, Connecticut
DAVID E. PRICE, North Carolina
LUCILLE ROYBAL-ALLARD, California
SANFORD D. BISHOP, JR., Georgia
BARBARA LEE, California
BETTY McCOLLUM, Minnesota
TIM RYAN, Ohio
C. A. DUTCH RUPPERSBERGER, Maryland
DEBBIE WASSERMAN SCHULTZ, Florida
HENRY CUELLAR, Texas
CHELLIE PINGREE, Maine
MIKE QUIGLEY, Illinois
DEREK KILMER, Washington
MATT CARTWRIGHT, Pennsylvania
GRACE MENG, New York
MARK POCAN, Wisconsin
KATHERINE M. CLARK, Massachusetts
PETE AGUILAR, California
LOIS FRANKEL, Florida
CHERI BUSTOS, Illinois
BONNIE WATSON COLEMAN, New Jersey
BRENDA L. LAWRENCE, Michigan
NORMA J. TORRES, California
CHARLIE CRIST, Florida
ANN KIRKPATRICK, Arizona
ED CASE, Hawaii

KAY GRANGER, Texas
HAROLD ROGERS, Kentucky
ROBERT B. ADERHOLT, Alabama
MICHAEL K. SIMPSON, Idaho
JOHN R. CARTER, Texas
KEN CALVERT, California
TOM COLE, Oklahoma
MARIO DIAZ-BALART, Florida
TOM GRAVES, Georgia
STEVE WOMACK, Arkansas
JEFF FORTENBERRY, Nebraska
CHUCK FLEISCHMANN, Tennessee
JAIME HERRERA BEUTLER, Washington
DAVID P. JOYCE, Ohio
ANDY HARRIS, Maryland
MARTHA ROBY, Alabama
MARK E. AMODEI, Nevada
CHRIS STEWART, Utah
STEVEN M. PALAZZO, Mississippi
DAN NEWHOUSE, Washington
JOHN R. MOOLENAAR, Michigan
JOHN H. RUTHERFORD, Florida
WILL HURD, Texas

SHALANDA YOUNG, *Clerk and Staff Director*

CONTENTS

Page

Comparative statement of new budget (obligational) authority for 2019 and the budget estimates for 2020 1

TITLE I—LEGISLATIVE BRANCH APPROPRIATIONS

HOUSE OF REPRESENTATIVES

Summary 11
Payments to Widows and Heirs of Deceased Members of Congress 25
Salaries and Expenses 27
House Leadership Offices 31
Members' Representational Allowances 59
Committee Employees 67
Salaries, Officers and Employees:
Office of the Clerk 81
Office of the Sergeant at Arms 89
Office of the Chief Administrative Officer 95
Allowances and Expenses 102

JOINT ITEMS

Joint Committee on Taxation 179
Office of the Attending Physician 183
Joint Economic Committee 225

CAPITOL POLICE

Salaries and Expenses 231

OFFICE OF CONGRESSIONAL WORKPLACE RIGHTS

Salaries and Expenses 287

CONGRESSIONAL BUDGET OFFICE

Salaries and Expenses 323

ARCHITECT OF THE CAPITOL

Summary 351
Capital Construction and Operations 368
Capitol Building 385
Capitol Grounds 396
Senate Office Buildings 405
House Office Buildings 415
Capitol Power Plant 424
Library Buildings and Grounds 440
Capitol Police Buildings and Grounds 453
Botanic Garden 466
Capitol Visitor Center 473

LIBRARY OF CONGRESS

	Page
Summary	481
Salaries and Expenses	499
Copyright Office, Salaries and Expenses	503
Congressional Research Office	615
Books for the Blind and Physically Handicapped, Salaries and Expenses	619
Reimbursable Funds	625
Revolving Funds	627
Library Buildings and Grounds (Architect of the Capitol)	667

GOVERNMENT PUBLISHING OFFICE

Summary	673
Congressional Publishing	706
Public Information Programs of the Superintendent of Documents	720
Business Operations Revolving Fund	725

GOVERNMENT ACCOUNTABILITY OFFICE

Salaries and Expenses	737

OPEN WORLD LEADERSHIP CENTER

Trust Fund	833

JOHN C. STENNIS CENTER FOR PUBLIC SERVICE TRAINING AND DEVELOPMENT

Trust Fund	919

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2019 AND THE BUDGET REQUEST FOR 2020
(Amounts in Thousands of Dollars)

	FY 2019 Enacted	FY 2020 Request	Request vs. Enacted	
TITLE I - LEGISLATIVE BRANCH				
HOUSE OF REPRESENTATIVES				
Payment to Widows and Heirs of Deceased Members of Congress (FY2019, PL 116-6, DIV H Sec. 6)	174	---	-174	M
Salaries and Expenses				
House Leadership Offices				
Office of the Speaker	7,124	7,822	+698	
Office of the Majority Floor Leader	2,643	2,902	+259	
Office of the Minority Floor Leader	7,752	8,527	+775	
Office of the Majority Whip	2,197	2,412	+215	
Office of the Minority Whip	1,700	1,870	+170	
Republican Conference	2,187	2,340	+153	
Democratic Caucus	1,776	2,043	+267	
Subtotal, House Leadership Offices	25,379	27,916	+2,537	
Members' Representational Allowances Including Members' Clerk Hire, Official Expenses of Members, and Official Mail				
Expenses	573,630	613,000	+39,370	
Intern Allowance				
Payments for Intern Compensation	8,800	8,820	+20	

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2019 AND THE BUDGET REQUEST FOR 2020
(Amounts in Thousands of Dollars)

	FY 2019 Enacted	FY 2020 Request	Request vs. Enacted
Committee Employees			
Standing Committees, Special and Select	127,903	139,143	+11,240
Committee on Appropriations (including studies and investigations)	23,113	25,424	+2,311
Subtotal, Committee employees	151,016	164,567	+13,551
Salaries, Officers and Employees			
Office of the Clerk	28,305	32,826	+4,521
Office of the Sergeant at Arms	18,773	23,720	+4,947
Office of the Chief Administrative Officer	148,058	166,603	+18,545
Office of Diversity and Inclusion	---	600	+600
Office of of the Whistleblower Ombudsman	---	600	+600
Office of the Inspector General	5,019	5,019	---
Office of General Counsel	1,502	1,518	+16
Office of the Parliamentarian	2,026	2,088	+62
Office of the Law Revision Counsel of the House	3,327	3,419	+92
Office of the Legislative Counsel of the House	11,937	11,937	---
Office of Interparliamentary Affairs	814	814	---
Other authorized employees	584	584	---
Subtotal, Salaries, officers and employees	220,345	249,728	+29,383

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2019 AND
THE BUDGET REQUEST FOR 2020
(Amounts in Thousands of Dollars)

	FY 2019 Enacted	FY 2020 Request	Request vs. Enacted
Allowances and Expenses			
Supplies, materials, administrative costs and Federal tort claims	525	525	---
Official mail for committees, leadership offices, and administrative offices of the House	190	190	---
Government contributions	228,200	263,000	+34,800
Business Continuity and Disaster Recovery	16,186	17,668	+1,482
Transition activities	3,000	4,863	+1,863
Wounded Warrior program	3,000	3,000	---
Office of Congressional Ethics	1,670	1,670	---
Miscellaneous items	722	722	---
Subtotal, Allowances and expenses	253,493	291,638	+38,145
Total, House of Representatives (discretionary)	1,232,663	1,355,669	+123,006
Total, House of Representatives (mandatory)	174	---	-174
JOINT ITEMS			
Joint Economic Committee	4,203	4,203	---
Joint Committee on Taxation	11,169	11,563	+394

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2019 AND THE BUDGET REQUEST FOR 2020
(Amounts in Thousands of Dollars)

	FY 2019 Enacted	FY 2020 Request	Request vs. Enacted
Office of the Attending Physician			
Medical supplies, equipment, expenses, and allowances.	3,798	3,868	+70
Office of Congressional Accessibility Services			
Salaries and expenses	1,486	1,509	+23
Total, Joint items	20,656	21,143	+487
CAPITOL POLICE			
Salaries	374,804	378,062	+3,258
General expenses	81,504	85,279	+3,775
Total, Capitol Police	456,308	463,341	+7,033
OFFICE OF CONGRESSIONAL WORKPLACE RIGHTS			
Salaries and expenses	6,333	6,333	---
CONGRESSIONAL BUDGET OFFICE			
Salaries and expenses	50,737	53,556	+2,819

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2019 AND
THE BUDGET REQUEST FOR 2020
(Amounts in Thousands of Dollars)

	FY 2019 Enacted	FY 2020 Request	Request vs. Enacted
ARCHITECT OF THE CAPITOL (AOC)			
Capital Construction and Operations	103,962	128,915	+24,953
Capitol building	43,992	68,878	+24,886
Capitol grounds	16,761	22,824	+6,063
House of Representatives buildings:			
House office buildings	187,098	154,701	-32,397
House Historic Buildings Revitalization Trust Fund	10,000	10,000	---
Capitol Power Plant	123,050	151,225	+28,175
Offsetting collections	-9,000	-9,000	---
Subtotal, Capitol Power Plant	114,050	142,225	+28,175
Library buildings and grounds	68,525	121,346	+52,821
Capitol police buildings, grounds and security	57,714	54,966	-2,748
Botanic Garden	14,759	16,094	+1,335
Capitol Visitor Center	23,322	24,321	+999
Total, Architect of the Capitol	640,183	744,270	+104,087

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2019 AND THE BUDGET REQUEST FOR 2020
(Amounts in Thousands of Dollars)

	FY 2019 Enacted	FY 2020 Request	Request vs. Enacted
LIBRARY OF CONGRESS			
Salaries and expenses	480,052	528,570	+48,518
Authority to spend receipts	-6,000	-6,000	---
Subtotal, Salaries and expenses	474,052	522,570	+48,518
Copyright Office, Salaries and expenses	93,407	92,992	-415
Authority to spend receipts	-45,490	-49,703	-4,213
Prior year unobligated balances	-4,328	---	+4,328
Subtotal, Copyright Office	43,589	43,289	-300
Congressional Research Service, Salaries and expenses	125,688	121,572	-4,116
Books for the blind and physically handicapped, Salaries and expenses	52,783	59,646	+6,863
Total, Library of Congress	696,112	747,077	+50,965

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2019 AND
THE BUDGET REQUEST FOR 2020
(Amounts in Thousands of Dollars)

	FY 2019 Enacted	FY 2020 Request	Request vs. Enacted
GOVERNMENT PUBLISHING OFFICE			
Congressional publishing	79,000	79,000	---
Public Information Programs of the Superintendent of Documents, Salaries and expenses	32,000	31,296	-704
Government Publishing Office Business Operations Revolving Fund	6,000	6,704	+704
Total, Government Publishing Office	117,000	117,000	---
GOVERNMENT ACCOUNTABILITY OFFICE			
Salaries and expenses	625,650	672,437	+46,787
Offsetting collections	-35,900	-24,800	+11,100
Total, Government Accountability Office	589,750	647,637	+57,887
OPEN WORLD LEADERSHIP CENTER TRUST FUND			
Payment to the Open World Leadership Center (OWLC) Trust Fund	5,600	5,800	+200

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2019 AND THE BUDGET REQUEST FOR 2020
(Amounts in Thousands of Dollars)

	FY 2019 Enacted	FY 2020 Request	Request vs. Enacted	
JOHN C. STENNIS CENTER FOR PUBLIC SERVICE TRAINING AND DEVELOPMENT				
Stennis Center for Public Service.....	430	430	---	
ADMINISTRATIVE PROVISIONS				
Adjustments to Compensation (CBO estimate)	-2,000	-2,000	---	CH
Grand total.....	3,813,946	4,160,256	+346,310	
Discretionary.....	(3,813,772)	(4,160,256)	(+346,484)	
Mandatory.....	(174)	---	(-174)	

NOTE: At the time of printing, the Congressional Budget Office (CBO) had not provided estimates of budget authority and spending for the FY 2020 request

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2019 AND THE BUDGET REQUEST FOR 2020
(Amounts in Thousands of Dollars)

	FY 2019 Enacted	FY 2020 Request	Request vs. Enacted
RECAPITULATION			
House of Representatives (discretionary)	1,232,663	1,355,669	+123,006
House of Representatives (mandatory)	174	---	-174
Joint Items	20,656	21,143	+487
Capitol Police	456,308	463,341	+7,033
Office of Compliance	6,333	6,333	---
Congressional Budget Office	50,737	53,556	+2,819
Architect of the Capitol	640,183	744,270	+104,087
Library of Congress	696,112	747,077	+50,965
Government Publishing Office	117,000	117,000	---
Government Accountability Office	589,750	647,637	+57,887
Open World Leadership Center	5,600	5,800	+200
Stennis Center for Public Service	430	430	---
Administrative Provisions	-2,000	-2,000	---
Grand total	3,813,946	4,160,256	+346,310
Discretionary	(3,813,772)	(4,160,256)	(+346,484)
Mandatory	(174)	---	(-174)

NOTE: At the time of printing, the Congressional Budget Office (CBO) had not provided estimates of budget authority and spending for the FY 2020 request

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2019 AND THE BUDGET REQUEST FOR 2020
(Amounts in Thousands of Dollars)

	FY 2019 Enacted	FY 2020 Request	Request vs. Enacted	
CONGRESSIONAL BUDGET RECAP				
Scorekeeping adjustments:				
Compensation of Members:				
Senate	29,000	30,000	+1,000	M
House (excluding Senate items)	116,000	121,000	+5,000	M
Subtotal, compensation of Members	145,000	151,000	+6,000	
AOC House Office Buildings Fund (PL114-254) (CBO estimate)	-7,000	-7,000	---	
Office of Compliance Settlements and Awards (CBO estimate)	1,000	1,000	---	
Total, adjustments	139,000	145,000	+6,000	
Total mandatory and discretionary	3,952,946	4,305,256	+352,310	
Mandatory	(145,174)	(151,000)	(+5,826)	
Discretionary	(3,807,772)	(4,154,256)	(+346,484)	

NOTE: At the time of printing, the Congressional Budget Office (CBO) had not provided estimates of budget authority and spending for the FY 2020 request

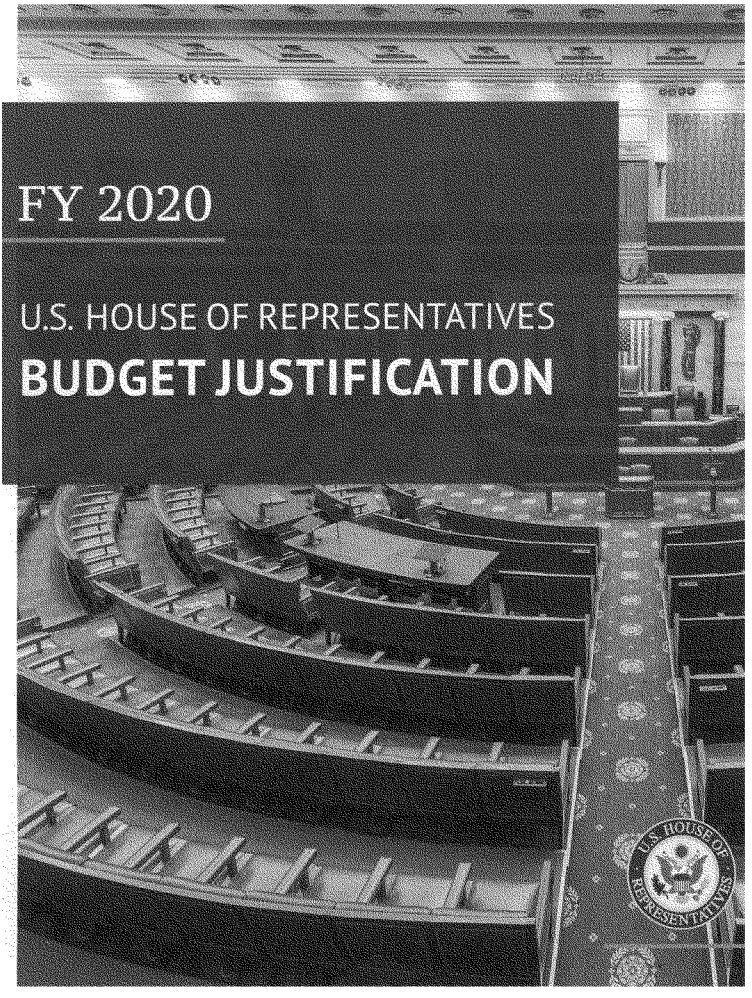

FY 2020
U.S. HOUSE OF REPRESENTATIVES
BUDGET JUSTIFICATION
U.S. HOUSE OF REPRESENTATIVES

Table of Contents

House Budget Justification

MASTER HOUSE SCHEDULES....1
House Budget Justification Summary....1
House Three Year Comparative Table....3
House Summary....4
Joint Items Summary....7
House and Joint Items Summary....9
PAYMENT TO WIDOWS AND HEIRS OF DECEASED MEMBERS OF CONGRESS....12
SALARIES AND EXPENSES....14
LEADERSHIP....16
Office of the Speaker....16
Office of the Majority Floor Leader....20
Office of the Minority Floor Leader....24
Office of Majority Whip....28
Office of Minority Whip....32
Republican Conference....36
Democratic Caucus....40
TOTAL - HOUSE LEADERSHIP OFFICES....44
MEMBERS' REPRESENTATIONAL ALLOWANCES....46
INTERN ALLOWANCE....50
STANDING COMMITTEES, SPECIAL AND SELECT....54
Standing Committees, Special and Select....54
Hearing Room Renovations....58
TOTAL - STANDING COMMITTEES, SPECIAL AND SELECT....62
COMMITTEE ON APPROPRIATIONS....64
SALARIES, OFFICERS AND EMPLOYEES....68
Office of the Clerk....68
Office of the Sergeant at Arms....76
Office of the Chief Administrative Officer....82
Office of Diversity and Inclusion....89
Office of the Whistleblower Ombudsman....93
Office of Inspector General....97
Office of General Counsel....102
Office of the Parliamentarian....106
Office of the Law Revision Counsel....110
Office of the Legislative Counsel....114
Office of Interparliamentary Affairs....118
Technical Assistants, Office of Attending Physician....122
Total - Other Authorized Employees....126
TOTAL - SALARIES, OFFICERS AND EMPLOYEES....128
ALLOWANCES AND EXPENSES....130
Supplies, Materials, Administrative Costs and Federal Tort Claims....130
Official Mail for Committees, Leadership and Administrative Offices....134
Government Contributions....138
Business Continuity and Disaster Recovery....143

Transition Activities....147
Wounded Warrior Program....151
Office of Congressional Ethics....155
Miscellaneous Items....159
TOTAL - ALLOWANCES AND EXPENSES....163
JOINT ITEMS....165
Joint Committee on Taxation....165
Office of Attending Physician....169

FISCAL YEAR 2020 BUDGET JUSTIFICATION SUMMARY

For salaries and expenses of the House of Representatives, $1.356 billion (excluding Mandatory and Joint Items) which is $123.006 million or 9.98% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

Mandatory (Personnel & Benefits) Changes: Increase of $79.160 million

The FY20 Personnel increase for U.S. House of Representatives Salaries and Expenses (excluding Joint Items) are attributed to variances in following categories:

- Personnel Compensation Base - $7.748 million
- Base Adjustment - $26.781 million
- Personnel Benefits - $34.800 million
- Cost of Living Adjustments (COLAs) - $7.466 million
  - COLAs were applied to positions that are included within the House Employees Schedule or at the discretion of the approving House Officers and other House Officials for the respective accounts. COLAs were not applied to positions cited within the Speaker's Pay Order.
- Longevity Increases - $1.073 million
  - Longevity Increases were applied to positions that are included within the House Employees Schedule or at the discretion of the approving House Officers and other House Officials for the respective accounts. Longevities were not applied to positions cited within the Speaker's Pay Order.
- Meritorious Increases - $0.131 million
- Overtime Pay - $1.160 million
- Reclassifications - $0.000 million

House Positions Summary

US House of Representatives Accounts (excluding Joint Items)	FY19 Authorized Positions	FY20 Requested Positions	Variance
Total - House Leadership Offices	245	245	0
Total - Members' Representational Allowances	9,702	9,702	0
Total - Intern Allowance	7,333	7,350	17
Total - Standing Committees, Special and Select	1,417	1,417	0
Total - Committee on Appropriations	212	212	0
Total - Salaries, Officers and Employees	1,260	1,261	1
Total - Allowances and Expenses	123	134	11
Total - Positions	**20,292**	**20,321**	**29**

Price Level Increases: Increase of $0.117 million

This non-personnel 2.40 percent increase was applied to various House Accounts throughout this request. This increase is the projected inflation factor per the Congressional Budget Office (CBO) for FY20.

Price Program Changes: Increase of $43.730 million

Program changes show non-personnel variances as well as current staffing level changes. The following table summarizes the total program variance across House accounts:

US House of Representatives Accounts (excluding Joint Items)	FY19 Enacted ($000)	FY20 Estimate ($000)	Variance ($000)
Total - House Leadership Offices	$4,538	$4,985	$447
Total - Members' Representational Allowances	$148,030	$163,898	$15,868
Total - Intern Allowance	$0	$0	$0
Total - Standing Committees, Special and Select	$12,468	$12,353	($115)
Total - Committee on Appropriations	$1,251	$1,422	$170
Total - Salaries, Officers and Employees	$88,234	$113,776	$25,542
Total - Allowances and Expenses	$21,373	$23,190	$1,817
Total - Program Changes	**$275,895**	**$319,625**	**$43,730**

House Three Year Comparative Summary Table

House Accounts	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY19 Enacted vs. FY20 Request Net Change	FY19 Enacted vs. FY20 Request % Change
Office of the Speaker	$4,308,852	$7,123,634	$7,821,750	$698,116	9.80%
Office of the Majority Floor Leader	$1,630,805	$2,642,739	$2,901,727	$258,988	9.80%
Office of the Minority Floor Leader	$4,681,858	$7,751,946	$8,527,141	$775,195	10.00%
Office of the Majority Whip	$1,503,667	$2,197,163	$2,412,485	$215,322	9.80%
Office of the Minority Whip	$1,792,624	$1,700,079	$1,870,087	$170,008	10.00%
Republican Conference	$1,248,620	$2,186,819	$2,339,896	$153,077	7.00%
Democratic Caucus	$1,154,902	$1,776,495	$2,042,969	$266,474	15.00%
Total - House Leadership Offices	**$16,321,328**	**$25,378,875**	**$27,916,055**	**$2,537,180**	**10.00%**
Total - Members' Representational Allowances	**$570,650,648**	**$573,630,000**	**$613,000,000**	**$39,370,000**	**6.86%**
Total - Intern Allowance	**$0**	**$8,800,000**	**$8,820,000**	**$20,000**	**0.23%**
Standing Committees, Special and Select	$115,533,578	$123,903,173	$136,293,000	$12,389,827	10.00%
Hearing Room Renovations	$2,211,032	$4,000,000	$2,850,000	($1,150,000)	(28.75%)
Total - Standing Committees, Special and Select	**$117,744,610**	**$127,903,173**	**$139,143,000**	**$11,239,827**	**8.79%**
Total - Committee on Appropriations	**$19,431,933**	**$23,112,971**	**$25,424,000**	**$2,311,029**	**10.00%**
Office of the Clerk	$23,770,835	$28,305,000	$32,826,000	$4,521,000	15.97%
Office of the Sergeant at Arms	$14,117,086	$18,773,000	$23,720,292	$4,947,292	26.35%
Office of the Chief Administrative Officer	$103,065,942	$148,058,000	$166,603,000	$18,545,000	12.53%
Office of Diversity and Inclusion	$0	$0	$600,000	$600,000	100.00%
Office of the Whistleblower Ombudsman	$0	$0	$600,000	$600,000	100.00%
Office of Inspector General	$3,440,578	$5,019,000	$5,019,000	$0	0.00%
Office of General Counsel	$1,217,633	$1,502,000	$1,518,000	$16,000	1.07%
Office of the Parliamentarian	$1,779,897	$2,026,000	$2,088,000	$62,000	3.06%
Office of the Law Revision Counsel	$2,420,798	$3,327,000	$3,419,000	$92,000	2.77%
Office of the Legislative Counsel	$8,597,563	$11,937,000	$11,937,000	$0	0.00%
Office of Interparliamentary Affairs	$356,544	$814,000	$814,000	$0	0.00%
Total - Other Authorized Employees	$490,357	$584,000	$584,000	$0	0.00%
Total - Salaries, Officers and Employees	**$159,257,233**	**$220,345,000**	**$249,728,292**	**$29,383,292**	**13.34%**
Supplies, Materials, Administrative Costs and Federal Tort Claims	$1,557,644	$525,016	$525,016	$0	0.00%
Official Mail for Committees, Leadership and Administrative Offices	$58,577	$190,000	$190,000	$0	0.00%
Government Contributions	$217,319,571	$228,200,000	$263,000,000	$34,800,000	15.25%
Business Continuity and Disaster Recovery	$14,775,247	$16,186,000	$17,668,000	$1,482,000	9.16%
Transition Activities	$670,823	$3,000,000	$4,863,000	$1,863,000	62.10%
Wounded Warrior Program	$2,641,376	$3,000,000	$3,000,000	$0	0.00%
Office of Congressional Ethics	$1,155,717	$1,670,000	$1,670,000	$0	0.00%
Miscellaneous Items	$982,150	$722,000	$722,000	$0	0.00%
Total - Allowances and Expenses	**$239,161,105**	**$253,493,016**	**$291,638,016**	**$38,145,000**	**15.05%**
Total - U.S. House of Representatives	**$1,122,566,857**	**$1,232,663,035**	**$1,355,669,363**	**$123,006,328**	**9.98%**
JOINT ITEMS					
Joint Committee on Taxation	$10,686,520	$11,169,000	$11,563,000	$394,000	3.53%
Office of Attending Physician	$2,012,030	$3,798,000	$3,868,260	$70,260	1.85%
Total - Joint Items	**$12,698,550**	**$14,967,000**	**$15,431,260**	**$464,260**	**3.10%**
Total - U.S. House of Reps and Joint Items	**$1,135,265,407**	**$1,247,630,035**	**$1,371,100,623**	**$123,470,588**	**9.90%**

Schedule A - House Summary
Pg 1 of 3

House of Representatives
House Summary - Mandatory Fund

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)
Payment to Widows and Heirs of Deceased Members of Congress	174	-	-	-

House Summary - Mandatory Fund by Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)
1100 Personnel Compensation	-	-	-	-
1200 Personnel Benefits	-	-	-	-
1300 Benefits to Former Personnel	174	-	-	-
2100 Travel	-	-	-	-
2200 Transportation of Things	-	-	-	-
2300 Rent, Communications, Utilities	-	-	-	-
2400 Printing and Reproduction	-	-	-	-
2500 Other Services	-	-	-	-
2600 Supplies and Materials	-	-	-	-
3100 Equipment	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-
Payment to Widows and Heirs of Deceased Members of Congress	174	-	-	-

Schedule A - House Summary
Pg 2 of 3

House of Representatives
House Summary - Discretionary Funds

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)
Total - House Leadership Offices	16,321	25,379	27,916	2,537
Total - Members' Representational Allowances	570,651	573,630	613,000	39,370
Total - Intern Allowance	-	8,800	8,820	20
Total - Standing Committees, Special and Select	117,745	127,903	139,143	11,240
Total - Committee on Appropriations	19,432	23,113	25,424	2,311
Total - Salaries, Officers and Employees	159,257	220,345	249,728	29,383
Total - Allowances and Expenses	239,161	253,493	291,638	38,145
Total House of Representatives	1,122,567	1,232,663	1,355,669	123,006

House Summary - Discretionary Funds by Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)
1100 Personnel Compensation	681,166	728,568	773,966	45,398
1200 Personnel Benefits	216,972	228,255	263,055	34,800
1300 Benefits to Former Personnel	746	400	400	-
2100 Travel	22,824	25,760	29,309	3,549
2200 Transportation of Things	14	126	130	4
2300 Rent, Communications, Utilities	69,679	66,766	83,326	16,560
2400 Printing and Reproduction	21,870	15,329	18,375	3,046
2500 Other Services	54,568	87,030	95,246	8,216
2600 Supplies and Materials	18,229	21,110	23,644	2,534
3100 Equipment	36,498	59,313	68,212	8,899
4200 Insurance Claims/Indemnities	1	8	8	-
Total House of Representatives	1,122,567	1,232,663	1,355,669	123,006

Schedule A - House Summary
Pg 3 of 3

House of Representatives
House Summary (Positions)

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change
Payment to Widows and Heirs of Deceased Members of Congress	-	-	-	-
Total - House Leadership Offices	204	245	245	-
Total - Members' Representational Allowances	7,199	9,702	9,702	-
Total - Intern Allowance	-	7,333	7,350	17
Total - Standing Committees, Special and Select	1,128	1,417	1,417	-
Total - Committee on Appropriations	146	212	212	-
Total - Salaries, Officers and Employees	1,078	1,260	1,261	1
Total - Allowances and Expenses	63	123	134	11
Total House of Representatives	9,818	20,292	20,321	29

Schedule A - Joint Items Summary
Pg 1 of 2

House of Representatives
Joint Items Summary

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)
Joint Committee on Taxation	10,687	11,169	11,563	394
Office of Attending Physician	2,012	3,798	3,868	70
Total - Joint Items	12,699	14,967	15,431	464

Joint Items Summary by Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)
1100 Personnel Compensation	8,486	9,523	9,816	293
1200 Personnel Benefits	159	162	162	-
1300 Benefits to Former Personnel	-	-	-	-
2100 Travel	17	26	27	1
2200 Transportation of Things	-	-	-	-
2300 Rent, Communications, Utilities	166	180	183	3
2400 Printing and Reproduction	5	8	9	1
2500 Other Services	1,633	3,290	3,360	70
2600 Supplies and Materials	602	1,000	1,060	60
3100 Equipment	1,630	778	815	37
4200 Insurance Claims/Indemnities	-	-	-	-
Total - Joint Items	12,699	14,967	15,431	464

Schedule A - Joint Items Summary
Pg 2 of 2

House of Representatives
Joint Items Summary (Positions)

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change
Joint Committee on Taxation	61	77	77	-
Office of Attending Physician	[18]	[18]	[18]	-
Total - Joint Items	61	77	77	-

Schedule A - House and Joint Items Summary
Pg 1 of 3

House of Representatives
House and Joint Items Summary

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)
Payment to Widows and Heirs of Deceased Members of Congress	174	-	-	-
Total - House Leadership Offices	16,321	25,379	27,916	2,537
Total - Members' Representational Allowances	570,651	573,630	613,000	39,370
Total - Intern Allowance	-	8,800	8,820	20
Total - Standing Committees, Special and Select	117,745	127,903	139,143	11,240
Total - Committee on Appropriations	19,432	23,113	25,424	2,311
Total - Salaries, Officers and Employees	159,257	220,345	249,728	29,383
Total - Allowances and Expenses	239,161	253,493	291,638	38,145
Total House of Representatives	1,122,741	1,232,663	1,355,669	123,006
Joint Items-House				
Joint Committee on Taxation	10,687	11,169	11,563	394
Office of Attending Physician	2,012	3,798	3,868	70
Total - Joint Items	12,699	14,967	15,431	464
Total House and Joint	1,135,439	1,247,630	1,371,101	123,471

Schedule A - House and Joint Items Summary
Pg. 2 of 3

House of Representatives
House and Joint Items Summary

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)
1100 Personnel Compensation	689,652	738,091	783,782	45,691
1200 Personnel Benefits	217,131	228,417	263,217	34,800
1300 Benefits to Former Personnel	920	400	400	-
2100 Travel	22,841	25,786	29,335	3,550
2200 Transportation of Things	14	126	130	4
2300 Rent, Communications, Utilities	69,845	66,946	83,509	16,563
2400 Printing and Reproduction	21,874	15,337	18,384	3,047
2500 Other Services	56,201	90,320	98,606	8,286
2600 Supplies and Materials	18,832	22,110	24,704	2,594
3100 Equipment	38,128	60,091	69,027	8,936
4200 Insurance Claims/Indemnities	1	8	8	-
Total House and Joint	1,135,439	1,247,630	1,371,101	123,471

Schedule A - House and Joint Items Summary
Pg 3 of 3

House of Representatives
House and Joint Items Summary (Positions)

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change
Payment to Widows and Heirs of Deceased Members of Congress	-	-	-	-
Total - House Leadership Offices	204	245	245	-
Total - Members' Representational Allowances	7,199	9,702	9,702	-
Total - Intern Allowance	-	7,333	7,350	17
Total - Standing Committees, Special and Select	1,128	1,417	1,417	-
Total - Committee on Appropriations	146	212	212	-
Total - Salaries, Officers and Employees	1,078	1,260	1,261	1
Total - Allowances and Expenses	63	123	134	11
Total - House of Representatives	9,818	20,292	20,321	29
Joint Items-House				
Joint Committee on Taxation	61	77	77	-
Office of Attending Physician	[18]	[18]	[18]	-
Total - Joint Items	61	77	77	-
Total House and Joint Items	9,879	20,369	20,398	29

Schedule A - Payment to Widows and Heirs of Deceased Members of Congress

House of Representatives
Payment to Widows and Heirs of Deceased Members of Congress
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	174	-	-	-	-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	-	-	-	-	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	-	-	-	-	-
2600 Supplies and Materials	-	-	-	-	-
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**174**	**-**	**-**	**-**	**-**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	-	-	-	-	-

A gratuity of $174,000 was authorized to Emily Robin Minerva, heir of Louise McIntosh Slaughter, late Representative from the State of New York, in P.L. 115-141, The Consolidated Appropriations Act, 2018.

FY18 actuals reflect data as of September 30, 2018.

Schedule C - Payment to Widows and Heirs of Deceased Members of Congress

House of Representatives
Detailed Analysis of Change by Organization
Payment to Widows and Heirs of Deceased Members of Congress

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	-	-	-	-
Benefits to Former Personnel	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	-	-	-	-
TOTAL	-	-	-	-
POSITIONS	-	-	-	-

Schedule A - Salaries and Expenses

House of Representatives
Salaries and Expenses
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	681,166	728,568	773,966	45,398	6.23%
1200 Personnel Benefits	216,972	228,255	263,055	34,800	15.25%
1300 Benefits to Former Personnel	746	400	400	-	-
2100 Travel	22,824	25,760	29,309	3,549	13.78%
2200 Transportation of Things	14	126	130	4	2.84%
2300 Rent, Communications, Utilities	69,679	66,766	83,326	16,560	24.80%
2400 Printing and Reproduction	21,870	15,329	18,375	3,046	19.87%
2500 Other Services	54,568	87,030	95,246	8,216	9.44%
2600 Supplies and Materials	18,229	21,110	23,644	2,534	12.00%
3100 Equipment	36,498	59,313	68,212	8,899	15.00%
4200 Insurance Claims/Indemnities	1	8	8	-	-
TOTAL	**1,122,567**	**1,232,663**	**1,355,669**	**123,006**	**9.98%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
POSITIONS	**9,818**	**20,292**	**20,321**	**29**	**0.14%**

Schedule C - Salaries and Expenses

House of Representatives
Detailed Analysis of Change by Organization
Salaries and Expenses

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**956,768**	**1,035,928**	**79,160**	**8.27%**
Personnel Base	728,568	736,316	7,748	1.06%
Base Adjustment	-	26,781	26,781	-
Cost of Living Adjustment Annualized	-	1,664	1,664	-
Cost of Living Adjustment	-	5,802	5,802	-
Overtime Pay	-	1,160	1,160	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	1,073	1,073	-
Meritorious Increase	-	131	131	-
Accrued Leave	-	-	-	-
Personnel Benefits	228,200	263,000	34,800	15.25%
B. PRICE LEVEL INCREASES	**-**	**117**	**117**	**-**
C. PROGRAM CHANGES	**275,895**	**319,625**	**43,730**	**15.85%**
Total - House Leadership Offices	4,538	4,985	447	9.97%
Total - Members' Representational Allowances	148,030	163,898	15,868	10.72%
Total - Intern Allowance	-	-	-	-
Total - Standing Committees, Special and Select	12,468	12,353	(115)	(0.92%)
Total - Committee on Appropriations	1,251	1,422	170	13.63%
Total - Salaries, Officers and Employees	88,234	113,776	25,542	28.95%
Total - Allowances and Expenses	21,373	23,190	1,817	8.50%
TOTAL	**1,232,663**	**1,355,669**	**123,006**	**9.98%**
POSITIONS	**20,292**	**20,321**	**29**	**0.14%**

Schedule A - Office of the Speaker

House of Representatives
Office of the Speaker
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	3,868	6,275	6,890	615	9.80%
1200 Personnel Benefits	-	25	25	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	10	18	20	2	11.11%
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	29	124	137	13	10.48%
2400 Printing and Reproduction	2	26	29	3	11.54%
2500 Other Services	48	135	148	13	9.63%
2600 Supplies and Materials	113	355	390	35	9.86%
3100 Equipment	12	165	182	17	10.37%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**4,083**	**7,124**	**7,822**	**698**	**9.80%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**46**	**62**	**62**	**-**	**-**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY18 funding period of availability was January 3, 2018 to January 2, 2019.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of the Speaker

House of Representatives
Detailed Analysis of Change by Organization
Office of the Speaker

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**6,275**	**6,890**	**615**	**9.80%**
Personnel Base	6,275	6,890	615	9.80%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**-**	**-**	**-**
C. PROGRAM CHANGES	**848**	**931**	**83**	**9.80%**
Non-Personnel Official Expenses	823	906	83	10.10%
Leadership Official Expenses	25	25	-	-
TOTAL	**7,124**	**7,822**	**698**	**9.80%**
POSITIONS	**62**	**62**	**-**	**-**

Explanation of Changes Shown on Schedule C

House Leadership Offices
Office of the Speaker

For salaries and expenses of the Office of the Speaker, $7,821,750. The fiscal year (FY) 2020 budget request is $698,116 or 9.80% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $6,890,408 for mandatory items, no price level increases, $848,217 for program current services and a $83,125 increase in program changes.

I. Personnel Details: FY20 Request - $6,890,408

A. Base: $6,890,408
   i. The estimated FY19 personnel compensation will be $6,890,408.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - (0.65%) 2.60%
   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - (2.25%) 3.00%
   iii. FY20 Longevity - 0.00%
   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - $0
   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - $0
   iii. FY20 Overtime (Non-Statutory Positions) - $0
   iv. FY20 Reclassifications (Non-Statutory Positions) - $0
   v. FY20 Temporary Positions (Non-Statutory Positions) - $0
   vi. FY20 Longevity (Non-Statutory Positions) - $0
   vii. FY20 Meritorious Increase (Non-Statutory Positions) - $0
   viii. FY20 Accrued Leave (Non-Statutory Positions) - $0
   ix. FY20 Personnel Benefits (Non-Statutory Positions) - $0
   x. FY20 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $931,342

A. Current Services:

i. Non-Personnel Official Expenses - $823,217
This account provides the necessary funding for the Office of the Speaker's non-personnel expenses.

ii. Leadership Official Expenses - $25,000
This funds the Speaker's allowance used for official expenses.

B. Proposed Changes:

i. Non-Personnel Official Expenses - $83,125
Additional funding required for Official Expenses of the House Leadership offices to support expenses such as travel, rent, telecommunications, support services, printing, supplies, and equipment.

ii. Leadership Official Expenses - $0

Schedule A - Office of the Majority Floor Leader

House of Representatives
Office of the Majority Floor Leader
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	1,533	2,087	2,292	205	9.80%
1200 Personnel Benefits	-	10	10	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	5	3	4	1	33.33%
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	20	80	88	8	10.00%
2400 Printing and Reproduction	-	18	20	2	11.11%
2500 Other Services	28	146	160	14	9.59%
2600 Supplies and Materials	36	154	169	15	9.96%
3100 Equipment	9	145	159	14	9.76%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,631**	**2,643**	**2,902**	**259**	**9.80%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**21**	**34**	**34**	**-**	**-**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY18 funding period of availability was January 3, 2018 to January 2, 2019.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of the Majority Floor Leader

House of Representatives
Detailed Analysis of Change by Organization
Office of the Majority Floor Leader

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**2,087**	**2,292**	**205**	**9.80%**
Personnel Base	2,087	2,292	205	9.80%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**-**	**-**	**-**
C. PROGRAM CHANGES	**556**	**610**	**54**	**9.80%**
Non-Personnel Official Expenses	546	600	54	9.98%
Leadership Official Expenses	10	10	-	-
TOTAL	**2,643**	**2,902**	**259**	**9.80%**
POSITIONS	**34**	**34**	**-**	**-**

Explanation of Changes Shown on Schedule C

House Leadership Offices
Office of the Majority Floor Leader

For salaries and expenses of the Office of the Majority Floor Leader, $2,901,727. The fiscal year (FY) 2020 budget request is $258,988 or 9.80% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $2,291,570 for mandatory items, no price level increases, $555,691 for program current services and a $54,466 increase in program changes.

I. Personnel Details: FY20 Request - $2,291,570

A. Base: $2,291,570
   i. The estimated FY19 personnel compensation will be $2,291,570.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - (0.65%) 2.60%
   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - (2.25%) 3.00%
   iii. FY20 Longevity - 0.00%
   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - $0
   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - $0
   iii. FY20 Overtime (Non-Statutory Positions) - $0
   iv. FY20 Reclassifications (Non-Statutory Positions) - $0
   v. FY20 Temporary Positions (Non-Statutory Positions) - $0
   vi. FY20 Longevity (Non-Statutory Positions) - $0
   vii. FY20 Meritorious Increase (Non-Statutory Positions) - $0
   viii. FY20 Accrued Leave (Non-Statutory Positions) - $0
   ix. FY20 Personnel Benefits (Non-Statutory Positions) - $0
   x. FY20 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $610,157

A. Current Services:

i. Non-Personnel Official Expenses - $545,691
This account provides the necessary funding for the Office of the Majority Leader's non-personnel expenses.

ii. Leadership Official Expenses - $10,000
This funds the Majority Leader's allowance used for official expenses.

B. Proposed Changes:

i. Non-Personnel Official Expenses - $54,466
Additional funding required for Official Expenses of the House Leadership offices to support expenses such as travel, rent, telecommunications, support services, printing, supplies, and equipment.

ii. Leadership Official Expenses - $0

Schedule A - Office of the Minority Floor Leader

House of Representatives
Office of the Minority Floor Leader
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	4,262	6,666	7,333	667	10.00%
1200 Personnel Benefits	-	10	10	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	59	110	121	11	10.00%
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	41	207	228	21	10.14%
2400 Printing and Reproduction	50	32	35	3	9.38%
2500 Other Services	117	328	361	33	10.06%
2600 Supplies and Materials	141	313	344	31	9.90%
3100 Equipment	12	85	95	10	11.17%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**4,682**	**7,752**	**8,527**	**775**	**10.00%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**53**	**55**	**55**	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY18 funding period of availability was January 3, 2018 to January 2, 2019.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of the Minority Floor Leader

House of Representatives
Detailed Analysis of Change by Organization
Office of the Minority Floor Leader

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**6,666**	**7,333**	**667**	**10.00%**
Personnel Base	6,666	7,333	667	10.00%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**-**	**-**	**-**
C. PROGRAM CHANGES	**1,085**	**1,194**	**109**	**10.00%**
Non-Personnel Official Expenses	1,075	1,184	109	10.09%
Leadership Official Expenses	10	10	-	-
TOTAL	**7,752**	**8,527**	**775**	**10.00%**
POSITIONS	**55**	**55**	**-**	**-**

Explanation of Changes Shown on Schedule C

House Leadership Offices
Office of the Minority Floor Leader

For salaries and expenses of the Office of the Minority Floor Leader, $8,527,141. The fiscal year (FY) 2020 budget request is $775,195 or 10.00% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $7,333,118 for mandatory items, no price level increases, $1,085,475 for program current services and a $108,548 increase in program changes.

I. Personnel Details: FY20 Request - $7,333,118

A. Base: $7,333,118
   i. The estimated FY19 personnel compensation will be $7,333,118.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - (0.65%) 2.60%
   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - (2.25%) 3.00%
   iii. FY20 Longevity - 0.00%
   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - $0
   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - $0
   iii. FY20 Overtime (Non-Statutory Positions) - $0
   iv. FY20 Reclassifications (Non-Statutory Positions) - $0
   v. FY20 Temporary Positions (Non-Statutory Positions) - $0
   vi. FY20 Longevity (Non-Statutory Positions) - $0
   vii. FY20 Meritorious Increase (Non-Statutory Positions) - $0
   viii. FY20 Accrued Leave (Non-Statutory Positions) - $0
   ix. FY20 Personnel Benefits (Non-Statutory Positions) - $0
   x. FY20 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $1,194,023

A. Current Services:

i. Non-Personnel Official Expenses - $1,075,475
This account provides the necessary funding for the Office of the Minority Floor Leader's non-personnel expenses.

ii. Leadership Official Expenses - $10,000
This funds the Minority Leader's allowance used for official expenses.

B. Proposed Changes:

i. Non-Personnel Official Expenses - $108,548
Additional funding required for Official Expenses of the House Leadership offices to support expenses such as travel, rent, telecommunications, support services, printing, supplies, and equipment.

ii. Leadership Official Expenses - $0

Schedule A - Office of the Majority Whip

House of Representatives
Office of the Majority Whip
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	1,421	1,775	1,949	174	9.80%
1200 Personnel Benefits	-	5	5	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	12	15	17	2	13.33%
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	14	41	45	4	9.76%
2400 Printing and Reproduction	3	7	7	-	7.18%
2500 Other Services	36	184	202	18	9.78%
2600 Supplies and Materials	8	106	116	10	9.43%
3100 Equipment	10	65	72	7	10.68%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,504**	**2,197**	**2,412**	**215**	**9.80%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**22**	**24**	**24**	**-**	**-**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY18 funding period of availability was January 3, 2018 to January 2, 2019.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of the Majority Whip

House of Representatives
Detailed Analysis of Change by Organization
Office of the Majority Whip

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**1,775**	**1,949**	**174**	**9.80%**
Personnel Base	1,775	1,949	174	9.80%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**423**	**464**	**41**	**9.80%**
Non-Personnel Official Expenses	418	459	41	9.92%
Leadership Official Expenses	5	5	-	-
TOTAL	**2,197**	**2,412**	**215**	**9.80%**
POSITIONS	**24**	**24**	**-**	**-**

Explanation of Changes Shown on Schedule C

House Leadership Offices
Office of the Majority Whip

For salaries and expenses of the Office of the Majority Whip, $2,412,485. The fiscal year (FY) 2020 budget request is $215,322 or 9.80% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $1,948,546 for mandatory items, no price level increases, $422,531 for program current services and a $41,408 increase in program changes.

I. Personnel Details: FY20 Request - $1,948,546

A. Base: $1,948,546
   i. The estimated FY19 personnel compensation will be $1,948,546.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - (0.65%) 2.60%
   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - (2.25%) 3.00%
   iii. FY20 Longevity - 0.00%
   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - $0
   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - $0
   iii. FY20 Overtime (Non-Statutory Positions) - $0
   iv. FY20 Reclassifications (Non-Statutory Positions) - $0
   v. FY20 Temporary Positions (Non-Statutory Positions) - $0
   vi. FY20 Longevity (Non-Statutory Positions) - $0
   vii. FY20 Meritorious Increase (Non-Statutory Positions) - $0
   viii. FY20 Accrued Leave (Non-Statutory Positions) - $0
   ix. FY20 Personnel Benefits (Non-Statutory Positions) - $0
   x. FY20 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $463,939

A. Current Services:

i. Non-Personnel Official Expenses - $417,531
This account provides the necessary funding for the Office of the Majority Whip's non-personnel expenses.

ii. Leadership Official Expenses - $5,000
This funds the Majority Whip's allowance used for official expenses.

B. Proposed Changes:

i. Non-Personnel Official Expenses - $41,408
Additional funding required for Official Expenses of the House Leadership offices to support expenses such as travel, rent, telecommunications, support services, printing, supplies, and equipment.

ii. Leadership Official Expenses - $0

Schedule A - Office of the Minority Whip

House of Representatives
Office of the Minority Whip
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	1,625	1,445	1,590	145	10.00%
1200 Personnel Benefits	-	5	5	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	3	3	3	1	20.00%
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	16	57	62	6	9.73%
2400 Printing and Reproduction	2	3	4	1	33.33%
2500 Other Services	138	163	179	16	9.52%
2600 Supplies and Materials	6	18	20	3	14.29%
3100 Equipment	2	7	7	-	6.20%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,793**	**1,700**	**1,870**	**170**	**10.00%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**23**	**27**	**27**	**-**	**-**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY18 funding period of availability was January 3, 2018 to January 2, 2019.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of the Minority Whip

House of Representatives
Detailed Analysis of Change by Organization
Office of the Minority Whip

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**1,445**	**1,590**	**145**	**10.00%**
Personnel Base	1,445	1,590	145	10.00%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**-**	**-**	**-**
C. PROGRAM CHANGES	**255**	**280**	**25**	**10.00%**
Non-Personnel Official Expenses	250	275	25	10.20%
Leadership Official Expenses	5	5	-	-
TOTAL	**1,700**	**1,870**	**170**	**10.00%**
POSITIONS	**27**	**27**	**-**	**-**

Explanation of Changes Shown on Schedule C

House Leadership Offices
Office of the Minority Whip

For salaries and expenses of the Office of the Minority Whip, $1,870,087. The fiscal year (FY) 2020 budget request is $170,008 or 10.00% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $1,589,653 for mandatory items, no price level increases, $254,940 for program current services and a $25,494 increase in program changes.

I. Personnel Details: FY20 Request - $1,589,653

A. Base: $1,589,653
   i. The estimated FY19 personnel compensation will be $1,589,653.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - $0

   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - $0

   iii. FY20 Overtime (Non-Statutory Positions) - $0

   iv. FY20 Reclassifications (Non-Statutory Positions) - $0

   v. FY20 Temporary Positions (Non-Statutory Positions) - $0

   vi. FY20 Longevity (Non-Statutory Positions) - $0

   vii. FY20 Meritorious Increase (Non-Statutory Positions) - $0

   viii. FY20 Accrued Leave (Non-Statutory Positions) - $0

   ix. FY20 Personnel Benefits (Non-Statutory Positions) - $0

   x. FY20 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $280,434

A. Current Services:

i. Non-Personnel Official Expenses - $249,940
This account provides the necessary funding for the Office of the Minority Whip's non-personnel expenses.

ii. Leadership Official Expenses - $5,000
This funds the Minority Whip's allowance used for official expenses.

B. Proposed Changes:

i. Non-Personnel Official Expenses - $25,494
Additional funding required for Official Expenses of the House Leadership offices to support expenses such as travel, rent, telecommunications, support services, printing, supplies, and equipment.

ii. Leadership Official Expenses - $0

Schedule A - Republican Conference

House of Representatives
Republican Conference
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	973	1,289	1,380	90	7.00%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	3	25	27	2	8.00%
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	11	49	53	4	8.16%
2400 Printing and Reproduction	21	18	20	2	11.11%
2500 Other Services	97	578	618	40	6.85%
2600 Supplies and Materials	116	155	165	10	6.45%
3100 Equipment	27	72	77	5	7.24%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,249**	**2,187**	**2,340**	**153**	**7.00%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**19**	**21**	**21**	**-**	**-**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY18 funding period of availability was January 3, 2018 to January 2, 2019.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Republican Conference

House of Representatives
Detailed Analysis of Change by Organization
Republican Conference

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**1,289**	**1,380**	**90**	**7.00%**
Personnel Base	1,289	1,380	90	7.00%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**-**	**-**	**-**
C. PROGRAM CHANGES	**897**	**960**	**63**	**7.00%**
Non-Personnel Official Expenses	897	960	63	7.00%
Leadership Official Expenses	-	-	-	-
TOTAL	**2,187**	**2,340**	**153**	**7.00%**
POSITIONS	**21**	**21**	**-**	**-**

Explanation of Changes Shown on Schedule C

House Leadership Offices
Republican Conference

For salaries and expenses of the Republican Conference, $2,339,896. The fiscal year (FY) 2020 budget request is $153,077 or 7.00% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $1,379,686 for mandatory items, no price level increases, $897,393 for program current services and a $62,817 increase in program changes.

I. Personnel Details: FY20 Request - $1,379,686

A. Base: $1,379,686
   i. The estimated FY19 personnel compensation will be $1,379,686.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - (0.65%) 2.60%
   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - (2.25%) 3.00%
   iii. FY20 Longevity - 0.00%
   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - $0
   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - $0
   iii. FY20 Overtime (Non-Statutory Positions) - $0
   iv. FY20 Reclassifications (Non-Statutory Positions) - $0
   v. FY20 Temporary Positions (Non-Statutory Positions) - $0
   vi. FY20 Longevity (Non-Statutory Positions) - $0
   vii. FY20 Meritorious Increase (Non-Statutory Positions) - $0
   viii. FY20 Accrued Leave (Non-Statutory Positions) - $0
   ix. FY20 Personnel Benefits (Non-Statutory Positions) - $0
   x. FY20 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $960,210

A. Current Services:

i. Non-Personnel Official Expenses - $897,393
This account provides the necessary funding for the Office of the Republican Conference non-personnel expenses.

ii. Leadership Official Expenses - $0

B. Proposed Changes:

i. Non-Personnel Official Expenses - $62,817
Additional funding required for Official Expenses of the House Leadership offices to support expenses such as travel, rent, telecommunications, support services, printing, supplies, and equipment.

ii. Leadership Official Expenses - $0

Schedule A - Democratic Caucus

House of Representatives
Democratic Caucus
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	983	1,302	1,498	195	15.00%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	5	8	9	1	12.50%
2200 Transportation of Things	-	1	1	1	100.00%
2300 Rent, Communications, Utilities	12	47	54	7	14.89%
2400 Printing and Reproduction	-	1	2	1	100.00%
2500 Other Services	37	52	60	8	15.38%
2600 Supplies and Materials	116	221	253	32	14.62%
3100 Equipment	-	145	166	21	14.74%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,155**	**1,776**	**2,043**	**266**	**15.00%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**20**	**22**	**22**	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY18 funding period of availability was January 3, 2018 to January 2, 2019.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Democratic Caucus

House of Representatives
Detailed Analysis of Change by Organization
Democratic Caucus

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**1,302**	**1,498**	**195**	**15.00%**
Personnel Base	1,302	1,498	195	15.00%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**-**	**-**	**-**
C. PROGRAM CHANGES	**474**	**545**	**71**	**15.00%**
Non-Personnel Official Expenses	474	545	71	15.00%
Leadership Official Expenses	-	-	-	-
TOTAL	**1,776**	**2,043**	**266**	**15.00%**
POSITIONS	**22**	**22**	**-**	**-**

Explanation of Changes Shown on Schedule C

House Leadership Offices
Democratic Caucus

For salaries and expenses of the Democratic Caucus, $2,042,969. The fiscal year (FY) 2020 budget request is $266,474 or 15.00% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $1,497,597 for mandatory items, no price level increases, $474,237 for program current services and a $71,135 increase in program changes.

I. Personnel Details: FY20 Request - $1,497,597

A. Base: $1,497,597
   i. The estimated FY19 personnel compensation will be $1,497,597.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - (0.65%) 2.60%
   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - (2.25%) 3.00%
   iii. FY20 Longevity - 0.00%
   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized (Non-Statutory Positions) - $0
   ii. FY20 Cost of Living Prorated (Non-Statutory Positions) - $0
   iii. FY20 Overtime (Non-Statutory Positions) - $0
   iv. FY20 Reclassifications (Non-Statutory Positions) - $0
   v. FY20 Temporary Positions (Non-Statutory Positions) - $0
   vi. FY20 Longevity (Non-Statutory Positions) - $0
   vii. FY20 Meritorious Increase (Non-Statutory Positions) - $0
   viii. FY20 Accrued Leave (Non-Statutory Positions) - $0
   ix. FY20 Personnel Benefits (Non-Statutory Positions) - $0
   x. FY20 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $545,372

A. Current Services:

i. Non-Personnel Official Expenses - $474,237
This account provides the necessary funding for the Office of the Democratic Caucus non-personnel expenses.

ii. Leadership Official Expenses - $0

B. Proposed Changes:

i. Non-Personnel Official Expenses - $71,135
Additional funding required for Official Expenses of the House Leadership offices to support expenses such as travel, rent, telecommunications, support services, printing, supplies, and equipment.

ii. Leadership Official Expenses - $0

Schedule A - Total - House Leadership Offices

House of Representatives
Total - House Leadership Offices
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	14,666	20,840	22,931	2,090	10.03%
1200 Personnel Benefits	-	55	55	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	99	182	201	20	10.74%
2200 Transportation of Things	-	1	1	1	100.00%
2300 Rent, Communications, Utilities	143	605	667	63	10.34%
2400 Printing and Reproduction	79	105	117	12	11.93%
2500 Other Services	500	1,587	1,728	141	8.90%
2600 Supplies and Materials	536	1,321	1,457	136	10.30%
3100 Equipment	72	685	759	75	10.92%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**16,096**	**25,379**	**27,916**	**2,537**	**10.00%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**204**	**245**	**245**	**-**	**-**

Schedule C - Total - House Leadership Offices

House of Representatives
Detailed Analysis of Change by Organization
Total - House Leadership Offices

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**20,840**	**22,931**	**2,090**	**10.03%**
Personnel Base	20,840	22,931	2,090	10.03%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**4,538**	**4,985**	**447**	**9.85%**
Office of the Speaker	848	931	83	10.10%
Office of the Majority Floor Leader	556	610	54	9.98%
Office of the Minority Floor Leader	1,085	1,194	109	10.09%
Office of the Majority Whip	423	464	41	9.92%
Office of the Minority Whip	255	280	25	10.20%
Republican Conference	897	960	63	7.00%
Democratic Caucus	474	545	71	15.00%
TOTAL	**25,379**	**27,916**	**2,537**	**10.00%**
POSITIONS	**245**	**245**	-	-

Schedule A - Members' Representational Allowances

House of Representatives
Members' Representational Allowances
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	428,228	425,600	449,102	23,502	5.52%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	20,954	23,000	26,000	3,000	13.04%
2200 Transportation of Things	7	5	8	3	60.00%
2300 Rent, Communications, Utilities	61,342	55,000	71,000	16,000	29.09%
2400 Printing and Reproduction	21,455	15,000	18,000	3,000	20.00%
2500 Other Services	20,324	33,025	25,025	(8,000)	(24.22%)
2600 Supplies and Materials	11,204	12,000	13,865	1,865	15.54%
3100 Equipment	7,136	10,000	10,000	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**570,651**	**573,630**	**613,000**	**39,370**	**6.86%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**7,199**	**9,702**	**9,702**	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Members' Representational Allowances

House of Representatives
Detailed Analysis of Change by Organization
Members' Representational Allowances

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**425.600**	**449.102**	**23.502**	**5.52%**
Personnel Base	425.600	436.384	10.784	2.53%
Base Adjustment	-	12.718	12.718	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**148.030**	**163.898**	**15.868**	**10.72%**
Official Expenses	138.030	145.898	7.868	5.70%
Official Mail	10.000	18.000	8.000	80.00%
TOTAL	**573.630**	**613.000**	**39.370**	**6.86%**
POSITIONS	**9.702**	**9.702**	-	-

Explanation of Changes Shown on Schedule C

Members' Representational Allowances

For salaries and expenses of the Members' Representational Allowances, $613,000,000. The fiscal year (FY) 2020 budget request is $39,370,000 or 6.86% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $449,102,000 for mandatory items, $0 in price level increases, $148,030,000 for program current services and a $15,868,000 increase in program changes.

I. Personnel Details: FY20 Request - $449,102,000

A. Base: $436,384,000
   i. The estimated FY19 personnel compensation will be $436,384,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0

   ii. FY20 Cost of Living Prorated - $0

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $12,718,000

II. Price Level Details: FY20 Request - $0

The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $163,898,000

A. Current Services:

i. Official Expenses - $138,030,000
Official Expenses of the MRA are comprised of non-personnel items such as equipment, federal and private rent, telecommunications, printing and contract services.

ii. Official Mail - $10,000,000
The Official Mail program covers all MRA mailing expenses from both the District and DC offices of all Members.

B. Proposed Changes

i. Official Expenses - $7,868,000
Additional funding required for Official Expenses of the MRA, based upon historical funding requirements for travel, rent, telecommunications, printing, and supplies.

ii. Official Mail - $8,000,000
Additional funding required for Official Mail, based upon historical funding requirements for MRA mailing expenses.

Schedule A - Intern Allowance

House of Representatives
Intern Allowance
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	-	8,800	8,820	20	0.23%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	-	-	-	-	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	-	-	-	-	-
2600 Supplies and Materials	-	-	-	-	-
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**-**	**8,800**	**8,820**	**20**	**0.23%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**-**	**7,333**	**7,350**	**17**	**0.23%**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Intern Allowance

House of Representatives
Detailed Analysis of Change by Organization
Intern Allowance

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**8,800**	**8,820**	**20**	**0.23%**
Personnel Base	8,800	8,800	-	-
Base Adjustment	-	20	20	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	-	-	-	-
TOTAL	**8,800**	**8,820**	**20**	**0.23%**
POSITIONS	**7,333**	**7,350**	**17**	**0.23%**

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Intern Allowance

For salaries and expenses of the Intern Allowance, $8,820,000. The fiscal year (FY) 2020 budget request is $20,000 or 0.23% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $8,820,000 for mandatory items, no price level increases, $0 for program current services and no program changes.

I. Personnel Details: FY20 Request - $8,820,000

A. Base: $8,800,000
   i. The estimated FY19 personnel compensation will be $8,800,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0

   ii. FY20 Cost of Living Prorated - $0

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $20,000
   The base adjustment increase of $20,000 reflects each Member of the House of Representatives receiving up to $20,000 for an intern allowance, consistent with the law.

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $0

A. Current Services:
i. Intern Allowance - $0
Per Division B - Legislative Branch Appropriations Act, 2019 (Public Law 115-244), this account was established for the compensation of interns who serve in offices of Members of the House of Representatives.

B. Proposed Changes:
i. Intern Allowance - $0

Schedule A - Standing Committees, Special and Select

House of Representatives
Standing Committees, Special and Select
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	105,776	115,435	126,790	11,355	9.84%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	734	552	630	78	14.10%
2200 Transportation of Things	-	1	1	-	-
2300 Rent, Communications, Utilities	1,594	1,614	1,783	169	10.47%
2400 Printing and Reproduction	83	53	62	9	16.52%
2500 Other Services	1,497	1,500	1,659	159	10.59%
2600 Supplies and Materials	2,429	2,448	2,706	258	10.52%
3100 Equipment	3,421	2,301	2,664	363	15.77%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**115,534**	**123,903**	**136,293**	**12,390**	**10.00%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**1,128**	**1,417**	**1,417**	**-**	**-**

NOTE: FY18 actuals reflect data as of September 30, 2018. The period of availability ends on December 31, 2018 and post fiscal year activity, October 1, 2018 to December 31, 2018, is not reflected in these figures. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Standing Committees, Special and Select

House of Representatives
Detailed Analysis of Change by Organization
Standing Committees, Special and Select

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**115,435**	**126,790**	**11,355**	**9.84%**
Personnel Base	115,435	112,390	(3,045)	(2.64%)
Base Adjustment	-	10,615	10,615	-
Cost of Living Adjustment Annualized	-	800	800	-
Cost of Living Adjustment	-	2,786	2,786	-
Overtime Pay	-	200	200	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**-**	**-**	**-**
C. PROGRAM CHANGES	**8,468**	**9,503**	**1,035**	**12.22%**
Official Expenses	8,468	9,503	1,035	12.22%
TOTAL	**123,903**	**136,293**	**12,390**	**10.00%**
POSITIONS	**1,417**	**1,417**	**-**	**-**

Explanation of Changes Shown on Schedule C

Standing Committees, Special and Select

For salaries and expenses of the Standing Committees, Special and Select, $136,293,000. The fiscal year (FY) 2020 budget request is $12,389,827 or 10.00% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $126,789,690 for mandatory items, no price level increases, $8,468,453 for program current services and a $1,034,857 increase in program changes.

I. Personnel Details: FY20 Request - $126,789,690

A. Base: $112,390,000
   i. The estimated FY19 personnel compensation will be $112,390,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $799,530

   ii. FY20 Cost of Living Prorated - $2,785,592

   iii. FY20 Overtime - $200,000

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $10,614,568
   This increase reflects the anticipated funding needs for the Standing Committees, Special and Select, in FY 2020.

II. Price Level Details: FY20 Request - $0

The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $9,503,310

A. Current Services:

i. Official Expenses - $8,468,453

Official Expenses of the Standing Committees, Special and Select are composed of personnel compensation for staff, and non-personnel items such as equipment, telecommunications, printing, contract services, supplies and travel.

B. Proposed Changes

i. Official Expenses - $1,034,857

This increase reflects the anticipated funding needs for the Standing Committees, Special and Select, in FY 2020.

Schedule A - Hearing Room Renovations

House of Representatives
Hearing Room Renovations
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	9	-	-	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	-	-	-	-	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	942	30	30	-	-
2600 Supplies and Materials	50	120	120	-	-
3100 Equipment	1,210	3,850	2,700	(1,150)	(29.87%)
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**2,211**	**4,000**	**2,850**	**(1,150)**	**(28.75%)**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	-	-	-	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Hearing Room Renovations

House of Representatives
Detailed Analysis of Change by Organization
Hearing Room Renovations

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	-	-	-	-
Personnel Base	-	-	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**4,000**	**2,850**	**(1,150)**	**(28.75%)**
Hearing Room Renovations	4,000	2,850	(1,150)	(28.75%)
TOTAL	**4,000**	**2,850**	**(1,150)**	**(28.75%)**
POSITIONS	-	-	-	-

Explanation of Changes Shown on Schedule C

Standing Committees, Special and Select
Hearing Room Renovations

For salaries and expenses of the Hearing Room Renovations, $2,850,000. The fiscal year (FY) 2020 budget request is ($1,150,000) or (28.75%) below the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $0 for mandatory items, no price level increases, $4,000,000 for program current services and a ($1,150,000) decrease in program changes.

I. Personnel Details: FY20 Request - $0

A. Base: $0
   i. The estimated FY19 personnel compensation will be $0.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0

   ii. FY20 Cost of Living Prorated - $0

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $2,850,000

A. Current Services:

i. Hearing Room Renovations - $4,000,000
Hearing Room Renovations is an ongoing program authorized by the Committee on House Administration (CHA) in accordance with House Resolution 84 in 2002. Hearing room renovations mainly benefit the Committees, as well as the public and other Government Agencies that watch proceedings either live or via webcast. The Hearing Room Renovations program provides the CAO portion of renovations, lifecycle, emergency replacement and repair; and auxiliary systems and components that support House Committee hearing rooms. This activity also includes broadcasting, webcasting, recording, and archiving of all requested Committee hearings. House Recording Studio (HRS) staff work closely with Appropriations, CHA, the Committee/Owner of the hearing room, the Architect of the Capitol (AoC), and other CAO entities and House staff to coordinate the renovation effort. The CHA and CAO are continuing to explore ways to standardize equipment and make rooms functional and reliable in a cost and time efficient manner.

In August 2017, the House Recording Studio replaced six cameras and the corresponding pan-and-tilt heads in the House Chamber. These cameras provide video feeds of the House Floor to C-SPAN and other outlets. In winter 2017, the House Recording Studio and the AoC updated the Chamber's sound system to a new digital sound system that includes operator boards for the Office of the Clerk and the House Recording Studio broadcast facility. During the 115th Congress, the House Recording Studio also upgraded the audio-visual equipment and broadcast systems in multiple House Committee hearing rooms, including Energy and Commerce, Judiciary, Natural Resources, Ways and Means, Armed Services, Homeland Security, and Appropriations.

B. Proposed Changes:

i. Hearing Room Renovations - ($1,150,000)
This request is a decrease from the FY19 request, as it is based on current spending levels, and includes funding to renovate two major hearing rooms, and the House Capitol Visitor Center (HVC)-210. This request also includes equipment, repair and maintenance support.

Schedule A - Total - Standing Committees, Special and Select

House of Representatives
Total - Standing Committees, Special and Select
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	105,776	115,435	126,790	11,355	9.84%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	743	552	630	78	14.10%
2200 Transportation of Things	-	1	1	-	-
2300 Rent, Communications, Utilities	1,594	1,614	1,783	169	10.47%
2400 Printing and Reproduction	83	53	62	9	16.52%
2500 Other Services	2,440	1,530	1,689	159	10.38%
2600 Supplies and Materials	2,480	2,568	2,826	258	10.03%
3100 Equipment	4,631	6,151	5,364	(787)	(12.80%)
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**117,745**	**127,903**	**139,143**	**11,240**	**8.79%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**1,128**	**1,417**	**1,417**	**-**	**-**

Schedule C - Total - Standing Committees, Special and Select

House of Representatives
Detailed Analysis of Change by Organization
Total - Standing Committees, Special and Select

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**115,435**	**126,790**	**11,355**	**9.84%**
Personnel Base	115,435	112,390	(3,045)	(2.64%)
Base Adjustment	-	10,615	10,615	-
Cost of Living Adjustment Annualized	-	800	800	-
Cost of Living Adjustment	-	2,786	2,786	-
Overtime Pay	-	200	200	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**12,468**	**12,353**	**(115)**	**(0.92%)**
Standing Committees, Special and Select	8,468	9,503	1,035	12.22%
Hearing Room Renovations	4,000	2,850	(1,150)	(28.75%)
TOTAL	**127,903**	**139,143**	**11,240**	**8.79%**
POSITIONS	**1,417**	**1,417**	-	-

Schedule A - Committee on Appropriations

House of Representatives
Committee on Appropriations
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	17,999	21,862	24,002	2,141	9.79%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	19	150	152	2	1.50%
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	247	350	379	29	8.40%
2400 Printing and Reproduction	5	10	11	1	6.35%
2500 Other Services	912	328	437	108	33.03%
2600 Supplies and Materials	109	85	98	13	15.22%
3100 Equipment	141	328	345	17	5.13%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**19,432**	**23,113**	**25,424**	**2,311**	**10.00%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**146**	**212**	**212**	-	-

NOTE: FY18 actuals reflect data as of September 30, 2018. The period of availability ends on December 31, 2018 and post fiscal year activity, October 1, 2018 to December 31, 2018, is not reflected in these figures. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Committee on Appropriations

House of Representatives
Detailed Analysis of Change by Organization
Committee on Appropriations

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**21,862**	**24,002**	**2,141**	**9.79%**
Personnel Base	21,862	21,127	(735)	(3.36%)
Base Adjustment	-	2,001	2,001	-
Cost of Living Adjustment Annualized	-	150	150	-
Cost of Living Adjustment	-	524	524	-
Overtime Pay	-	200	200	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**-**	**-**	**-**
C. PROGRAM CHANGES	**1,251**	**1,422**	**170**	**13.63%**
Administration	1,251	1,422	170	13.63%
TOTAL	**23,113**	**25,424**	**2,311**	**10.00%**
POSITIONS	**212**	**212**	**-**	**-**

Explanation of Changes Shown on Schedule C

Committee on Appropriations

For salaries and expenses of the Committee on Appropriations, $25,424,000. The fiscal year (FY) 2020 budget request is $2,311,029 or 10.00% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $24,002,296 for mandatory items, no price level increases, $1,251,222 for program current services and a $170,482 increase in program changes.

I. Personnel Details: FY20 Request - $24,002,296

A. Base: $21,127,000
   i. The estimated FY19 personnel compensation will be $21,127,000.

   ii. The estimated FY19 overtime will be $0.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $150,333

   ii. FY20 Cost of Living Prorated - $523,767

   iii. FY20 Overtime - $200,000

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $2,001,196
   This increase reflects the anticipated funding needs for the Committee on Appropriations in FY 2020.

II. Price Level Details: FY20 Request - $0
The non-personnel inflation factor is 2.40%.

III. Program Details: FY20 Request - $1,421,704

A. Current Services:
i. Administration - $1,251,222
The Administration program of the Committee on Appropriations is composed of non-personnel items such as equipment, travel, telecommunications, printing and contract services.

B. Proposed Changes
i. Administration - $170,482
This increase reflects anticipated funding needs for the Committee on Appropriations in FY 2020.

Schedule A - Office of the Clerk

House of Representatives
Office of the Clerk
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	20,126	22,428	24,052	1,624	7.24%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	49	92	95	3	3.28%
2200 Transportation of Things	-	1	1	-	-
2300 Rent, Communications, Utilities	164	230	293	63	27.36%
2400 Printing and Reproduction	14	39	42	3	6.41%
2500 Other Services	1,946	3,538	6,061	2,523	71.31%
2600 Supplies and Materials	461	571	594	23	4.03%
3100 Equipment	1,010	1,407	1,689	283	20.09%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**23,771**	**28,305**	**32,826**	**4,521**	**15.97%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**191**	**220**	**224**	**4**	**1.82%**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of the Clerk

House of Representatives
Detailed Analysis of Change by Organization
Office of the Clerk

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**22,428**	**23,587**	**1,159**	**5.17%**
Personnel Base	22,428	22,664	236	1.05%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	136	136	-
Cost of Living Adjustment	-	470	470	-
Overtime Pay	-	70	70	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	247	247	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**5,877**	**9,239**	**3,362**	**57.21%**
Capitol Service Group	23	28	5	21.74%
Clerk of the House	23	3,143	3,120	13,565.22%
Closed Captioning	474	474	-	-
Immediate Office of the Clerk	361	282	(79)	(21.88%)
Legislative Computer Systems	2,172	2,266	94	4.33%
Legislative Resource Center	422	376	(46)	(10.90%)
Newspaper Subscriptions	182	182	-	-
Office of Art & Archives	389	341	(48)	(12.34%)
Office of Chaplain	2	2	-	-
Office of Communications	48	54	6	12.50%
Office of House Employment Counsel	173	204	31	17.92%
Office of Legislative Operations	70	77	7	10.00%
Office of the Historian	2	2	-	-
Office of the Historian's Staff	202	199	(3)	(1.49%)
Official Reporters	334	379	45	13.47%
Stenographic Reporting	1,000	765	(235)	(23.50%)
Staff Level Increase	-	465	465	-
TOTAL	**28,305**	**32,826**	**4,521**	**15.97%**
POSITIONS	**220**	**224**	**4**	**1.82%**

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of the Clerk

For salaries and expenses of the Office of the Clerk, $32,826,000. The fiscal year (FY) 2020 budget request is $4,521,000 or 15.97% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $23,587,000 for mandatory items, no price level increases, $5,877,000 for program current services and a $3,362,000 increase in program changes.

I. Personnel Details: FY20 Request - $23,587,000

A. Base: $22,664,000
   i. The estimated FY19 personnel compensation will be $22,664,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.62%) 2.60%
   ii. FY20 Cost of Living Prorated - (2.14%) 3.00%
   iii. FY20 Longevity - 1.06%
   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $136,000
   ii. FY20 Cost of Living Prorated - $470,000
   iii. FY20 Overtime - $70,000
   iv. FY20 Reclassifications - $0
   v. FY20 Temporary Positions - $0
   vi. FY20 Longevity - $247,000
   vii. FY20 Meritorious Increase - $0
   viii. FY20 Accrued Leave - $0
   ix. FY20 Personnel Benefits - $0
   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $9,239,000

A. Current Services:

i. Capitol Service Group - $23,000
The Capitol Service Group maintains the Lindy Claiborne Boggs Congressional Women's Reading Room, the Members and Family Committee Room, and the Congressional Prayer Room, which are near the House Chamber and provide Members and their families with spaces for rest and reflection. The Capitol Service Group also includes the Floor clerks.

ii. Clerk of the House - $23,000
The Office of the Clerk supports the Members' and Family Room for the convenience of Members and their family members; and sponsors authorized events and/or receptions.

iii. Closed Captioning - $474,000
The Closed Captioning (CC) contract provides closed captioning services for the House Floor proceedings.

iv. Immediate Office of the Clerk - $361,000
The Immediate Office of the Clerk (IO) supports all other Clerk organizations with respect to Human Resources, Budget and Contract Administration, and interaction with other House entities such as Financial Counseling and Payroll. The IO also supervises vacant Member offices, receives messages for the House from the President and the U.S. Senate, and prepares and delivers enrolled bills to the White House; manages the official vehicle leases; processes certificates of election; and provides Member voting cards.

v. Legislative Computer Systems - $2,172,000
Legislative Computer Systems (LCS) develops and maintains mission-critical systems that support the legislative process and public disclosure filings. LCS maintains the Office of the Clerk's website, develops applications for Clerk and House-wide initiatives, and provides technical support to House Committees and the legislative branch in the coordination of legislative data exchange. LCS also supports the Senate with the Bioguide and lobby disclosure filings and the website docs.house.gov.

vi. Legislative Resource Center - $422,000
The Legislative Resource Center (LRC) responds to congressional and public inquiries regarding the legislative activities of the current Congress. LRC serves as the repository and disseminator of official House legislative documents and supplies House Members with copies of bills to be considered on the Floor. LRC also manages the filings and retention of public disclosure documents; maintains the official rolls and lists of the House, including nominee and election statistics; and operates the House Library space in the Cannon House Office Building. LRC produces several informational publications and serves as the House liaison to the Government Publishing Office.

vii. Newspaper Subscriptions - $182,000
The Newspaper Subscriptions program provides subscriptions of periodicals for House Leadership Offices.

viii. Office of Art & Archives - $389,000
The Office of Art and Archives (OAA) curates the House Collection of fine art and artifacts, processes House records and oversees their eventual safe transfer to the National Archives and Records Administration, aids House Committees and Officers in identifying records to retain permanently, and provides management advice to Member offices on their congressional papers. OAA also offers informational and other services concerning House records and the House Collection.

ix. Office of Chaplain - $2,000
The Office of the Chaplain opens House proceedings with prayer, provides pastoral counseling to the House community, coordinates the scheduling of guest chaplains, and arranges memorial services for the House and its staff.

x. Office of Communications - $48,000
The Office of Communications provides integrated strategic communications support to all divisions of the Office of the Clerk. Services include message positioning and branding, web and print content development, graphic design and document production, event support, user interface design, and development of video and multimedia presentations.

xi. Office of House Employment Counsel - $173,000
The Office of House Employment Counsel provides House employing offices with legal advice, training, and representation in matters arising under the Congressional Accountability Act.

xii. Office of Legislative Operations - $70,000
The Office of Legislative Operations supports legislative activities on the Floor, such as overseeing the recording of votes and operating the Electronic Voting System; preparing messages that inform the Senate of House-passed legislation; and reading and processing bills, resolutions, motions, and presidential messages that come before the House. Legislative Operations also compiles and publishes the minutes of daily House proceedings and prepares summaries of Floor and House Committee activities, which are published in the Daily Digest of the Congressional Record.

xiii. Office of the Historian - $2,000
The Office of the Historian studies and documents the rich history of the United States House of Representatives as a resource for Members, staff, scholars, the media, and the public. It serves as both the House's institutional memory and strives to inspire greater understanding of that body's central role in U.S. history.

xiv. Office of the Historian's Staff - $202,000
Rule II, Clause 7, of the Rules of the House of Representatives, provides for the Office of the Historian. The mission of the Historian's Office is to research,

interpret, and promote the institution's distinctive history and heritage. Historian programs include providing historical reference services to Members, staff, committees and the general public; researching, writing and updating the House's ongoing print and web historical publications; conducting oral histories; and engaging in educational outreach.

xv. Official Reporters - $334,000
The Office of Official Reporters is responsible for reporting and transcribing House Floor proceedings for publication in the Congressional Record, as well as transcript production for all Committee hearings and markups.

xvi. Stenographic Reporting - $1,000,000
Stenographic Reporting provides funding for any supplemental costs associated with stenographic reporting for House committees.

B. Proposed Changes:

i. Capitol Service Group - $5,000
This increase in non-personnel reflects the Clerk-wide request to increase training from $1,000 to $1,550 per person.

ii. Clerk of the House - $3,120,000
This increase will fund the next phase of the multi-year redevelopment/modernization plan of the House Legislative Information Management System (LIMS). LIMS is a mission critical application integral to legislative operations of the U.S. House of Representatives. The system was built over 30 years ago on an outdated programming language, a legacy platform from the mainframe era during the 1980's. This platform has undergone multiple migrations and currently runs in the Linux environment. However, the legacy codebase has not been upgraded and poses significant challenges moving forward. The cost and technological risk associated with continuing on this legacy platform is very high. Finding skilled developers is and continues to be a major challenge. On-going maintenance and required changes to the current system demand significant resources. The migration of LIMS to a new modern technology would allow the application to be more flexible, extensible, robust and secure, and ultimately enable it to better meet future needs of House of Representatives. The No Year funding requested is anticipated to cover modernization efforts in Phase 3 of 5. This phase of the modernization project will be comprised of LIMS data modeling, back-end development, Floor Action Reporting System (FARS), Committee Action Reporting System (CARS), Executive Action Reporting System (EARS), Reports Due to Congress, and Quality Assurance Testing.

iii. Closed Captioning - $0

iv. Immediate Office of the Clerk - ($79,000)
This net decrease is due to HouseLive2.0 expenses being consolidated under the LCS division and is offset by a Clerk-wide request to increase training from $1,000 to $1,550 per person and an increase in consolidating Clerk-wide recruitment costs under the IO division.

v. Legislative Computer Systems - $94,000
This net increase under non-personnel is mostly maintenance, warranties, software purchases and the Clerk-wide request to increase training from $1,000 to $1,550 per person.

vi. Legislative Resource Center - ($46,000)
This net decrease reflects a reduction in equipment purchases that were non-recurring items.

vii. Newspaper Subscriptions - $0

viii. Office of Art & Archives - ($48,000)
Most of the net decrease is due to the completion of the one-time cost of building the application regarding Cannon Rotunda exhibits from the base of the FY20 request for OAA. The request includes rotating out current exhibits, purchasing external drives for Committees to electronically archive all of their files, maintenance, and curation of the House Collection.

ix. Office of Chaplain - $0

x. Office of Communications - $6,000
This increase is associated with the Clerk-wide request to increase training from $1,000 to $1,550 per person.

xi. Office of House Employment Counsel - $31,000
In non-personnel aside from participating in the Clerk-wide request to increase training from $1,000 to $1,550 per person, the remaining increases are associated with the Workplace Rights Initiative.

xii. Office of Legislative Operations - $7,000
This net increase is mainly comprised of a Clerk-wide request to increase training from $1,000 to $1,550 per person.

xiii. Office of the Historian - $0

xiv. Office of the Historian's Staff - ($3,000)
This net decrease reflects the discontinued need for contractor support within this division and is offset by an increase associated with the Clerk-wide request to increase training funding from $1,000 to $1,550 per person.

xv. Official Reporters - $45,000
Within the non-personnel request is funding for the Clerk-wide request to increase training from $1,000 to $1,550 per person and life-cycle replacement of 4 steno machines.

xvi. Stenographic Reporting - ($235,000)
This decrease is solely the stenographic reporting contractor support provided for

all House hearings and investigations. Per historical trends along with Option Year 3 for the steno contracts, this will fully fund anticipated House proceeding needs in FY20.

xvii. Staff Level Increase - $465,000
Of the 4 newly requested positions, 3 are technology position requests under LCS (Senior Database Administrator, Senior Software Developer, and Applications Support Engineer). The final 1 is under OHEC (a Paralegal position to support the additional load associated with Workplace Rights).

Schedule A - Office of the Sergeant at Arms

House of Representatives
Office of the Sergeant at Arms
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	10,150	13,246	13,450	204	1.54%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	312	422	832	410	97.16%
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	150	222	157	(65)	(29.28%)
2400 Printing and Reproduction	4	16	16	-	-
2500 Other Services	2,006	3,520	3,867	347	9.86%
2600 Supplies and Materials	167	198	307	109	55.05%
3100 Equipment	1,329	1,149	5,091	3,942	343.08%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**14,117**	**18,773**	**23,720**	**4,947**	**26.35%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**126**	**155**	**163**	**8**	**5.16%**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of the Sergeant at Arms

House of Representatives
Detailed Analysis of Change by Organization
Office of the Sergeant at Arms

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**13,246**	**12,877**	**(369)**	**(2.78%)**
Personnel Base	13,246	12,509	(737)	(5.56%)
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	61	61	-
Cost of Living Adjustment	-	216	216	-
Overtime Pay	-	10	10	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	81	81	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**91**	**91**	**-**
C. PROGRAM CHANGES	**5,527**	**10,752**	**5,225**	**94.54%**
House Garages/Parking Security	22	160	138	627.27%
House Security Office	-	118	118	-
Immediate Office	398	550	152	38.19%
Information Services	603	684	81	13.43%
Office of Emergency Management	1,920	4,915	2,995	155.99%
Police Services	2,445	3,629	1,184	48.43%
Protocol and Chamber Operations	139	123	(16)	(11.51%)
Staff Level Increase	-	573	573	-
TOTAL	**18,773**	**23,720**	**4,947**	**26.35%**
POSITIONS	**155**	**163**	**8**	**5.16%**

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of the Sergeant at Arms

For salaries and expenses of the Office of the Sergeant at Arms, $23,720,292. The fiscal year (FY) 2020 budget request is $4,947,292 or 26.35% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $12,877,292 for mandatory items, $91,000 in price level increases, $5,527,000 for program current services and a $5,225,000 increase in program changes.

I. Personnel Details: FY20 Request - $12,877,292

A. Base: $12,509,000
   i. The estimated FY19 personnel compensation will be $12,509,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.58%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.04%) 3.00%

   iii. FY20 Longevity - 0.64%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $61,000

   ii. FY20 Cost of Living Prorated - $216,000

   iii. FY20 Overtime - $10,000

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $81,292

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $91,000
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $10,752,000

A. Current Services:

i. House Garages/Parking Security - $22,000
The Division of House Garages and Parking Security is responsible for the safety and security of all vehicles and pedestrians in the House garages and parking areas. The division enforces the parking policies and allocations set forth by the Committee on House Administration.

ii. House Security Office - $0
The Division of House Security serves as a central location to oversee the issuance, administration, and verification of all House of Representatives security clearances. House Security serves as the central repository for classified materials and is responsible for the receiving, controlling, transmitting, storing, and destroying of classified information and provides training for Members of Congress and House staff on the protocols and responsibilities in handling and storage of classified materials, foreign travel, counterintelligence, and operations security.

iii. Immediate Office - $398,000
The Sergeant at Arms Immediate Office oversees and administers all divisions within the organization and provides support in the areas of Member Services, personnel, budgeting and finance.

iv. Information Services - $603,000
The Division of Information Services is comprised of the following two sections: Information Technology and Identification Services. The Information Technology section provides technical support for the entire Office of the Sergeant at Arms relating to information technology infrastructure, telecommunications, and end user support. The Identification Services section assists with the security of the Capitol complex by issuing ID badges to all authorized personnel within the House and the Architect of the Capitol.

v. Office of Emergency Management - $1,920,000
The Division of Emergency Management serves as the focal point for the House of Representatives emergency planning and continuity programs. The division manages life safety support programs, specialized emergency Member support programs, the House Operations Center, and internal continuity activities for the Office of the Sergeant at Arms.

vi. Police Services - $2,445,000
The Division of Police Services/Law Enforcement provides logistical and security support at on and off campus events involving Members of Congress and administers several programs to enhance the safety and security of all Members, staff, and visitors.

vii. Protocol and Chamber Operations - $139,000

The Division of Protocol and Chamber Operations is comprised of Chamber Security, Chamber Support Services, and the House Appointments Desks. Staff in this division facilitates and controls access to the House Chamber when the House is in or out of session, maintains decorum in the House Chamber, and assists visitors on official business with access to the Capitol Building.

B. Proposed Changes:

i. House Garages/Parking Security - $138,000
The increase in funding is due to non-recurring costs associated with supplies and materials needed for the 117th Congress (staff parking permits). The increase can also be attributed to the lifecycle replacement of Parking Security uniforms and the purchase of equipment.

ii. House Security Office - $118,000
The increase in funding is due to the purchase of safes to store classified information. This program was transferred from the Office of the Chief Administrative Officer to the Office of the Sergeant at Arms.

iii. Immediate Office - $152,000
The increase in funding is due to costs associated with travel to advance and support the 2020 Presidential conventions. The increase is also due to non-recurring costs associated with supplies and materials needed for the 117th Congress (Member and spouse identification pins; Member license plates).

iv. Information Services - $81,000
The increase in funding is due to contract support for web design services and for information assurance to assist with the development, testing and maintenance of IT system security plans and the security controls contained within the plans.

v. Office of Emergency Management - $2,995,000
The increase in funding is due to costs associated with the House-wide upgrade and replacement of annunciators used to provide emergency notifications during emergency events.

vi. Police Services - $1,184,000
The increase in funding is due, in part, to costs associated with the District Office Security Program. Funding this program will enhance the security of Member District Offices by providing for the purchase, installation, maintenance and monitoring of security systems. Funding will also allow for the continued supply of mail hoods to enhance mail security in District Offices and for Sergeant at Arms staff travel to provide critical security awareness briefings for District Office staff. Additional funds are requested for USCP to provide security for House Leadership travelling overseas.

vii. Protocol and Chamber Operations - ($16,000)
The decrease is due to non-recurring costs of supplies purchased in FY19.

viii. Staff Level Increase - $573,000

1 new FTE in the Immediate Office will provide administrative support and assistance to the Immediate Office and all divisions within the organization. 1 new FTE in the Division of Information Services will assist with managing the SAA's web content and assist with the technical aspects of the notifications to House community. In addition, this FTE will provide administrative support to the Information Services Division. 2 new FTE in the Division of Emergency Management will provide support to the emergency preparedness, operations, and planning efforts of the office. 1 new FTE in the Division of Police Services/Law Enforcement will assist with law enforcement, dignitary protection, intelligence/counterintelligence and physical security. 3 new FTE in the Division of Protocol and Chamber Operations will enhance and supplement House Chamber operations, provide additional manpower to assist with special events and provide assistance to official business visitors as needed.

Schedule A - Office of the Chief Administrative Officer

House of Representatives
Office of the Chief Administrative Officer
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	63,353	75,174	77,178	2,004	2.67%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	189	579	672	93	16.06%
2200 Transportation of Things	-	18	18	-	-
2300 Rent, Communications, Utilities	3,104	5,137	5,299	162	3.15%
2400 Printing and Reproduction	203	74	96	22	29.73%
2500 Other Services	18,456	35,625	47,031	11,406	32.02%
2600 Supplies and Materials	2,531	3,162	2,921	(241)	(7.62%)
3100 Equipment	15,230	28,289	33,388	5,099	18.02%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**103,066**	**148,058**	**166,603**	**18,545**	**12.53%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**622**	**719**	**708**	**(11)**	**(1.53%)**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of the Chief Administrative Officer

House of Representatives
Detailed Analysis of Change by Organization
Office of the Chief Administrative Officer

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**75,174**	**77,178**	**2,004**	**2.67%**
Personnel Base	75,174	73,619	(1,555)	(2.07%)
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	478	478	-
Cost of Living Adjustment	-	1,670	1,670	-
Overtime Pay	-	680	680	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	731	731	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**72,884**	**89,425**	**16,541**	**22.69%**
Acquisitions	8,561	8,819	258	3.01%
CAO Immediate Office & Galleries	2,340	2,754	414	17.69%
Customer Experience Center	3,502	7,483	3,981	113.68%
Finance	1,092	1,192	100	9.16%
House Information Resources	46,519	57,429	10,910	23.45%
House Recording Studio	1,594	2,166	572	35.88%
Human Resources	1,467	1,567	100	6.82%
Logistics & Support	5,852	6,249	397	6.78%
Risk Management	887	696	(191)	(21.53%)
Strategic Initiatives/CAO-Wide	1,070	1,070	-	-
TOTAL	**148,058**	**166,603**	**18,545**	**12.53%**
POSITIONS	**719**	**708**	**(11)**	**(1.53%)**

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of the Chief Administrative Officer

For salaries and expenses of the Office of the Chief Administrative Officer, $166,603,000. The fiscal year (FY) 2020 budget request is $18,545,000 or 12.53% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $77,178,000 for mandatory items, no price level increases, $72,884,000 for program current services and a $16,541,000 increase in program changes.

I. Personnel Details: FY20 Request - $77,178,000

A. Base: $73,619,000
   i. The estimated FY19 personnel compensation will be $73,619,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.96%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $478,000

   ii. FY20 Cost of Living Prorated - $1,670,000

   iii. FY20 Overtime - $680,000

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $731,000

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0

The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $89,425,000

A. Current Services:

i. Acquisitions - $8,561,000
The Office of Acquisitions Management is responsible for House-wide purchasing, contract planning and execution, and contract administration for Mail Operations, Food Services, the Fitness Center, Barber Shop, Shoe Shine, and Dry Cleaners. Acquisitions also oversees the Office Supply Store & House Gift Shop.

ii. CAO Immediate Office & Galleries - $2,340,000
CAO Immediate Office (CAO IO) provides administrative solutions in the form of leadership and management of the CAO. The CAO IO Directorates include, the CAO Immediate Office, Radio TV Gallery, Periodical Press Gallery, the Daily Press Gallery, and the Office of Employee Advocacy.

iii. Customer Experience Center - $3,502,000
The Customer Experience Center (CEC) launched on October 1, 2017 with the mission to ensure exceptional customer experiences for all CAO services delivered to the House community. The CEC supports the CAO Strategic Plan's Customer Goal and serves an important role in connecting CAO technical, administrative and operational experts with their customers through the services provided by its four divisions: Customer Experience Center Immediate Office (IO), which includes the Congressional Staff Academy; Communications & Marketing; House Creative Services, which includes Digital Media Services; and Customer Services, which includes the Customer Advocates and First Call.

iv. Finance - $1,092,000
The Office of Finance provides financial management services to Leadership, Members, Committees, Officers and Offices of the U.S. House of Representatives (House).

v. House Information Resources - $46,519,000
House Information Resources (HIR) manages the technology solutions for the House community. HIR provides cybersecurity products and services, campus voice and data services, active directory management, mobile communications support, website development, Broadband Connectivity and Virtual Private Network (VPN) connection support, and video teleconferencing through the House's public wireless network. HIR is also responsible for managing large-scale software/hardware implementations.

HIR has ten main service areas: HIR Immediate Office; Enterprise Applications; Enterprise Architecture and Vendor Management; Enterprise Infrastructure; Enterprise Messaging & Mobility; Identity Governance & Administration; IT-Customer Solutions; Network Engineering and Operations; Cybersecurity; and Web Systems.

vi. House Recording Studio - $1,594,000

The House Recording Studio (HRS) provides audio and video services to Members, Committees, Leadership and House Officers, which allows information to be disseminated to constituents and other entities. This includes the official audio and video record of Floor proceedings (copies of which go to the National Archives and Library of Congress). HRS also operates and maintains equipment in House Committee Hearing Rooms, and provides broadcasting, webcasting and archiving of hearings, as requested by Committees. HRS also handles audio and visual room setups in the CVC, and most special event rooms.

vii. Human Resources - $1,467,000
The Office of Human Resources (HR) is comprised of both internal and external HR services. The HR Immediate Office (which encompasses CAO Human Resources, Diversity and Organizational Change Management, Privacy Assurance, and Personnel Security and Safety) provides the full lifecycle of HR services to the CAO organization. Within, HR, the Office of Employee Assistance and House Wounded Warrior Program provide external House-wide HR services.

viii. Logistics & Support - $5,852,000
Logistics & Support (L&S) provides furniture delivery, removal and set up services, and furniture and furnishings services, which includes carpeting, drapery, engraving, furniture procurement, finishing, locksmith, upholstery, and picture framing services. Furniture is manufactured by the House, provided from House inventory, or obtained through third-party vendors. This includes traditional furniture and furnishings, modular furniture, refurbishment, and warehousing. Additionally, L&S manages Asset Management for the House by maintaining an accurate accounting of thousands of House assets.

ix. Risk Management - $887,000
The Office of Risk Management (ORM) was formed as a result of the CAO's Strategic Plan. The implementation of Enterprise Risk Management provides CAO management with risk-based information to assist with decisions to target resources at the highest risk areas that help ensure the CAO's Mission and objectives are met. ORM also facilitates Office of Inspector General and external financial statement audit activities, remediation efforts and oversight of the newly established Shared Employee Compliance Program. ORM is comprised of the ORM directorate and includes Enterprise Risk Management (ERM) and the Audit and Compliance programs.

x. Strategic Initiatives/CAO-Wide - $1,070,000
Strategic Initiatives/CAO-Wide provides funding for key initiatives in support of the CAO's Mission to serve the House community by providing administrative, technical, and operational solutions so Members can perform their Constitutional duties. These funds are used to support cybersecurity efforts; technologies that facilitate governance, user identity, provisioning and access; automation of routine business services, which strengthen security, improve visibility, and simplify compliance for organizations; and for upgrades to the PeopleSoft financial system.

B. Proposed Changes:

i. Acquisitions - $258,000
The Digital and Traditional Mail contract was fully funded in FY 2019. This request includes additional funding required for the new mail contract, which will

be awarded in the summer of 2019. The new contract will take effect on 9/1/2019. The mail contract is essential to the timely delivery of constituent communications to Member offices and the assurance that all mail is properly screened for potential threats.

ii. CAO Immediate Office & Galleries - $414,000
This request will support cost increases for the Employee Advocacy Office. It provides for staff travel to District offices to litigate cases. This request also provides contractor support for court reporters to conduct depositions and for the continuation of contractor support to provide legal representation to House employees on matters arising under the Congressional Accountability Act.

Additional contractor support is also required within the Media Galleries to assist during the 2020 Presidential Convention season.

This also reflects increased training costs for additional staff associated with the expansion of the House Child Care Center, as staff must maintain required certifications and stay abreast of current research in early childhood education.

iii. Customer Experience Center - $3,981,000
The CEC will use additional funding to support the mandatory annual House-wide Workplace Rights & Responsibility Training program for all House staff. Mandatory training will provide each employee with the necessary tools to understand House standards and policies.

This request will also fund increases needed to support the Congressional Staff Academy, including the development of a new congressional staff curricula. It will provide funding for a new online learning management system to improve registration, tracking, and compliance. It will also fund the migration of the Resource Scheduler software to a cloud-based solution.

iv. Finance - $100,000
The requested increase will allow the Finance office to fund contractor support to implement the Finance Improvement and Audit Readiness (FIAR) initiative. Additionally, this will allow Financial Counseling to fund contractor support to optimize operational capabilities and meet surge requirements.

v. House Information Resources - $10,910,000
The increased funding will be used for a variety of initiatives supporting the House and its Members. Specifically, this includes funding for the migration of House applications to the cloud, strengthening cybersecurity, technology recapitalization, hardware and software maintenance support, and associated contractor support.

HIR also requires additional funding to continue to support increased costs for maintenance, software licenses and support used by the House community, such as Microsoft Enterprise Licenses and Premier Technical Support contracts. The Microsoft Enterprise agreement currently covers over 16,000 users. This request will continue to support the current licensing requirements and will include licensing of utility and service accounts that are required for the full integration and

capability of the Microsoft suite of services such as SharePoint, OneDrive, and Voicemail to email enhancements.

vi. House Recording Studio - $572,000
This increase will fund the lifecycle replacement of vital video teleconferencing equipment. This increase will also fund the purchase of a new file-based archiving system for House Floor coverage, which replaces the obsolete technology of VTRs (Video Tape Recorders) for the capture, recovery, and archiving of House Floor coverage.

vii. Human Resources - $100,000
This request funds key projects supporting the CAO Strategic Plan's Employee Goal of ensuring a professional and engaged CAO workforce. Projects include additional contractors and services to enhance the House Wellness Center's service delivery to House employees in both DC and District offices as well as support for new program initiatives within the CAO Privacy Program.

viii. Logistics & Support - $397,000
This funding will restore the necessary contractor support and resources needed to continue normal Logistics & Support services and delivery times for all areas. Additionally, this supports increased costs for a new furniture contract, and additional temporary contractors for operational support of the O'Neill House Office Building.

ix. Risk Management - ($191,000)
Funding requirements for Risk Management have decreased, primarily because of an anticipated reduction in the contractor support cost for Enterprise Risk Management development and implementation.

x. Strategic Initiatives/CAO-Wide - $0

Schedule A - Office of Diversity and Inclusion

House of Representatives
Office of Diversity and Inclusion
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	-	-	362	362	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	3	3	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	-	-	15	15	-
2400 Printing and Reproduction	-	-	1	1	-
2500 Other Services	-	-	121	121	-
2600 Supplies and Materials	-	-	12	12	-
3100 Equipment	-	-	86	86	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	-	-	**600**	**600**	-

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	-	-	-	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of Diversity and Inclusion

House of Representatives
Detailed Analysis of Change by Organization
Office of Diversity and Inclusion

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	-	**362**	**362**	-
Personnel Base	-	352	352	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	2	2	-
Cost of Living Adjustment	-	8	8	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	-	**238**	**238**	-
General Operations Program	-	238	238	-
TOTAL	-	**600**	**600**	-
POSITIONS	-	-	-	-

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of Diversity and Inclusion

For salaries and expenses of the Office of Diversity and Inclusion, $600,000. The fiscal year (FY) 2020 budget request is $600,000 or 100.00% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $362,391 for mandatory items, no price level increases, $0 for program current services and a $237,609 increase in program changes.

I. Personnel Details: FY20 Request - $362,391

A. Base: $352,391
   i. The estimated FY19 personnel compensation will be $352,391.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.57%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.26%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $2,000

   ii. FY20 Cost of Living Prorated - $8,000

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0

The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $237,609

A. Current Services:
   i. General Operations Program - $0

B. Proposed Changes:
   i. General Operations Program - $237,609
   This reflects the planned establishment of the Office of Diversity and Inclusion. A determination is pending regarding the Positions associated with this new office.

Schedule A - Office of the Whistleblower Ombudsman

House of Representatives
Office of the Whistleblower Ombudsman
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	-	-	362	362	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	3	3	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	-	-	15	15	-
2400 Printing and Reproduction	-	-	1	1	-
2500 Other Services	-	-	121	121	-
2600 Supplies and Materials	-	-	12	12	-
3100 Equipment	-	-	86	86	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	-	-	**600**	**600**	-

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	-	-	-	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of the Whistleblower Ombudsman

House of Representatives
Detailed Analysis of Change by Organization
Office of the Whistleblower Ombudsman

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	-	**362**	**362**	-
Personnel Base	-	352	352	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	2	2	-
Cost of Living Adjustment	-	8	8	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	-	**238**	**238**	-
General Operations Program	-	238	238	-
TOTAL	-	**600**	**600**	-
POSITIONS	-	-	-	-

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of the Whistleblower Ombudsman

For salaries and expenses of the Office of the Whistleblower Ombudsman, $600,000. The fiscal year (FY) 2020 budget request is $600,000 or 100.00% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $362,391 for mandatory items, no price level increases, $0 for program current services and a $237,609 increase in program changes.

I. Personnel Details: FY20 Request - $362,391

A. Base: $352,391
   i. The estimated FY19 personnel compensation will be $352,391.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.57%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.26%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $2,000

   ii. FY20 Cost of Living Prorated - $8,000

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0

The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $237,609

A. Current Services:
   i. General Operations Program - $0

B. Proposed Changes:
   i. General Operations Program - $237,609
   This reflects the planned establishment of the Office of the Whistleblower Ombudsman. A determination is pending regarding the Positions associated with this new office.

Schedule A - Office of Inspector General

House of Representatives
Office of Inspector General
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	3,197	3,769	3,849	80	2.12%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	4	12	12	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	23	39	39	-	-
2400 Printing and Reproduction	1	2	1	(1)	(50.00%)
2500 Other Services	111	1,032	934	(98)	(9.48%)
2600 Supplies and Materials	9	96	83	(13)	(13.26%)
3100 Equipment	95	69	101	31	45.37%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**3,441**	**5,019**	**5,019**	**-**	**-**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**22**	**25**	**25**	**-**	**-**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of Inspector General

House of Representatives
Detailed Analysis of Change by Organization
Office of Inspector General

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**3,769**	**3,849**	**80**	**2.12%**
Personnel Base	3,769	3,769	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	18	18	-
Cost of Living Adjustment	-	62	62	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**1**	**1**	**-**
C. PROGRAM CHANGES	**1,250**	**1,169**	**(81)**	**(6.48%)**
General Operations Program	188	210	22	11.97%
Audit, Advisory, and Investigative Services Program	977	874	(103)	(10.59%)
Training Program	85	85	-	-
TOTAL	**5,019**	**5,019**	**-**	**-**
POSITIONS	**25**	**25**	**-**	**-**

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of Inspector General

For salaries and expenses of the Office of Inspector General, $5,019,000. The fiscal year (FY) 2020 budget request is flat with the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $3,849,254 for mandatory items, $1,000 in price level increases, $1,249,746 for program current services and a ($81,000) decrease in program changes.

I. Personnel Details: FY20 Request - $3,849,254

A. Base: $3,769,254
   i. The estimated FY19 personnel compensation will be $3,769,254.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.48%) 2.60%

   ii. FY20 Cost of Living Prorated - (1.64%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $18,000

   ii. FY20 Cost of Living Prorated - $62,000

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $1,000
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $1,168,746

A. Current Services:

i. Audit, Advisory, and Investigative Services Program - $977,221

The Audit, Advisory, and Investigative Services (AAIS) Program includes salaries for the Inspector General, two (2) Deputy IGs, and nineteen (19) audit, advisory, investigative, and quality assurance staff members. The Office of Inspector General (OIG) prepares a Work Plan which is reviewed and approved by both the Majority and Minority of the Committee on House Administration (Committee). This plan consists of requested projects from the House Officers and the Committee, as well as recommended audits and advisories based on the OIG's assessment of potential risks to the House. The scope, depth, and number of audits and advisories varies from year to year because of changes in House operations, emerging trends, the continual reassessment of risk, and the availability of funds for obligation. Investigative services are performed on an as needed basis; therefore, the number, scope, and level of effort for investigative projects is not easily predicted. The AAIS Program also includes a budget for contracting qualified, subject matter experts to provide support on certain audits and management advisory services. Additionally, included is the purchase of program-specific supplies (e.g. computer hardware, software, and forensic tools for audits and investigations) and program-specific training. Finally, included is program-related subscriptions, publications, and research services used as guides, references, and resources in the planning and performance of audits, advisories, and investigations.

ii. General Operations Program - $187,778

The Admin and General Operations (ADMIN-OPS) Program includes salaries for three Support Services Division staff members who provide human resources management, contracting and procurement services, IT support and management, budget formulation and execution, process improvements and automation services, administer the OIG's Quality Assurance Program, manage files maintenance and disposition, and provide other administrative support activities to ensure audit, advisory, and investigative staff and executive management have the necessary resources, services, and support to effectively and efficiently accomplish mission activities. This program includes the purchase of general office supplies, equipment and maintenance agreements, office furnishings, enterprise computer software, hardware, and licensing agreements, relevant publications, communications equipment and service plans, consultant and technical service support, as well as payment for shipment and installation of purchased items.

iii. Training Program - $84,747

House Rule II states that the OIG will conduct its audit, investigative, and advisory work in a manner consistent with government-wide auditing standards. These standards require all auditors, and specialists supporting auditors, to have a minimum of 80 hours of specialized training every two years. To meet these training requirements and to ensure we develop overall staff expertise, the OIG relies upon various government training programs and non-government vendors, (technical training institutions and national and local chapters of professional associations) for training. Specialized training for Information Systems Auditors is also needed to stay current with rapidly changing and emerging technologies. When possible, training is obtained locally, but in some instances, travel and travel expenses are necessary if

the training cannot be obtained in a timely fashion or is not available locally. Purchases of computer software, training aids, accessories, or publications associated with staff training are also funded in this program's budget.

B. Proposed Changes:

i. Audit, Advisory, and Investigative Services Program - ($103,469)
The AAIS Program non-personnel budget has been reduced to reflect decreased printing and reproduction expenditures, as well as recent spending trends for supplies and subscriptions. The AAIS Program budget has also been decreased to offset COLAs for both the ADMIN-OPS and AAIS Programs.

ii. General Operations Program - $22,469
The ADMIN-OPS Program budget reflects reduced spending on supplies based on recent trends. Our increased use of electronic files and file sharing platforms has reduced the need for hard copies. Additionally, the OIG negotiated copier maintenance plans that include copier supplies, further reducing our already decreased supply costs. The ADMIN-OPS budget has a projected increase to reflect a non-recurring expense in FY2020 for updating our office technology (tablets, laptops). We continue to take advantage of House-negotiated pricing on software licenses and equipment to maximize our budget.

iii. Training Program - $0

Schedule A - Office of General Counsel

House of Representatives
Office of General Counsel
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	1,090	1,326	1,338	12	0.90%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	3	12	12	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	8	11	11	-	-
2400 Printing and Reproduction	1	6	6	-	-
2500 Other Services	24	37	37	-	-
2600 Supplies and Materials	57	68	72	4	5.88%
3100 Equipment	34	42	42	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,218**	**1,502**	**1,518**	**16**	**1.07%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**11**	**11**	**11**	**-**	**-**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of General Counsel

House of Representatives
Detailed Analysis of Change by Organization
Office of General Counsel

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**1,326**	**1,338**	**12**	**0.90%**
Personnel Base	1,326	1,326	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	12	12	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**176**	**180**	**4**	**2.27%**
Legal Representation and Advice	176	180	4	2.27%
TOTAL	**1,502**	**1,518**	**16**	**1.07%**
POSITIONS	**11**	**11**	-	-

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of General Counsel

For salaries and expenses of the Office of General Counsel, $1,518,000. The fiscal year (FY) 2020 budget request is $16,000 or 1.07% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $1,338,000 for mandatory items, no price level increases, $176,000 for program current services and a $4,000 increase in program changes.

I. Personnel Details: FY20 Request - $1,338,000

A. Base: $1,326,000
   i. The estimated FY19 personnel compensation will be $1,326,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%
   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%
   iii. FY20 Longevity - 0.00%
   iv. FY20 Meritorious Increase - 0.90%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0
   ii. FY20 Cost of Living Prorated - $0
   iii. FY20 Overtime - $0
   iv. FY20 Reclassifications - $0
   v. FY20 Temporary Positions - $0
   vi. FY20 Longevity - $0
   vii. FY20 Meritorious Increase - $12,000
   viii. FY20 Accrued Leave - $0
   ix. FY20 Personnel Benefits - $0
   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $180,000

A. Current Services:

i. Legal Representation and Advice - $176,000
Pursuant to Rule II.8(a) of the Rules of the House of Representatives for the 115th Congress, and 2 U.S.C. § 5571, the Office of General Counsel (OGC) provides legal advice and assistance to Members, Committees, Officers, and employees of the House, without regard to political affiliation, on matters related to their official duties. OGC represents Members, Committees, Officers, and employees, both as parties and witnesses, in litigation arising from or relating to the performance of their official duties and responsibilities. OGC also represents the House itself in litigation, both as a party and as amicus curie, in cases in which the House has an institutional interest.

B. Proposed Changes:

i. Legal Representation and Advice - $4,000
The increase reflects additional costs for court document subscriptions that are essential to monitor and litigate cases of significance to the House and its Members, Committees, and Officers. There exists a high probability that the OGC will be required to undertake significant litigation in the upcoming fiscal year. Such litigation may include cases in which the House directs OGC to intervene or file amicus briefs in pending cases, as well as cases to enforce subpoenas issued by various House Committees. OGC proposes to handle this litigation in several possible ways. First, to the extent practicable, matters will be litigated by OGC attorneys and law clerks. In some circumstances, cases might be handled by OGC attorneys working with private attorneys from law firms or public interest litigation groups. OGC reasonably expects that, where necessary, substantial legal services will be provided to the House by private attorneys on a pro bono basis, meaning that the House will not be billed for these services. However, some matters may require OGC to enter into contracts for paid legal services with private attorneys. In addition, it is possible that OGC will find it necessary to hire at least one more full-time attorney to deal with the expected increased work load. If it transpires that additional funds are needed for hiring another attorney or paying private counsel, OGC will request such funds as may be necessary at the appropriate time.

Schedule A - Office of the Parliamentarian

House of Representatives
Office of the Parliamentarian
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	1,720	1,881	1,943	62	3.30%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	26	24	24	-	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	-	45	45	-	-
2600 Supplies and Materials	9	16	16	-	-
3100 Equipment	25	60	60	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,780**	**2,026**	**2,088**	**62**	**3.06%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**12**	**13**	**13**	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of the Parliamentarian

House of Representatives
Detailed Analysis of Change by Organization
Office of the Parliamentarian

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**1,881**	**1,943**	**62**	**3.30%**
Personnel Base	1,881	1,881	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	62	62	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**-**	**-**	**-**
C. PROGRAM CHANGES	**145**	**145**	**-**	**-**
Daily Procedural Services	145	145	-	-
TOTAL	**2,026**	**2,088**	**62**	**3.06%**
POSITIONS	**13**	**13**	**-**	**-**

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of the Parliamentarian

For salaries and expenses of the Office of the Parliamentarian, $2,088,000. The fiscal year (FY) 2020 budget request is $62,000 or 3.06% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $1,943,000 for mandatory items, no price level increases, $145,000 for program current services and no program changes.

I. Personnel Details: FY20 Request - $1,943,000

A. Base: $1,881,000
   i. The estimated FY19 personnel compensation will be $1,881,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 3.30%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0

   ii. FY20 Cost of Living Prorated - $0

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $62,000

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0

The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $145,000

A. Current Services:

i. Daily Procedural Services - $145,000

The Parliamentarian and his staff are available at all times to the Speaker, the Members of the House, and its committees for consultation on legislative and parliamentary procedure. The Parliamentarian also compiles and publishes various sources of the parliamentary law of the House (see sections 28, 28a, and 29 of Title 2, United States Code).

B. Proposed Changes:

i. Daily Procedural Services - $0

Schedule A - Office of the Law Revision Counsel

House of Representatives
Office of the Law Revision Counsel
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	2,158	2,477	2,534	57	2.30%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	7	9	9	-	-
2400 Printing and Reproduction	-	1	1	-	-
2500 Other Services	148	650	675	25	3.85%
2600 Supplies and Materials	44	60	60	-	-
3100 Equipment	64	130	140	10	7.69%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**2,421**	**3,327**	**3,419**	**92**	**2.77%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**18**	**21**	**21**	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of the Law Revision Counsel

House of Representatives
Detailed Analysis of Change by Organization
Office of the Law Revision Counsel

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**2,477**	**2,534**	**57**	**2.30%**
Personnel Base	2,477	2,477	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	57	57	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**19**	**19**	**-**
C. PROGRAM CHANGES	**850**	**866**	**16**	**1.88%**
General Operations Program	850	866	16	1.88%
TOTAL	**3,327**	**3,419**	**92**	**2.77%**
POSITIONS	**21**	**21**	**-**	**-**

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of the Law Revision Counsel

For salaries and expenses of the Office of the Law Revision Counsel, $3,419,000. The fiscal year (FY) 2020 budget request is $92,000 or 2.77% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $2,534,000 for mandatory items, $19,000 in price level increases, $850,000 for program current services and a $16,000 increase in program changes.

I. Personnel Details: FY20 Request - $2,534,000

A. Base: $2,477,000
   i. The estimated FY19 personnel compensation will be $2,477,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%
   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%
   iii. FY20 Longevity - 0.00%
   iv. FY20 Meritorious Increase - 2.30%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0
   ii. FY20 Cost of Living Prorated - $0
   iii. FY20 Overtime - $0
   iv. FY20 Reclassifications - $0
   v. FY20 Temporary Positions - $0
   vi. FY20 Longevity - $0
   vii. FY20 Meritorious Increase - $57,000
   viii. FY20 Accrued Leave - $0
   ix. FY20 Personnel Benefits - $0
   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $19,000

The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $866,000

A. Current Services:

i. General Operations Program - $850,000

This program includes administrative/operational costs which cover administrative functions of the Office of the Law Revision Counsel (OLRC). These expenses include the budget object categories of Rent, Communications, and Utilities, Printing and Reproduction, Other Services, Supplies and Materials, and Equipment.

ii. Modernization - $0

The House Modernization Initiative is a collaborative effort by the OLRC and the House Legislative Counsel (HOLC) begun at the behest of House leadership in 2012. The OLRC's part of the initiative proceeds in three stages: (1) convert the United States Code into XML and develop conversion tools to facilitate its use by other Hill offices; (2) develop a Codification drafting tool to draft bills in XML compatible with current efforts of the HOLC and Senate Legislative Counsel; and (3) develop a Code editing tool which allows the OLRC to edit and maintain the Code in XML. OLRC's part of the initiative was initially funded in FY12 with $1,084,832 of reprogrammed funds with an additional $1,000,000 in No Year funds approved in FY15. In FY13 through FY18, the OLRC obligated significant amounts of its own funds to continue the initiative without interruption. The OLRC hopes that this funding will allow the OLRC to continue and complete the House Modernization Initiative as originally envisioned. However, there are necessary follow-on projects that must be undertaken in the near future which will require additional funding.

B. Proposed Changes:

i. General Operations Program - $16,000

The increase in the Other Services line (2500) is due to the need for consultation with former OLRC staff in planning and reviewing anticipated editorial projects and in the installation and maintenance of a new editing tool for the OLRC. The increase in the Equipment line (3100) is due to anticipated purchases for the OLRC's Alternate Computing Facility and for necessary purchases for the installation of OLRC's new editing tool.

ii. Modernization - $0

The OLRC has sufficient funds to complete the Modernization Initiative as initially approved. However, there are necessary follow-on projects that must be undertaken in the near future which will require additional funding in future fiscal years.

Schedule A - Office of the Legislative Counsel

House of Representatives
Office of the Legislative Counsel
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	8,373	10,804	10,804	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	50	50	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	34	132	48	(84)	(63.64%)
2400 Printing and Reproduction	-	1	1	-	-
2500 Other Services	47	600	684	84	14.00%
2600 Supplies and Materials	47	100	100	-	-
3100 Equipment	96	250	250	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**8,598**	**11,937**	**11,937**	-	-

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**68**	**87**	**87**	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of the Legislative Counsel

House of Representatives
Detailed Analysis of Change by Organization
Office of the Legislative Counsel

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**10,804**	**10,804**	-	-
Personnel Base	10,804	10,804	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**1,133**	**1,133**	-	-
General Operations Program	1,133	1,133	-	-
TOTAL	**11,937**	**11,937**	-	-
POSITIONS	**87**	**87**	-	-

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of the Legislative Counsel

For salaries and expenses of the Office of the Legislative Counsel, $11,937,000. The fiscal year (FY) 2020 budget request is flat with the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $10,804,000 for mandatory items, no price level increases, $1,133,000 for program current services and no program changes.

I. Personnel Details: FY20 Request - $10,804,000

A. Base: $10,804,000
   i. The estimated FY19 personnel compensation will be $10,804,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0

   ii. FY20 Cost of Living Prorated - $0

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0

The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $1,133,000

A. Current Services:

i. General Operations Program - $1,133,000

This program includes expenditures for travel, rent, communications, printing, furniture, computer equipment (hardware and software), office supplies, maintenance fees, contract services, staff training, and publications/subscriptions.

B. Proposed Changes:

i. General Operations Program - $0

Schedule A - Office of Interparliamentary Affairs

House of Representatives
Office of Interparliamentary Affairs
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	301	422	422	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	10	10	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	10	25	25	-	-
2400 Printing and Reproduction	-	10	10	-	-
2500 Other Services	-	25	25	-	-
2600 Supplies and Materials	43	282	282	-	-
3100 Equipment	2	40	40	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**357**	**814**	**814**	-	-

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**4**	**5**	**5**	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of Interparliamentary Affairs

House of Representatives
Detailed Analysis of Change by Organization
Office of Interparliamentary Affairs

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**422**	**422**	**-**	**-**
Personnel Base	422	422	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**-**	**-**	**-**
C. PROGRAM CHANGES	**392**	**392**	**-**	**-**
Office of Interparliamentary Affairs	392	392	-	-
TOTAL	**814**	**814**	**-**	**-**
POSITIONS	**5**	**5**	**-**	**-**

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of Interparliamentary Affairs

For salaries and expenses of the Office of Interparliamentary Affairs, $814,000. The fiscal year (FY) 2020 budget request is flat with the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $421,699 for mandatory items, no price level increases, $392,301 for program current services and no program changes.

I. Personnel Details: FY20 Request - $421,699

A. Base: $421,699
   i. The estimated FY19 personnel compensation will be $421,699.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0

   ii. FY20 Cost of Living Prorated - $0

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0

The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $392,301

A. Current Services:

i. Office of Interparliamentary Affairs - $392,301

The Office of Interparliamentary Affairs is responsible for providing direct support for the Speaker's Washington meetings with foreign dignitaries; for coordinating official visits to the House of Representatives by parliamentarians, officers or employees of foreign legislative bodies; for providing direct support for the Speaker's overseas travel; and for providing interparliamentary and overseas travel services to Members of Congress and to foreign governments as well as support for established parliamentary exchanges.

B. Proposed Changes:

i. Office of Interparliamentary Affairs - $0

Schedule A - Technical Assistants, Office of Attending Physician

House of Representatives
Technical Assistants, Office of Attending Physician
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	490	584	584	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	-	-	-	-	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	-	-	-	-	-
2600 Supplies and Materials	-	-	-	-	-
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**490**	**584**	**584**	**-**	**-**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**4**	**4**	**4**	**-**	**-**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Technical Assistants, Office of Attending Physician

House of Representatives
Detailed Analysis of Change by Organization
Technical Assistants, Office of Attending Physician

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**584**	**584**	-	-
Personnel Base	584	584	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	-	-	-	-
TOTAL	**584**	**584**	-	-
POSITIONS	**4**	**4**	-	-

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Technical Assistants, Office of Attending Physician

For salaries and expenses of the Technical Assistants, Office of Attending Physician, $584,000. The fiscal year (FY) 2020 budget request is flat with the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $584,000 for mandatory items, no price level increases, $0 for program current services and a $0 program changes.

I. Personnel Details: FY20 Request - $584,000

A. Base: $584,000
   i. The estimated FY19 personnel compensation will be $584,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0

   ii. FY20 Cost of Living Prorated - $0

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $0

A. Current Services:
i. Technical Assistants, Office of Attending Physician - $0
Referred to as Technical Assistants in the Office of the Attending Physician, this House account was established in 1947 per P.L. 79-479 59 Stat. 633, the FY 1947 Legislative Branch Appropriations Act. The Technical Assistants are appointed by the Attending Physician and are subject to the approval of the Speaker.

B. Proposed Changes:
i. Technical Assistants, Office of Attending Physician - $0

Schedule A - Total - Other Authorized Employees

House of Representatives
Total - Other Authorized Employees
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	490	584	584	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	-	-	-	-	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	-	-	-	-	-
2600 Supplies and Materials	-	-	-	-	-
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**490**	**584**	**584**	-	-

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**4**	**4**	**4**	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Total - Other Authorized Employees

House of Representatives
Detailed Analysis of Change by Organization
Total - Other Authorized Employees

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**584**	**584**	-	-
Personnel Base	584	584	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	-	-	-	-
TOTAL	**584**	**584**	-	-
POSITIONS	**4**	**4**	-	-

Schedule A - Total - Salaries, Officers and Employees

House of Representatives
Total - Salaries, Officers and Employees
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	110,958	132,111	136,879	4,768	3.61%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	558	1,176	1,689	513	43.58%
2200 Transportation of Things	-	19	19	-	0.38%
2300 Rent, Communications, Utilities	3,526	5,829	5,935	105	1.80%
2400 Printing and Reproduction	224	149	174	25	16.47%
2500 Other Services	22,739	45,072	59,602	14,530	32.24%
2600 Supplies and Materials	3,367	4,553	4,459	(94)	(2.07%)
3100 Equipment	17,886	31,436	40,973	9,537	30.34%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**159,257**	**220,345**	**249,728**	**29,383**	**13.34%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**1,078**	**1,260**	**1,261**	**1**	**0.08%**

Schedule C - Total - Salaries, Officers and Employees

House of Representatives
Detailed Analysis of Change by Organization
Total - Salaries, Officers and Employees

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**132,111**	**135,841**	**3,730**	**2.82%**
Personnel Base	132,111	130,760	(1,351)	(1.02%)
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	697	697	-
Cost of Living Adjustment	-	2,434	2,434	-
Overtime Pay	-	760	760	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	1,059	1,059	-
Meritorious Increase	-	131	131	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**111**	**111**	**-**
C. PROGRAM CHANGES	**88,234**	**113,776**	**25,542**	**28.95%**
Office of the Clerk	5,877	9,239	3,362	57.21%
Office of the Sergeant at Arms	5,527	10,752	5,225	94.54%
Office of the Chief Administrative Officer	72,884	89,425	16,541	22.69%
Office of Diversity and Inclusion	-	238	238	-
Office of the Whistleblower Ombudsman	-	238	238	-
Office of Inspector General	1,250	1,169	(81)	(6.48%)
Office of General Counsel	176	180	4	2.27%
Office of the Parliamentarian	145	145	-	-
Office of the Law Revision Counsel	850	866	16	1.88%
Office of the Legislative Counsel	1,133	1,133	-	-
Office of Interparliamentary Affairs	392	392	-	-
TOTAL	**220,345**	**249,728**	**29,383**	**13.34%**
POSITIONS	**1,260**	**1,261**	**1**	**0.08%**

Schedule A - Supplies, Materials, Administrative Costs and Federal Tort Claims

House of Representatives
Supplies, Materials, Administrative Costs and Federal Tort Claims
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	6	101	101	-	-
2300 Rent, Communications, Utilities	242	3	3	-	-
2400 Printing and Reproduction	13	-	-	-	-
2500 Other Services	918	173	173	-	-
2600 Supplies and Materials	123	85	85	-	-
3100 Equipment	254	155	155	-	-
4200 Insurance Claims/Indemnities	1	8	8	-	-
TOTAL	**1,558**	**525**	**525**	-	-

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	-	-	-	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Supplies, Materials, Administrative Costs and Federal Tort Claims

House of Representatives
Detailed Analysis of Change by Organization
Supplies, Materials, Administrative Costs and Federal Tort Claims

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	-	-	-	-
Personnel Base	-	-	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**525**	**525**	-	-
Administrative Costs	194	194	-	-
Technology	331	331	-	-
TOTAL	**525**	**525**	-	-
POSITIONS	-	-	-	-

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Supplies, Materials, Administrative Costs and Federal Tort Claims

For salaries and expenses of the Supplies, Materials, Administrative Costs and Federal Tort Claims, $525,016. The fiscal year (FY) 2020 budget request is flat with the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $0 for mandatory items, $0 in price level increases, $525,016 for program current services and no program changes.

I. Personnel Details: FY20 Request - $0

A. Base: $0
   i. The estimated FY19 personnel compensation will be $0.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0

   ii. FY20 Cost of Living Prorated - $0

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $525,016

A. Current Services:

i. Administrative Costs - $193,958
Provides non-personnel funding for supplies, insurance, and printing and graphics for certain House offices.

ii. Technology - $331,058
Provides non-personnel funding for hardware, software, certain telecommunications and contract support for implementation of automated solutions for certain House offices.

B. Proposed Changes

i. Administrative Costs - $0

ii. Technology - $0

Schedule A - Official Mail for Committees, Leadership and Administrative Offices

House of Representatives
Official Mail for Committees, Leadership and Administrative Offices
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	59	190	190	-	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	-	-	-	-	-
2600 Supplies and Materials	-	-	-	-	-
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**59**	**190**	**190**	-	-

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	-	-	-	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Official Mail for Committees, Leadership and Administrative Offices

House of Representatives
Detailed Analysis of Change by Organization
Official Mail for Committees, Leadership and Administrative Offices

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	-	-	-	-
Personnel Base	-	-	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**190**	**190**	-	-
Non-member Other House Offices	100	100	-	-
Non-member Standing Committees, Special and Select	90	90	-	-
TOTAL	**190**	**190**	-	-
POSITIONS	-	-	-	-

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Official Mail for Committees, Leadership and Administrative Offices

For salaries and expenses of the Official Mail for Committees, Leadership and Administrative Offices, $190,000. The fiscal year (FY) 2020 budget request is flat with the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $0 for mandatory items, no price level increases, $190,000 for program current services and no program changes.

I. Personnel Details: FY20 Request - $0

A. Base: $0
   i. The estimated FY19 personnel compensation will be $0.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0

   ii. FY20 Cost of Living Prorated - $0

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0

The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $190,000

A. Current Services:

i. Official Mail for Committees, Leadership and Administrative Offices - $190,000
This account pays for the official frank for non-Member offices, including but not limited to, Leadership, Standing Committees, Special and Select, House Officers, and the Joint Committee on Taxation. Specifically, the CAO Office of Finance will use this account to mail annual Wage and Tax Statements (W-2) or Open Season information to House employees. In addition, the Standing Committees, Special and Select, may use this account to mail items such as press releases, schedules of hearings, or committee documents. This account was established at the same time the three component parts of the MRA were consolidated into one allowance. Previously, there was one Official Mail account for the House; however, it became necessary to break out the Member mail account from the non-Member mail account for the purpose of better tracking.

B. Proposed Changes:

i. Official Mail for Committees, Leadership and Administrative Offices - $0

Schedule A - Government Contributions

House of Representatives
Government Contributions
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	31	-	-	-	-
1200 Personnel Benefits	216,972	228,200	263,000	34,800	15.25%
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	-	-	-	-	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	316	-	-	-	-
2600 Supplies and Materials	-	-	-	-	-
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**217,320**	**228,200**	**263,000**	**34,800**	**15.25%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	-	-	-	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Government Contributions

House of Representatives
Detailed Analysis of Change by Organization
Government Contributions

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**228,200**	**263,000**	**34,800**	**15.25%**
Personnel Base	-	-	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	228,200	263,000	34,800	15.25%
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	-	-	-	-
TOTAL	**228,200**	**263,000**	**34,800**	**15.25%**
POSITIONS	-	-	-	-

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Government Contributions

For salaries and expenses of the Government Contributions, $263,000,000. The fiscal year (FY) 2020 budget request is $34,800,000 or 15.25% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $263,000,000 for mandatory items, $0 for program current services and no program changes.

I. Personnel Details: FY20 Request - $263,000,000

A. Base: $263,000,000
   i. The estimated FY20 personnel benefits will be $263,000,000.

B. Budget Calculations:
   i. Benefit cost estimates are based on 0.34 cents for every personnel dollar estimated to be earned in FY20, which is $773,965,591.

C. Requested Changes:
   i. FY20 Personnel Benefits - $0

II. Price Level Details: FY20 Request - $0

III. Program Details: FY20 Request - $0

A. Current Services:
   i. Federal Employee's Retirement System (FERS):
   FERS contributions were deemed mandatory coverage for employees hired after January 1, 1984 and applies to employees hired from January 1, 1984 through December 31, 2012. Effective October 1, 2015, the government contribution rate increased from 18.4% to 19.1%.

   ii. Federal Employees' Retirement System - Revised Annuity Employee (FERS-RAE):
   The retirement plan is effective for staff with appointments from January 1, 2013 to December 31, 2013. Exceptions apply for staff previously employed by the federal government who may be eligible for FERS. The government contribution to the FERS-RAE plan is 11.9% versus 19.1% for FERS employees.

   iii. Federal Employees' Retirement System - Further Revised Annuity Employee (FERS-FRAE):
   The retirement plan is effective for staff with appointments from January 1, 2014 and later. Exceptions apply for staff previously employed by the federal government who may be eligible for FERS or FERS-RAE. The government contribution to the FERS-FRAE plan is 11.9% versus 19.1% for FERS employees.

   iv. Civil Service Retirement System (CSRS)/Civil Service Retirement Offset (CSRO):
   Due to mandatory FERS coverage for new employees, the number of CSRS and

CSRO employees continues to decrease each year. Some returning employees with a break in federal service of less than 365 days are eligible to return under CSRS. If an employee's break in service is greater than 365 days, they have five (5) years of federal service and have not taken a refund of their deposit, then they are eligible for the CSRO system.

v. Thrift Savings Plan (TSP):
The percentage of government contributions to the Thrift Savings Plan continues to grow as employees shift to the FERS, FERS-RAE, and FERS-FRAE retirement programs. Per P.L. 111-31, passed on June 22, 2009, all employees will be automatically enrolled in the Thrift Savings Plan at a 3% contribution of their gross pay. Employees have the option to increase or cancel their contributions. Per P.L. 113-255, passed on December 18, 2014, the default investment fund for TSP participants will be changed from the G Fund to an age-appropriate asset allocation fund (L Fund) as recommended by the Federal Retirement Thrift Investment Board (FRTIB). Participants will continue to have the ability to change the investment allocation at any time.

vi. Federal Insurance Contributions Act (FICA):
Like FERS, FICA was also deemed mandatory for employees hired after January 1, 1984. The current contribution rate is 6.2% on a wage base limit of $132,900. The wage base limit is the maximum wage that contributions are paid on.

vii. Medicare:
The House has withheld the employer's portion of Medicare since January 1, 1983, which is currently 1.45%. There is no wage base limit for Medicare contributions. All covered wages are subject to the Medicare tax.

viii. Federal Employees Health Benefit Program (FEHB):
This program provides health care benefits to employees who enroll in the program. The House has adopted the FEHB program, the same as the Executive branch. Members and certain designated staff are not eligible for this program effective January 1, 2014.

ix. Affordable Care Act (ACA) Health Exchange:
Section 1312 (d)(3)(D) of the Patient Protection and Affordable Care Act (ACA) requires that, effective January 1, 2014, Members and designated staff may only obtain healthcare benefits from plans offered through a healthcare exchange created under the ACA.

x. Life Insurance:
This program covers the cost of Basic Life insurance for active employees and is based on the Basic Life insurance amount. The employee pays two-thirds of the total cost and the government pays one-third. The employee pays the total cost of additional optional insurance.

xi. Unemployment Compensation:
This program covers the House's share of unemployment costs for employees who are terminated or who lose their jobs because their Member is not re-elected to Congress.

xii. Flexible Spending Accounts:
This program provides funding for a third party administration fee for managing the Flexible Spending Accounts (FSAFEDS) program. Effective April 1, 2005, the House adopted the Office of Personnel Management's FSAFEDS program. The program includes two types of accounts. The first can be used to pay for eligible health care expenses not covered under an employee's insurance plan. The second is for dependent care expenses for childcare and for adult dependents.

xiii. Student Loan Repayment Program (SLRP):
The House authorized the SLRP in P.L. 108-7. The Committee on House Administration, in conjunction with the Chief Administrative Officer, implemented the SLRP in May 2003. Under this program, an employing office of the House of Representatives may agree to repay any federally insured student loan previously taken out by the employee.

xiv. Centralized Transit Benefits:
To encourage Members, Officers and employees of the U.S. House of Representatives to use public transportation systems to commute to and from work, House offices are required to offer qualified employees a transit pass transportation benefit (transit benefit). This is provided as a tax-free benefit. The value of a qualified transit pass may not exceed an amount equal to the employee's actual commuting costs or the maximum level allowed by Title 26, U.S.C. 132(f)(2), *whichever is less.*

xv. U.S. Capitol Telephone Exchange:
A Memorandum of Understanding provides that the House shall reimburse the Senate for expenses incurred by the Senate with respect to employees of the U.S. Capitol telephone exchange (2 USC 2168(e)).

B. Proposed Changes:
i. None.

Schedule A - Business Continuity and Disaster Recovery

House of Representatives
Business Continuity and Disaster Recovery
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	-	-	1,482	1,482	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	59	177	177	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	2,491	3,140	3,274	134	4.27%
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	5,600	4,029	4,013	(16)	(0.40%)
2600 Supplies and Materials	321	232	200	(32)	(13.79%)
3100 Equipment	6,305	8,608	8,522	(86)	(1.00%)
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**14,775**	**16,186**	**17,668**	**1,482**	**9.16%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**-**	**-**	**11**	**11**	**-**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Business Continuity and Disaster Recovery

House of Representatives
Detailed Analysis of Change by Organization
Business Continuity and Disaster Recovery

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	-	1,482	1,482	-
Personnel Base	-	-	-	-
Base Adjustment	-	1,427	1,427	-
Cost of Living Adjustment Annualized	-	9	9	-
Cost of Living Adjustment	-	32	32	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	14	14	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	16,186	16,186	-	-
Business Continuity and Disaster Recovery	16,186	16,186	-	-
TOTAL	16,186	17,668	1,482	9.16%
POSITIONS	-	11	11	-

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Business Continuity and Disaster Recovery

For salaries and expenses of the Business Continuity and Disaster Recovery, $17,668,000. The fiscal year (FY) 2020 budget request is $1,482,000 or 9.16% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $1,482,000 for mandatory items, no price level increases, $16,186,000 for program current services and no program changes.

I. Personnel Details: FY20 Request - $1,482,000

A. Base: $0
   i. The estimated FY19 personnel compensation will be $0.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.63%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.23%) 3.00%

   iii. FY20 Longevity - 0.95%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $9,000

   ii. FY20 Cost of Living Prorated - $32,000

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $14,000

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $1,427,000
   This increase is a result of the realignment of 11 BC/DR-related staff from House Information Resources Immediate Office to this program. The move will now allow for the accurate cost of the personnel compensation for this program.

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $16,186,000

A. Current Services:

i. Business Continuity and Disaster Recovery - $16,186,000
The Business Continuity/Disaster Recovery (BC/DR) program provides contingency planning and operations support, as well as improvements and enhancements to technical infrastructure, systems, information security, emergency communications, and business continuity capabilities of the U.S. House of Representatives. This program covers the sustainment costs for capabilities implemented post 9/11, as well as the development and implementation of new capabilities. The CAO Continuity Policy was updated after a comprehensive evaluation by the CAO and the CAO Chiefs. This policy is the driver for ensuring that the CAO is ready and equipped to provide support to the House during disruptive events.

More than half of the BC/DR request supports two major capabilities: backup data center and lifecycle replacement of all CAO Continuity Capabilities. The backup data center provides redundant data system services to the House including data center operations in support of electronic message (email and mobile device communications), database and financial systems; general continuity services for First Call, Technology Service Desk, Network Operations, and CAO Support Services; and general office space for House Officers. The lifecycle replacement portion of the BC/DR request supports the crucial replacement of continuity hardware and services enabling the CAO to properly maintain and upgrade BC/DR infrastructure and hardware, including hardware and infrastructure that are used on a daily basis (such as a robust voice and data capability on the Capitol Campus and in the District Offices). Providing funding for lifecycle replacement ensures that CAO essential support services can continue during and following a disruptive event.

B. Proposed Changes:

i. Business Continuity and Disaster Recovery - $0
No proposed increase.

Schedule A - Transition Activities

House of Representatives
Transition Activities
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	13	-	(13)	(100.00%)
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	-	-	60	60	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	578	956	2,240	1,284	134.31%
2600 Supplies and Materials	20	85	473	389	459.76%
3100 Equipment	72	1,947	2,090	144	7.37%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**671**	**3,000**	**4,863**	**1,863**	**62.10%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	-	-	-	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Transition Activities

House of Representatives
Detailed Analysis of Change by Organization
Transition Activities

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	-	-	-	-
Personnel Base	-	-	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**3,000**	**4,863**	**1,863**	**62.10%**
Transition Activities	3,000	4,863	1,863	62.10%
TOTAL	**3,000**	**4,863**	**1,863**	**62.10%**
POSITIONS	-	-	-	-

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Transition Activities

For salaries and expenses of the Transition Activities, $4,863,000. The fiscal year (FY) 2020 budget request is $1,863,000 or 62.10% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $0 for mandatory items, no price level increases, $3,000,000 for program current services and a $1,863,000 increase in program changes.

I. Personnel Details: FY20 Request - $0

A. Base: $0
   i. The estimated FY19 personnel compensation will be $0.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0

   ii. FY20 Cost of Living Prorated - $0

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0

The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $4,863,000

A. Current Services:

i. Transition Activities - $3,000,000

The Transition Activities program provides funding for Transition activities. Although Transition occurs biennially (odd years), there are ongoing Transition related activities that occur each year. Transition operations include New Member Orientation costs; furniture purchases; replacement of drapes and carpeting; rental of warehouse space for furniture storage; transition related contractor support in logistics, telecommunications, technology support, and financial services; and office supplies.

Expenses for this account are ongoing; however, if prior year appropriated funds have not been fully utilized, they may also be used for current Transition activities, as they are No Year. Therefore, funds are requested based on the current spending levels for Transition Activities.

B. Proposed Changes:

i. Transition Activities - $1,863,000

This increase provides the necessary funding to support the transition of the 116th Congress to the 117th Congress. This requested increase will ensure a Transition that is sufficiently funded.

Schedule A - Wounded Warrior Program

House of Representatives
Wounded Warrior Program
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	2,439	2,750	2,750	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	185	200	200	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	5	4	4	-	-
2400 Printing and Reproduction	11	10	10	-	-
2500 Other Services	-	32	32	-	-
2600 Supplies and Materials	1	2	2	-	-
3100 Equipment	1	2	2	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**2,641**	**3,000**	**3,000**	-	-

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**56**	**113**	**113**	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Wounded Warrior Program

House of Representatives
Detailed Analysis of Change by Organization
Wounded Warrior Program

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**2,750**	**2,750**	-	-
Personnel Base	2,750	2,750	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**250**	**250**	-	-
Wounded Warrior Program	250	250	-	-
TOTAL	**3,000**	**3,000**	-	-
POSITIONS	**113**	**113**	-	-

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Wounded Warrior Program

For salaries and expenses of the Wounded Warrior Program, $3,000,000. The fiscal year (FY) 2020 budget request is flat with the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $2,750,000 for mandatory items, no price level increases, $250,000 for program current services and no program changes.

I. Personnel Details: FY20 Request - $2,750,000

A. Base: $2,750,000
   i. The estimated FY19 personnel compensation will be $2,750,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0

   ii. FY20 Cost of Living Prorated - $0

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $250,000

A. Current Services:

i. Wounded Warrior Program - $250,000

The Wounded Warrior Program was established to create fellowships that provide employment opportunities for wounded or disabled veterans within the U.S. House of Representatives. Positions may become available in Member, Committee and Leadership offices in Washington, D.C. and in district offices nationwide. Those selected for the program will be given the opportunity to rotate into various positions and, if a fit is found, transition into full-time employment. The positions are filled by veterans who have served on active duty since September 11, 2001, had less than 20 years of service, and have a minimum 30 percent service-connected disability rating from either a military Physical Evaluation Board or the Department of Veterans Affairs. The 30 percent threshold was established to target those injured veterans who are more likely to need this kind of employment opportunity. If a fellowship is located within a Member's district, the appointment is contingent on the Representative's continuous representation of that district. Wounded Warrior Fellows are hired to fill specific vacancies in the offices of participating Members. Their salaries are paid for by the Chief Administrative Officer (CAO), and the fellows do not count against the personnel ceilings of the participating Member offices. Although full time employment is not guaranteed at the conclusion of the two year fellowship, Members or Officers who are assigned a fellow are reminded that the purpose of the program is to facilitate long-term employment with the House of Representatives. Consideration should be given to reaching that goal sometime before the expiration of the two year fellowship. The performance and progress of each fellow is tracked closely by the Director of the Wounded Warrior Program. Workspace modifications may be accommodated, when possible, to provide maximum opportunities to those veterans who meet the job qualifications and have the desired skill sets to fill a position, notwithstanding their physical limitations. All wounded warriors hired into the fellowship program are CAO employees and are entitled to the same benefits as other House employees.

B. Proposed Changes:

i. Wounded Warrior Program - $0

Schedule A - Office of Congressional Ethics

House of Representatives
Office of Congressional Ethics
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	844	1,170	1,210	40	3.42%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	65	118	68	(50)	(42.37%)
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	31	31	31	-	-
2400 Printing and Reproduction	-	2	2	-	-
2500 Other Services	185	237	247	10	4.22%
2600 Supplies and Materials	30	110	110	-	-
3100 Equipment	-	2	2	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,156**	**1,670**	**1,670**	-	-

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**7**	**10**	**10**	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of Congressional Ethics

House of Representatives
Detailed Analysis of Change by Organization
Office of Congressional Ethics

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**1,170**	**1,210**	**40**	**3.42%**
Personnel Base	1,170	1,175	5	0.43%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	8	8	-
Cost of Living Adjustment	-	27	27	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**6**	**6**	**-**
C. PROGRAM CHANGES	**500**	**454**	**(46)**	**(9.20%)**
Office Administration	500	454	(46)	(9.20%)
TOTAL	**1,670**	**1,670**	**-**	**-**
POSITIONS	**10**	**10**	**-**	**-**

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Office of Congressional Ethics

For salaries and expenses of the Office of Congressional Ethics, $1,670,000. The fiscal year (FY) 2020 budget request is flat with the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $1,210,000 for mandatory items, $6,000 in price level increases, $500,000 for program current services and a ($46,000) decrease in program changes.

I. Personnel Details: FY20 Request - $1,210,000

A. Base: $1,175,000
   i. The estimated FY19 personnel compensation will be $1,175,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.68%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.28%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $8,000

   ii. FY20 Cost of Living Prorated - $27,000

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $6,000
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $454,000

A. Current Services:

i. Office Administration - $500,000

According to Section 1(a) of H. Res. 895, the Office of Congressional Ethics (OCE) has been established "for the purpose of assisting the House in carrying out its responsibilities under article I, section 5, clause 2 of the Constitution (commonly referred to as the `Discipline Clause'),...". This program funds all non-personnel expenses associated with daily operations, research and investigations such as travel, transportation of things, contractor support, supplies, equipment, subscriptions and annual maintenance contracts, etc.

B. Proposed Changes:

i. Office Administration - ($46,000)

This decrease in non-personnel spending reflects the intent of the Office of Congressional Ethics to remain consistent with the FY 2019 Enacted level, and to absorb personnel related increases within its base budget.

Schedule A - Miscellaneous Items

House of Representatives
Miscellaneous Items
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	746	400	400	-	-
2100 Travel	142	192	192	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	-	-	-	-	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	55	60	60	-	-
2600 Supplies and Materials	39	70	70	-	-
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**982**	**722**	**722**	-	-

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	-	-	-	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Miscellaneous Items

House of Representatives
Detailed Analysis of Change by Organization
Miscellaneous Items

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	-	-	-	-
Personnel Base	-	-	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**722**	**722**	-	-
Gratuities to Beneficiaries of Deceased Staff	400	400	-	-
House Automobiles	282	282	-	-
Interparliamentary Receptions	40	40	-	-
TOTAL	**722**	**722**	-	-
POSITIONS	-	-	-	-

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Miscellaneous Items

For salaries and expenses of the Miscellaneous Items, $722,000. The fiscal year (FY) 2020 budget request is flat with the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $0 for mandatory items, no price level increases, $722,000 for program current services and no program changes.

I. Personnel Details: FY20 Request - $0

A. Base: $0
   i. The estimated FY19 personnel compensation will be $0.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0

   ii. FY20 Cost of Living Prorated - $0

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $0
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $722,000

A. Current Services:

i. Gratuities to Beneficiaries of Deceased Staff - $400,000
This program funds and pays gratuities to heirs of deceased House employees.

ii. House Automobiles - $282,000
This program funds the purchase, exchange, maintenance, repair and operation of House motor vehicles.

iii. Interparliamentary Receptions - $40,000
The purpose of this program is "to enable the House of Representatives to more properly discharge and coordinate its activities and responsibilities in connection with participation in various interparliamentary institutions and to facilitate the interchange and reception in the United States of members of foreign legislative bodies and permanent officials of foreign government," pursuant to House Resolution 348 (June 29, 1961).

B. Proposed Changes:

i. Gratuities to Beneficiaries of Deceased Staff - $0

ii. House Automobiles - $0

iii. Interparliamentary Receptions - $0

Schedule A - Total - Allowances and Expenses

House of Representatives
Total - Allowances and Expenses
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	3,314	3,920	5,442	1,522	38.83%
1200 Personnel Benefits	216,972	228,200	263,000	34,800	15.25%
1300 Benefits to Former Personnel	746	400	400	-	-
2100 Travel	451	700	637	(63)	(9.00%)
2200 Transportation of Things	6	101	101	-	-
2300 Rent, Communications, Utilities	2,827	3,368	3,562	194	5.76%
2400 Printing and Reproduction	24	12	12	-	-
2500 Other Services	7,654	5,487	6,765	1,278	23.29%
2600 Supplies and Materials	535	584	940	357	61.10%
3100 Equipment	6,632	10,713	10,771	58	0.54%
4200 Insurance Claims/Indemnities	1	8	8	-	-
TOTAL	**239,161**	**253,493**	**291,638**	**38,145**	**15.05%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**63**	**123**	**134**	**11**	**8.94%**

Schedule C - Total - Allowances and Expenses

House of Representatives
Detailed Analysis of Change by Organization
Total - Allowances and Expenses

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**232,120**	**268,442**	**36,322**	**15.65%**
Personnel Base	3,920	3,925	5	0.13%
Base Adjustment	-	1,427	1,427	-
Cost of Living Adjustment Annualized	-	17	17	-
Cost of Living Adjustment	-	59	59	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	14	14	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	228,200	263,000	34,800	15.25%
B. PRICE LEVEL INCREASES	**-**	**6**	**6**	**0.03%**
C. PROGRAM CHANGES	**21,373**	**23,190**	**1,817**	**8.50%**
Supplies, Materials, Administrative Costs and Federal Tort Claims	525	525	-	-
Official Mail for Committees, Leadership and Administrative Offices	190	190	-	-
Business Continuity and Disaster Recovery	16,186	16,186	-	-
Transition Activities	3,000	4,863	1,863	62.10%
Wounded Warrior Program	250	250	-	-
Office of Congressional Ethics	500	454	(46)	(9.20%)
Miscellaneous Items	722	722	-	-
TOTAL	**253,493**	**291,638**	**38,145**	**15.05%**
POSITIONS	**123**	**134**	**11**	**8.94%**

Schedule A - Joint Committee on Taxation

House of Representatives
Joint Committee on Taxation
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	8,486	9,523	9,816	293	3.08%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	12	20	20	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	117	120	121	1	0.83%
2400 Printing and Reproduction	4	6	6	-	-
2500 Other Services	215	350	350	-	-
2600 Supplies and Materials	248	500	550	50	10.00%
3100 Equipment	1,604	650	700	50	7.69%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**10,687**	**11,169**	**11,563**	**394**	**3.53%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	**61**	**77**	**77**	**-**	**-**

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Joint Committee on Taxation

House of Representatives
Detailed Analysis of Change by Organization
Joint Committee on Taxation

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**9,523**	**9,816**	**293**	**3.08%**
Personnel Base	9,523	9,050	(473)	(4.97%)
Base Adjustment	-	488	488	-
Cost of Living Adjustment Annualized	-	62	62	-
Cost of Living Adjustment	-	216	216	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**28**	**28**	**-**
C. PROGRAM CHANGES	**1,646**	**1,719**	**73**	**4.43%**
Miscellaneous	1,646	1,719	73	4.43%
TOTAL	**11,169**	**11,563**	**394**	**3.53%**
POSITIONS	**77**	**77**	**-**	**-**

Explanation of Changes Shown on Schedule C

Joint Committee on Taxation

For salaries and expenses of the Joint Committee on Taxation, $11,563,000. The fiscal year (FY) 2020 budget request is $394,000 or 3.53% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $9,816,000 for mandatory items, $28,000 in price level increases, $1,646,000 for program current services and a $73,000 increase in program changes.

I. Personnel Details: FY20 Request - $9,816,000

A. Base: $9,050,000
   i. The estimated FY19 personnel compensation will be $9,050,000.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $62,000

   ii. FY20 Cost of Living Prorated - $216,000

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $488,000
   To retain a qualified and experienced professional staff, this adjustment to Personnel will meet the demand from Member offices for assistance in policy development, drafting legislative proposals, and estimating budgetary effects. The staff needs to add two tax attorneys with experience in business taxation, one tax

attorney with experience in pensions, employee benefits and executive compensation, and two policy analyst economists. The staff also needs to hire additional administrative personnel to assist in document management, legal research, and archiving committee records. These resources will help Members work through policy design proposals related to the individual income tax, pension and benefit issues, and business income taxation.

II. Price Level Details: FY20 Request - $28,000
The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $1,719,000

A. Current Services:
i. Miscellaneous - $1,646,000
The Joint Committee on Taxation provides support to the House and Senate with respect to revenue legislation. The staff prepares background materials for committee hearings, markup documents, committee reports, statements of managers, revenue estimates, and other economic analysis for all tax legislation considered by Congress. The Joint Committee prepares special reports as may be requested by the Chairman and Vice Chairman, and reviews income tax treaties for the Senate Foreign Relations Committee. The Joint Committee staff also reviews all tentative large income tax refunds prior to their payments by the Internal Revenue Service.

B. Proposed Changes:
i. Miscellaneous - $73,000
This increase is requested due to rising non-personnel costs associated with cybersecurity, and data storage and analysis. The Members of Congress have demanded that increased attention be paid to cybersecurity to protect the legal mandate of limited access to taxpayer return information protected under the Internal Revenue Code section 6103, and thus necessitates increased expenditures for Other Services, Supplies and Materials, and Equipment. This has long been an important issue for the Joint Committee due to the reliance on tax returns protected under Code section 6103. While the Joint Committee has been at the forefront of security for years, the increased quantity and sophistication of threats have forced the Committee to allocate more funding to cybersecurity. To promote sound information technology (IT) security, the Joint Committee will engage outside experts to undertake ongoing security audits. In addition, under Supplies and Materials, the Committee will need to acquire additional computer software and associated licenses for such software to scan internal system malware, and under Equipment, additional computer hardware will be required. Improved economic modeling requires enhanced computer processing and strong capability. To serve the Members of Congress with advanced empirical economic analysis the Joint Committee staff require upgrades in hardware and software.

Schedule A - Office of Attending Physician

House of Representatives
Office of Attending Physician
By Object Class

	FY18 Actuals Dollars ($000)	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	159	162	162	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	5	6	7	1	8.33%
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	49	60	62	2	3.33%
2400 Printing and Reproduction	1	2	3	1	33.93%
2500 Other Services	1,418	2,940	3,010	70	2.38%
2600 Supplies and Materials	354	500	510	10	2.00%
3100 Equipment	26	128	115	(13)	(10.16%)
4200 Insurance Claims/Indemnitics	-	-	-	-	-
TOTAL	**2,012**	**3,798**	**3,868**	**70**	**1.85%**

	FY18 Actuals	FY19 Enacted	FY20 Estimate	FY20 vs. FY19 Net Change	FY20 vs. FY19 Net Change %
Positions	-	-	-	-	-

FY18 actuals reflect data as of September 30, 2018. These are expenditures only and do not reflect open obligations or post FY spending.

The Position totals in the FY19 Enacted column reflect the funded position level for this office and the associated cost is provided within the personnel compensation portion of the FY19 Enacted allocation.

The Position totals in the FY20 Estimate column reflect the requested positions for the estimate year and the anticipated associated cost is provided within the personnel compensation portion of the FY20 estimate.

Schedule C - Office of Attending Physician

House of Representatives
Detailed Analysis of Change by Organization
Office of Attending Physician

	FY19 Enacted Dollars ($000)	FY20 Estimate Dollars ($000)	FY20 vs. FY19 Net Change Dollars ($000)	FY20 vs. FY19 Net Change Percent %
A. MANDATORY CHANGE	**162**	**162**	**-**	**-**
Personnel Base	-	-	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	162	162	-	-
B. PRICE LEVEL INCREASES	**-**	**6**	**6**	**-**
C. PROGRAM CHANGES	**3,636**	**3,701**	**64**	**1.77%**
Reimbursement to the Navy	2,740	2,800	60	2.19%
Miscellaneous	896	901	4	0.48%
TOTAL	**3,798**	**3,868**	**70**	**1.85%**
POSITIONS	**-**	**-**	**-**	**-**

Explanation of Changes Shown on Schedule C

Office of Attending Physician

For salaries and expenses of the Office of Attending Physician, $3,868,260. The fiscal year (FY) 2020 budget request is $70,260 or 1.85% above the *Division B - Legislative Branch Appropriations Act, 2019* per P.L. 115-244.

This amount includes $161,760 for mandatory items, $6,000 in price level increases, $3,636,240 for program current services and a $64,260 increase in program changes.

I. Personnel Details: FY20 Request - $161,760

A. Base: $161,760
   i. The estimated FY19 personnel benefits will be $161,760.

B. Budget Calculations:
   i. FY19 Cost of Living Annualized - (0.65%) 2.60%

   ii. FY20 Cost of Living Prorated - (2.25%) 3.00%

   iii. FY20 Longevity - 0.00%

   iv. FY20 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY19 Cost of Living Annualized - $0

   ii. FY20 Cost of Living Prorated - $0

   iii. FY20 Overtime - $0

   iv. FY20 Reclassifications - $0

   v. FY20 Temporary Positions - $0

   vi. FY20 Longevity - $0

   vii. FY20 Meritorious Increase - $0

   viii. FY20 Accrued Leave - $0

   ix. FY20 Personnel Benefits - $0

   x. FY20 Base Adjustment - $0

II. Price Level Details: FY20 Request - $6,000
   The non-personnel estimated inflation factor is 2.40%.

III. Program Details: FY20 Request - $3,700,500

A. Current Services:

i. Miscellaneous - $896,240

The Office of Attending Physician provides medical services to House and Senate staff. Services and supplies provided include the following: consumable supplies of medicines (injection and oral) for chemical/biological warfare, continuing education and associated travel costs, required supplies for House and Senate staff/OEC, CPR/AED and First Aid training, cost of maintenance of MeRV and cost of drivers' training, equipment to directly support continuity of operations; prophylactic medications, immunizations, physical exams, dietary information, therapy supplies, consumable supplies for all health units on Capitol Hill, laboratory chemicals and reagents, equipment purchases, contracts for equipment maintenance and service, and administrative supplies; on-going training to maintain licensure and certifications, and to increase knowledge of clinical issues. Additional expenses include costs incurred with communication devices, X-ray, laboratory, maintenance of electronic medical records, computers, contracts for maintenance and user fees, and mobile capability upkeep, telephone charges, wireless communications capabilities, and other costs incurred with training.

ii. Reimbursement to the Navy - $2,740,000

The Office of Attending Physician has an ongoing contract with the U.S. Navy for services including medical staff and equipment.

B. Proposed Changes:

i. Miscellaneous - $4,260

This increase reflects the additional cost needed for supplies and materials.

ii. Reimbursement to the Navy - $60,000

This increase reflects the reimbursement estimate for Active Duty Personnel as provided by the United States Navy.

Appendices to the U.S. House of Representatives Zero Based Budgeting for FY2020 Request

During the formulation of FY2020, several offices throughout the U.S. House of Representatives utilized principles of Zero Based Budgeting (ZBB) to develop their request in a more efficient and transparent manner. The Appendix provides additional information regarding how each of the offices derived their requests utilizing principles of ZBB. The Appendices for each House Office are in the following order:

- Office of the Clerk
- Office of the Sergeant At Arms
- Office of the Chief Administrative Officer
- Office of Inspector General
- Office of General Counsel
- Office of the Parliamentarian
- Office of the Law Revision Counsel
- Office of the Legislative Counsel
- Office of Interparliamentary Affairs
- Office of Congressional Ethics

Office of the Clerk
FY 2020 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Office of the Clerk of the House of Representatives was established constitutionally in 1789. The duties of the Office are mandated by law, House Rules (II and VII), policies and traditions of the House.

Mission Statement

The mission of the Office of the Clerk is to provide procedural assistance and support necessary for the orderly conduct and dissemination of the official business of the House.

FY20 Budget Request
$32,826,000

Strategic Plan

The Office of the Clerk aims to be an organization of highly professional staff that leads in providing innovative legislative services and support to the House, while protecting the integrity and traditions of the institution.

Functional Components

The functional components of the Office of the Clerk are as follows:

Immediate Office - Supplies support to all other office components. Certifies passage by the House of all approved bills and joint resolutions. Attests to and affixes the House seal to all writs, warrants, subpoenas, and formal documents issued by the House. It also manages and supervises the office and staff of any deceased, resigned or expelled Member until a successor is elected.

Legislative Operations - Supports legislative activities on the Floor; operates the Electronic Voting System; prepares messages informing the Senate of House-passed legislation; reads and processes bills, resolutions, motions, and presidential messages; publishes the minutes of House proceedings; and prepares summaries of House Floor and Committee activities for the Congressional Record.

Legislative Computer Systems (LCS) - Develops and maintains systems that support the legislative process and public disclosure filing. LCS maintains the Office of the Clerk's website, develops applications for Clerk and House-wide initiatives, provides technical support, and coordinates legislative data exchange with institutional partners.

Official Reporters - Provides daily reporting and transcribing of House Floor proceedings for inclusion in the House portion of the Congressional Record and House Committee hearings and markups.

Legislative Resource Center (LRC) - Responds to inquiries about legislative activities, functions as the repository and disseminator of House legislative documents, manages public disclosure documents, maintains the House's official rolls and lists, operates the House Library, produces informational publications, and serves as liaison to the Government Publishing Office.

Capitol Service Group - Maintains the Lindy Claiborne Boggs Congressional Women's Reading Room, the Members and Family Committee Room, and the Congressional Prayer Room, which provide Members and their families with spaces near the House Chamber.

Office of House Employment Counsel (OHEC) - Provides House employing offices with legal advice, training, and representation in matters arising under the Congressional Accountability Act.

Office of Communications - Informs the House community about the services of the Office of the Clerk and provides messaging and creative support to all divisions of the organization and to the Office of the Historian and other institutional partners.

Office of Arts & Archives and Office of the Historian - These Offices research and collect more than 200 years of House history in the form of documents, artifacts, biographical information, historical information, historical analysis, and artwork, providing a variety of services concerning historical publications, the House Collection, and the records of the House. The Offices maintain the House entries of the *Biographical Directory of the United States Congress* and present original research in exhibits and publications such as *Women in Congress, 1917-2017, Black Americans in Congress, 1870-2007, Hispanics in Congress, 1822-2012, and Asian and Pacific Islander Americans in Congress, 1900-2017.* The Offices curate the House Collection of fine art and historical artifacts, collecting and caring for the more than 2,000 objects, resulting in exhibitions, publications, and commissions. The Offices also process the records of the House and oversees their eventual safe transfer to the National Archives, help House committees and officers identify records for permanent retention, and provide management advice to Members for their congressional papers.

Zero Based Budgeting Applied

At the beginning of the internal Clerk-wide FY 2020 budget formulation cycle we asked the head of each division to prepare their request by first determining the level of service envisioned to be mission critical that will support required House operations and activities in the future. For instance, take into account whether the fiscal year duration in question will include the start of a new Congress versus a Legislative Year. Also at this time we asked them to review prior year activity and deduct all non-recurring expenses associated with projects/programs needed,

services no longer delivered and/or one-time only activities then to add any new service and purchase requirements that are 'in the pipeline' planning for FY 2020; for example, the lifecycle replacement of steno machines and UPS batteries for the display board on the House Floor and contractor support. Just as non-personnel costs were developed from the ground up, personnel costs we determined and computed using the same reasoning. We reviewed current and future needs of the organization in comparison to all filled and vacant positions on the most recent roster, ensured adequate funding for all positions' pay categories (Speaker's Pay Order and HEPCA based on the most current CHA approved HS-Pay Scale), the two projected cost of living adjustments (COLAs), then budgeted for anticipated increases such as longevities and requests for 4 newly established positions 3 under LCS (senior database administrator, senior software developer, and an applications support engineer) and 1 under OHEC (a paralegal). The result of this exercise was a budget request that is $4.521m more than the FY 2019 enacted level of funding.

Office of the Sergeant at Arms
FY 2020 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Sergeant at Arms is an Officer of the House of Representatives whose duties are mandated in law, House rules, customs, and policies. Under the authority of House Rule II, the Sergeant at Arms serves as the House's chief law enforcement and chief protocol officer. The Sergeant at Arms is responsible for administering the security of Members of Congress, Congressional staff, visitors, and property within the Capitol complex while maintaining open access to the People's House. The Sergeant at Arms is also charged with maintaining order and decorum in the House Chamber.

Mission Statement

The Office of the Sergeant at Arms is focused on providing the maximum degree of support to Members of Congress and their staff. This is accomplished by coordinating police, protocol, and administrative services as a highly integrated, flexible, and professional organization.

FY20 Budget Request

$23,720,292

Functional Components

The employees of the Office of the Sergeant at Arms are our most valued assets and have a shared responsibility in fulfilling our mission of service towards the House community. The Office is comprised of seven divisions with 155 FTE. Staff within each division (functional component) of the Office of the Sergeant at Arms are tasked with providing essential services in support of the Constitutional roles and responsibilities of the House of Representatives.

I request an increase in the Sergeant at Arms' authorized FTEs by 8. These additional FTE will allow the Sergeant at Arms to increase its service to the House community through enhanced emergency preparedness responsibilities, assistance with House floor responsibilities, coordination of security services and additional administrative and technology support. The FTE will be allocated as follows:

Immediate Office - The Sergeant at Arms Immediate Office oversees and administers all divisions within the organization. The Immediate Office is made up of administrative, operational, legal and advisory staff. Administrative staff provide support to all divisions within the organization on budgeting, finance and human resource activities. Operational staff provide operational guidance and coordination among all divisions in preparation for and response to emergency events. Legal and advisory staff provide support and guidance to the Sergeant at Arms on a variety of issues pertaining to the safety and security of the

Capitol complex and its occupants. To support these activities, a total of $1,891,190 is requested for personnel and non-personnel items and services. The $1,336,190 for personnel will fund the 10 FTE plus 1 new FTE. The 1 new FTE is requested to provide additional administrative support and assistance to all divisions within the organization. Funding for non-personnel items and services is $555,000. This is an increase from FY19. The increase is due, in part, to non-recurring costs associated with travel to advance and support the 2020 Presidential conventions. Additionally, the increase is attributed to the purchase of Member and spouse identification pins and license plates for use in the 117th Congress.

Protocol and Chamber Operations – The division of Protocol and Chamber Operations is comprised of the following sections: Chamber Security, Chamber Support Services, Protocol and the House Appointments Desks. Chamber Security and Chamber Support Services staff facilitate access to and maintain decorum in the House Chamber. Protocol staff assist with the ceremonial duties of the Sergeant at Arms. Appointments Desk staff facilitate access to the Capitol Building for visitors on official business. To support these activities, a total of $3,334,579 is requested for personnel and non-personnel items and services. The $3,209,579 for personnel will fund the 48 FTE plus 3 new FTE. These 3 FTE will enhance and supplement House Chamber operations and assistance to visitors accessing the Capitol Building for official business. Funding for non-personnel items and services is $125,000. This is a decrease from FY19. This decrease is due to estimated costs associated with temporary staff support services to assist with controlling access to the House floor and galleries during peak visitation season.

House Garages and Parking Security – The division of House Garages and Parking Security is responsible for the safety and security of all vehicles and pedestrians in the House garages and parking areas. Staff in this division enforce the parking policies and allocations set forth by the Committee on House Administration. To support these activities, a total of $2,682,959 is requested for personnel and non-personnel items and services. The $2,522,959 for personnel will fund the 41 FTE. Funding for non-personnel items and services is $160,000. This is an increase from FY19. This increase is due to non-recurring costs associated with the lifecycle replacement of Parking Security uniforms, parking permits to be used in the 117th Congress, and the purchase of equipment and its associated maintenance.

House Security – The division of House Security serves as a central location to oversee the issuance, administration, and verification of all House of Representatives security clearances. This division also serves as a central repository for classified materials and is responsible for receiving, controlling, transmitting, storing, and destroying classified information. Staff in this division provide training for Members of Congress and House staff on the protocols and responsibilities in the handling and storing of classified materials, foreign travel, counterintelligence, and operations security. To support these activities a total of $717,183 is requested for personnel and non-personnel items and services. The $599,183 for personnel will fund 6 FTE. Funding for non-personnel items and services is $118,000. This is an increase from FY19. This increase is due to the purchase of safes to distribute to Members and Committees for the storage of classified information.

Information Services – The division of Information Services consists of Information Technology and Identification Services. The Information Technology section provides technical support for the entire organization. The Identification Services section assists with the security of the Capitol complex by issuing

identification badges to all authorized personnel employed by the House of Representatives and the Architect of the Capitol. To support these activities, a total of $2,270,170 is requested for personnel and non-personnel items and services. The $1,577,170 for personnel will fund the 16 FTE plus 1 new FTE. The new FTE will assist with providing notifications from the Sergeant at Arms to the House community during emergency events. In addition, this FTE will manage the Sergeant at Arms' content on HouseNet and House.gov, and provide administrative support to the organization with regard to purchasing and procurement. Funding for non-personnel items and services is $693,000. This is an increase from FY19. This increase is due to annual support contracts for technology systems.

Police Services/Law Enforcement – The division of Police Services/Law Enforcement provides logistical and security support for on and off campus events involving Members of Congress and administers several programs to enhance the safety and security of all Members, staff and visitors. To support these activities, a total of $5,547,692 is requested for personnel and non-personnel items and services. The $1,860,692 for personnel will fund the 15 FTE plus 1 new FTE. The new FTE will assist with law enforcement, dignitary protection, intelligence/counterintelligence, and physical security. Funding for non-personnel items and services is $3,687,000. This is an increase from FY19. This increase is due, in part, to estimated costs for reimbursement to the United States Capitol Police providing security for House Leadership while travelling outside of the United States. The increase is also attributed to costs associated with the District Office Security Program. This program provides for the purchase, installation, maintenance and monitoring of equipment used to enhance the security of Member District Offices. Funds also allow for the continued purchase of mail hoods to enhance mail security in District Offices. In addition, funding will be utilized for technology upgrades so Sergeant at Arms staff can provide security awareness trainings for District Office staff.

Emergency Management – The division of Emergency Management serves as the focal point for the House of Representatives emergency planning and continuity programs. The division manages the House of Representatives life safety support programs, the House Operations Center, and internal continuity activities for the Office of the Sergeant at Arms. To support these activities, a total of $7,103,519 is requested for personnel and non-personnel items and services. The $2,171,519 for personnel will fund the 18 authorized positions plus 2 new FTE. These 2 new FTE will assist with emergency preparedness, operations, and planning efforts of the office. Funding for non-personnel items and services is $4,932,000. This is an increase from FY19. This increase is due, in large part, to costs associated with the House-wide upgrade and replacement of annunciators used to provide notifications during emergency events. The increase is also attributed to costs associated with vehicles used for the immediate movement of Members in the event an emergency situation requires rapid relocation.

Zero Based Budgeting Applied

In the spirit of zero based budgeting, I have reviewed the needs of each division and produced a budget that allows the Office of the Sergeant at Arms to continue to provide exceptional services to the Congressional community while remaining fiscally responsible.

Office of the Chief Administrative Officer
FY20 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Chief Administrative Officer (CAO) is an Officer of the House and is elected by majority vote of Members at the start of each Congress. Pursuant to House Rule II, the CAO directs non-legislative, budgetary, financial and administrative functions of the House subject to the oversight of the Committee on House Administration.

Mission Statement

We serve the House community by providing administrative, technical, and operational solutions so Members can perform their Constitutional duties.

FY20 Budget Request
$166,603,000

Strategic Plan

Before the start of the 115th Congress, in the Fall of 2016, Chief Administrative Officer Phil Kiko assembled a cross-functional team of employees to lead a comprehensive, organization-wide initiative to define the CAO's present-day purpose, corresponding mission and vision, and a five-year strategy to maximize the CAO's service potential.

In its five-year Strategic Plan, the CAO identified customer, process, stewardship, and employee goals critical to fulfilling its modernized mission. During the 115th Congress, the CAO operationalized its plan, which yielded operational improvements for the House across the entire organization and even spurred the creation of two entirely new business units – the Customer Experience Center and the Office of Risk Management. It also laid the foundation for a new internal governance structure that facilitates organization-wide awareness and feedback on CAO service decisions.

Organization - Functional Components

The CAO supports the House community by providing administrative, technical, and operational solutions to the House. The CAO staff is a team of dedicated professionals with extensive public and private sector work experience. The staff is divided among nine divisions: CAO Immediate Office, Acquisitions Management, Customer Experience Center, Finance, House Information Resources, House Recording Studio, Human Resources, Logistics and Support, and Risk Management. During the zero-based budgeting process, personnel budgets were allocated to all divisions. Below is a summary of the fiscal year (FY) 2020 budget request:

	FY19 Enacted per P.L. 115-244	FY20 Budget Request	FY20 Request vs. FY19 Enacted $	FY20 Request vs. FY19 Enacted %	FY20 Request %
Chief Administrative Officer					
CAO Immediate Office and Galleries	$ 8,793,000	$ 9,630,000	$ 837,000	10%	6%
Acquisitions Management	$ 11,067,000	$ 11,400,000	$ 333,000	3%	7%
Customer Experience Center	$ 7,765,000	$ 12,165,000	$ 4,400,000	57%	7%
Finance	$ 10,218,000	$ 10,478,000	$ 260,000	3%	6%
House Information Resources	$ 81,592,000	$ 92,673,000	$ 11,081,000	14%	56%
House Recording Studio	$ 6,380,000	$ 7,119,000	$ 739,000	12%	4%
Human Resources	$ 4,626,000	$ 4,808,000	$ 182,000	4%	3%
Logistics & Support	$ 14,966,000	$ 15,712,000	$ 746,000	5%	9%
Risk Management	$ 1,581,000	$ 1,548,000	$ (33,000)	-2%	1%
Strategic Initiatives	$ 1,070,000	$ 1,070,000	$ -	0%	1%
Total CAO Budget	**$ 148,058,000**	**$ 166,603,000**	**$ 18,545,000**	13%	**100%**

NOTE: Business Unit budgets above include both personnel and non-personnel expenses.

CAO Immediate Office - CAO Immediate Office (CAO IO) provides administrative solutions in the form of leadership and management of the CAO. The CAO IO Directorates include, the CAO Immediate Office, Radio TV Gallery, Periodical Press Gallery, the Daily Press Gallery, and the Office of Employee Advocacy.

CAO IMMEDIATE OFFICE SUMMARY - FY20 BUDGET REQUEST TABLE

Description		Amount	Narrative
Tier 1: Flat FY19 Budget			
11-Personnel Compensation	$	6,453,000	Flat with the FY19 Appropriations Act.
21-Travel	$	42,000	
22-Transportation of Things	$	-	
23-Rent, Communications, Utilities	$	94,000	
24-Printing	$	11,000	
25-Other Services	$	2,025,000	
26-Supplies and Materials	$	73,000	
31-Equipment	$	95,000	
Subtotal Tier 1	**$**	**8,793,000**	
Tier 2: Zero-based budgeting applied to Flat FY19 Budget			
11-Personnel Compensation	$	423,000	The FY20 budget request for the CAO IO is $837,000 or 10% above the FY19 Appropriations Act. The CAO IO requires additional funding for contractor assistance for the Office of Employee Advocacy to support case litigation, and for the Media Galleries to assist during the Presidential Convention season. The CAO IO also requires funding in support of the expansion of the House Child Care Center, for mandatory staff training. Lastly, the CAO IO requires additional personnel funding for anticipated cost of living adjustments (COLAs) and longevities.
21-Travel	$	31,000	
22-Transportation of Things	$	-	
23-Rent, Communications, Utilities	$	1,000	
24-Printing	$	-	
25-Other Services	$	379,000	
26-Supplies and Materials	$	2,000	
31-Equipment	$	1,000	
Subtotal Tiers 1&2	**$**	**9,630,000**	
Tier 3: Optimal funding above Tiers 1 & 2			
11-Personnel Compensation	$	-	Not requested.
21-Travel	$	-	
22-Transportation of Things	$	-	
23-Rent, Communications, Utilities	$	-	
24-Printing	$	-	
25-Other Services	$	-	
26-Supplies and Materials	$	-	
31-Equipment	$	-	
Subtotal Tiers 1,2, &3	**$**	**9,630,000**	

Acquisitions Management - Acquisitions Management is responsible for House-wide purchasing, contract planning and execution, and contract administration for Food Services, Shoe Shine Services, Barber Shop, Fitness Center, Dry Cleaners, Office Supply Store & Gift Shop, and Traditional and Digital Mail operations.

ACQUISITIONS MANAGEMENT SUMMARY - FY20 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY19 Budget		
11-Personnel Compensation	$ 2,506,000	Flat with the FY19 Appropriations Act.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 139,000	
24-Printing	$ -	
25-Other Services	$ 8,027,000	
26-Supplies and Materials	$ -	
31-Equipment	$ 395,000	
Subtotal Tier 1	**$ 11,067,000**	
Tier 2: Zero-based budgeting applied to Flat FY19 Budget		
11-Personnel Compensation	$ 75,000	The FY20 budget request for Acquisitions is $333,000 or 3% above the FY19 Appropriations Act. Acquisitions requires additional funding for the anticipated increased cost of the new Traditional/ Digital Mail contract, to be awarded September 1, 2019. Also, Acquisitions expects to see increases in rent, security, and utility fees associated with the Capitol Heights Mail Facility. Lastly, Acquisitions requires additional personnel funding for anticipated COLAs, longevities, and overtime related to House Transition activities.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 6,000	
24-Printing	$ -	
25-Other Services	$ 240,000	
26-Supplies and Materials	$ -	
31-Equipment	$ 12,000	
Subtotal Tiers 1&2	**$ 11,400,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2, &3	**$ 11,400,000**	

Customer Experience – The Customer Experience Center (CEC) ensures exceptional customer experiences for all CAO services delivered to the House community, connecting CAO technical, administrative and operational experts with their customers through the services provided by its four divisions: Customer Experience Center Immediate Office (IO); Communications & Marketing; House Creative Services; and Customer Services.

CUSTOMER EXPERIENCE CENTER SUMMARY - FY20 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY19 Budget		
11-Personnel Compensation	$ 4,263,000	Flat with the FY19 Appropriations Act.
21-Travel	$ 97,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 50,000	
24-Printing	$ 18,000	
25-Other Services	$ 1,631,000	
26-Supplies and Materials	$ 983,000	
31-Equipment	$ 723,000	
Subtotal Tier 1	**$ 7,765,000**	
Tier 2: Zero-based budgeting applied to Flat FY19 Budget		
11-Personnel Compensation	$ 419,000	The FY20 budget request for Customer Experience Center (CEC) is $4,400,000 or 57% above the FY19 Appropriations Act. The CEC requires additional funding for costs associated with the Workplace Rights & Responsibilities Training mandated for all House staff. Also, the CEC requires additional funding to develop curricula for the Congressional Staff Academy, for a new online learning management system, and for migration of the Resource Scheduler software to a cloud-based solution. Lastly, the CEC requires additional personnel funding for anticipated COLAs and longevities.
21-Travel	$ 2,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 10,000	
24-Printing	$ -	
25-Other Services	$ 4,200,000	
26-Supplies and Materials	$ (529,000)	
31-Equipment	$ 298,000	
Subtotal Tiers 1&2	**$ 12,165,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2, &3	**$ 12,165,000**	

Finance - The Office of Finance (Finance) provides financial management services to Leadership, Members, Committees, Officers and Offices of the U.S. House of Representatives (House).

FINANCE SUMMARY - FY20 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY19 Budget		
11-Personnel Compensation	$ 9,126,000	Flat with the FY19 Appropriations Act.
21-Travel	$ 46,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 103,000	
24-Printing	$ 7,000	
25-Other Services	$ 746,000	
26-Supplies and Materials	$ 65,000	
31-Equipment	$ 125,000	
Subtotal Tier 1	**$ 10,218,000**	
Tier 2: Zero-based budgeting applied to Flat FY19 Budget		
11-Personnel Compensation	$ 160,000	The FY20 budget request for Finance is $260,000 or 3% above the FY19 Appropriations Act. Finance requires additional funding for contractor support for the Finance Improvement and Audit Readiness (FIAR) program and for Financial Counseling to fund contractor support to optimize operational capabilities and meet surge requirements. Lastly, Finance requires additional personnel funding for anticipated COLAs, longevities, and overtime.
21-Travel	$ 1,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 3,000	
24-Printing	$ (3,000)	
25-Other Services	$ 150,000	
26-Supplies and Materials	$ 2,000	
31-Equipment	$ (53,000)	
Subtotal Tiers 1&2	**$ 10,478,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2, &3	**$ 10,478,000**	

House Information Resources - House Information Resources (HIR) manages the technology solutions for the House community. HIR provides cybersecurity products and services, campus voice and data services, active directory management, email and messaging, mobile communications support, website development, Broadband Connectivity and Virtual Private Network (VPN) connection support, financial services applications, and video teleconferencing through the House's public wireless network. HIR is also responsible for managing large scale software/hardware implementations and providing customer support for desktop and mobile solutions.

HOUSE INFORMATION RESOURCES SUMMARY - FY20 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY19 Budget		
11-Personnel Compensation	$ 35,073,000	Flat with the FY19 Appropriations Act.
21-Travel	$ 181,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 4,438,000	
24-Printing	$ 10,000	
25-Other Services	$ 19,129,000	
26-Supplies and Materials	$ 552,000	
31-Equipment	$ 22,209,000	
Subtotal Tier 1	**$ 81,592,000**	
Tier 2: Zero-based budgeting applied to Flat FY19 Budget		
11-Personnel Compensation	$ 171,000	The FY20 budget request for HIR is $11,081,000 or 14% above the FY19 Appropriations Act. HIR requires additional funding for the CAO's Cybersecurity Program that keeps the House community secure. This funding will support additional cybersecurity staff augmentation and hardware and software maintenance support. Also, HIR requires funding for technology recapitalization; for the increased costs of the Microsoft Enterprise Licenses and Premier Technical Support contracts; and, for the migration of House applications to the cloud. Finally, HIR requires additional personnel funding for anticipated COLAs, longevities, and overtime.
21-Travel	$ 43,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 124,000	
24-Printing	$ 20,000	
25-Other Services	$ 6,013,000	
26-Supplies and Materials	$ 303,000	
31-Equipment	$ 4,407,000	
Subtotal Tiers 1&2	**$ 92,673,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2, &3	**$ 92,673,000**	

House Recording Studio - The House Recording Studio (HRS) provides House floor coverage through Committee broadcast and studio operations. HRS also manages Committee Hearing Room renovations and equipment replacement.

HOUSE RECORDING STUDIO SUMMARY - FY20 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY19 Budget		
11-Personnel Compensation	$ 4,786,000	Flat with the FY19 Appropriations Act.
21-Travel	$ 5,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 180,000	
24-Printing	$ -	
25-Other Services	$ 535,000	
26-Supplies and Materials	$ 70,000	
31-Equipment	$ 804,000	
Subtotal Tier 1	**$ 6,380,000**	
Tier 2: Zero-based budgeting applied to Flat FY19 Budget		
11-Personnel Compensation	$ 167,000	The FY20 budget request for HRS is $739,000 or 12% above the FY19 Appropriations Act. HRS requires additional funding to support lifecycle replacement of equipment that is well beyond industry lifecycle and needs to be replaced during FY20 for dependable broadcasting and floor coverage. Also, HRS requires additional funding for a new archiving system, maintenance costs for video teleconferencing (VTC) equipment, and redesign of the TV Studios. Lastly, HRS requires additional personnel funding for anticipated COLAs and longevities.
21-Travel	$ 5,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ (5,000)	
26-Supplies and Materials	$ -	
31-Equipment	$ 572,000	
Subtotal Tiers 1&2	**$ 7,119,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2, &3	**$ 7,119,000**	

Human Resources - The Office of Human Resources (HR) provides personnel services to the CAO and ADA assistance to Members. The HR Immediate Office (which encompasses CAO Human Resources, Diversity and Organizational Change Management, Privacy Assurance, and Personnel Security and Safety) provides the full lifecycle of HR services to the CAO organization. Within HR, the Office of Employee Assistance and House Wounded Warrior Program provide external House-wide HR services.

HUMAN RESOURCES SUMMARY - FY20 BUDGET REQUEST TABLE

Description		Amount	Narrative
Tier 1: Flat FY19 Budget			
11-Personnel Compensation	$	3,159,000	Flat with the FY19 Appropriations Act.
21-Travel	$	135,000	
22-Transportation of Things	$	-	
23-Rent, Communications, Utilities	$	31,000	
24-Printing	$	28,000	
25-Other Services	$	1,065,000	
26-Supplies and Materials	$	77,000	
31-Equipment	$	131,000	
Subtotal Tier 1	**$**	**4,626,000**	
Tier 2: Zero-based budgeting applied to Flat FY19 Budget			
11-Personnel Compensation	$	82,000	The FY20 budget request for HR is $182,000 or 4% above the FY19 Appropriations Act. HR requires funding for additional contractor support for new program initiatives within the CAO Privacy Program. Also, HR requires funding for the House Wellness Center, to enhance service delivery to House employees in both DC and District offices, including mobile and web-based health and well-being tools, assessments, and solutions. Lastly, HR requires additional personnel funding for anticipated COLAs and longevities.
21-Travel	$	3,000	
22-Transportation of Things	$	-	
23-Rent, Communications, Utilities	$	-	
24-Printing	$	-	
25-Other Services	$	64,000	
26-Supplies and Materials	$	-	
31-Equipment	$	33,000	
Subtotal Tiers 1&2	**$**	**4,808,000**	
Tier 3: Optimal funding above Tiers 1 & 2			
11-Personnel Compensation	$	-	Not requested.
21-Travel	$	-	
22-Transportation of Things	$	-	
23-Rent, Communications, Utilities	$	-	
24-Printing	$	-	
25-Other Services	$	-	
26-Supplies and Materials	$	-	
31-Equipment	$	-	
Subtotal Tiers 1,2, &3	**$**	**4,808,000**	

Logistics & Support - Logistics & Support (L&S) manages furniture and furnishings for the House community including providing furniture, furniture refurbishment, carpeting, draperies, upholstery, cabinet making, finish schedule activities, delivery and setup of furniture in offices, meetings and special event rooms, as well as warehousing furniture inventory. Additionally, L&S manages Asset Management for the House.

LOGISTICS & SUPPORT SUMMARY - FY20 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY19 Budget		
11-Personnel Compensation	$ 9,114,000	Flat with the FY19 Appropriations Act.
21-Travel	$ 73,000	
22-Transportation of Things	$ 18,000	
23-Rent, Communications, Utilities	$ 102,000	
24-Printing	$ -	
25-Other Services	$ 2,054,000	
26-Supplies and Materials	$ 1,342,000	
31-Equipment	$ 2,263,000	
Subtotal Tier 1	**$ 14,966,000**	
Tier 2: Zero-based budgeting applied to Flat FY19 Budget		
11-Personnel Compensation	$ 349,000	The FY20 budget request for L&S is $746,000 or 5% above the FY19 Appropriations Act. L&S requires additional funding to support O'Neill Building carpet and drapery requirements. Also, L&S requires additional funding for the new furniture purchasing IDIQ contract expected to be awarded late FY19. Lastly, L&S requires additional personnel funding for anticipated COLAs, longevities, and overtime.
21-Travel	$ 8,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 9,000	
24-Printing	$ -	
25-Other Services	$ 230,000	
26-Supplies and Materials	$ (20,000)	
31-Equipment	$ 170,000	
Subtotal Tiers 1&2	**$ 15,712,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2, &3	**$ 15,712,000**	

Office of Risk Management – The Office of Risk Management (ORM) provides risk-based information to assist with decisions to target resources at the highest risk areas that help ensure the CAO's Mission and objectives are met. ORM also facilitates Office of Inspector General and external financial statement audit activities, remediation efforts and oversight of the newly established Shared Employee Compliance Program. ORM is comprised of the ORM directorate and includes Enterprise Risk Management (ERM) and the Audit and Compliance programs.

OFFICE OF RISK MANAGEMENT SUMMARY - FY20 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY19 Budget		
11-Personnel Compensation	$ 694,000	Flat with the FY19 Appropriations Act.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ 887,000	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tier 1	**$ 1,581,000**	
Tier 2: Zero-based budgeting applied to Flat FY19 Budget		
11-Personnel Compensation	$ 158,000	The FY20 budget request for the Office of Risk Management (ORM) is ($33,000) or 2% below the FY19 Appropriations Act. ORM requires additional permanent FTEs to staff ERM, Compliance, and Measurements and Metrics activities. To offset the FTE increase, the ERM implementation and Internal Control Program contract was significantly reduced, thus resulting in cost savings of over $200k. Lastly, ORM requires additional personnel funding for anticipated COLAs and longevities.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 9,000	
24-Printing	$ 5,000	
25-Other Services	$ (209,000)	
26-Supplies and Materials	$ 1,000	
31-Equipment	$ 3,000	
Subtotal Tiers 1&2	**$ 1,548,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2, &3	**$ 1,548,000**	

Strategic Initiatives/CAO-Wide – Strategic Initiatives/CAO-Wide provides funding for key initiatives in support of the CAO's Mission to serve the House community by providing administrative, technical, and operational solutions so Members can perform their Constitutional duties. These funds are used to support cybersecurity efforts; technologies that facilitate governance, user identity, provisioning and access; automation of routine business services, which strengthen security, improve visibility, and simplify compliance for organizations; and, for upgrades to the PeopleSoft financial system.

STRATEGIC INITIATIVES SUMMARY - FY20 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY19 Budget		
11-Personnel Compensation	$ -	Flat with the FY19 Appropriations Act.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ 870,000	
26-Supplies and Materials	$ -	
31-Equipment	$ 200,000	
Subtotal Tier 1	**$ 1,070,000**	
Tier 2: Zero-based budgeting applied to Flat FY19 Budget		
11-Personnel Compensation	$ -	The FY20 budget request for Strategic Initiatives is $1,070,000, which is flat with the FY19 Appropriations Act. Strategic Initiatives will continue to provide funding for key initiatives in support of the CAO's Mission to serve the House community and continue to support Peoplesoft upgrades and cybersecurity efforts.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1&2	**$ 1,070,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2, &3	**$ 1,070,000**	

Zero Based Budgeting Applied

The CAO is committed to sound management of resources and delivery of exceptional services to the House community. The FY 20 Request is less than 1% over the FY 19 Enacted current services, excluding mandatory cost increases associated with information technology, Workplace Rights and Responsibilities training, Employee Advocacy Office, and anticipated COLAs, longevities and overtime.

The CAO conducted a comprehensive review of its budget to ensure resources were allocated to mission essential activities. All FY 20 programs, projects and activities (PPAs) were reviewed and revised as needed. Each Business Unit Chief provided a brief overview of requirement, justification of costs, and impact if the service is not funded, as well as the five-year budget requirement (FY20 through FY24). These discussions informed need for additional resources over current services to support emergent requirements. Nearly 86% of the $18.5 million increase over FY 19 Enacted is for: House Information Resources costs ($11.1M) including strengthening cybersecurity and migration of House applications to the Cloud; requisite Workplace Rights and Responsibilities training ($4.4M) for all House staff; and Employee Advocacy Office's responsibilities ($414K) under the Congressional Accountability Act. Without these mandatory expenses and costs associated with anticipated COLAs, longevities and overtime, the CAO's FY 20 request is virtually flat with the FY 19 Enacted current services.

Office of Inspector General
FY2020 Zero-based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Office of Inspector General (OIG) was established by the U.S. House of Representatives in the 103rd Congress, pursuant to the House Administrative Reform Resolution of 1992 (H. Res. 423, 102nd Congress) to conduct periodic audits of the financial and administrative functions of the House and of joint entities.

Mission Statement

The OIG's mission is to provide value-added recommendations for improving the performance, accountability, and integrity of House financial, administrative, and technology-based operations through performance of independent audit, advisory, and investigative services in a non-partisan manner. In collaboration with the Committee on House Administration (Committee), on a bi-partisan basis, the OIG continues to do its part to contribute to a more effective and efficient House support structure by identifying and helping mitigate significant risks to the House, highlighting opportunities for improving the efficiency of House operations, and serving as a risk advisor.

FY20 BUDGET
REQUEST $5,019,000

Strategic Goals

The OIG supports House governance activities by performing audits, advisory, and investigative services in coordination with the Committee on House Administration and House Leadership.

The OIG has three main Strategic Goals:

- Improve House financial and administrative operations
- Protect the integrity of House financial and administrative operations
- Ensure quality and excellence in our organization

Functional Components

The OIG has an authorized Full-time Equivalent (FTE) strength of twenty-five (25) staff. OIG staff are experienced and dedicated professionals who have extensive public and private sector work experience. The staff is divided among four divisions:

- Performance and Financial Audits, and Investigations
- Information Systems Audits
- Management Advisory Services
- Support Services

The OIG operates three distinct, recurring programs:

Audit, Advisory, and Investigative Services (AAIS)

The Office of Inspector General (OIG) provides objective, value-added advice to House Leadership, the Committee on House Administration (Committee), the House Officers, and joint entities in the areas of financial management, administrative operations, business best practices, workplace issues (e.g. health, safety, and physical security), the integrity of information system networks and cyber security, the operations of application systems, and management of the data they contain.

The OIG executes its activities through deliberate and defined processes using highly-skilled, professional staff. All audit, advisory, investigative, and quality assurance staff hold at a minimum Bachelor's degrees and one or more professional certifications. The AAIS Program budget includes salaries for the Inspector General (IG), 2 Deputy IGs, and 19 audit, advisory, investigative, and quality assurance staff members. The OIG prepares a Work Plan which is reviewed and approved by both the Majority and Minority of the Committee. This plan consists of requested projects from the House Officers and the Committee, as well as recommended audits and advisories based on the OIG's assessment of potential risks to the House. The scope, depth, and number of audits and advisories varies from year to year because of changes in House operations, emerging trends, the continual reassessment of risk, and the availability of funds for obligation. Investigative services are performed on an as needed basis; therefore, the number, scope, and level of effort for investigative projects is not easily predicted. The AAIS Program includes a budget for contracting qualified, subject matter experts to provide support on certain management advisory and audit services. Additionally, included is the purchase of program-specific supplies (e.g. computer hardware, software, and forensic tools for audits and investigations), program-related subscriptions, publications, and research services used as guides, references, and resources in the planning and performance of audits, advisories, and investigations. Finally, included in this budget is program-specific training.

AAIS Program – (FY2020 Zero-based Budget)

Program Changes: ($103,469). The AAIS Program budget was formulated starting with our current FTE salaries. We reviewed the number of our COLA-eligible and COLA-ineligible staff salaries to account for positions that have reached the Speaker's Pay Order (SPO) level or will reach it in FY2020 and made adjustments as needed to calculate the appropriate COLA amount. The OIG formulates its personnel budget at the step 6 level of the highest grade for the position, unless the incumbent of a position is already above the step 6 level in the highest grade; in which case, the budget for that position would be at the actual rate. This methodology for formulating our personnel budget ensures we can hire highly-qualified applicants into a broad range of pay rates for each position's classification.

Next, the non-personnel items were formulated by reviewing amounts from our FY2019 budget and spending plan and determining needs for FY2020. The OIG engages an independent CPA firm to perform the annual audit of the House financial statements. The amount for this audit by an independent contractor is the starting point to budget for Other Services for FY2020. Since the number of audits and advisories varies from year to year, and the OIG may need to contract with qualified, subject matter experts to provide support on certain audit, management advisory, or investigative services, the

Other Services budget line is our best estimate aimed at providing the OIG funding to be flexible and react quickly to any type of engagement the House Leadership, Committee, or House Officers may need. Additionally, the Other Services budget line funds access to research services, reference guides, and other resources used in the planning and performance of audits, advisories, and investigations. A portion of the Other Services budget was reduced to offset the COLA for both the AAIS and ADMIN-OPS Programs' salaries.

For the remainder of the AAIS Program budget, we based our estimates on spending trends and projected activities to determine the minimum amounts needed for current, continuing, and planned services and support. The budget for printing and reproduction as well as for supplies and materials was reduced because the trend has been one of decreased spending in this area as well as a projected decrease in the need for printing and reproduction services or certain audit-specific supplies or research resources.

FY'20 Budget Request - AUDIT, ADVISORY, AND INVESTIGATIVE SERVICES

Description	Amount	
FY'19 Budget	**Appropriations**	
11-Personnel Compensation	$	3,365,529
21-Travel	$	-
23-Rent, Communications, Utilities	$	-
24-Printing	$	1,000
25-Other Services	$	869,703
26-Supplies and Materials	$	72,684
31-Equipment	$	33,834
Subtotal FY'19	**$**	**4,342,750**
Zero-based budgeting applied for FY'20 Budget		
11-Personnel Compensation	$	73,000
21-Travel	$	-
23-Rent, Communications, Utilities	$	-
24-Printing	$	(1,000)
25-Other Services	$	(97,785)
26-Supplies and Materials	$	(4,684)
31-Equipment	$	-
Subtotal Non-personnel Changes	**$**	**(103,469)**
AAIS PROGRAM FY'20 Request	**$**	**4,312,281**

Admin and General Operations (ADMIN-OPS)

The Admin and General Operations (ADMIN-OPS) Program includes salaries for three Support Services Division staff members who provide human resources management, contracting and procurement services, IT support and management, budget formulation and execution, process improvements and automation services, administer the OIG's Quality Assurance Program, manage files maintenance and disposition, and provide other administrative support activities to ensure audit, advisory, and investigative staff and executive management have the necessary resources, services, and support to effectively and efficiently accomplish mission activities. This program includes the purchase of general office supplies, equipment and maintenance agreements, office furnishings; enterprise computer software, hardware, and licensing agreements, relevant publications, communications equipment and service plans, consultant and technical service support, as well as payment for shipment and installation of purchased items.

ADMIN-OPS Program - (FY2020 Zero-based Budget)

Program Changes: $22,469. The ADMIN-OPS Program budget was formulated by reviewing amounts from our FY2019 budget and determining needs for FY2020. We added the mandatory COLA increase to COLA-eligible personnel salaries. The OIG formulates its personnel budget at the step 6 level of the highest grade for the position, unless the incumbent of a position is already above the step 6 level in the highest grade; in which case, the budget for that position would be at the actual rate. This methodology for formulating our personnel budget ensures we can hire highly-qualified applicants into a broad range of pay rates for each position's classification.

Next, the non-personnel items were formulated based on necessary service contracts for maintenance of the OIG's current enterprise systems and office equipment, and for communications equipment and service plans. We analyzed prior years' spending trends and determined we could reduce spending for supplies and subscriptions. We also determined minimum estimates of the amount needed for planned technical and non-technical services and made no changes in this area.

The ADMIN-OPS budget has a projected increase to reflect a non-recurring expense in FY2020 for updating our office technology (tablets, laptops).

FY'20 Budget Request - ADMIN & GENERAL OPERATIONS PROGRAM

Description	Amount
FY'19 Budget	**Appropriations**
11-Personnel Compensation	$ 403,725
21-Travel	$ -
23-Rent, Communications, Utilities	$ 39,145
24-Printing	$ 1,000
25-Other Services	$ 89,102
26-Supplies and Materials	$ 23,000
31-Equipment	$ 35,531
Subtotal FY'19	**$ 591,503**

Zero-based budgeting applied for FY'20 Budget		
11-Personnel Compensation	$	7,000
21-Travel	$	-
23-Rent, Communications, Utilities	$	-
24-Printing	$	-
25-Other Services	$	-
26-Supplies and Materials	$	(8,000)
31-Equipment	$	31,469
Subtotal Non-personnel Changes	**$**	**22,469**
ADMIN-OPS PROGRAM FY'20 Request	**$**	**621,972**

Training (TPDEV)

House Rule II states that the OIG will conduct its audit, investigative, and advisory work in a manner consistent with government-wide auditing standards. These standards require all auditors, and specialists supporting auditors, to have a minimum of 80 hours of specialized training every two years. To meet these training requirements and to ensure we develop overall staff expertise, the OIG relies upon various government training programs and non-government vendors, (technical training institutions and national and local chapters of professional associations) for training. Specialized training for Information Systems Auditors is also needed to stay current with rapidly changing and emerging technologies. When possible, training is obtained locally, but in some instances, travel and travel expenses are necessary if the training cannot be obtained in a timely fashion or is not available locally. Purchases of computer software, training aids, accessories, or publications associated with staff training are also funded in this program's budget.

TPDEV Program - (FY2020 Zero-based Budget)

Program Changes: $0. The TPDEV Program budget was formulated by reviewing past years' spending trends and estimates to ensure funding for the minimum number of Continuing Professional Education (CPE) credits which staff are required to earn, in accordance with government auditing standards. This is also in line with the OIG's strategic goal of ensuring quality and excellence in our organization.

FY'20 Budget Request - TRAINING PROGRAM	
Description	**Amount**
FY'19 Budget	**Appropriations**
11-Personnel Compensation	$ -
21-Travel	$ 11,563
23-Rent, Communications, Utilities	$ -
24-Printing	$ -
25-Other Services	$ 73,184
26-Supplies and Materials	$ -
31-Equipment	$ -
Subtotal FY'19	**$ 84,747**
Zero-based budgeting applied for FY'20 Budget	
11-Personnel Compensation	$ -
21-Travel	$ -
23-Rent, Communications, Utilities	$ -
24-Printing	$ -
25-Other Services	$ -
26-Supplies and Materials	$ -
31-Equipment	$ -
Subtotal Non-personnel Changes	**$ -**
TPDEV PROGRAM FY'20 Request	**$ 84,747**

Based on known requirements at this time, the OIG has no additional changes to make to the zero-based budget request above. The OIG reduces costs wherever possible and releases funds for reprogramming when our operational and mission funding requirements do not match our budget and spending plan.

Office of General Counsel
FY 2020 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Office of General Counsel (OGC) is established pursuant to Rule II.8(a) of the Rules of the House of Representatives for the 116th Congress. The office was first established by House Rule in 1993. See H. Res. 5, 103d Cong. (Jan. 5, 1993, p.49).

Mission Statement

OGC provides legal representation and advice to the House and its Members, Officers, employees, and entities (e.g., committees), without regard to political affiliation, on matters related to their official duties.

FY20 Budget Request

$1,518,000

Strategic Plan

The strategic plan of the office is to defend the prerogatives of the House and its Members by litigating cases effectively and providing sound legal advice and counsel. While it is impossible to provide an exhaustive list of the types of representation and advice that OGC can and does provide, the office addresses with some frequency the following types of matters:

- committee subpoenas
- judicial/administrative/grand jury subpoenas
- judicial proceedings
- privileges, including Speech or Debate Clause issues
- tort claims
- request for information (both formal and informal)
- release of constituent information and confidentiality
- FOIA and the Privacy Act issues
- formal legal opinions
- tax exemption letters
- separation of powers issues

Office Functional Components

Legal Representation and Advice

Zero Based Budgeting Applied

To execute zero based budgeting, we reviewed and analyzed our historical spending patterns, and evaluated our anticipated needs for FY 2020.

The total amount requested for FY 2020 reflects a 1.07% increase over OGC's FY 2019 request.

The non-personnel expenditures request includes an increase of $4,000. The increase reflects additional costs for court document subscriptions that are essential to monitor and litigate cases of significance to the House and its Members, Committees and Officers.

The FY 2020 budget request also includes funds for meritorious increases required to maintain salary levels sufficient to retain highly qualified attorneys and staff who handle the bulk of OGC's workload.

There exists a high probability that OGC will be required to undertake significant litigation in the upcoming fiscal year. Such litigation may include cases in which the House directs OGC to intervene or file amicus briefs in pending cases, as well as cases to enforce subpoenas issued by various House Committees.

OGC proposes to handle this litigation in several possible ways. First, to the extent practicable, matters will be litigated by OGC attorneys and law clerks. In some circumstances, cases might be handled by OGC attorneys working with private attorneys from law firms or public interest litigation groups. OGC reasonably expects that, where necessary, substantial legal services will be provided to the House by private attorneys on a pro bono basis, meaning that the House will not be billed for these services. However, some matters may require OGC to enter into contracts for paid legal services with private attorneys. In addition, it is possible that OGC will find it necessary to hire at least one more full-time attorney to deal with the expected increased work load.

If it transpires that additional funds are needed for hiring another attorney or paying private counsel, OGC will request such funds as may be necessary at the appropriate time.

Office of the Parliamentarian
FY 2020 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

A Parliamentarian has been appointed by the Speaker in every Congress since 1927. In the 95th Congress the House formally established an Office of the Parliamentarian to be managed by a nonpartisan Parliamentarian appointed by the Speaker without regard to political affiliation and solely on the basis of fitness to perform the duties of the position. (H. Res. 502, Apr. 20, 1977, made permanent law by sec. 115 of P.L. 95-94; see 2 U.S.C. 287).

The compilation and preparation of the precedents of the House of Representatives were authorized in the 93rd Congress by the Committee Reform Amendments of 1974 (sec. 208, H. Res. 988, Oct. 8, 1974, made permanent law by P.L. 93-554, 2 U.S.C. 28a). The printing and distribution of the precedents were authorized by Public Law 94-551 (2 U.S.C. 28b-28e). See also 2 U.S.C. 28, 29.

Mission Statement

Parliamentary practice and procedure in the House of Representatives is grounded in the Constitution, in the standing rules adopted by the House, in Thomas Jefferson's Manual of Parliamentary Practice, and in provisions of law or concurrent resolution having the effect of rules of the House. On this foundation rests a body of precedent developed by decisions of the various Speakers and other presiding Officers of the House and its Committees of the Whole on actual parliamentary questions as they have arisen over 229 years. The overarching role of the Parliamentarian is to strive for consistency in parliamentary analysis by attempting to apply pertinent precedent to each question confronted -- in recognition of the principle of stare decisis that fairness is best guaranteed by predictability, which, in turn, is best guaranteed by fidelity to precedent. The ongoing challenge of this role derives from the fact that determining the most pertinent line of precedent to be applied often depends on precise analysis of the factual circumstances at hand (e.g., under the germaneness rule, a thorough examination of the pending text and its relationship to the proffered amendment).

FY20 Budget Request

$2,088,000

Office Functional Components

- During sittings of the House, the Parliamentarian sits to the right of the Chair and advises the presiding officer on procedural matters.
- Acting for the Speaker, the Parliamentarian refers bills, resolutions, Presidential messages, executive communications, State memorials, and citizen petitions to the committees having jurisdiction over their subject matter.
- The Parliamentarian advises Committees on hearing and markup procedure and in the preparation of reports to the House.
- The Parliamentarian assists Members and staff of the Committees in understanding their powers, responsibilities, and limitations under the rules.
- The Parliamentarian assists the Leadership in the procedural execution of a program of business, rendering technical advice as to methods to be used under the rules for the consideration of a given matter.
- The Parliamentarian assists in the daily preparation of the Journal, which, under the Constitution, is the official record of the proceedings of the House.
- To ensure a current digest of all decisions made in the House and in the Committee of the Whole during the preceding session, the Parliamentarian prepares the House Rules and Manual for biennial re-publication.
- The Parliamentarian compiles the most salient precedents for formal, scholarly publication. These most important precedents presently fill 29 large printed volumes comprising thousands of decisions over the 229 years of parliamentary practice in the House. To bridge the span between a digest of decisions and formally published precedents, the Parliamentarian also has published House Practice, a condensed compilation of procedures of current application. The Parliamentarian also prepares the brochure entitled How Our Laws Are Made for public distribution.

Zero Based Budgeting Applied

- After analyzing its budget from a zero base, the Office of the Parliamentarian evaluated its existing and anticipated needs and reallocated funds as necessary, especially within the personnel portion of its budget. The Parliamentarian filled the Deputy Parliamentarian position by promoting a current Assistant Parliamentarian from within the Office, and hired a new FTE to fill the vacant Assistant Parliamentarian position.
- The Parliamentarian is prepared to respond to an increased frequency of requests for assistance and advice due to the arrival of new Members and staff, as well as Leadership and Committee staff. The Parliamentarian expects this influx to impact most of the office functional components stated above.

- The Parliamentarian seeks to monitor developments in the House floor schedule for the upcoming Congress with a change in party control. Structural changes in leadership positions and scheduling may increase operational streamlining efforts within the Office. The Parliamentarian looks to further expand the use of mobile electronic devices, particularly with respect to the drafting and compilation of parliamentary precedents.

Office of the Law Revision Counsel
FY 2020 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

In 1974, the Office of the Law Revision Counsel (OLRC) was "established in the House of Representatives" by section 205 of House Resolution No. 988, Ninety-third Congress, which was enacted into permanent law by Public Law 93-554 (2 U.S.C. 285 et seq.).

Mission Statement

The OLRC serves the House of Representatives, Congress as a whole, the legal community, and the general public by producing and maintaining the United States Code, which is the official codification of the general and permanent statutory law of the United States. The mission of the OLRC is to make the United States Code "the free Code of choice" for the Hill community and the general public by ensuring that the official Code is the most accurate and accessible version available, whose currency rivals or exceeds the versions produced by the private sector.

FY20 Budget Request

$3,419,000

Strategic Plan

To carry out its mission, the OLRC makes the United States Code available online and in print. For the online version, the goal is to make the Code as current and user-friendly as technologically possible. For the print version, in accordance with 1 U.S.C. 202, a complete new edition is published every six (6) years with annual cumulative supplements printed in each of the five (5) intervening years. For the OLRC, there are four (4) principle drivers:

- Accuracy - This is a paramount concern. Every effort is made to ensure that the United States Code is as precise and error-free as humanly possible.
- Timeliness - The United States Code online is updated to today's date. The size (approximately 50,000 pages) and complexity of the Code necessitate a day-to-day commitment from every member of the staff to make this level of timeliness an ongoing reality.
- Accessibility - The Hill community and the general public need the United States Code to be readily accessible. For the online version, that means a quality website with downloadable data in multiple formats, including XML.

- Positive Law Codification - Ongoing title-by-title positive law codification, as required by 2 U.S.C. 285b, is essential to the improvement of the organizational structure of the United States Code as a whole, and to resolving inconsistencies and errors in existing law.

Office Functional Components

- The primary functions of the OLRC are to maintain an official version of the United States Code and to prepare legislation to enact individual titles of the Code into positive law. To carry out these functions, the OLRC is organized into two functional components: (1) Editorial maintenance of the Code; and (2) Positive law codification. The OLRC currently has 18 employees. There are 9 attorneys allocated for the editorial maintenance of the Code and 4 attorneys allocated for positive law codification. The remaining 5 employees provide editorial, technical, and clerical assistance to both functional components of the OLRC.

- Editorial maintenance of the Code -- This function involves two primary tasks: (1) determining where new laws enacted by Congress should be placed in the Code; and (2) updating the actual text of the Code, which includes not only integrating new statutory provisions into existing text, but also preparing extensive editorial material to enable users to find, track, and understand the updates.

- Positive Law Codification -- This function involves preparing legislation to enact individual titles of the United States Code into positive law. Positive law codification improves the organizational structure of the Code, creates a flexible framework to accommodate future legislation, and resolves inconsistencies and errors in existing law.

Zero Based Budgeting Applied

- To execute zero-based budgeting, the OLRC has undertaken a detailed line-by-line review of expenses. The predominant concerns are the retention of staff and the completion of the Modernization Initiative relating to the OLRC. The OLRC needs to budget for salary increases and for the additional equipment necessary for the new drafting and editing tools and for our back-up presence at the Alternate Computing Facility in Virginia.

- The OLRC believes it has sufficient funds to complete the Modernization Initiative as initially envisioned. However, there are needed follow-on projects that must be undertaken in future fiscal years which will require additional funding.

Office of the Legislative Counsel
FY 2020 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Office of the Legislative Counsel (Office) was established as the Legislative Drafting Service under section 1303 of the Revenue Act of 1918. A formal statutory charter was established for the Office of the Legislative Counsel under title V of the Legislative Reorganization Act of 1970 (2 U.S.C. 281 et seq.).

Mission Statement

The mission of the Office is to provide legislative drafting services to the House of Representatives as stated in its charter (2 U.S.C. 281a): "The purpose of the Office shall be to advise and assist the House of Representatives, and its committees and Members, in the achievement of a clear, faithful, and coherent expression of legislative policies. The Office shall maintain impartiality as to issues of legislative policy to be determined by the House of Representatives, and shall not advocate the adoption or rejection of any legislation except when duly requested by the Speaker or a committee to comment on a proposal directly affecting the functions of the Office. The Office shall maintain the attorney-client relationship with respect to all communications between it and any Member or committee of the House."

FY20 Budget Request

$11,937,000

Strategic Plan

To carry out our mission, the Office strives to achieve timeliness, accuracy, clarity, and transparency in the legislation that the Office drafts for the House, within a limited budget. These goals can best be met through a combination of retaining and recruiting a highly skilled professional staff and providing the staff with drafting tools that are appropriate for meeting the need for a high-quality work product in an ever-accelerating legislative environment. We believe that retention of our highly trained, skilled, and motivated staff is crucial to providing institutional knowledge and expertise, particularly in a time of high turnover of Members and staff. In addition, we have joined with the Office of the Clerk, the Office of the Law Revision Counsel, and the Government Publishing Office to improve information technology for greater efficiency and accuracy in our work and for promoting better Member and public understanding of complex laws and the legislative process and access to laws and other legislative documents.

Office Functional Components

The Office is an internal law office within the House of Representatives, with a focus on the legislative functions of the House. At the end of fiscal year 2019, the Office projects that it will have 55 attorneys, a net increase of 6 from the end of the 115th Congress. These attorneys work in practice groups and teams to cover the myriad subject matters of Federal law and committee jurisdictional areas. They are assisted by support personnel who work in four branches: front office reception, paralegal and general support, information technology, and Statute compilations and comparative prints.

Zero Based Budgeting Applied

To execute zero-based budgeting, the Office has completed a detailed line-by-line review of expenses, carefully analyzing our budget and evaluating funding levels across each of our activities. The Office projects the following for fiscal year 2020:

- At the beginning of fiscal year 2019 the Office had 67 employees: 50 attorneys, 5 paralegals, 4 publications specialists, 3 front office personnel, 3 information technology personnel, a human resources specialist, and an office manager.
- At the beginning of fiscal year 2020 the Office expects to have 76 employees: 55 attorneys, 7 paralegals, 5 publications specialists, 4 front office personnel, 3 information technology personnel, a human resources specialist, and an office manager.
- During fiscal year 2020 the Office expects to add an additional 5 attorneys and 2 paralegals, bringing the total number of employees to 83.
- The addition of so many personnel requires significant resources of time and effort to provide adequate training. Training new attorneys requires a long lead time before they are ready to assume front line responsibilities. Even after training is complete, there is a need for overlap of senior personnel with new personnel to provide necessary area-specific training and transition, especially in the complex areas of law.
- The risk to the forgoing numbers (and related expenses) is retirements of retirement-eligible personnel, unexpected departures of others, and office space constraints.
- Retention and then ultimate replacement of very senior employees (those who are retirement eligible) with personnel equally dedicated to public service is an increasingly serious concern. With regard to the recruiting and retention of highly trained and skilled personnel, there is a need to maintain a competitive compensation plan.
- Continuing to use information technology to improve the internal operations of the Office, as well as those of the House, by partnering with the Office of the Clerk, the Office of the Law Revision Counsel, and the Government Publishing Office with respect to legislative data flow; and to increase transparency through software to aid in understanding the impact of amendatory language to bills and law. This work includes replacing and enhancing the Office's internal and Housewide websites using Office 365, participating in USLM schema conversions and the development of comparison tools in compliance with the requirements of clause 12 of House Rule XXI, posting Office Statute Compilations in the GPO Collections, and participating with GPO with respect to the replacement printing process for Microcomp.

Office of Interparliamentary Affairs
FY 2020 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

On September 30, 2003 the Office of Interparliamentary Affairs was "established in the House of Representatives" by section 103 of House Resolution No. 2657 *Legislative Branch Appropriations Act, 2004,* 108th Congress, which was enacted into permanent law by Public Law 108-83 (2 U.S.C. 5582).

Mission Statement

The mission of the Office of Interparliamentary Affairs is to provide direct support to the Speaker for Washington meetings with foreign dignitaries and coordinating official visits to the House of Representatives by parliamentarians, officers or employees of foreign legislative bodies as well as providing direct support for overseas travel to the Speaker, Interparliamentary and overseas travel services to Members of the House and support for established parliamentary exchanges.

FY20 Budget Request

$814,000

Strategic Plan

To support the Speaker of the House and Members in coordinating and facilitating interparliamentary functions both in Washington and abroad.

Functional Components

- To provide direct support to the Speaker for Washington meetings with foreign dignitaries.
- To receive and respond to inquiries from foreign parliamentarians and legislative bodies regarding official visits to the House of Representatives.
- To coordinate official visits to the House by foreign dignitaries.
- To provide direct support to the Speaker for overseas travel.
- To coordinate with other House Officers in providing services for delegations of Members on official visits to foreign nations.
- Coordinate the activities and responsibilities of the House of Representatives in connection with participation in various interparliamentary exchanges and organizations.
- Enable the House to host meetings with senior government officials and dignitaries in order to discuss matters relevant to the United States relations with other nations.

Zero Based Budgeting Applied

The Office of Interparliamentary Affairs is a demand driven office, i.e. it is difficult to predict with certainty how many interparliamentary functions will be requested by the Speaker or Members but based on past history the FY'20 request should be sufficient to cover the needs of the House.

Office of Congressional Ethics
FY 2020 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Office of Congressional Ethics (OCE) was established by H.Res. 895 in the 110th Congress.

Mission Statement

The OCE is an independent, non-partisan entity charged with reviewing allegations of misconduct against Members, Officers, and staff of the House and when appropriate, referring matters to the Committee on Ethics (COE).

FY20 Budget Request

$1,670,000

Strategic Plan

The OCE consists of a Board of Directors and staff, including consultants, contractors, or other personnel retained by the Board. The Board reviews information related to allegations within the jurisdiction of the Board (allegations occurring on or after March 11, 2008).

Functional Components/Goals

- Determine Jurisdiction
- Prepare information for Board Consideration
- Solicit Testimony from Witnesses
- Conduct preliminary and second-phase reviews
- Board makes appropriate report to Committee on Ethics (COE)

Zero Based Budgeting Applied

The Office of Congressional Ethics (OCE) has applied zero based budgeting based on our mission and a line by line review of expenses. However, because the OCE is a demand-driven office, i.e., it is difficult to predict with certainty how much travel and resources will be needed to conduct business.

Congress of the United States
JOINT ECONOMIC COMMITTEE
(CREATED PURSUANT TO SEC. 5(a) OF PUBLIC LAW 304, 79TH CONGRESS)
Washington, DC 20510–6602

January 28, 2019

The Honorable Tim Ryan
Chairman
Committee on Appropriations
Subcommittee on Legislative Branch
H-307, The United States Capitol
Washington, DC 20515

Dear Chairman Ryan:

As Chairman-Designate and Vice Chair-Designate of the Joint Economic Committee, we are pleased to submit to the Subcommittee on Legislative Branch the Committee's FY2020 budget request of $4,203,000.

This budget request of $4,203,000 was submitted to the Financial Clerk of the Senate in December 2018 by Chairman Erik Paulsen, Chairman of the Committee during the second session of the 115th Congress.

The Committee's budget request remains at $4,203,000, the same level appropriated each year since FY2012. The Committee is not requesting the President's proposed cost of living adjustments and is not seeking an increase in personnel.

Should you have any questions, please contact Dr. Scott Winship, Executive Director of the Joint Economic Committee, (202) 228-6984.

Thank you for your consideration.

Sincerely,

Senator Mike Lee
Chairman-Designate
Joint Economic Committee

Representative Carolyn B. Maloney
Vice Chair-Designate
Joint Economic Committee

Joint Economic Committee

	FY2018 Actuals	FY2019 Enacted	FY2020 Estimate
Appropriation or estimate	$ 4,203,000	$ 4,203,000	$ 4,203,000
Personnel compensation:			
Payroll	$ 3,764,691	$ 4,003,000	$ 4,003,000
Sub-total compensation	$ 3,764,691	$ 4,003,000	$ 4,003,000
Nonpersonnel expenses:			
Metro Subsidy	$ 29,586	$ 20,000	$ 20,000
Travel and Transportation of Persons	$ 5,929	5,000	10,000
Communications, Utilities & Misc. Charges	$ 31,927	36,000	31,000
Printing and Reproduction	$ 1,813	8,000	8,000
Advisory & Assistance & Other Services	$ 5,914	13,000	13,000
Supplies & Materials	$ 68,193	108,000	108,000
Equipment/software	$ 31,296	10,000	10,000
Sub-total nonpersonnel expenses	$ 174,657	$ 200,000	$ 200,000
Total	$ 3,939,348	$ 4,203,000	$ 4,203,000

Personnel Summary

	FY2018 Actuals	FY2019 Enacted	FY2020 Estimate
Number of Positions	48	48	48

116th Congress Joint Economic Committee Members

Senator Mike Lee (R-UT), Chairman-Designate

Representative Carolyn B. Maloney (D-NY), Vice Chair-Designate

United States Senate	United States House of Representatives
Mike Lee, Utah, Chairman-Designate	Carolyn B. Maloney, New York, Vice Chair-Designate
Tom Cotton, Arkansas	
Ben Sasse, Nebraska	
Rob Portman, Ohio	
Bill Cassidy, M.D., Louisianna	
Ted Cruz, Texas	
Martin Heinrich, New Mexico	
Amy Klobuchar, Minnesota	
Gary C. Peters, Michigan	
Margaret Wood Hassan, New Hampshire	

Schedule A
Fiscal Year 2020

Joint Economic Committee
Summary by Organization and By Object Class

Categories	FY2018 Actuals		FY2019 Enacted		FY2020 Estimate		Net Change 2019/2020	
	Staff	Dollars	Staff	Dollars	Staff	Dollars	Staff	Dollars
1. Breakdown by Organization								
Joint Economic Committee	48	$ 4,203,000	48	$ 4,203,000	48	$ 4,203,000		$ -
2. Breakdown by Object Class								
Personnel Compensation	48	$ 3,764,690.82	48	$ 4,003,000	48	$ 4,003,000		$ -
Communications & Miscellaneous		$ 31,926.52		$ 36,000		$ 31,000		
Other Services (Printing, Advisory and Supplies and Materials)		$ 142,730.57		$ 164,000		$ 169,000		
Total	**48**	**$ 3,939,347.91**	**48**	**$ 4,203,000**	**48**	**$ 4,203,000**	**-**	**$ -**

Schedule B
Fiscal Year 2020

Joint Economic Committee
Analysis of Change to Budget Base by Organization and Object Class

Categories	Mandatory Pay		Price Level Changes		Workload		Total Changes	
	Staff	Dollars	Staff	Dollars	Staff	Dollars	Staff	Dollars
1. Breakdown by Organization								
Joint Economic Committee	48							
2. Breakdown by Object Class								
Annualization of COLA (FY19)								
Budget Year COLA Est. (FY20)								
Budget Year COLA Locality Est. (FY20)								
Total	**48**	**$ -**					**-**	**$ -**

Schedule C
Fiscal Year 2020

Joint Economic Committee
Detailed Analysis of Change by Organization

	Calculation of Base	
	Staff	Amount
Appropriation, FY2019	48	$ 4,203,000
	FY2020	**Budget Request**
	Staff	**Amount**
I Adjustments to Base		
A. Mandatory Pay		
1. Annualization of COLA (FY19)		
2. Budget Year COLA Est. (FY20)		
3. Budget Year COLA Locality Est. (FY20)		
B. Price Level Changes		
C. Program Type Changes		
II Net Increase	-	$ -
III Total FY2020Budget Request	48	$ 4,203,000

Schedule D
Fiscal Year 2020

Joint Economic Committee
Summary of Committee Request
FY2020 Budget Request

	Calculation of Base	
	Staff	Amount
Appropriation, FY2019	48	$ 4,203,000
	FY2020	
	Staff	
I Proposed Changes for FY2020		
A. Mandatory Pay		
1. Annualization of COLA (FY19)		
2. Budget Year COLA Est. (FY20)		
3. Budget Year COLA Locality Est. (FY20)		
B. Price Level Changes		
C. Program Type Changes		
II Net Increase	-	$ -
III Total FY2020 Budget Request	48	$ 4,203,000

United States Capitol Police



FY 2020 Congressional Budget Request

January 22, 2019

Table of Contents

I. Executive Summary 1
A. Overview 1
B. Zero-Based Budget Approach 2
C. Budget Request 4

II. The USCP Planning Concept 6
A. Strategic Planning 6
B. The Force Development Business Process 7
C. Tactical Planning 7
D. Alternatives Analysis and Business Planning 8
E. Established Policies and Procedures 9
F. Standards and Assessment 9

III. Organization Charts 10
A. Capitol Police Major Organization Levels 10
B. Capitol Police Functional Organization Chart 11

IV. Budget Details 12
A. Salaries 13
B. General Expenses 15
C. Additional Requirements 16
D. FY 2020 General Expenses Request - Differences from FY 2019 Levels 17

V. FY 2020 Budget Schedules 23
1. Resource Summary 24
2. Details by Object Category 24
3. Analysis of Change 25
4. Positions by Rank & Grade 26
5. Proposed Appropriations Language 27

VI. Index of Acronyms 29

I. Executive Summary

A. Overview

The United States Capitol Police (USCP) continues its efforts in ensuring the safety and security of the Capitol complex, the legislative process, and the personnel it is sworn to protect – a mission that has been well executed for nearly 191 years. Just as the previous investments in intelligence and law enforcement helped to secure and sustain the safety and security of the Capitol complex, continuous prioritization of operations enables us to meet the dynamic and ever-changing security challenges.

The USCP has been challenged over time to keep pace with a multitude of threats that emanate both from domestic and international sources and the Department works to deter those threats effectively before they impact the Capitol complex. This includes, but is not limited to, the need to maintain our security infrastructure and cutting edge training. Smart Policing is a comprehensive strategy that the USCP has taken to employ a results-oriented, data-driven approach that effectively meets current and future threats and challenges by efficiently focusing resources.

The active shooter incident at the Republican Congressional baseball team's practice in Alexandria, Virginia demonstrated that the threats that are made against Congress and Members are very real. That incident, where an assassination attempt on Members of Congress with high caliber weapons, underscores the need for the USCP to be prepared for a swift response to an ever-changing and dynamic threat that can instantaneously change. Further, the threat from the Islamic State of Iraq and the Levant (ISIL) and their determination to incite violence specifically targeting law enforcement, military, and government agencies, continues to surpass previous threats of international terrorism due to the difficulty in discovering and mitigating the activities of lone-wolf operators inspired to carry out their plans. Today's threat environment dictates that we employ agile and flexible tactics to ensure the safety and security of the Legislative Branch against persistent dangers.

Countering these threats is similar to mitigating the threat of mass shootings, random acts of violence, and other difficult-to-detect threats. Addressing such potentially escalated risks through training and other means utilizing existing capabilities, the Department continues to execute its mission in the most cost effective manner particularly cognizant of the fiscal constraints facing the country. The fiscal year (FY) 2020 budget request reflects judicious stewardship of federal funding centered on this approach while maintaining the open nature of the "People's House."

Performing threat-based planning in order to align the operations with the existing and emerging priorities, USCP has relied on our internally developed Force Development (FD) Business Process. The fundamental rules of this standardized approach are the concepts of consistent planning based on risks and threats, budget formulation and execution, and performance evaluation. This approach has allowed the Department to maintain operational effectiveness without undue spending increases while remaining an effective law enforcement organization.

The FY 2020 USCP budget request is formulated with full appreciation for the fiscal constraints facing the Federal government, and includes only the necessary funding for meeting the Department's core mission, particularly in a fiscal year where increases are needed for election year activites. Therefore, USCP respectfully requests funding towards meeting mandatory salary requirements, overtime for critical training and General Expenses that include lifecycle replacement for essential infrastructure items. The requested budgetary resource will fund up to 2,072 sworn (up to 57 more than last year – 20 Prescreening, 25 DPD, and 12 Intelligence) and 441 civilians. We are also requesting one additional civilian position in the Office of Inspector General, as well as the cost of covering the 2020 National Conventions and costs needed ahead of time in FY 2020 for the costs of the Presidential Inauguration. The total budget request for FY 2020 is $463.341 Million, which is only an increase of 1.5% over FY 2019 enacted levels.

The details of the additional requests included in this budget request are as follows:

1. One civilian position for the Office of Inspector General for $72,000[1] for half year.
2. 2020 Convention/Pre-Inauguration related costs: Overtime in Salaries $3.186 Million[2] and $3.775 Million in General Expenses.

Understanding the fiscal concerns related to the budget impacts, the USCP has worked closely with the Capitol Police Board and oversight Committees to review options to offset mission requirements where possible, such as closing lower priority doors, and the re-deployment of personnel and the reduction of off-post time for sworn personnel which has reduced overall personnel and overtime costs.

B. ZERO BASED BUDGET APPROACH

The Department continues to use its FD Business Process, a standardized management process which began with the budget request in 2007, in formulating the FY 2020 Budget Request. The FD Business Process implements consistent management and planning processes akin to zero-based budget development. It incorporates the principles of threat-based planning into our investment decisions and resource requests.

Using data and information gathered and assessed as part of the FD Business Process coupled with known and potentially continued fiscal restraints, the Department's FY 2020 resource requirements were developed based on these essential needs and are requested through two appropriations: Salaries (which funds both sworn and civilian personnel) and General Expenses. Each of the functional components within both of these appropriations is closely inter-connected in support of the overall mission.

The sworn component is generally organized into Bureaus most suited to carry out the functions in such a way as to match the expertise of staff with the requirements while retaining the flexibility to re-deploy resources as the requirements change. Functional components serve a variety of needs such as law enforcement, dignitary protection, threat analysis, vulnerabilities review, convention and inauguration support, etc. Staffing for these functional components is based on evolving security requirements resulting from threats and risks, and does change from year to year.

---

[1] Includes Benefits
[2] Overtime and related benefits

The Department also utilizes overtime to offset operational requirements that exceed available sworn staffing. While the Department could reduce the amount of overtime needed by requesting additional staff, there are other cost factors, such as the dual-payment of overtime to existing officers and salary to new officers as they are trained; additional general expense costs to train, equip and outfit the additional officers; and the actual physical capacity of the Department's facilities, that preclude us from completely eliminating the overtime that results from our fixed mission exceeding our on-board personnel. Along with our salary projection, the Department has utilized a "zero-based" approach in its projection of the overtime requirements since the FY 2009 budget submission. This includes the Department submitting separate budget line items to identify and apply costs to requirements that are outside its normal base operational requirements; such as conventions, inaugurations and new initiatives. Similar to sworn staffing allocations, overtime requirements may have to be adjusted throughout the year, based on continuous risk and threat assessments (national and international events), unscheduled events and attrition and hiring of backfill USCP Officers.

The Department also conducts continuous monitoring of its overtime execution against projections and adjusts the distribution of resources and scalable response levels to meet these changes. This constant analysis allows the Department to re-validate mission requirements, look for efficiencies and ensure assets are deployed effectively. Utilization of this process enables the Department to maintain a continuous level of security and protection of Congress.

This budget request contains a request for $47.048[3] Million in overtime funding necessary to meet core mission requirements not covered by onboard sworn personnel availability, to provide critical sworn training and to meet unanticipated requirements. This includes $1.575 Million for the overtime needed to take staff offline for critical training requirements necessary to provide refresher fundamental training for sworn personnel, and $2.959 Million for the overtime necessary to cover the National Conventions in 2020.

The civilian functional component is notably comprised of mission support (information technology, human resources, financial management, facilities and asset management, policy, legal, etc.), but also includes certain operational activities that can be staffed by civilians (hazardous materials technicians, physical and technological security, intelligence analysis, emergency management, some command center operations, etc.). Vacancies in the civilian ranks are reviewed bi-weekly to prioritize the positions that need to be filled from any one of the operational or mission support functions that are vacant based on available salaries funding. Through this process, the Department continually monitors and justifies the needs of every civilian position as it becomes available. Additionally, the Department reallocates vacant civilian positions to meet new requirements rather than request authorization and funding for additional civilian positions from the Congress. Of particular challenge to USCP is the ability to find highly qualified applicants who can meet the rigorous employment suitability standards of the Department.

The General Expense request is also formulated using a zero-based approach. Each year, the bureaus and offices re-evaluate their budget request against fixed mission requirements and draw up requirements for the budget year starting from a zero-base evaluation of mission

[3] Overtime projections do not include benefits

requirements, emerging threats and risks, and projecting for those requirements. These requirements go through multiple layers of scrutiny from within the Department, including a Training Review Board, an Investment Review Board (consisting of bureau commanders, office directors and other key high-level staff that focus on the needs of the Department at a "corporate" level), and the Executive Team (the Chief, the Assistant Chief and the Chief Administrative Officer) before finalization and presentation to the Capitol Police Board in their oversight role.

In FY 2020, the Department is respectfully requesting budgetary authorization for a sworn staffing level of 2,072 and a civilian staffing level of 512. The Department will use projected attrition savings to fund projected accessions offsetting the cost increase required to maintain authorized staffing levels to the fullest extent possible. This includes factoring in constraints such as recruit class schedules and challenges in recruiting qualified candidates based on the inability to successfully complete background investigations, and onboarding.

C. BUDGET REQUEST

This request includes requirements that are the products of the ever-evolving safety and security concerns for the Capitol. For FY 2020, many of those concerns will be addressed through internal offsets resulting from reviews and evaluations of existing programs and projects and activities across the Department rather than requesting additional funding from the FY 2019 Enacted levels.

Salaries: The Salaries request includes details of the personnel salaries, benefits, and overtime requirements which include overtime to take sworn personnel offline for them to achieve greater proficiency via training opportunities. In addition, we are requesting $3.186 Million[2] towards overtime for 2020 National Conventions which will not recur in the following fiscal years, i.e., until the next convention fiscal year. In FY 2020, the Department is requesting funding for a sworn staffing level up to 2,072 and a civilian staffing level of 442.

General Expenses: The General Expenses request includes all non-personnel expenses - communications and other equipment, security equipment and installation, uniforms, weapons, ammunition, motor vehicles, forensic services, training, supplies, materials, medical services, stenographic services, personal and professional services, the employee assistance program, the awards program, communication services, travel, relocation of instructor and liaison personnel for the Federal Law Enforcement Training Center and official representation and reception expenses. This submission provides details on the budget request for each of the Programs and continues critical lifecycle replacement and training activities. Additional details within the Programs are provided in the Budget Details section FY 2020 Differences from FY 2019 Enacted levels on page 17.

[2] Overtime and related benefits

Overall Budget Request

The budget request for FY 2020 includes $463.341 Million and up to 2,514 (2,072 sworn and 442 civilian) budgetary funded positions. It reflects an increase of $7.033 Million from the enacted level and includes:

- $378.062 Million for Salaries and Benefits for up to 2,514 positions
- $85.279 Million for General Expenses

FY 2020 Budget Request Summary Chart

	FY 2018	FY 2019	FY 2020	Increase over FY 2019	
	*Actual	Enacted	Request		
Funding Levels		$ in Millions			%
Salaries and Benefits	346.180	374.804	378.062	3.258	0.87%
General Expenses	78.332	81.504	85.279	3.775	4.63%
Total	**424.512**	**$456.308**	**$463.341**	**$7.033**	**1.54%**
Funded FTE**		#'s			%
Sworn	1,923	2,015	2,072	57	2.83%
Civilian	360	441	442	1	0.23%
Total	**2,283**	**2,456**	**2,514**	**58**	**2.36%**
Authorized Staffing		#'s			%
Sworn	1,943	2,015	2,072	57	2.83%
Civilian	491	512	512	0	0.00%
Total	**2,434**	**2,527**	**2,584**	**57**	**2.32%**

Overtime ***	FY 2018 Actual Hours (#'s)	FY 2018 Acutal Paid ($ in Millions)	FY 2019 Enacted ($ in Millions)	FY 2020 Request Hours (#'s)	FY 2020 Request ($ in Millions)
Base mission requirements, plus 24,000 hours training (16 hours for 1,500 officers), and LOC Non-reimbursable events. FY2020 includes overtime for conventions (45,000 hours).	735,018	$45.574	$43.668	717,791	$47.048

*FY 2018 Actuals as of 09/30/18. Excludes unobligated balances to be used for Workers' Compensation.
**Funded FTE for the Department represents the count of positions/people as a whole. Actuals represent the count as of 9/30/18 and FY 2019 and FY 2020 counts represent the number of positions funded or requested to be funded, respectively.
***Includes $44.089M standard overtime and $2.959M in convention overtime. Projections do not include benefits.

II. The USCP Planning Concept

The USCP has a critical mission that helps to ensure that the Nation's legislative and democratic process of government is conducted without disruption. That mission is achieved through a variety of operational and administrative lines of business and the work and dedication of our employees. In order to effectively deliver on our mission in the future, the Strategic Plan defines the goals and objectives of the Department and the path we will take to meet our goals.

USCP MISSION

The Mission of the USCP is to protect the Congress - its Members, employees, visitors and facilities - so it can fulfill its constitutional and legislative responsibilities in a safe, secure and open environment.

A. STRATEGIC PLANNING

In FY 2015, we implemented the Strategic Plan for FY 2015 - 2019. The USCP Strategic Plan ensures that the Department continues to achieve its mission with distinction in response to an ever-changing threat environment; and in a fiscally responsible manner.

The Strategic Plan defines an ambitious vision to achieve three important outcomes:

- To more effectively monitor our activities, identify trends and improve mission performance;
- To continuously adapt and evolve to the needs of the mission; and,
- To improve management, planning and program performance.

The Department's planning is based on a strategic framework which includes a clear definition of the mission, lines of business and a vision for the future. The ultimate purpose of all USCP activities is based on the Department's established mission. Capability to achieve the mission is assured through activities within four mission stances. These mission stances are composed of an array of capabilities, programs and projects that are arranged into core lines of business. While the activities associated with the lines of business are important, they cannot be accomplished without qualified employees who share a common set of Core Values that guide them in the way they deliver on these activities.

In adopting the Strategic Plan, the USCP will achieve the following vision:

The United States Capitol Police will be nationally recognized as a results-oriented law enforcement agency; that demonstrates the highest standards for professionalism, security, safety, and management.

To achieve this vision the USCP has developed strategic goals (and objectives for each goal) to define the priorities necessary to attain model status in the future. The achievement of these goals will fill the gap between current capabilities and those needed to meet this vision.

Goal 1: Employ Smart Policing: Employ a results-oriented, data-driven approach that effectively meets current and future threats and challenges.

Goal 2: Deliver Safety and Security: Provide safety and security by deploying effective law enforcement services through collaboration, adaptability and innovation.

Goal 3: Achieve Organizational Excellence: Maximize efficiency and effectiveness through best practices and promote accountability through employee engagement and a positive work environment.

B. The Force Development Business Process

In order to continuously assess our ongoing mission capability and the viability of our achievement of strategic objectives, the USCP employs the FD business process. FD ensures that USCP management appropriately defines mission objectives; assesses the current and future operational and administrative environment; defines gaps in mission capability of core operational and administrative business processes; and develops strategies to mitigate these gaps and risks associated with them.

C. Tactical Planning

The USCP mission stances define the specific categories of activity under which the USCP will achieve its mission. The mission stances are composed of an array of capabilities, programs and activities that are arranged into core lines of business. While the mission stances remain relatively static, lines of business may be reorganized and evolve over time; as the Department evolves in response to new threats and challenges that emerge.

The Mission Stances and their purposes are described below:

Assess the Threat: Provide a comprehensive internal assessment capability to identify and validate threats to Members of Congress; the legislative process; and the buildings, staff, and visitors that make up the Capitol Community.

- **Inter-Agency Collaboration:** Collaborates with other federal agencies and local law enforcement to increase the collection and sharing of intelligence information.
- **Intelligence Collection & Analysis:** Maximizes the collection and use of intelligence and counter-surveillance information for identifying threats. This includes process improvement internally and externally; both for counter-surveillance, and the dissemination of threat warnings.

Prevent: Prevent criminal or terrorist activity from disrupting the legislative process and normal business operations.

- **Congressional Community Protection:** Prevents criminal, terrorist and other disruptive activities from reaching the Capitol Buildings and Grounds and protect the people, legislative processes, and the facilities from criminal and other disruptive activities within the Capitol complex.
- **Event Management:** Enables individuals to safely participate in major events and demonstrations while not disrupting legislative operations.

- **Dignitary Protection:** Protects Members of Congress and visiting officials against criminal and terrorist activities.

Respond: Respond promptly and with the right resources to threats, disruptions, or other unlawful activities in order to quickly and safely return Congress to normal operations.

- **Law Enforcement:** Patrols areas of statutory responsibility and diligently investigate and prosecute persons who commit criminal acts.
- **Command, Control & Communication:** Coordinates decisively and efficiently all activities and communications in response to a critical incident.
- **Specialized Response Capabilities:** Enhances our specialized response capabilities to ensure readiness to all types of incidents.
- **Continuity of Operations:** Ensures Continuity of Operations (COOP) for USCP while supporting the Congressional Community in the execution of their COOP plans and, when necessary, assist in the implementation of Legislative Branch Continuity of Government (COG) plans.

Support the Mission: Improve the efficiency and effectiveness of internal business processes and procedures in support of delivering mission responsibilities at the highest possible level.

- **Human Capital and Development:** Creates and sustains a vigorous and motivated workforce that is highly trained and armed with the necessary knowledge, skills and abilities to achieve the mission.
- **Technology:** Provides responsive, high quality, cost-effective information technology services and solutions in a timely manner.
- **Facilities Management:** Provides USCP employees with high quality facilities to meet its mission, workload, and personnel requirements.
- **Financial Management:** Provides timely, reliable, and responsive financial management services, and ensure accountability for assets and resources.
- **Transportation and Logistics Management:** Makes transportation assets available to those who need them, when they need them. Manages the ordering, procurement, distribution, and tracking of USCP resources.
- **Legal Counsel:** Ensures legal counsel for overall organizational legal compliance.
- **Continuous Improvement:** Creates a best practices organization that, through an environment of continuous incremental improvement, encourages innovation and creativity while balancing practical considerations.

D. Alternatives Analysis and Business Planning

As part of FD, the Department empoloyees identifies risks and gaps in our capability to accomplish the mission and strategic objectives. These risks are addressed through the analysis of alternative solutions; and business cases are developed to explore how alternatives could mitigate the risks. It is from the consideration of these business cases that the USCP prioritizes new initiatives and existing initiatives that are included in budget submissions.

E. Established Policies and Procedures

The USCP ensures that functions and programs are governed by effective policies and standard operating procedures. Consistent with the vision to be a model law enforcement agency, we base the development of these policies and procedures on the best practices across the law enforcement field. As we identify changing conditions through the FD process, we also adjust our policies and procedures appropriately.

F. Standards and Assessment

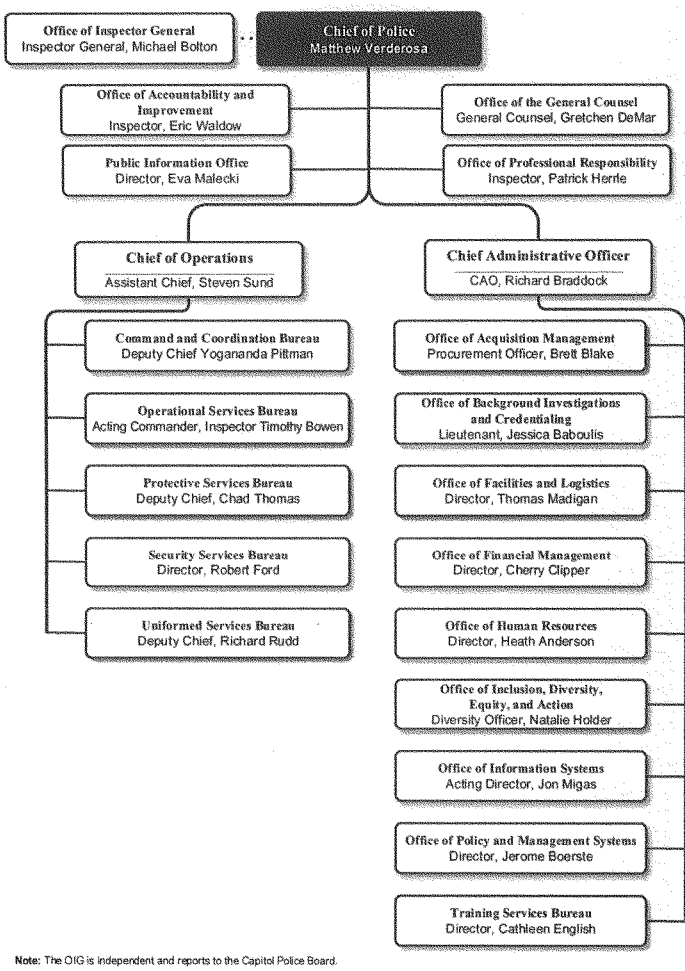
The USCP ensures that it continues to meet accepted standards for public safety through its accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Through the accreditation process, the Department conducts ongoing monitoring of its adherence to standards. We welcome outside assessors from other law enforcement agencies to give a third party objective assessment of our functions and internal controls. The USCP also utilizes the CALEA network of law enforcement agencies to stay abreast of new developments in the field.

III. Organization Charts

This section provides two organizational views of the USCP:
A. Major Organization Levels Chart
B. Major Functional Organization Chart

A. Capitol Police Major Organization Levels

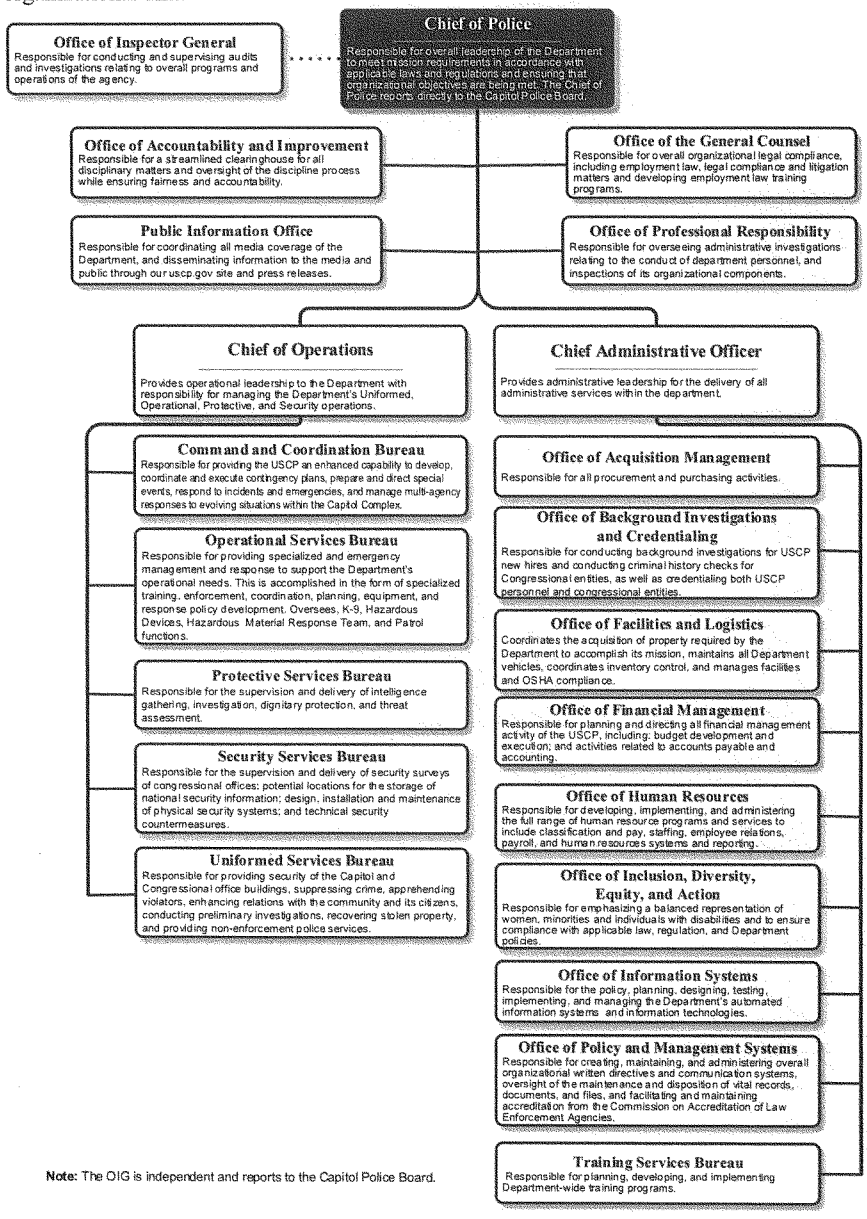
This chart illustrates the three major organizational levels: the Chief of Police, and the Operational and Administrative lines of operation. Each organizational element includes the name of the bureau commander or office director and the position title.



Note: The OIG is independent and reports to the Capitol Police Board.

B. CAPITOL POLICE FUNCTIONAL ORGANIZATION CHART

This Functional Organization Chart describes the overall responsibilities of each major organizational unit.



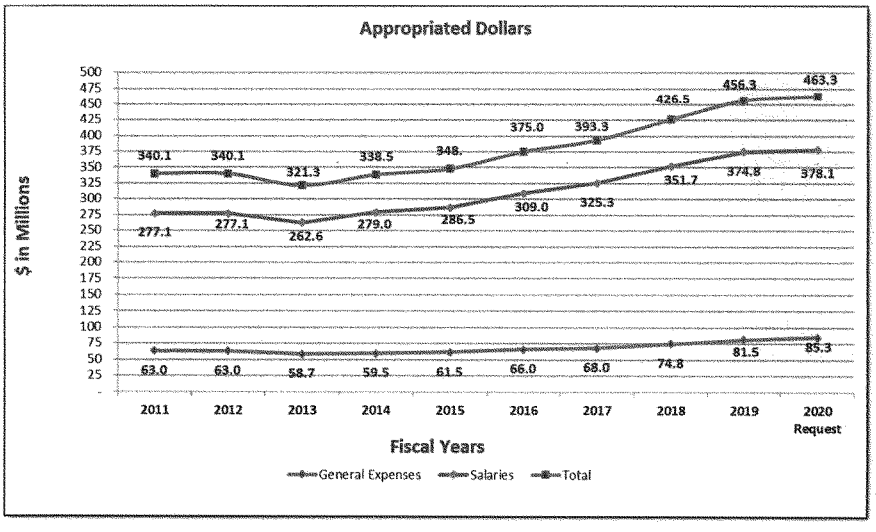
Note: The OIG is independent and reports to the Capitol Police Board.

IV. Budget Details

The USCP receives two annual appropriations: Salaries and General Expenses, for personnel and non-personnel expenses, respectively. The changes requested for the operations in FY 2020 are discussed in the relevant sections below.

In the past decade, the USCP mission has changed due to the fact that the threat to which we have been expected to respond has changed in its nature, method, and intensity, thereby requiring a different approach in addressing threats. Additionally, the USCP in close coordination with the Capitol Police Board has undertaken several significant security initiatives to address emerging and long-standing matters facing the Capitol Complex. In response to this, USCP continues to evolve in our operations, intelligence and investigative capabilities to ensure proper coordination with our counterterrorism and law enforcement partners, ensure adequate staffing directly proportional to the increasing demands, and introduce technology to mitigate threats and risks. Undertaking the upgrades to x-ray machines, barriers, radios, video monitoring, law enforcement fleet, Command Center, information technology equipment and enhanced screening portals, to name a few, the USCP has, with the support of Congress and the Capitol Police Board, improved its operations to meet these new challenges. In addition, threat levels necessitated us to deploy additional officers to new posts and mitigate threats and risks facing the Capitol complex. Thus, the increased demands to ensure an acceptable level of security necessitated a growth rate consistent and proportionate with the mission requirements and threats. While the Department has grown to meet emerging requirements, this growth has not allowed to date for the Department to address core mission requirements with on-board personnel; and, therefore, has not allowed for the reduction in the utilization of overtime to meet the mission.

The ten year chart below demonstrates the USCP appropriation for both Salaries and General Expenses including the FY 2020 levels based on this request.



Object Class Comparison

($ in Thousands)

OC	Object Class	FY 2018 Actual	FY 2019 Enacted	FY 2020 Request	Change	% Change
11	Personnel Compensation	254,745	278,325	282,457	4,132	1.48%
12	Benefits	91,401	96,329	95,455	(874)	(0.91%)
13	Benefits to former personnel	35	150	150	-	-
21	Travel & Transportation of Persons	15,107	13,976	19,624	5,648	40.41%
22	Travel & Transportation of Things	9	49	14	(35)	(71.43%)
23	Rent, Communications, and Utilities	2,641	2,768	3,431	663	23.96%
24	Printing & Reproduction	-	14	9	(5)	(35.71%)
25	Other Contractual Services	38,957	42,329	42,096	(233)	(0.55%)
26	Supplies & Materials	4,171	6,525	5,576	(949)	(14.54%)
31	Equipment	17,423	15,730	14,416	(1,314)	(8.35%)
42	Insurance Claims and Indemnities	23	113	113	-	-
Grand Total		$424,512	$456,308	$463,341	$7,033	1.54%

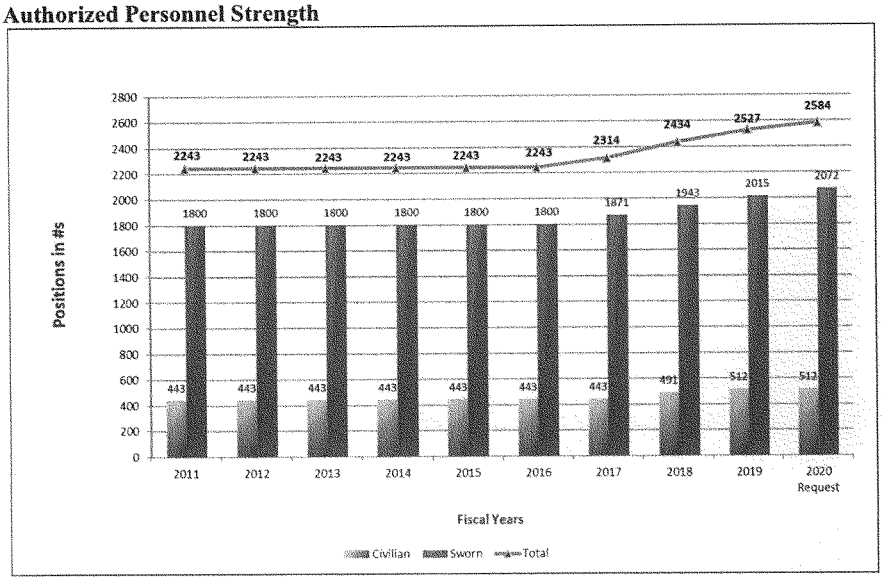
Note: Totals may contain rounding variances

A. SALARIES

USCP is requesting $378.062 Million for Salaries to support up to 2,072 sworn and 442 civilian positions. This section provides details of the cost of personnel salaries, benefits, and overtime requirements, to include the cost of overtime necessary for providing training for the Department's staff in FY 2020. It also includes, but not limited to, promotions, within-grade increases, health benefits and retirement costs, all differentials, lump sum leave payments, overtime, hazardous duty pay, holiday pay, career ladder promotions, unemployment insurance, limited liability insurance, workers compensation, and Metro Transit Subsidy.

The Analysis of Change Explanation in the Budget Schedules Section, provides a detailed analysis of the Salaries change of $3.258 Million (see page 25). An analysis of Positions by Rank and Grade is provided on page 26, in addition to the organizational levels charts on pages 10 and 11. The following chart demonstrates the personnel strength for sworn and civilian categories for ten years.

Authorized Personnel Strength



Overtime (OT)

This budget submission contains a request for $47.048 Million based on 717,791 hours in overtime funding necessary to meet core mission requirements not covered by onboard sworn personnel availability, to meet unanticipated requirements, to provide backfill to allow for critical training and support security requirements, and to cover 2020 National Conventions/Pre-inauguration.

USCP Projected Overtime FY 2020

Average OT rates: (Does not include benefits) :

CY 2019 = $64.79, CY 2020 = $65.76 USCP calculates its OT requirements, based on total hours required to support its requirements minus available personnel hours.

FY 2020 – Projection	Hours (#'s)	($ in millions)
Base[1]	605,082	$39.645
Unscheduled[2]	40,000	$2.626
Training [3]	24,000	$1.575
Additional Operational Requirements		
LOC Non-Reimbursable Events[4]	3,709	$0.243
Conventions/Pre-inauguration	45,000	$2.959
Grand Total of Operational Requirements	717,791	**$47.048**

[1]Base Hours include: Core Mission, K-9 premium, Scheduled Special Events, DPD In/DPD Out of Session, Extended Sessions, and Promotion Backfill.

[2]*Based on recent trends, USCP projects the use of 10,000 hours per quarter to cover unscheduled protests, Demonstrations with civil disobedience, and unscheduled Congressional events such as special Joint Sessions, Gold Medal Ceremonies, and State/Congressional Funerals.*
[3]*USCP has added additional hours to support training requirements that cannot be accomplished through on-line training, roll call or in-service training and requires sworn officers be backfilled to accomplish training such as Active Shooter and Use of Force. (Provides average 16 hours for 1,500 officers)*
[4]*Non-reimbursable events – Request represents an estimate for LOC events scheduled throughout the year that require OT to support. These events are not included in the LOC core mission requirements and are therefore not reimbursable. USCP tracks these events separately through the Time and Attendance System.*

B. GENERAL EXPENSES

USCP is requesting $85.279 Million for General Expenses to support the responsibilities for law enforcement, Capitol complex physical and technological security, dignitary protection, intelligence analysis, event management, hazardous material/devices, information technology, and other specialized responses, as well as logistical and administrative support.

This section details expenses such as security equipment, uniforms, weapons, motor vehicles, communications and other equipment, supplies, materials, training, medical services, forensic services, professional services, the employee assistance program, the awards program, postage, communication services, travel and the relocation of instructor and liaison personnel for the Federal Law Enforcement Training Center. Of particular note, our request includes the General Expenses funds needed for contractor, equipment and travel costs for the critical training needed for sworn personnel. The Analysis of Change Explanation in the Budget Schedules Section, provides a detailed analysis of the General Expenses change of $3.775 Million (see page 25).

C. ADDITIONAL REQUIREMENTS

With the continued efforts of various international terrorist organizations to attack public venues, as well as increased occurrences of homegrown violent extremist "lone wolf" episodes, we continue to see a rise in the number of mass causality events around the world and in the continental United States. Many of these terrorist events have focused on public places, large gatherings of people, vehicle and personal borne explosives, and assaults on governmental, military and law enforcement entities. In particular, the event in Alexandria, Virginia, where an assassination attempt was made on Members of Congress with high caliber weapons, underscores the need for the Department to be prepared for a swift response to an ever changing and dynamic threat that can instantaneously change.

Based on this rise in terrorist events and the tactics displayed by the assailants, the Department continues to review its operational and tactical posture to ensure that we are taking every measure possible to maintain the security of the Capitol complex, while allowing the legislative process to continue to function in an open environment.

In close coordination with the Capitol Police Board, the Department believes that methods demonstrated in the various terrorist events occurring around the world could easily be utilized for an attack on the Capitol complex. While we do not know of any imminent threat on the Capitol or the legislative process, we must be prepared to continue to respond effectively to any threat that may present itself.

The Department's FY 2020 budget request includes a request for authorization to hire 57 additional officers to continue to address the Department's operational mitigation strategy. The funding for these additional positions will be met from the amount requested. These additional sworn personnel reduce some overtime for existing mission requirements, as additional dignitary protection and intelligence capabilities were put in place after the Congressional Baseball practice shooting. The remaining officers are meant to enhance the Department's ability to increase the capacity to detect, impede and address threats and risks that currently exist and that continue to evolve. Then of the 57 additional officers to be hired, 37 will ultimately decrease overtime once they are trained and providing utility, which will occur in FY 2021. Before requesting additional sworn personnel to implement new tactical measures, the Department has looked at its current mission load and worked closely with the Capitol Police Board on areas to modify or eliminate mission requirements to offset new mission requirements.

Half-year funding is being requested for one civilian position for the Office of Inspector General at a cost of $72,000. This additional staff would allow the Office of Inspector General to conduct additional work related to the security of Federal information systems and the threats against our cyber infrastructure.

Finally, we are requesting $3.186[2] Million towards overtime and $3.775 Million towards General Expenses for 2020 National Conventions and Pre-inauguration costs that the Department needs to incur in FY 2020. These expenses will not recur in the following fiscal years, i.e., until the next convention fiscal year.

[2] Overtime and related benefits

D. FY 2020 GENERAL EXPENSES REQUEST - DIFFERENCES FROM FY 2019 LEVELS

The chart in the following pages depicts the budget according to identified programs (highlighted in gray) and sub-programs (above programs) as well as the change from FY 2019.

Programs & Sub-programs	Description	Major Program Changes FY 19 to FY 20	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change	% Change
Chief Administrative Officer							
CAO Administration	Provides funding for CAO Administrative costs for travel, training, supplies, printing and binding and office equipment.	No major program changes.	$17,521	$11,521	$11,521	$0	0.00%
Chief Administrative Officer Total			**$17,521**	**$11,521**	**$11,521**	**$0**	**0.00%**
Chief of Operations							
COO Administration-Command Operations	Provides funding for official travel, training and supplies.	No major program changes.	$0	$0	$0	$0	0.00%
Chief of Operations Total			**$0**	**$0**	**$0**	**$0**	**0.00%**
Chief of Police							
COP Administration	Provides funding for the Chief of Police (COP) and his immediate staff for official temporary duty travel, training, and to obtain operational supplies. Also provides funding for the Office of Accountability and Improvement (OEA).	Decrease of ($638) due to non-recurring costs.	$21,537	$31,236	$30,598	($638)	(2.04%)
Chief of Police Total			**$21,537**	**$31,236**	**$30,598**	**($638)**	**(2.04%)**
Command and Coordination Bureau							
CCB Command Division	Provides funding for the Command Center Operations, Reports Processing, Court Liaison, Command Vehicle Operations, and Communications Center Operations.	No major program changes.	$42,118	$67,100	$67,100	$0	0.00%
CCB Coordination Division	Provides funding for administrative costs such as supplies, training and travel. This office includes the Emergency Management Division and the Special Events Section.	No major program changes.	$3,077	$9,801	$9,801	$0	0.00%
Command and Coordination Bureau Total			**$45,195**	**$76,901**	**$76,901**	**$0**	**0.00%**
Office of Acquisition Management							
OAM Administration	Provides funding for the Office of Acquisition Management to develop all procurement and purchasing activities for the Department.	No major program changes.	$309,900	$317,523	$317,523	$0	0.00%
Office of Acquisition Management Total			**$309,900**	**$317,523**	**$317,523**	**$0**	**0.00%**
Office of Background Investigations and Credentialing							
OBIC Administration	Provides funding for background investigations, polygraph testing, credit checks, medical services and psychological screening.	No major program changes.	$2,378,817	$2,731,540	$2,731,540	$0	0.00%
Office of Background Investigations and Credentialing Total			**$2,378,817**	**$2,731,540**	**$2,731,540**	**$0**	**0.00%**
Office of Facilities & Logistics							
OFL - Administration	Provides funding for administrative costs such as supplies, training and travel for the immediate office.	Decrease due to one contract labor position.	$0	$102,785	$9,500	($93,285)	(90.76%)
OFL - FMD Administration	Facilities Management Division provides administration of space and facility requirements of the Department. Administrative costs for this Division include official travel, transportation of things, training, subscriptions, safety equipment and supplies. Provides equipment/supplies storage cabinets, high density filing system, lockers, bulletin/white marker boards that are generally located in common areas such as lobbies and hallways, break room furnishings, and other associated office furniture, furnishings and equipment for the immediate needs of the Department and unique furniture, furnishings and equipment specific to law enforcement.	Decrease due to relocation of product between various USCP facilities for reuse. Non-recurring costs associated with the Department-wide preventative maintenance contracts, and non-recurring life-cycle replacement of lockers, storage equipment, and keybank systems.	$530,014	$1,318,500	$570,805	($747,695)	(56.71%)
OFL - OSHE Safety, Health and Environment	The Occupational Safety, Health, and Environment Division (OSHE) ensures that unique workplace challenges common in the law enforcement industry are effectively managed, as well as addressing the challenges unique to working in historic buildings.	Decrease due to medical readiness screening (HMRT, ALERT, HDS, CERT, CDU, TSB/PSB, & SSB), and non-recurring life-cycle replacements for the Respirator Protection Program.	$629,793	$984,108	$752,735	($231,373)	(23.51%)

Programs & Sub-programs	Description	Major Program Changes FY 19 to FY 20	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change	% Change
OFL - PAMD Administration	The Property Asset Management Division provides critical logistical support through the issuance of uniforms and equipment to officers and provides central receiving and inventory management service to the Department. Provides funding for administrative costs such as supplies, training and travel for the Property Asset and Management Division.	Decrease due to membership fees and office supplies.	$10,655	$26,000	$20,000	($6,000)	(23.08%)
OFL - PAMD Logistics Support	Provides funding for new uniforms and equipment for recruits, the Containment Emergency Response Team (CERT), the Canine unit, as well as other specialty units. The funding also supports uniform and equipment replacement for existing officers, dry cleaning, uniform alterations, and medal and ribbon purchasing.	Decrease due to non-recurring life-cycle replacement of body armor, and weapons.	$3,329,801	$6,294,692	$5,268,183	($1,026,509)	(16.31%)
OFL - VMD Administration	The Vehicle Management Division (VMD) provides critical support and maintenance for the entire USCP fleet of operational and specialty vehicles as well as bicycles and motorcycles. Supports training for mechanics and other staff to keep the USCP fleet at a high level of readiness.	Increase in training and related travel.	$28,165	$60,625	$84,100	$23,475	38.72%
OFL - VMD Fleet Management	Provides funding for preventative maintenance, repairs and the procurement of vehicles, specialty vehicles, motorcycles, and equipment (mountain bikes, trailers, light towers, message centers). Supports the maintenance activities of the VMD.	Increase due to vehicle rental contract, vehicle equipment, and vehicle repair services.	$3,856,119	$4,343,900	$4,563,400	$219,500	5.05%
Office of Facilities & Logistics Total			**$8,384,547**	**$13,130,610**	**$11,268,723**	**($1,861,887)**	**(14.18%)**
Office of Financial Management							
OFM Administration	The Office of Financial Management is responsible for the overall management, planning and directing of all financial activity of the Department including budget development and execution, and activities related to the accounts payable and accounting. Provides funds for travel, training, supplies, subscriptions and miscellaneous office equipment.	No major program changes.	$12,470	$28,900	$28,900	$0	0.00%
OFM Agency Services	Through the Agency-wide Services account, the Office of Financial Management administers the fleet card program, management of copiers, commercial faxes and multifunctional machines (copy/scan/print/fax), postage and fees, tort claims, and other agency-wide services.	An increase of $175K for contractual services, supplies, equipment, and non-capitalized software in support of the Inaugural Task Force.	$5,501,444	$921,868	$1,097,358	$175,490	19.04%
OFM Financial Management & Accountability	Includes funding requests for contractual support, which includes outsourcing contract support and the cross-servicing Agreement for the Financial Management System.	No major program changes.	$961,975	$1,080,020	$1,080,020	$0	0.00%
Office of Financial Management Total			**$6,475,889**	**$2,030,788**	**$2,206,278**	**$175,490**	**8.64%**
Office of General Counsel							
OGC Administration	The Office of the General Counsel (OGC) is directly responsible to the Chief of Police and the Capitol Police Board for performing a wide range of legal duties and for overall organizational legal compliance, including advising operational and administrative elements in all legal matters pertaining to the administration and operation of the Department.	Decrease of ($6,988) based on analysis of needs in FY 2020.	$228,934	$276,886	$269,898	($6,988)	(2.52%)
Office of General Counsel Total			**$228,934**	**$276,886**	**$269,898**	**($6,988)**	**(2.52%)**
Office of Human Resources							
OHR HCRE Administration	The Human Capital Strategy, Recruitment, and Employment Division (HCRE) provides human resource and payroll services to support the human capital activities of the Department. Provides funding for recruiting, advertising, travel, printing, binding, membership fees, operational supplies, and publications. Additionally, includes funding for employee benefit services such as the awards program.	No major program changes.	$2,677,754	$3,169,914	$3,169,914	$0	0.00%

Programs & Sub-programs	Description	Major Program Changes FY 19 to FY 20	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change	% Change
OHR HRIS Administration	The Human Resources Information Systems Division provides payroll services and data reporting for the Department. Provides funding for the full range of HRIS activities, which includes outsourcing contract support for the time and attendance system and NFC.	No major program changes.	$862,642	$627,800	$627,800	$0	0.00%
Office of Human Resources Total			**$3,540,396**	**$3,797,714**	**$3,797,714**	**$0**	**0.00%**
Office of Inclusion, Diversity, Equity and Action							
IDEA Administration	The Office of Inclusion, Diversity, Equity and Action is dedicated to ensuring that the Department has systems in place which promote effective management, accountability, and self-analysis to support program success and compliance with applicable law, regulation, and policy. Provides funding for specific goals and objectives regarding diversity in hiring and advancement.	No major program changes.	$26,705	$107,084	$107,084	$0	0.00%
Office of Inclusion, Diversity, Equity and Action Total			**$26,705**	**$107,084**	**$107,084**	**$0**	**0.00%**
Office of Information Systems							
OIS Administration	Provides for travel, operational supplies, subscriptions, training and travel for the information technology (IT) operations of the Department. Training and travel are primarily for IT specialists, specifically in cyber security, program management, web content, database administration, records and document management, internal controls, server systems administration and network engineering.	An increase of $12K for FTE travel in support of the 2020 National Conventions.	$541,964	$713,043	$725,043	$12,000	1.68%
OIS Enterprise Applications and Management	Focuses on software support and development as well as full lifecycle enterprise application management. It provides support to enterprise business applications and to law enforcement applications. It manages web applications including PoliceNet (intranet website) and the USCP Internet website. It develops IT polices, provides operational and managerial analysis and support; implements IT programs, capital planning and investment control.	No major program changes.	$2,193,437	$2,085,100	$2,085,100	$0	0.00%
OIS Information Security	Responsible for IT security, privacy program and information assurance for the Department. It conducts Department-wide training for security awareness, protection of information and rules of behavior.	No major program changes.	$1,746,190	$1,776,500	$1,776,500	$0	0.00%
OIS Project Management and Governance	Responsible for project planning and coordination services to ensure IT efforts meet requirement, scope, cost, and time demands. Also provides audit tracking, enterprise architecture, Service Catalog, and Software Asset Management communications.	No major program changes.	$1,986,022	$1,880,410	$1,880,410	$0	0.00%
OIS Radio Services	Responsible for the operation and maintenance of USCP radio communication systems, including response to emergent situations and technical support of Congressional Delegations (CODELs) and National Special Security Events (NSSEs). Provides innovative solutions and adopts new technologies as an outcome of stakeholder requirements. Conducts radio interoperability planning with USCP partners and performs lifecycle management of infrastructure and end user devices.	An increase of $15K for FTE travel; an increase of $25K in contractual services for installation and demobilization of temporary antennas; an increase of $150K for materials and supplies required to build out 20 temporary radio sites in two cities and the costs of transporting two 10,000 pound truckloads of equipment to and from Washington, DC in support of the 2020 National Conventions.	$3,946,245	$3,863,200	$4,053,200	$190,000	4.92%
OIS Systems Operations	Provides computer hardware support and front line customer service. Its functions include: E-mail administration, PC & laptop support and services, IT service desk and special events support.	No major program changes.	$3,407,539	$4,193,612	$4,193,612	$0	0.00%
OIS Voice and Data Services	Provides services for all wireless devices such as air cards, cell phones and tablets. The Operational and Engineering support for the USCP network infrastructure to include routers, switches, firewalls, fiber optic backbone, Ethernet LAN cabling and all leased line telecommunications circuits. Responsible for all USCP Datacenter Operations, to include servers, storage, and databases. Also, responsible for all secure communications.	An increase of $257K in local communications for CODEL internet circuits; an increase of $270K in non-capitalized equipment (wireless accessories, routers, switches, firewalls and fiber optic infrastructure supplies); and $8K for FTE travel, all of which are in support of the 2020 Natational Conventions.	$7,175,404	$7,703,074	$8,237,574	$534,500	6.94%
Office of Information Systems Total			**$20,996,801**	**$22,214,939**	**$22,951,439**	**$736,500**	**3.32%**

Programs & Sub-programs	Description	Major Program Changes FY 19 to FY 20	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change	% Change
Office of Inspector General							
OIG Administration	The Inspector General has the authority and responsibility to supervise and conduct audits, inspections, and investigations involving USCP programs, functions, systems, or operations.	No major program changes.	$382,178	$452,500	$452,500	$0	0.00%
Office of Inspector General Total			**$382,178**	**$452,500**	**$452,500**	**$0**	**0.00%**
Office of Policy & Management Systems							
OPOL Administration	Provides funding for the Office of Policy and Management Systems to create, maintain, and administer the written directive system, create, maintain, and administer the written communications system, administer the vital records, documents, and files system, and manage, facilitate and maintain accreditation from the Commission on Accreditation of Law Enforcement Agencies, Inc. (CALEA).	No major program changes.	$19,038	$68,340	$68,340	$0	0.00%
Office of Policy & Management Systems Total			**$19,038**	**$68,340**	**$68,340**	**$0**	**0.00%**
Office of Professional Responsibility							
OPR Administration	The Office of Professional Responsibility is comprised of Internal Affairs Division (IAD) and the Inspection Division (ID). IAD conducts internal administrative investigations of allegations of misconduct made against members of the Department. IAD conducts reviews of Departmental operations, program facilities, personnel, documents, processes and activities for efficiency and effectiveness as well as legal and regulatory compliance. The OPR Administration program provides funding for administrative costs such as, supplies, training and travel.	No major program changes.	$8,242	$50,665	$50,665	$0	0.00%
Office of Professional Responsibility Total			**$8,242**	**$50,665**	**$50,665**	**$0**	**0.00%**
Operational Services Bureau							
OSB Administration	Provides funding for Operational Services Bureau administrative costs such as official travel for the immediate office, contractor support services, and office supplies. OSB includes the Patrol Mobile Response Division, Hazardous Devices Section, the Hazardous Materials Response Team, K-9 and Offsite Delivery, and the Containment Emergency Response Team (CERT).	No major program changes.	$10,635	$1,500	$1,800	$300	20.00%
OSB Hazardous Incident Response	Provides funding for operating supplies, controlled explosives, and required equipment to carry out the mission. The Hazardous Incident Response Program is comprised of the Hazardous Devices Section and the Hazardous Materials Response Team. These teams are responsible for prevention and mitigation of explosive devices.	Decrease due to training & related travel, explosives remote firing device, equipment such as the modular multi-mission robot, and the fCOR self-contained rechargeable battery pack.	$1,072,034	$1,199,363	$878,071	($321,292)	(26.79%)
OSB Patrol Mobile Response Division	Patrol Mobile Response Division consists of Uniformed Patrol, the Motorcycle Unit, Mountain Bike Unit, CERT Operators, Crime Scene Technicians, the Crash Investigation Team, the Intoxilyzer Unit, Offsite-Delivery and the K-9 Unit.	Decrease due to training travel, Intoxilyzer program, Crisis Negotiation Team supplies, green canines for explosive detection, and equipment such as sniper targets & weapons accessories.	$387,106	$848,404	$905,049	$56,645	6.68%
Operational Services Bureau Total			**$1,469,775**	**$2,049,267**	**$1,784,920**	**($264,347)**	**(12.90%)**
Protective Services Bureau							
PSB Administration	Protective Services Bureau includes Dignitary Protection, and the Investigations Division, which includes intelligence operations, threat assessments, and criminal investigations. Provides funding for administrative costs such as supplies and contractual support for the Protective Services Bureau and training and travel for the immediate office.	No major program changes.	$142,254	$175,857	$175,857	$0	0.00%
PSB Protective Detail Travel	Provides funding for Dignitary Protection Division (DPD) travel. The DPD is responsible for protecting Members assigned to Leadership positions in the U.S. House of Representatives and U.S. Senate as well as Members who receive direct threats that have been assessed through PSB and approved by the Capitol Police Board. Also provides protective escorts within the Capitol Complex for Heads of State, VIP's and other visiting dignitaries.	Increase of $2,141,193 due to Dignitary Protection travel.	$11,900,387	$10,382,413	$12,523,606	$2,141,193	20.62%

Programs & Sub-programs	Description	Major Program Changes FY19 to FY20	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change	% Change
PSB Protective Services	Investigations support and Protective Intelligence contracts and operating expenses as well as training and travel for intelligence and investigations agents.	Increase of $2,863,498 due to the National Conventions in FY 2020.	$139,007	$227,288	$3,090,786	$2,863,498	1,259.85%
Protective Services Bureau Total			$13,181,648	$10,785,558	$15,790,249	$5,004,691	46.40%
Security Services Bureau							
SSB Administration	Provides funding for travel, training, maintenance and repairs of the security systems network, and supplies for each of the Divisions of security services.	No major program changes.	$118,863	$404,010	$404,010	$0	0.00%
SSB Hardware & Operations	Provides funding for the tools and devices needed to properly inspect, test, and repair the sophisticated security equipment deployed throughout the Capitol Complex. Other projects include Member Survey & Services, fire doors, kiosks, locks and keys.	No major program changes.	$30,798	$264,959	$264,959	$0	0.00%
SSB Inauguration	Provides support for the Protection of the Congressional Community by ensuring the security of the event, staff, dignitaries, heads of state, and the leaders of all branches of the U.S. Government.	No major program changes.	$0	$0	$0	$0	0.00%
SSB Screening Technologies	Provides funding for several projects for detection and screening throughout the Capitol Complex. Projects include enhanced portals, explosive detectors, metal detectors, podiums, and X-ray.	No major program changes.	$1,139,639	$2,184,556	$2,184,556	$0	0.00%
SSB Security Systems	Provides funding for emergency annunciators, the public address system, and Closed Circuit Television (CCTV). Projects include countermeasures, duress, mobile security, network & infrastructure, security management, Speaker's security, and Sensitive Compartmented Information Facilities (SCIF) alarms.	No major program changes.	$4,252,976	$4,651,549	$4,651,549	$0	0.00%
SSB Service Contracts	Provides funding for critical projects such as the security contract for the Alternate Computer Facility (ACF) which houses the backup computer network for the U.S. House of Representatives, U.S. Senate, Architect of the Capitol, and the Library of Congress. Also provides funding for projects such as barriers, installations, security equipment maintenance, support staffing, and Technical Countermeasure (TCM) specialized security equipment.	No major program changes.	$12,134,840	$11,300,541	$11,300,541	$0	0.00%
SSB Special Projects	Funds the outcomes of our continued efforts to keep up with the changing security environment and threat level that the Capitol community faces every day. The projects within are a result of our collaboration with and support of our stakeholders, and they are designed to ensure that safety concerns are addressed. Multi-year funds are requested for these projects, as in many cases, their execution is heavily dependent on variables over which the USCP has no direct control.	No major program changes.	$500,550	$840,000	$840,000	$0	0.00%
Security Services Bureau Total			$18,177,666	$19,645,615	$19,645,615	$0	0.00%
Training Services Bureau							
TSB Administration	Training Services provides recruit and in-service training services for the Department. Includes administrative costs for the Training Services Bureau (TSB) such as official travel, relocation moves for USCP personnel assigned to FLETC Georgia, office supplies as well as firing range simulation.	No major program changes.	$8,124	$88,602	$88,602	$0	0.00%
TSB Training Services	Includes operational costs for recruit and in-service training for USCP sworn staff; costs for ammunition and firing range administration, Cheltenham usage (firing and driving range) and facility costs as well as costs for the Police Executive Leadership Program.	No major program changes.	$3,615,844	$3,559,515	$3,559,515	$0	0.00%
Training Services Bureau Total			$3,623,968	$3,648,117	$3,648,117	$0	0.00%

Programs & Sub-programs	Description	Major Program Changes FY 19 to FY 20	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change	% Change
Uniformed Services Bureau							
USB Administration	Provides funding for USB administrative costs, which include travel, training, supplies, and office equipment	Decrease of ($7,821) due to non-recurring training such as First-Line Supervision (IACP), and Child Passenger Safety Seat Certification.	$43,637	$77,196	$69,375	($7,821)	(10.13%)
Uniformed Services Bureau Total			**$43,637**	**$77,196**	**$69,375**	**($7,821)**	**(10.13%)**
GRAND TOTAL			**$78,332,414**	**$81,504,000**	**$85,279,000**	**$3,775,000**	**4.63%**

V. FY 2020 Budget Schedules

1. Resource Summary
2. Details by Object Category
3. Analysis of Change
4. Positions by Rank and Grade
5. Proposed Appropriations Language

1. RESOURCE SUMMARY

($ in Thousands)

	FY 2018 Budget Authority	FY 2019 Enacted	FY 2020 Request	Change FY19/FY20	% Change
Salaries					
Appropriation	351,700	374,804	378,062	3,258	0.87%
Transfer	(4,200)				
Total	**$347,500**	**$374,804**	**$378,062**	**$3,258**	**0.87%**
General Expenses					
Appropriation	74,800	81,504	85,279	3,775	4.63%
Transfer	4,200				
Total	**$79,000**	**$81,504**	**$85,279**	**$3,775**	**4.63%**
Total Appropriation	**$426,500**	**$456,308**	**$463,341**	**$7,033**	**1.54%**

Note: Totals may contain rounding variances

2. DETAILS BY OBJECT CATEGORY

($ in Thousands)

Object Category	FY 2018 Actual	FY 2019 Enacted	FY 2020 Request	Change	% Change
11.1 Full-time Permanent	205,639	228,852	229,462	610	0.27%
11.5 Other personnel compensation	49,105	49,473	52,995	3,522	7.12%
12.1 Civilian personnel benefits	91,401	96,329	95,455	(874)	(0.91%)
13.1 Benefits for former personnel	35	150	150	-	-
Total Salaries	**346,180**	**374,804**	**378,062**	**3,258**	**0.87%**
21.0 Travel & Transportation of Persons	15,107	13,976	19,624	5,648	40.41%
22.0 Transportation of Things	9	49	14	(35)	(71.43%)
23.3 Rent, Communications, Utilities & Misc. Charges	2,641	2,768	3,431	663	23.96%
24.0 Printing & Reproduction	-	14	9	(5)	(35.71%)
25.1 Advisory & Assistance Services	31,019	34,571	34,382	(189)	(0.55%)
25.2 Other Services	5,056	4,976	4,984	8	0.16%
25.3 Other Purchases of Goods & Svcs from Govt	2,628	2,316	2,341	25	1.08%
25.6 Medical Care	12	266	139	(127)	(47.74%)
25.7 Operations & Maint Equipment	243	200	250	50	25.00%
26.0 Supply & Materials	4,171	6,525	5,576	(949)	(14.54%)
31.0 Equipment	17,423	15,730	14,416	(1,314)	(8.35%)
42.0 Insurance Claims & Indemnities	23	113	113	-	-
Total General Expenses	**78,332**	**81,504**	**85,279**	**3,775**	**4.63%**
Total	**$424,512**	**$456,308**	**$463,341**	**$7,033**	**1.54%**

Note: Totals may contain rounding variances

3. ANALYSIS OF CHANGE

FY 2020 Analysis of Change	($ in Thousands) Amount
FY 2019 Enacted	**$456,308**
FY 2020 Changes:	
Pay and Related Costs	
Overtime - Convention/Pre-Inauguration	$2,959
OIG - Civilian and Convention Related Benefits	$247
FY 2020 1 New OIG Civilian (half year)	$52
Total, Pay and Related Costs	**$3,258**
Program Changes (Net)	
Non-recurring Costs: Conventions and Pre-Inauguration	$3,775
Total, Program Changes	**$3,775**
Net Increase/Decrease	**$7,033**
Total FY 2020 Appropriation	**$463,341**

4. POSITIONS BY RANK AND GRADE

This chart is an analysis of the FY 2020 personnel request for positions, by rank and grade based on authorizations. Sworn and civilian employees are compensated under two separate pay tables: the civilian pay table (CP) is a graded system from levels 1 to 15; while, the sworn pay table is rank ordered from Private through Deputy Chief. Office of Inspector General staff is listed as appointed, and their compensation rates are determined by the Inspector General. The Chief of Police, Assistant Chief, Chief Administrative Officer, General Counsel and Inspector General are statutory/appointed employees and compensation is directed by statute/equivalent.

(#'s)

GRADE	Appointed* FY20	Sworn FY20	Civilian FY20	Total USCP FY20
Chief	1			**1**
Assistant Chief	1			**1**
Deputy Chief		5		**5**
Inspector		10		**10**
Captain		18		**18**
Lieutenant		47		**47**
Sergeant/Special Technician		250		**250**
Officer/Equivalent		1,740		**1,740**
TOTAL SWORN	**2**	**2,070**	**0**	**2,072**
CAO, OGC, CP-14/15	2		13	**15**
CP-13			26	**26**
CP-11 to 12			71	**71**
CP-4 to 10			339	**339**
CP-3			51	**51**
OIG	10			**10**
TOTAL CIVILIAN	**12**	**0**	**500**	**512**
TOTAL	**14**	**2,070**	**500**	**2,584**

*Appointed includes the Chief, Assistant Chief, Chief Administrative Officer, General Counsel and ten OIG positions.

5. PROPOSED APPROPRIATIONS LANGUAGE

Salaries

For salaries of employees of the Capitol Police, including overtime, hazardous duty pay, and Government contributions for health, retirement, social security, professional liability insurance, and other applicable employee benefits, [$374,804,000] $378,062,000 of which overtime shall not exceed [$43,668,000] $47,048,000 unless the Committee on Appropriations of the House and Senate are notified, to be disbursed by the Chief of the Capitol Police or his designee. *(Legislative Branch Appropriations Act, 2019.)*

General Expenses

For necessary expenses of the Capitol Police, including motor vehicles, communications and other equipment, security equipment and installation, uniforms, weapons, supplies, materials, training, medical services, forensic services, stenographic services, personal and professional services, the employee assistance program, the awards program, postage, communication services, travel advances, relocation of instructor and liaison personnel for the Federal Law Enforcement Training Center, and not more than $5,000 to be expended on the certification of the Chief of the Capitol Police in connection with official representation and reception expenses, [$81,504,000] $85,279,000, to be disbursed by the Chief of the Capitol Police or his designee: Provided, that, notwithstanding any other provision of law, the cost of basic training for the Capitol Police at the Federal Law Enforcement Training Center for fiscal year [2019] 2020 shall be paid by the Secretary of Homeland Security from funds available to the Department of Homeland Security. *(Legislative Branch Appropriations Act, 2019.)*

Administrative Provisions

2 U.S. Code § 1926 (c) is amended by striking "$40,000" and inserting "$60,000".

As amended, 2 U.S. Code § 1926 would read as follows:

§ 1926 - Educational assistance program for employees

(a) ESTABLISHMENT In order to recruit or retain qualified personnel, the Chief of the Capitol Police may establish an educational assistance program for employees of the Capitol Police under which the Capitol Police may agree—

(1) to repay (by direct payments on behalf of the participating employee) all or any portion of a student loan previously taken out by the employee;

(2) to make direct payments to an educational institution on behalf of a participating employee or to reimburse a participating employee for all or any portion of any tuition or related educational expenses paid by the employee.

(b) SPECIAL RULES FOR STUDENT LOAN REPAYMENTS

(1) APPLICATION OF REGULATIONS UNDER EXECUTIVE BRANCH PROGRAM

In carrying out subsection (a)(1), the Chief of the Capitol Police may, by regulation, make applicable such provisions of section 5379 of title 5 as the Chief determines necessary to provide for such program.

(2) RESTRICTIONS ON PRIOR REIMBURSEMENTS
The Capitol Police may not reimburse any individual under subsection (a)(1) for any repayments made by the individual prior to entering into an agreement with the Capitol Police to participate in the program under this section.

(3) USE OF RECOVERED AMOUNTS
Any amount repaid by, or recovered from, an individual under subsection (a)(1) and its implementing regulations shall be credited to the appropriation account available for salaries or general expenses of the Capitol Police at the time of repayment or recovery. Such credited amount may be used for any authorized purpose of the account and shall remain available until expended.

(c) LIMIT ON AMOUNT OF PAYMENTS
The total amount paid by the Capitol Police with respect to any individual under the program under this section may not exceed $60,000.

(d) NO REVIEW OF DETERMINATIONS
Any determination made under the program under this section shall not be reviewable or appealable in any manner.

(e) EFFECTIVE DATE
This section shall apply with respect to fiscal year 2003 and each succeeding fiscal year.

VI. Index of Acronyms

ACC	Alternate Command Center
ACF	Alternate Computer Facility
AED	Automated External Defibrillator
ALERT	Advanced Law Enforcement Response Team
ATV	All-Terrain Vehicle
BES	Blackberry Enterprise Server
CAD	Computer-Aided Design
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAO	Chief Administrative Officer
CCB	Command and Coordination Bureau
CCTV	Closed Circuit TV
CDU	Civil Disturbance Unit
CERT	Containment Emergency Response Team
CODEL	Congressional Delegation
COLA	Cost of Living Adjustment
COMSEC	Communications Security
COO	Chief of Operations (Assistant Chief)
COOP	Continuity of Operations
COP	Chief of Police
CP	Civilian Pay
CR	Continuing Resolution
DPD	Dignitary Protection Division
EMT	Emergency Medical Technician
FD	Force Development
FFE	Furniture Fixtures and Equipment
FLETC	Federal Law Enforcement Training Center
FTE	Full-Time Equivalent
FY	Fiscal Year
GSA	General Services Administration
HCRE	Human Capital Strategy, Recruitment, and Employment Division
HDS	Hazardous Devices Section
HRIS	Human Resources Information Systems Division
IAD	Internal Affairs Division
ICS	Incident Command System
IDEA	Office of Inclusion, Diversity, Equity, and Action
IRB	Investment Review Board
ISIL	Islamic State of Iraq and the Levant
IT	Information Technology
K-9	Canine
LAN	Local Area Network
LOC	Library of Congress
LWOP	Leave without Pay
MDM	Mobile Device Management
MS SQL	Microsoft Structured Query Language
NFC	National Finance Center
NSSE	National Special Security Events
OBIC	Office of Background Investigations and Credentialing
OC	Object Class
OAM	Office of Acquisition Management
OEC	Office of Employment Counsel
OFL	Office of Facilities and Logistics
OFL-FMD	OFL-Facilities Management Division
OFL-PAMD	OFL-Property and Asset Management Systems
OFL-VMD	OFL-Vehicle Management Division

OFM	Office of Financial Management
OGC	Office of the General Counsel
OHR	Office of Human Resources
OIG	Office of Inspector General
OIS	Office of Information Systems
OPOL	Office of Policy and Management Systems
OPR	Office of Professional Responsibility
OSB	Operational Services Bureau
OSB-PMRD	OSB-Patrol Mobile Response Division
OSHE	Occupational Safety and Health and Environment Division
OT	Overtime
PCS	Permanent Change of Station
PIO	Public Information Office
PSB	Protective Services Bureau
PTO	Police Training Officer
RPP	Respiratory Protection Program
SCIF	Sensitive Compartmented Information Facility
SSB	Security Services Bureau
TCM	Technical Countermeasures
TSCM	Technical Security Countermeasures
TSB	Training Services Bureau
TS/SCI	Top Secret/Sensitive Compartmented Information
UPTP	Uniformed Police Training Program
USB	Uniformed Services Bureau
USCP	United States Capitol Police
VMS	Video Monitoring System
VOIP	Voice Over Internet Protocol
VSAT	Very Small Aperture Terminal
WIGI	Within Grade Increase

USCP FY 2020 Salary Projection

FY 2019 Base	Positions	Annual ($)	Per PP
Sworn	1,974	183,397	
Civilian	406	41,473	
LWOP Adj.		-706	
Total Base	2,380	224,164	8,622

PP20 A	88.40%
PP20 B	29.20%

($ 000's)

PP	Base	Proj. WIG	Accession	Attrition	Adj. Base Sal	Night Diff.	Sunday Diff.	Night & Sunday Diff.	Holiday pay	Hazard Duty Pay	Subtotal Salary	Benefits	Lump Sum Leave	FTO	Overtime Base	Overtime Un-scheduled	Overtime LOC-Non-Reimb.	Subtotal	Benefits	Total
					1101	1160	1163	1164	1180	1187	1100's	39.00%	1183	1198		1170			7.65%	
20	7,622	6			7,628	99	11	26		21	7,785	3,036	25	4	1,463	50	9	1,551	119	12,490
21	8,628	8		-14	8,622	112	13	29	118	24	8,918	3,478	25	4	1,463	101	9	1,601	123	14,120
22	8,622	2	62	-18	8,668	112	13	29		24	8,845	3,450	25	4	1,463	101	9	1,601	123	14,019
23	8,668	4		-14	8,657	112	13	29	115	24	8,950	3,490	25	4	1,463	101	9	1,601	123	14,164
24	8,657	4	4	-10	8,655	112	13	29	95	24	8,928	3,482	25	4	1,463	101	9	1,601	123	14,134
25	8,655	2	4	-21	8,640	112	13	29		24	8,818	3,439	25	4	1,463	101	9	1,601	123	13,981
26	8,640	8		-26	8,622	112	13	29	189	24	8,988	3,506	25	4	1,463	101	9	1,601	123	14,218
1	8,622	1	62	-22	8,663	112	13	29		24	8,841	3,448	25	4	1,463	101	9	1,601	123	14,013
2	8,663	6		-21	8,648	112	13	29	132	24	8,957	3,493	25	4	1,463	101	9	1,601	123	14,174
3	8,648	2	58	-14	8,694	112	13	29		24	8,871	3,460	25	4	1,463	101	9	1,601	123	14,055
4	8,694	12		-21	8,684	112	13	29	118	24	8,980	3,502	25	4	1,463	101	9	1,601	123	14,206
5	8,684	2	58	-11	8,734	112	13	29		24	8,912	3,476	25	4	1,463	101	9	1,601	123	14,111
6	8,734	4	8	-25	8,721	112	13	29		24	8,899	3,471	25	4	1,463	101	9	1,601	123	14,094
7	8,721	1	4	-7	8,719	112	13	29		24	8,897	3,470	25	4	1,463	101	9	1,601	123	14,091
8	8,719	2	8	-25	8,705	112	13	29		24	8,883	3,464	25	4	1,463	101	9	1,601	123	14,071
9	8,705	6	62	-22	8,751	112	13	29		24	8,929	3,482	25	4	1,463	101	9	1,601	123	14,135
10	8,751	5	8	-28	8,736	112	13	29		24	8,914	3,476	25	4	1,463	101	9	1,601	123	14,114
11	8,736	5		-25	8,717	112	13	29	132	24	9,026	3,520	25	4	1,463	101	9	1,601	123	14,270
12	8,717	6	58	-3	8,777	112	13	29		24	8,955	3,492	25	4	1,463	101	9	1,601	123	14,171
13	8,777	4	12	-14	8,779	112	13	29	254	24	9,210	3,592	25	4	1,463	101	9	1,601	123	14,526
14	8,779	12	4	-17	8,777	112	13	29		24	8,955	3,492	25	4	1,463	101	9	1,601	123	14,171
15	8,777	5	4	-21	8,765	112	13	29		24	8,943	3,488	25	4	1,463	101	9	1,601	123	14,154
16	8,765	5	66	-7	8,830	112	13	29		24	9,007	3,513	25	4	1,463	101	9	1,601	123	14,244
17	8,830	5		-29	8,805	112	13	29		24	8,983	3,503	25	4	1,464	101	9	1,603	123	14,212
18	8,805	2		-22	8,785	112	13	29	142	24	9,105	3,551	25	4	1,463	101	9	1,601	123	14,380
19	8,785	8	16	-10	8,799	112	13	29		24	8,976	3,501	25	4	1,480	101	9	1,618	124	14,219
20	2,569		18	-47	2,540	33	4	9		7	2,592	1,011	7		1,594	50		1,652	126	5,381
Civilian Career-Ladder											45	18								63
Non-NFC payments and additional costs																				431
TOTALS					**228,120**	**2,925**	**333**	**765**	**1,295**	**630**	**234,112**	**91,304**	**644**	**99**	**39,645**	**2,626**	**243**	**43,257**	**3,309**	**372,414**

$000's

Additional funding requirements	Positions	Annual	Half year
	#	$	$
Civilian OIG staff	1	104	52

Other	Pay	Benefits	Total
Overtime - Training 24,000 Hrs.	1,575	120	1,695
Employee recognition awards, QSI, Performance award	500	195	695
Subtotal	$2,075	$315	$2,390
			$374,804
Civilian OIG staff	52	20	72
OT - Conventions/Pre-inaugural (45K hours)	2,959	226	3,186
			3,258
Grand Total			$378,062

FY 2019 BASE SWORN AND CIVILIAN SALARY ESTIMATES

$ 000's

Sworn salary
Base PP 19 FY 2018

	Positions	Salary
Salary-Sworn	1,907	171,077
Salary - Sworn - Appointed	2	342
Backfill for open positions	65	3,940
	-	
	1,974	**175,359**
FY 2019 COLA (1.9%)		3,332
FY 2019 WIGS		3,839
2019 Sworn Promotion impact		867
Base Subtotal		**8,038**
Total Sworn Salary base	**1,974**	**183,397**

Civilian salary
Base PP 19 FY 2018

	Positions	Salary
Salary - Civilian	349	36,136
Salary Appointed	9	1,328
Backfill for open positions	0	
Communications Operators	39	2,097
Command Center operators	8	636
FY 2019 OIG Position Appointed	1	104
	406	**40,301**
FY 2019 COLA (1.9%)		766
FY 2019 WIGS		271
FY 19 Career Ladder		136
Base Subtotal		**1,173**
Total Civilian Salary base	**406**	**41,473**

United States Capitol Police
FY 2020 General Expenses by Program, Project, and BOC

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
Chief Administrative Officer									
	CAO Administration								
		CAO Administration							
			CAO-001						
				2110 Temporary Duty (TDY) Travel	-	-	-	-	0.00%
				2111 Temp Travel Training	9,117	-	-	-	0.00%
				2410 Printing and Binding	-	-	-	-	0.00%
				2510 Membership Fees	-	-	-	-	0.00%
				2512 External Training	2,128	6,451	6,451	-	0.00%
				2513 Management Development	-	-	-	-	0.00%
				2526 Contractor Support Services non-Federal	4,993	-	-	-	0.00%
				2535 Government Support Services	192	-	-	-	0.00%
				2610 Office & Miscellaneous Supplies	1,091	5,070	5,070	-	0.00%
				2630 Subscriptions and Publications	-	-	-	-	0.00%
				3110 Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
				3194 Non-Capitalized Software	-	-	-	-	0.00%
			CAO-001 Total		**17,521**	**11,521**	**11,521**	**-**	**0.00%**
		CAO Administration Total			17,521	11,521	11,521	-	0.00%
	CAO Administration Total				**17,521**	**11,521**	**11,521**	**-**	**0.00%**
Chief Administrative Officer Total					17,521	11,521	11,521	-	0.00%
Chief of Operations									
	COO Administration-Command Ops								
		COO Administration							
			COO-001						
				2110 Temporary Duty (TDY) Travel	-	-	-	-	0.00%
				2111 Temp Travel Training	-	-	-	-	0.00%
				2512 External Training	-	-	-	-	0.00%
				2610 Office & Miscellaneous Supplies	-	-	-	-	0.00%
				2699 Credit Card Disputes	-	-	-	-	0.00%
				3110 Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			COO-001 Total		-	-	-	-	**0.00%**
		COO Administration Total			-	-	-	-	0.00%
	COO Administration-Command Ops Total				-	-	-	-	**0.00%**
Chief of Operations Total					-	-	-	-	0.00%
Chief of Police									
	COP Administration								
		COP Administration							
			COP-001						
				2110 Temporary Duty (TDY) Travel	11,404	5,000	5,000	-	0.00%
				2111 Temp Travel Training	-	-	-	-	0.00%
				2410 Printing and Binding	-	-	-	-	0.00%
				2510 Membership Fees	1,675	4,000	4,000	-	0.00%
				2512 External Training	575	-	698	698	0.00%
				2526 Contractor Support Services non-Federal	-	5,000	5,000	-	0.00%
				2535 Government Support Services	147	-	-	-	0.00%
				2610 Office & Miscellaneous Supplies	3,702	10,236	8,900	(1,336)	-13.05%
				2615 Provisions	61	-	-	-	0.00%
				2622 Vehicle Fluid Supplies	-	-	-	-	0.00%
				2630 Subscriptions and Publications	-	500	500	-	0.00%
				2690 Small Purchases	199	-	-	-	0.00%
				3110 Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			COP-001 Total		**17,763**	**24,736**	**24,098**	**(638)**	**-2.58%**
		COP Administration Total			17,763	24,736	24,098	(638)	-2.58%
		COP Ceremonial Unit							
			COP-002						
				2610 Office & Miscellaneous Supplies	1,479	1,500	1,500	-	0.00%
			COP-002 Total		**1,479**	**1,500**	**1,500**	**-**	**0.00%**
		COP Ceremonial Unit Total			1,479	1,500	1,500	-	0.00%
		COP Representation Fund							
			COP-100						
				2610 Office & Miscellaneous Supplies	812	5,000	5,000	-	0.00%
				2615 Provisions	814	-	-	-	0.00%
				2630 Subscriptions and Publications	-	-	-	-	0.00%
				2690 Small Purchases	669	-	-	-	0.00%
			COP-100 Total		**2,295**	**5,000**	**5,000**	**-**	**0.00%**
		COP Representation Fund Total			2,295	5,000	5,000	-	0.00%
	COP Administration Total				**21,537**	**31,236**	**30,598**	**(638)**	**-2.04%**

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
Chief of Police Total					21,537	31,236	30,598	(638)	-2.04%
Command and Coordination Bureau									
CCB Command									
CCB Command Center Operations									
PHS-100									
			2110	Temporary Duty (TDY) Travel	1,850	2,000	2,000	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2512	External Training	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	2,500	3,400	3,400	-	0.00%
			2610	Office & Miscellaneous Supplies	4,523	9,180	9,180	-	0.00%
			2620	System Supplies and Materials	-	-	-	-	0.00%
			2637	Law Enforcement Uniforms	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
PHS-100 Total					**8,873**	**14,580**	**14,580**	**-**	**0.00%**
CCB Command Center Operations Total					8,873	14,580	14,580	-	0.00%
CCB Command Vehicle Operations									
PHS-101									
			2111	Temp Travel Training	-	-	-	-	0.00%
			2512	External Training	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	2,700	12,000	12,000	-	0.00%
			2540	Miscellaneous Merchant & Vendor Services	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	1,520	3,000	3,000	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	2,857	28,500	28,500	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	23,947	-	-	-	0.00%
PHS-101 Total					**31,024**	**43,500**	**43,500**	**-**	**0.00%**
CCB Command Vehicle Operations Total					31,024	43,500	43,500	-	0.00%
CCB Communications Center Operations									
PHS-102									
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2512	External Training	534	4,020	4,020	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	1,687	5,000	5,000	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
PHS-102 Total					**2,221**	**9,020**	**9,020**	**-**	**0.00%**
CCB Communications Center Operations Total					2,221	9,020	9,020	-	0.00%
CCB Command Total					**42,118**	**67,100**	**67,100**	**-**	**0.00%**
CCB Coordination									
CCB Command Ctr Ops Admin									
PHS-002									
			2610	Office & Miscellaneous Supplies	890	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
PHS-002 Total					**890**	**-**	**-**	**-**	**0.00%**
CCB Command Ctr Ops Admin Total					890	-	-	-	0.00%
CCB Coordination									
PHS-001									
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2310	Rental of Equipment	-	-	-	-	0.00%
			2512	External Training	-	5,001	5,001	-	0.00%
			2513	Management Development	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	2,187	4,800	4,800	-	0.00%
			2637	Law Enforcement Uniforms	-	-	-	-	0.00%
			2699	Credit Card Disputes	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
PHS-001 Total					**2,187**	**9,801**	**9,801**	**-**	**0.00%**
CCB Coordination Total					2,187	9,801	9,801	-	0.00%
CCB Coordination Total					**3,077**	**9,801**	**9,801**	**-**	**0.00%**
Command and Coordination Bureau Total					45,195	76,901	76,901	-	0.00%
Office of Acquisition Management									
OAM Administration									
OAM Administration									
OAM-001									
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	2,854	-	-	-	0.00%
			2410	Printing and Binding	-	-	-	-	0.00%
			2510	Membership Fees	-	-	-	-	0.00%
			2512	External Training	4,636	-	-	-	0.00%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			2513	Management Development	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	297,175	312,113	312,113	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	5,235	5,410	5,410	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
			OAM-001 Total		**309,900**	**317,523**	**317,523**	**-**	**0.00%**
		OAM Administration Total			309,900	317,523	317,523	-	0.00%
	OAM Administration Total				**309,900**	**317,523**	**317,523**	**-**	**0.00%**
Office of Acquisition Management Total					309,900	317,523	317,523	-	0.00%
Office of Background Investigations and Credentialing									
	OBIC Background Investigations & Credentialing Administration								
		OBIC Background Investigations & Credentialing Administration							
		OBIC-001							
			2110	Temporary Duty (TDY) Travel	81,711	294,698	294,698	-	0.00%
			2111	Temp Travel Training	77	-	-	-	0.00%
			2112	Local Travel	-	-	-	-	0.00%
			2315	Rental of IT Software	8,779	8,000	8,000	-	0.00%
			2410	Printing and Binding	-	-	-	-	0.00%
			2440	Advertising & Recruiting	-	-	-	-	0.00%
			2510	Membership Fees	-	-	-	-	0.00%
			2512	External Training	1,750	-	-	-	0.00%
			2517	Applicant Testing	818,944	-	-	-	0.00%
			2519	Health Services	10,901	13,500	13,500	-	0.00%
			2526	Contractor Support Services non-Federal	1,446,009	2,389,842	2,389,842	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	2,500	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	7,797	25,500	25,500	-	0.00%
			2630	Subscriptions and Publications	349	-	-	-	0.00%
			2633	Biohazard Supplies	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
			OBIC-001 Total		**2,378,817**	**2,731,540**	**2,731,540**	**-**	**0.00%**
		OBIC Background Investigations & Credentialing Administration Total			2,378,817	2,731,540	2,731,540	-	0.00%
	OBIC Background Investigations & Credentialing Administration Total				**2,378,817**	**2,731,540**	**2,731,540**	**-**	**0.00%**
Office of Background Investigations and Credentialing Total					2,378,817	2,731,540	2,731,540	-	0.00%
Office of Facilities & Logistics									
	FMD Administration								
		FMD Administration							
		FMD-001							
			2110	Temporary Duty (TDY) Travel	-	-	1,700	1,700	0.00%
			2111	Temp Travel Training	2,647	-	-	-	0.00%
			2220	Transportation of Things	9,450	40,000	5,000	(35,000)	-87.50%
			2310	Rental of Equipment	-	5,000	-	(5,000)	-100.00%
			2322	Rentals - Miscellaneous	2,880	-	-	-	0.00%
			2512	External Training	1,034	10,500	10,500	-	0.00%
			2514	Internal Training Contractual Agreements	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	281,702	470,000	222,800	(247,200)	-52.60%
			2535	Government Support Services	-	25,000	59,605	34,605	138.42%
			2549	Operations and Maintenance of Facilities	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	-	10,000	10,000	-	0.00%
			2610	Office & Miscellaneous Supplies	44,282	37,500	37,800	300	0.80%
			2630	Subscriptions and Publications	-	500	-	(500)	-100.00%
			2699	Credit Card Disputes	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	178,336	720,000	223,400	(496,600)	-68.97%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
			3194	Non-Capitalized Software	9,683	-	-	-	0.00%
			FMD-001 Total		**530,014**	**1,318,500**	**570,805**	**(747,695)**	**-56.71%**
		FMD Administration Total			530,014	1,318,500	570,805	(747,695)	-56.71%
	FMD Administration Total				**530,014**	**1,318,500**	**570,805**	**(747,695)**	**-56.71%**
	OFL Administration								
		OFL Administration							
		OFL-001							
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	2,000	-	(2,000)	-100.00%
			2512	External Training	-	785	-	(785)	-100.00%
			2519	Health Services	-	-	-	-	0.00%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			2526	Contractor Support Services non-Federal	-	100,000	-	(100,000)	-100.00%
			2610	Office & Miscellaneous Supplies	-	-	9,500	9,500	0.00%
			2699	Credit Card Disputes	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			OFL-001 Total		-	102,785	9,500	(93,285)	-90.76%
		OFL Administration Total			-	102,785	9,500	(93,285)	-90.76%
OFL Administration Total					-	102,785	9,500	(93,285)	-90.76%
OSHE Occupational Safety Health and Environment									
		OSHE Occupational Safety Health and Environment							
			OSHE-001						
			2111	Temp Travel Training	-	-	-	-	0.00%
			2112	Local Travel	-	-	-	-	0.00%
			2310	Rental of Equipment	-	-	-	-	0.00%
			2315	Rental of IT Software	2,989	-	4,000	4,000	0.00%
			2510	Membership Fees	-	-	-	-	0.00%
			2512	External Training	2,575	15,835	15,835	-	0.00%
			2519	Health Services	600	252,048	125,000	(127,048)	-50.41%
			2526	Contractor Support Services non-Federal	539,282	475,000	520,000	45,000	9.47%
			2535	Government Support Services	-	-	-	-	0.00%
			2540	Miscellaneous Merchant and Vendor Services	-	21,000	21,000	-	0.00%
			2610	Office & Miscellaneous Supplies	9,243	34,400	26,400	(8,000)	-23.26%
			2630	Subscriptions and Publications	73	9,800	500	(9,300)	-94.90%
			2699	Credit Card Disputes	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	75,031	176,025	40,000	(136,025)	-77.28%
			OSHE-001 Total		**629,793**	**984,108**	**752,735**	**(231,373)**	**-23.51%**
		OSHE Occupational Safety Health and Environment Total			629,793	984,108	752,735	(231,373)	-23.51%
OSHE Occupational Safety Health and Environment Total					**629,793**	**984,108**	**752,735**	**(231,373)**	**-23.51%**
PMD Administration									
		PMD Administration							
			PMD-001						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2510	Membership Fees	-	1,000	-	(1,000)	-100.00%
			2512	External Training	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	10,655	25,000	20,000	(5,000)	-20.00%
			2699	Credit Card Disputes	-	-	-	-	0.00%
			PMD-001 Total		**10,655**	**26,000**	**20,000**	**(6,000)**	**-23.08%**
		PMD Administration Total			10,655	26,000	20,000	(6,000)	-23.08%
PMD Administration Total					**10,655**	**26,000**	**20,000**	**(6,000)**	**-23.08%**
PMD Logistics Support									
		PMD Logistical Support							
			PMD-100						
			2220	Transportation of Things	-	-	-	-	0.00%
			2512	External Training	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	649,158	716,415	790,261	73,846	10.31%
			2528	Cleaning and Alteration Services	41,049	57,000	59,000	2,000	3.51%
			2540	Miscellaneous Merchant and Vendor Services	1,250	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	71,657	50,000	50,000	-	0.00%
			2615	Provisions	36,627	60,900	56,350	(4,550)	-7.47%
			2633	Biohazard Supplies	-	-	-	-	0.00%
			2634	Controlled Explosives & Ammunition	968,687	1,569,353	1,608,571	39,218	2.50%
			2637	Law Enforcement Uniforms	1,235,732	3,088,603	1,993,114	(1,095,489)	-35.47%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	107,660	86,398	70,298	(16,100)	-18.63%
			3180	Weapons and Replacement Parts	217,981	666,023	640,589	(25,434)	-3.82%
			3184	Capitalized Software	-	-	-	-	0.00%
			PMD-100 Total		**3,329,801**	**6,294,692**	**5,268,183**	**(1,026,509)**	**-16.31%**
		PMD Logistical Support Total			3,329,801	6,294,692	5,268,183	(1,026,509)	-16.31%
PMD Logistics Support Total					**3,329,801**	**6,294,692**	**5,268,183**	**(1,026,509)**	**-16.31%**
VMD Administration									
		VMD - Administration							
			VMD-001						
			2110	Temporary Duty (TDY) Travel	437	8,000	15,000	7,000	87.50%
			2111	Temp Travel Training	-	11,350	15,350	4,000	35.24%
			2112	Local Travel	3,300	-	-	-	0.00%
			2322	Rentals - Miscellaneous	-	-	-	-	0.00%
			2510	Membership Fees	499	1,000	1,000	-	0.00%
			2512	External Training	2,366	12,275	24,750	12,475	101.63%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2528	Cleaning and Alteration Services	19,365	23,000	23,000	-	0.00%
			2610	Office & Miscellaneous Supplies	2,198	5,000	5,000	-	0.00%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			2699	Credit Card Disputes	-	-	-	-	0.00%
			VMD-001 Total		**28,165**	**60,625**	**84,100**	**23,475**	**38.72%**
		VMD - Administration Total			28,165	60,625	84,100	23,475	38.72%
	VMD Administration Total				**28,165**	**60,625**	**84,100**	**23,475**	**38.72%**
	VMD Fleet Management								
		VMD - Fleet Management							
			VMD-100						
			2120	Vehicle Rental	2,465,249	2,408,400	3,546,400	1,138,000	47.25%
			2310	Rental of Equipment	300	10,000	15,000	5,000	50.00%
			2322	Rentals - Miscellaneous	5,496	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2529	Vehicle car Washing Services	-	-	-	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2571	Vehicle Repair Services	243,041	200,000	250,000	50,000	25.00%
			2621	Vehicle Supplies	159,580	200,000	200,000	-	0.00%
			2622	Vehicle Fluid Supplies	11,257	20,000	20,000	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	93,293	81,000	187,000	106,000	130.86%
			3170	Non-Capitalized Vehicles	220,023	494,500	145,000	(349,500)	-70.68%
			3171	Capitalized Vehicles	301,778	680,000	-	(680,000)	-100.00%
			3175	Non-Capitalized Vehicle Accessories	356,102	250,000	200,000	(50,000)	-20.00%
			VMD-100 Total		**3,856,119**	**4,343,900**	**4,563,400**	**219,500**	**5.05%**
		VMD - Fleet Management Total			3,856,119	4,343,900	4,563,400	219,500	5.05%
	VMD Fleet Management Total				**3,856,119**	**4,343,900**	**4,563,400**	**219,500**	**5.05%**
Office of Facilities & Logistics Total					**8,384,547**	**13,130,610**	**11,268,723**	**(1,861,887)**	**-14.18%**
Office of Financial Management									
	OFM Administration								
		OFM Administration							
			OFM-001						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	2,000	2,000	-	0.00%
			2112	Local Travel	3,902	-	-	-	0.00%
			2410	Printing and Binding	-	-	-	-	0.00%
			2510	Membership Fees	-	-	-	-	0.00%
			2512	External Training	-	16,510	16,510	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	5,755	4,590	4,590	-	0.00%
			2622	Vehicle Fluid Supplies	-	-	-	-	0.00%
			2630	Subscriptions and Publications	2,813	4,000	4,000	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	1,800	1,800	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
			OFM-001 Total		**12,470**	**28,900**	**28,900**	**-**	**0.00%**
		OFM Administration Total			12,470	28,900	28,900	-	0.00%
	OFM Administration Total				**12,470**	**28,900**	**28,900**	**-**	**0.00%**
	OFM Agency Services								
		OFM Agency Services							
			OFM-200						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2310	Rental of Equipment	-	-	-	-	0.00%
			2350	Postage and Fees	20,300	18,000	18,000	-	0.00%
			2510	Membership Fees	-	-	-	-	0.00%
			2512	External Training	42,483	107,000	107,000	-	0.00%
			2526	Contractor Support Services non-Federal	555,658	377,868	377,868	-	0.00%
			2535	Government Support Services	-	31,500	31,500	-	0.00%
			2540	Miscellaneous Merchant and Vendor Services	-	-	-	-	0.00%
			2541	Emergency Services - COOP	5,400	100,000	100,000	-	0.00%
			2571	Vehicle Repair Services	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	45,954	-	-	-	0.00%
			2615	Provisions	-	-	-	-	0.00%
			2622	Vehicle Fluid Supplies	170,000	175,000	175,000	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			2637	Law Enforcement Uniforms	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3171	Capitalized Vehicles	-	-	-	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
			4210	Tort Claims and Awards	22,839	112,500	112,500	-	0.00%
			OFM-200 Total		**862,634**	**921,868**	**921,868**	**-**	**0.00%**
		OFM Agency Services Total			862,634	921,868	921,868	-	0.00%

Program / Subprogram / Project / BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
		$	$	$	$	%
	OFM FY18 - Member Protection Enhancement					
	OFM-205					
	2526 Contractor Support Services non-Federal	312,000	-	-	-	0.00%
	2536 Government Support Services/TRNG	11,238	-	-	-	0.00%
	2610 Office & Miscellaneous Supplies	179,960	-	-	-	0.00%
	2634 Controlled Explosives & Ammunition	203,647	-	-	-	0.00%
	2637 Law Enforcement Uniforms	34,633	-	-	-	0.00%
	3110 Non-Capitalized Furniture, Equipment, and Machinery	411,918	-	-	-	0.00%
	3120 Capitalized Furniture, Equipment, and Machinery	682,699	-	-	-	0.00%
	3171 Capitalized Vehicles	1,044,000	-	-	-	0.00%
	3194 Non-Capitalized Software	1,089,197	-	-	-	0.00%
	OFM-205 Total	**3,969,292**	**-**	**-**	**-**	**0.00%**
	OFM FY18 - Member Protection Enhancement Total	3,969,292	-	-	-	0.00%
	OFM GE Reserve					
	OFM-206					
	2110 Temporary Duty (TDY) Travel	1,827	-	-	-	0.00%
	2111 Temp Travel Training	1,691	-	-	-	0.00%
	2526 Contractor Support Services non-Federal	-	-	-	-	0.00%
	3110 Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
	3171 Capitalized Vehicles	666,000	-	-	-	0.00%
	OFM-206 Total	**669,518**	**-**	**-**	**-**	**0.00%**
	OFM GE Reserve Total	669,518	-	-	-	0.00%
	OFM Inauguration Support					
	OFM-204					
	2110 Temporary Duty (TDY) Travel	-	-	-	-	0.00%
	2112 Local Travel	-	-	-	-	0.00%
	2120 Vehicle Rental	-	-	-	-	0.00%
	2310 Rental of Equipment	-	-	-	-	0.00%
	2410 Printing and Binding	-	-	-	-	0.00%
	2526 Contractor Support Services non-Federal	-	-	2,220	2,220	0.00%
	2571 Vehicle Repair Services	-	-	-	-	0.00%
	2610 Office & Miscellaneous Supplies	-	-	4,000	4,000	0.00%
	2615 Provisions	-	-	-	-	0.00%
	3110 Non-Capitalized Furniture, Equipment, and Machinery	-	-	167,770	167,770	0.00%
	3194 Non-Capitalized Software	-	-	1,500	1,500	0.00%
	OFM-204 Total	**-**	**-**	**175,490**	**175,490**	**0.00%**
	OFM Inauguration Support Total	-	-	175,490	175,490	0.00%
	OFM Agency Services Total	**5,501,444**	**921,868**	**1,097,358**	**175,490**	**19.04%**
	OFM Financial Management & Accountability					
	Financial Systems					
	OFM-101					
	2512 External Training	-	-	-	-	0.00%
	2526 Contractor Support Services non-Federal	-	370,000	370,000	-	0.00%
	2535 Government Support Services	380,374	125,000	125,000	-	0.00%
	3110 Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
	3120 Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
	3184 Capitalized Software	-	-	-	-	0.00%
	3194 Non-Capitalized Software	-	-	-	-	0.00%
	OFM-101 Total	**380,374**	**495,000**	**495,000**	**-**	**0.00%**
	Financial Systems Total	380,374	495,000	495,000	-	0.00%
	OFM Contractual Support					
	OFM-102					
	2526 Contractor Support Services non-Federal	581,601	585,020	585,020	-	0.00%
	2535 Government Support Services	-	-	-	-	0.00%
	OFM-102 Total	**581,601**	**585,020**	**585,020**	**-**	**0.00%**
	OFM Contractual Support Total	581,601	585,020	585,020	-	0.00%
	OFM Financial Management & Accountability Total	**961,975**	**1,080,020**	**1,080,020**	**-**	**0.00%**
	Office of Financial Management Total	**6,475,889**	**2,030,788**	**2,206,278**	**175,490**	**8.64%**
	Office of General Counsel					
	OGC Administration					
	OEC Administration					
	OEC-001					
	2110 Temporary Duty (TDY) Travel	-	5,100	2,000	(3,100)	-60.78%
	2111 Temp Travel Training	-	6,000	6,084	84	1.40%
	2315 Software Subscriptions	358	-	1,000	1,000	0.00%
	2410 Printing and Binding	-	7,600	2,500	(5,100)	-67.11%
	2512 External Training	-	20,483	20,372	(111)	-0.54%
	2513 Management Development	-	-	-	-	0.00%
	2526 Contractor Support Services non-Federal	126,054	123,915	119,927	(3,988)	-3.22%
	2610 Office & Miscellaneous Supplies	5,719	5,600	6,000	400	7.14%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			2615	Provisions	-	-	-	-	0.00%
			2630	Subscriptions and Publications	550	5,600	2,500	(3,100)	-55.36%
			2699	Credit Card Disputes	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			OEC-001 Total		**132,681**	**174,298**	**160,383**	**(13,915)**	**-7.98%**
		OEC Administration Total			132,681	174,298	160,383	(13,915)	-7.98%
		OGC Legal Services							
			OGC-100						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2315	Software Subscriptions	-	-	-	-	0.00%
			2410	Printing and Binding	-	-	-	-	0.00%
			2440	Advertising & Recruiting	-	1,825	1,851	26	1.42%
			2512	External Training	-	4,781	4,855	74	1.55%
			2526	Contractor Support Services non-Federal	74,326	72,218	78,414	6,196	8.58%
			2610	Office & Miscellaneous Supplies	3,865	4,229	4,289	60	1.42%
			2630	Subscriptions and Publications	18,062	19,535	20,106	571	2.92%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			OGC-100 Total		**96,253**	**102,588**	**109,515**	**6,927**	**6.75%**
		OGC Legal Services Total			96,253	102,588	109,515	6,927	6.75%
	OGC Administration Total				**228,934**	**276,886**	**269,898**	**(6,988)**	**-2.52%**
Office of General Counsel Total					228,934	276,886	269,898	(6,988)	-2.52%
Office of Human Resources									
	OHR HCRE Administration								
		OHR Administration Support Services							
			OHR-002						
			2526	Contractor Support Services non-Federal	45,692	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			OHR-002 Total		**45,692**	**-**	**-**	**-**	**0.00%**
		OHR Administration Support Services Total			45,692	-	-	-	0.00%
		OHR Employee Benefits & Services							
			OHR-200						
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	1,676	-	-	-	0.00%
			OHR-200 Total		**1,676**	**-**	**-**	**-**	**0.00%**
		OHR Employee Benefits & Services Total			1,676	-	-	-	0.00%
		OHR HCRE Administration							
			HCRE-001						
			2110	Temporary Duty (TDY) Travel	7,807	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2410	Printing and Binding	-	-	-	-	0.00%
			2510	Membership Fees	-	-	-	-	0.00%
			2512	External Training	749	6,500	6,500	-	0.00%
			2526	Contractor Support Services non-Federal	358,542	421,532	421,532	-	0.00%
			2610	Office & Miscellaneous Supplies	3,210	1,000	1,000	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			2699	Credit Card Disputes	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			HCRE-001 Total		**370,308**	**429,032**	**429,032**	**-**	**0.00%**
		OHR HCRE Administration Total			370,308	429,032	429,032	-	0.00%
		OHR HCRE Recruitment							
			HCRE-002						
			2110	Temporary Duty (TDY) Travel	6,307	4,000	4,000	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2315	Rental of IT Software	-	-	-	-	0.00%
			2410	Printing and Binding	-	-	-	-	0.00%
			2440	Advertising & Recruiting	-	-	-	-	0.00%
			2510	Membership Fees	75	-	-	-	0.00%
			2512	External Training	749	-	-	-	0.00%
			2517	Applicant Testing	-	-	-	-	0.00%
			2519	Health Services	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	1,524,437	2,522,004	2,522,004	-	0.00%
			2535	Government Support Services	18,423	147,378	147,378	-	0.00%
			2610	Office & Miscellaneous Supplies	10,374	20,000	20,000	-	0.00%
			2630	Subscriptions and Publications	-	1,500	1,500	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
			HCRE-002 Total		**1,560,365**	**2,694,882**	**2,694,882**	**-**	**0.00%**

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
	OHR HCRE Recruitment Total				1,560,365	2,694,882	2,694,882	-	0.00%
	OHR HCRE Systems								
	HCRE-004								
			2315	Rental of IT Software	33,799	46,000	46,000	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
	HCRE-004 Total				33,799	46,000	46,000	-	0.00%
	OHR HCRE Systems Total				33,799	46,000	46,000	-	0.00%
	OHR Recruiting Assessment								
	OHR-201								
			2110	0	49,158	-	-	-	0.00%
			2512	External Training	99	-	-	-	0.00%
			2517	Applicant Testing	364,665	-	-	-	0.00%
			2519	Health Services	998	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	231,991	-	-	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	19,003	-	-	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			2633	Biohazard Supplies	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
	OHR-201 Total				665,914	-	-	-	0.00%
	OHR Recruiting Assessment Total				665,914	-	-	-	0.00%
OHR HCRE Administration Total					2,677,754	3,169,914	3,169,914	-	0.00%
OHR HRIS Administration									
	OHR HRIS Administration								
	HRIS-100								
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2410	Printing and Binding	-	-	-	-	0.00%
			2510	Membership Fees	-	-	-	-	0.00%
			2512	External Training	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	8,091	-	-	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
	HRIS-100 Total				8,091	-	-	-	0.00%
	OHR HRIS Administration Total				8,091	-	-	-	0.00%
	OHR HRIS Services								
	HRIS-102								
			2517	Applicant Testing	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	144,886	-	-	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
	HRIS-102 Total				144,886	-	-	-	0.00%
	OHR HRIS Services Total				144,886	-	-	-	0.00%
	OHR HRIS Systems								
	HRIS-103								
			2315	Rental of IT Software	12,525	8,000	8,000	-	0.00%
			2512	External Training	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2535	Government Support Services	697,140	619,800	619,800	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
	HRIS-103 Total				709,665	627,800	627,800	-	0.00%
	OHR HRIS Systems Total				709,665	627,800	627,800	-	0.00%
OHR HRIS Administration Total					862,642	627,800	627,800	-	0.00%
Office of Human Resources Total					3,540,396	3,797,714	3,797,714	-	0.00%
Office of Inclusion, Diversity, Equity, and Action									
IDEA Administration									
	IDEA Administration								
	IDEA-001								
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	1,143	26,100	26,100	-	0.00%
			2410	Printing and Binding	-	-	-	-	0.00%
			2510	Membership Fees	-	-	-	-	0.00%
			2512	External Training	1,813	13,900	13,900	-	0.00%
			2513	Management Development	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	23,196	67,084	67,084	-	0.00%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			2535	Government Support Services	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	553	-	-	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
			IDEA-001 Total		**26,705**	**107,084**	**107,084**	**-**	**0.00%**
		IDEA Administration Total			26,705	107,084	107,084	-	0.00%
	IDEA Administration Total				**26,705**	**107,084**	**107,084**	**-**	**0.00%**
Office of Inclusion, Diversity, Equity, and Action Total					26,705	107,084	107,084	-	0.00%
Office of Information Systems									
	OIS Administration								
		OIS Administration							
			OIS-010						
			2110	Temporary Duty (TDY) Travel	-	-	12,000	12,000	0.00%
			2111	Temp Travel Training	6,453	68,445	68,445	-	0.00%
			2512	External Training	2,900	124,065	124,065	-	0.00%
			2526	Contractor Support Services non-Federal	529,045	511,059	511,059	-	0.00%
			2573	Software and Technical Support Services & Maintenance	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	3,566	5,500	5,500	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			2699	Credit Card Disputes	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	3,974	3,974	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
			OIS-010 Total		**541,964**	**713,043**	**725,043**	**12,000**	**1.68%**
		OIS Administration Total			541,964	713,043	725,043	12,000	1.68%
	OIS Administration Total				**541,964**	**713,043**	**725,043**	**12,000**	**1.68%**
	OIS Enterprise Applications & Management								
		Enterprise Business Applications							
			OIS-210						
			2111	Temp Travel Training	-	-	-	-	0.00%
			2315	Rental of IT Software	-	-	-	-	0.00%
			2440	Advertising & Recruiting	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	161,439	-	-	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	931,369	857,652	857,652	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
			OIS-210 Total		**1,092,808**	**857,652**	**857,652**	**-**	**0.00%**
		Enterprise Business Applications Total			1,092,808	857,652	857,652	-	0.00%
		Law Enforcement Information Systems/Tech							
			OIS-220						
			2111	Temp Travel Training	-	-	-	-	0.00%
			2315	Rental of IT Software	68,482	71,594	71,594	-	0.00%
			2526	Contractor Support Services non-Federal	123,632	294,759	294,759	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	312,897	322,445	322,445	-	0.00%
			2610	Office & Miscellaneous Supplies	-	-	-	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	53,000	55,650	55,650	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	66,746	-	-	-	0.00%
			OIS-220 Total		**624,757**	**744,448**	**744,448**	**-**	**0.00%**
		Law Enforcement Information Systems/Tech Total			624,757	744,448	744,448	-	0.00%
		Web /PoliceNet							
			OIS-240						
			2111	Temp Travel Training	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	474,972	475,000	475,000	-	0.00%
			2573	Software and Technical Support Services & Maintenance	900	8,000	8,000	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
			OIS-240 Total		**475,872**	**483,000**	**483,000**	**-**	**0.00%**
		Web /PoliceNet Total			475,872	483,000	483,000	-	0.00%
	OIS Enterprise Applications & Management Total				**2,193,437**	**2,085,100**	**2,085,100**	**-**	**0.00%**
	OIS Information Security								
		OIS Information Assurance / Privacy/Network Defense							
			OIS-410						
			2111	Temp Travel Training	10,031	-	-	-	0.00%
			2512	External Training	9,140	-	-	-	0.00%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			2526	Contractor Support Services non-Federal	1,065,526	845,000	845,000	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2540	Miscellaneous Merchant & Vendor Services	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	568,439	731,500	731,500	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	43,104	200,000	200,000	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
			3194	Non-Capitalized Software	49,950	-	-	-	0.00%
			OIS-410 Total		**1,746,190**	**1,776,500**	**1,776,500**	**-**	**0.00%**
		OIS Information Assurance / Privacy/Network Defense Total			1,746,190	1,776,500	1,776,500	-	0.00%
OIS Information Security Total					**1,746,190**	**1,776,500**	**1,776,500**	**-**	**0.00%**
OIS Project Management & Governance									
		OIS Project Management Office & Enterprise Architecture							
			OIS-160						
			2111	Temp Travel Training	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	1,962,057	1,849,941	1,849,941	-	0.00%
			2573	Software and Technical Support Services & Maintenance	19,410	30,469	30,469	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
			3194	Non-Capitalized Software	4,555	-	-	-	0.00%
			OIS-160 Total		**1,986,022**	**1,880,410**	**1,880,410**	**-**	**0.00%**
		OIS Project Management Office & Enterprise Architecture Total			1,986,022	1,880,410	1,880,410	-	0.00%
OIS Project Management & Governance Total					**1,986,022**	**1,880,410**	**1,880,410**	**-**	**0.00%**
OIS Radio Services									
		Radio Communications							
			OIS-320						
			2110	Temporary Duty (TDY) Travel	5,100	15,000	30,000	15,000	100.00%
			2111	Temp Travel Training	3,322	-	-	-	0.00%
			2334	Local Telecommunications	882,000	882,000	882,000	-	0.00%
			2335	Rental of Telecommunications Equipment	42,910	60,000	60,000	-	0.00%
			2526	Contractor Support Services non-Federal	1,232,671	1,083,200	1,108,200	25,000	2.31%
			2535	Government Support Services	935	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	889,162	1,250,000	1,250,000	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	867,995	573,000	723,000	150,000	26.18%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	22,150	-	-	-	0.00%
			OIS-320 Total		**3,946,245**	**3,863,200**	**4,053,200**	**190,000**	**4.92%**
		Radio Communications Total			3,946,245	3,863,200	4,053,200	190,000	4.92%
OIS Radio Services Total					**3,946,245**	**3,863,200**	**4,053,200**	**190,000**	**4.92%**
OIS Systems Operations									
		Customer Support							
			OIS-110						
			2111	Temp Travel Training	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	2,205,580	2,382,101	2,382,101	-	0.00%
			2573	Software and Technical Support Services & Maintenance	4,464	6,600	6,600	-	0.00%
			OIS-110 Total		**2,210,044**	**2,388,701**	**2,388,701**	**-**	**0.00%**
		Customer Support Total			2,210,044	2,388,701	2,388,701	-	0.00%
		E-Mail, Operating Systems & Office Productivity Software							
			OIS-130						
			2111	Temp Travel Training	-	-	-	-	0.00%
			2120	Vehicle Rental	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	430,664	435,446	435,446	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
			3194	Non-Capitalized Software	28,920	44,660	44,660	-	0.00%
			OIS-130 Total		**459,584**	**480,106**	**480,106**	**-**	**0.00%**
		E-Mail, Operating Systems & Office Productivity Software Total			459,584	480,106	480,106	-	0.00%
		OIS IT Hardware Support & Administration (Server/PC/Laptop/etc.)							
			OIS-140						
			2111	Temp Travel Training	-	-	-	-	0.00%
			2310	Rental of Equipment	2,628	7,810	7,810	-	0.00%
			2526	Contractor Support Services non-Federal	18,255	13,200	13,200	-	0.00%
			2573	Software and Technical Support Services & Maintenance	137,696	263,792	263,792	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	487,224	1,040,003	1,040,003	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
			3194	Non-Capitalized Software	92,108	-	-	-	0.00%
			OIS-140 Total		**737,911**	**1,324,805**	**1,324,805**	**-**	**0.00%**
		OIS IT Hardware Support & Administration (Server/PC/Laptop/etc.) Tota			737,911	1,324,805	1,324,805	-	0.00%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
OIS Systems Operations Total					**3,407,539**	**4,193,612**	**4,193,612**	**-**	**0.00%**
OIS Voice & Data Services									
	Data Networks								
		OIS-310							
			2111	Temp Travel Training	-	-	-	-	0.00%
			2334	Local Telecommunications	317,418	275,641	340,641	65,000	23.58%
			2526	Contractor Support Services non-Federal	1,299,384	1,350,000	1,350,000	-	0.00%
			2573	Software and Technical Support Services & Maintenance	318,792	339,798	339,798	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	419,498	450,000	650,000	200,000	44.44%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
			3194	Non-Capitalized Software	2,785	-	-	-	0.00%
		OIS-310 Total			**2,357,877**	**2,415,439**	**2,680,439**	**265,000**	**10.97%**
	Data Networks Total				2,357,877	2,415,439	2,680,439	265,000	10.97%
	Database/Storage								
		OIS-120							
			2111	Temp Travel Training	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	208,528	210,380	210,380	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	204,104	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	250,000	250,000	-	0.00%
		OIS-120 Total			**412,632**	**460,380**	**460,380**	**-**	**0.00%**
	Database/Storage Total				412,632	460,380	460,380	-	0.00%
	Secure Communications								
		OIS-390							
			2110	Temporary Duty (TDY) Travel	-	-	7,500	7,500	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	108,131	415,000	415,000	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
		OIS-390 Total			**108,131**	**415,000**	**422,500**	**7,500**	**1.81%**
	Secure Communications Total				108,131	415,000	422,500	7,500	1.81%
	Telephony/VTC								
		OIS-330							
			2334	Local Telecommunications	196,560	207,650	219,650	12,000	5.78%
			2526	Contractor Support Services non-Federal	-	25,000	25,000	-	0.00%
			2573	Software and Technical Support Services & Maintenance	21,875	2,500	2,500	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	352,925	225,000	225,000	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
		OIS-330 Total			**571,360**	**460,150**	**472,150**	**12,000**	**2.61%**
	Telephony/VTC Total				571,360	460,150	472,150	12,000	2.61%
	Wireless/BB Comms								
		OIS-340							
			2334	Local Telecommunications	1,027,218	1,137,000	1,317,000	180,000	15.83%
			2526	Contractor Support Services non-Federal	397,130	440,000	440,000	-	0.00%
			2573	Software and Technical Support Services & Maintenance	165,920	202,605	202,605	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	49,993	50,000	70,000	20,000	40.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
		OIS-340 Total			**1,640,261**	**1,829,605**	**2,029,605**	**200,000**	**10.93%**
	Wireless/BB Comms Total				1,640,261	1,829,605	2,029,605	200,000	10.93%
	Wiring & Fiber Plant								
		OIS-350							
			2120	Vehicle Rental	-	-	-	-	0.00%
			2335	Rental of Telecommunications Equipment	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	1,501,000	1,527,500	1,527,500	-	0.00%
			2573	Software and Technical Support Services & Maintenance	70,000	65,000	65,000	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	514,143	530,000	580,000	50,000	9.43%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
		OIS-350 Total			**2,085,143**	**2,122,500**	**2,172,500**	**50,000**	**2.36%**
	Wiring & Fiber Plant Total				2,085,143	2,122,500	2,172,500	50,000	2.36%
OIS Voice & Data Services Total					**7,175,404**	**7,703,074**	**8,237,574**	**534,500**	**6.94%**
Office of Information Systems Total					20,996,801	22,214,939	22,951,439	736,500	3.32%
Office of Inspector General									
	OIG Administration								
	OIG Administration								
		OIG-001							
			2110	Temporary Duty (TDY) Travel	784	8,000	8,000	-	0.00%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2350	Postage and Fees	-	-	-	-	0.00%
			2410	Printing and Binding	-	5,000	5,000	-	0.00%
			2510	Membership Fees	-	-	-	-	0.00%
			2512	External Training	2,961	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	376,631	429,500	429,500	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2540	Miscellaneous Merchant and Vendor Services	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	1,802	10,000	10,000	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			2699	Credit Card Disputes	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			OIG-001 Total		**382,178**	**452,500**	**452,500**	**-**	**0.00%**
		OIG Administration Total			382,178	452,500	452,500	-	0.00%
	OIG Administration Total				**382,178**	**452,500**	**452,500**	**-**	**0.00%**
Office of Inspector General Total					382,178	452,500	452,500	-	0.00%
Office of Policy & Management Systems									
	OPOL Administration								
		OPOL Administration							
			OPOL-001						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2112	Local Travel	-	-	-	-	0.00%
			2410	Printing and Binding	-	-	-	-	0.00%
			2510	Membership Fees	8,570	8,340	8,340	-	0.00%
			2512	External Training	7,635	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	57,600	57,600	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2540	Miscellaneous Merchant & Vendor Services	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	2,531	2,000	2,000	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	302	400	400	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
			OPOL-001 Total		**19,038**	**68,340**	**68,340**	**-**	**0.00%**
		OPOL Administration Total			19,038	68,340	68,340	-	0.00%
	OPOL Administration Total				**19,038**	**68,340**	**68,340**	**-**	**0.00%**
Office of Policy & Management Systems Total					19,038	68,340	68,340	-	0.00%
Office of Professional Responsibility									
	OPR Administration								
		OPR Administration							
			OPR-001						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	1,695	28,213	28,213	-	0.00%
			2350	Postage and Fees	-	-	-	-	0.00%
			2410	Printing and Binding	-	-	-	-	0.00%
			2512	External Training	3,845	13,452	13,452	-	0.00%
			2526	Contractor Support Services non-Federal	832	3,000	3,000	-	0.00%
			2610	Office & Miscellaneous Supplies	1,663	6,000	6,000	-	0.00%
			2615	Provisions	207	-	-	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			OPR-001 Total		**8,242**	**50,665**	**50,665**	**-**	**0.00%**
		OPR Administration Total			8,242	50,665	50,665	-	0.00%
		OPR Inspections							
			OPR-002						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2510	Membership Fees	-	-	-	-	0.00%
			2512	External Training	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	-	-	-	-	0.00%
			OPR-002 Total		**-**	**-**	**-**	**-**	**0.00%**
		OPR Inspections Total			-	-	-	-	0.00%
		OPR Internal Affairs							
			OPR-003						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2512	External Training	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	-	-	-	-	0.00%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
				OPR-003 Total	-	-	-	-	**0.00%**
				OPR Internal Affairs Total	-	-	-	-	0.00%
				OPR Administration Total	**8,242**	**50,665**	**50,665**	**-**	**0.00%**
Office of Professional Responsibility Total					8,242	50,665	50,665	-	0.00%
Operational Services Bureau									
	OSB Administration								
		OSB Administration							
			OSB-001						
				2110 Temporary Duty (TDY) Travel	187	-	-	-	0.00%
				2111 Temp Travel Training	2,401	-	-	-	0.00%
				2120 Vehicle Rental	-	-	-	-	0.00%
				2512 External Training	5,444	-	-	-	0.00%
				2526 Contractor Support Services non-Federal	1,151	-	-	-	0.00%
				2535 Government Support Services	-	-	-	-	0.00%
				2610 Office & Miscellaneous Supplies	1,452	1,500	1,800	300	20.00%
				2634 Controlled Explosives & Ammunition	-	-	-	-	0.00%
				2699 Credit Card Disputes	-	-	-	-	0.00%
				3110 Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			OSB-001 Total		**10,635**	**1,500**	**1,800**	**300**	**20.00%**
		OSB Administration Total			10,635	1,500	1,800	300	20.00%
	OSB Administration Total				**10,635**	**1,500**	**1,800**	**300**	**20.00%**
	OSB Hazardous Incident Response								
		OSB Hazardous Devices							
			OSB-200						
				2110 Temporary Duty (TDY) Travel	-	-	-	-	0.00%
				2111 Temp Travel Training	39,297	102,294	102,288	(6)	-0.01%
				2512 External Training	31,250	217,187	103,023	(114,164)	-52.56%
				2526 Contractor Support Services non-Federal	-	-	-	-	0.00%
				2535 Government Support Services	-	-	-	-	0.00%
				2540 Miscellaneous Merchant & Vendor Services	3,307	960	81,880	80,920	8429.17%
				2610 Office & Miscellaneous Supplies	70,956	74,300	79,884	5,584	7.52%
				2615 Provisions	505	670	780	110	16.42%
				2620 System Supplies and Materials	-	-	-	-	0.00%
				2630 Subscriptions and Publications	-	-	-	-	0.00%
				2634 Controlled Explosives & Ammunition	57,488	25,400	15,000	(10,400)	-40.94%
				2637 Law Enforcement Uniforms	-	-	-	-	0.00%
				3110 Non-Capitalized Furniture, Equipment, and Machinery	32,565	22,500	25,912	3,412	15.16%
				3120 Capitalized Furniture, Equipment, and Machinery	542,466	183,000	90,000	(93,000)	-50.82%
			OSB-200 Total		**777,834**	**626,311**	**498,767**	**(127,544)**	**-20.36%**
		OSB Hazardous Devices Total			777,834	626,311	498,767	(127,544)	-20.36%
		OSB Hazardous Materials							
			OSB-201						
				2110 Temporary Duty (TDY) Travel	186	-	-	-	0.00%
				2111 Temp Travel Training	12,645	56,000	27,850	(28,150)	-50.27%
				2510 Membership Fees	-	500	500	-	0.00%
				2512 External Training	16,365	83,412	122,000	38,588	46.26%
				2514 Internal Training Contractual Agreements	-	-	-	-	0.00%
				2519 Health Services	-	-	-	-	0.00%
				2526 Contractor Support Services non-Federal	-	-	-	-	0.00%
				2535 Government Support Services	-	-	-	-	0.00%
				2540 Miscellaneous Merchant & Vendor Services	27,824	78,720	55,702	(23,018)	-29.24%
				2610 Office & Miscellaneous Supplies	29,298	18,500	31,100	12,600	68.11%
				2615 Provisions	383	670	780	110	16.42%
				2620 System Supplies and Materials	16,081	10,000	10,000	-	0.00%
				2630 Subscriptions and Publications	-	-	-	-	0.00%
				2633 Biohazard Supplies	11,867	29,250	31,372	2,122	7.25%
				2699 Credit Card Disputes	-	-	-	-	0.00%
				3110 Non-Capitalized Furniture, Equipment, and Machinery	88,659	26,000	40,000	14,000	53.85%
				3120 Capitalized Furniture, Equipment, and Machinery	90,892	270,000	60,000	(210,000)	-77.78%
			OSB-201 Total		**294,200**	**573,052**	**379,304**	**(193,748)**	**-33.81%**
		OSB Hazardous Materials Total			294,200	573,052	379,304	(193,748)	-33.81%
	OSB Hazardous Incident Response Total				**1,072,034**	**1,199,363**	**878,071**	**(321,292)**	**-26.79%**
	OSB Patrol Mobile Response								
		OSB CERT							
			OSB-103						
				2111 Temp Travel Training	8,034	71,053	43,450	(27,603)	-38.85%
				2510 Membership Fees	1,350	1,800	1,800	-	0.00%
				2512 External Training	52,582	197,665	200,551	2,886	1.46%
				2540 Miscellaneous Merchant & Vendor Services	85	-	-	-	0.00%
				2610 Office & Miscellaneous Supplies	11,969	56,470	59,000	2,530	4.48%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			2630	Subscriptions and Publications	-	50	52	2	4.00%
			2699	Credit Card Disputes	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	4,240	100,780	65,000	(35,780)	-35.50%
			3120	Capitalized Furniture, Equipment, and Machinery	1,567	-	-	-	0.00%
			3180	Weapons and Replacement Parts	-	-	81,000	81,000	0.00%
			OSB-103 Total		**79,827**	**427,818**	**450,853**	**23,035**	**5.38%**
		OSB CERT Total			79,827	427,818	450,853	23,035	5.38%
		OSB K-9 Unit							
			OSB-100						
			2110	Temporary Duty (TDY) Travel	1,063	-	3,800	3,800	0.00%
			2111	Temp Travel Training	1,210	-	-	-	0.00%
			2510	Membership Fees	300	530	300	(230)	-43.40%
			2512	External Training	-	-	8,400	8,400	0.00%
			2526	Contractor Support Services non-Federal	1,065	960	1,320	360	37.50%
			2527	Veterinary Services	46,689	50,000	56,000	6,000	12.00%
			2540	Miscellaneous Merchant & Vendor Services	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	227	1,000	1,000	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			2632	K-9 Supplies	39,166	41,000	62,120	21,120	51.51%
			2634	Controlled Explosives & Ammunition	-	500	500	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	144,976	108,000	80,580	(27,420)	-25.39%
			OSB-100 Total		**234,696**	**201,990**	**214,020**	**12,030**	**5.96%**
		OSB K-9 Unit Total			234,696	201,990	214,020	12,030	5.96%
		OSB Offsite Delivery							
			OSB-101						
			2120	Vehicle Rental	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2540	Miscellaneous Merchant & Vendor Services	3,690	8,960	4,500	(4,460)	-49.78%
			2610	Office & Miscellaneous Supplies	10,236	11,780	18,945	7,165	60.82%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	2,337	2,630	2,772	142	5.40%
			OSB-101 Total		**16,263**	**23,370**	**26,217**	**2,847**	**12.18%**
		OSB Offsite Delivery Total			16,263	23,370	26,217	2,847	12.18%
		OSB Patrol Mobile Response							
			OSB-102						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	4,707	38,779	36,377	(2,402)	-6.19%
			2510	Membership Fees	-	-	-	-	0.00%
			2512	External Training	18,434	105,937	110,083	4,146	3.91%
			2526	Contractor Support Services non-Federal	233	-	-	-	0.00%
			2535	Government Support Services	-	9,660	-	(9,660)	-100.00%
			2540	Miscellaneous Merchant & Vendor Services	1,024	-	16,000	16,000	0.00%
			2610	Office & Miscellaneous Supplies	30,872	28,100	24,932	(3,168)	-11.27%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			2634	Controlled Explosives & Ammunition	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	11,550	25,350	13,800	119.48%
			3194	Non-Capitalized Software	1,050	1,200	1,217	17	1.42%
			OSB-102 Total		**56,320**	**195,226**	**213,959**	**18,733**	**9.60%**
		OSB Patrol Mobile Response Total			56,320	195,226	213,959	18,733	9.60%
		OSB Patrol Mobile Response Total			**387,106**	**848,404**	**905,049**	**56,645**	**6.68%**
Operational Services Bureau Total					1,469,775	2,049,267	1,784,920	(264,347)	-12.90%
Protective Services Bureau									
		PSB Administration							
		PSB Administration							
			PSB-001						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2334	Local Telecommunications	2,558	3,042	3,042	-	0.00%
			2512	External Training	7,775	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	113,576	150,000	150,000	-	0.00%
			2610	Office & Miscellaneous Supplies	18,145	22,815	22,815	-	0.00%
			2699	Credit Card Disputes	200	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			PSB-001 Total		**142,254**	**175,857**	**175,857**	**-**	**0.00%**
		PSB Administration Total			142,254	175,857	175,857	-	0.00%
		PSB Administration Total			**142,254**	**175,857**	**175,857**	**-**	**0.00%**
		PSB Protective Detail Travel							
		PSB Protective Detail Travel							
			PSB-200						
			2110	Temporary Duty (TDY) Travel	32,150	-	-	-	0.00%
			2111	Temp Travel Training	-	44,722	44,722	-	0.00%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			2115	Protective Detail TDY Travel	11,376,697	9,681,773	11,822,966	2,141,193	22.12%
			2120	Vehicle Rental	-	10,844	10,844	-	0.00%
			2125	Charter Flights	480,000	500,000	500,000	-	0.00%
			2322	Rentals - Miscellaneous	11,540	28,680	28,680	-	0.00%
			2512	External Training	-	116,394	116,394	-	0.00%
			2571	Vehicle Repair Services	-	-	-	-	0.00%
			2699	Credit Card Disputes	-	-	-	-	0.00%
			PSB-200 Total		**11,900,387**	**10,382,413**	**12,523,606**	**2,141,193**	**20.62%**
		PSB Protective Detail Travel Total			11,900,387	10,382,413	12,523,606	2,141,193	20.62%
	PSB Protective Detail Travel Total				**11,900,387**	**10,382,413**	**12,523,606**	**2,141,193**	**20.62%**
	PSB Protective Services								
		PSB Convention Support							
			PSB-103						
			2110	Temporary Duty (TDY) Travel	-	-	2,380,686	2,380,686	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2310	Rental of Equipment	-	-	-	-	0.00%
			2322	Rentals - Miscellaneous	-	-	275,828	275,828	0.00%
			2335	Rental of Telecommunications Equipment	-	-	125,397	125,397	0.00%
			2410	Printing and Binding	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	-	-	79,352	79,352	0.00%
			2615	Provisions	-	-	-	-	0.00%
			2633	Biohazard Supplies	-	-	-	-	0.00%
			2690	Small Purchases	-	-	2,235	2,235	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			PSB-103 Total		**-**	**-**	**2,863,498**	**2,863,498**	**0.00%**
		PSB Convention Support Total			-	-	2,863,498	2,863,498	0.00%
		PSB Dignitary Services							
			PSB-100						
			2110	Temporary Duty (TDY) Travel	12,389	-	-	-	0.00%
			2111	Temp Travel Training	2,000	-	-	-	0.00%
			2315	Rental of IT Software	2,333	-	-	-	0.00%
			2322	Rentals - Miscellaneous	-	-	-	-	0.00%
			2334	Local Telecommunications	-	-	-	-	0.00%
			2512	External Training	620	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2540	Miscellaneous Merchant & Vendor Services	-	-	-	-	0.00%
			2571	Vehicle Repair Services	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	-	-	-	-	0.00%
			2633	Biohazard Supplies	-	-	-	-	0.00%
			2634	Controlled Explosives & Ammunition	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	(484)	-	-	-	0.00%
			3175	Non-Capitalized Vehicle Accessories	-	-	-	-	0.00%
			PSB-100 Total		**16,858**	**-**	**-**	**-**	**0.00%**
		PSB Dignitary Services Total			16,858	-	-	-	0.00%
		PSB Protective Intelligence							
			PSB-101						
			2110	Temporary Duty (TDY) Travel	-	38,371	38,371	-	0.00%
			2111	Temp Travel Training	10,483	45,015	45,015	-	0.00%
			2510	Membership Fees	-	436	436	-	0.00%
			2512	External Training	9,921	24,565	24,565	-	0.00%
			2514	Internal Training Contractual Agreements	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	66,648	88,578	88,578	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2540	Miscellaneous Merchant & Vendor Services	726	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	-	9,473	9,473	-	0.00%
			2610	Office & Miscellaneous Supplies	-	-	-	-	0.00%
			2630	Subscriptions and Publications	1,500	-	-	-	0.00%
			2690	Small Purchases	-	2,000	2,000	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	32,871	18,850	18,850	-	0.00%
			PSB-101 Total		**122,149**	**227,288**	**227,288**	**-**	**0.00%**
		PSB Protective Intelligence Total			122,149	227,288	227,288	-	0.00%
	PSB Protective Services Total				**139,007**	**227,288**	**3,090,786**	**2,863,498**	**1,259.85%**
Protective Services Bureau Total					12,181,648	10,785,558	15,790,249	5,004,691	46.40%
Security Services Bureau									
	SSB Administration								
		SSB Administration							
			SSB-0001						

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			2110	Temporary Duty (TDY) Travel	-	11,259	11,259	-	0.00%
			2111	Temp Travel Training	11,299	19,450	19,450	-	0.00%
			2512	External Training	53,935	311,371	311,371	-	0.00%
			2526	Contractor Support Services non-Federal	581	-	-	-	0.00%
			2535	Government Support Services	39	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	25,050	32,738	32,738	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			2699	Credit Card Disputes	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	23,407	29,192	29,192	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
			3194	Non-Capitalized Software	4,552	-	-	-	0.00%
			SSB-0001 Total		**118,863**	**404,010**	**404,010**	**-**	**0.00%**
		SSB Administration Total			118,863	404,010	404,010	-	0.00%
SSB Administration Total					**118,863**	**404,010**	**404,010**	**-**	**0.00%**
SSB Hardware & Operations									
		SSB Equipment & Supplies							
			SSB-0400						
			2526	Contractor Support Services non-Federal	544	574	574	-	0.00%
			2620	System Supplies and Materials	365	10,225	10,225	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	4,692	4,692	-	0.00%
			SSB-0400 Total		**909**	**15,491**	**15,491**	**-**	**0.00%**
		SSB Equipment & Supplies Total			909	15,491	15,491	-	0.00%
		SSB Fire Hardware & Security Locks							
			SSB-0401						
			2526	Contractor Support Services non-Federal	5,000	10,426	10,426	-	0.00%
			2620	System Supplies and Materials	-	21,717	21,717	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	10,500	186,047	186,047	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			SSB-0401 Total		**15,500**	**218,190**	**218,190**	**-**	**0.00%**
		SSB Fire Hardware & Security Locks Total			15,500	218,190	218,190	-	0.00%
		SSB Member Survey & Services							
			SSB-0402						
			2110	Temporary Duty (TDY) Travel	14,389	31,278	31,278	-	0.00%
			SSB-0402 Total		**14,389**	**31,278**	**31,278**	**-**	**0.00%**
		SSB Member Survey & Services Total			14,389	31,278	31,278	-	0.00%
SSB Hardware & Operations Total					**30,798**	**264,959**	**264,959**	**-**	**0.00%**
SSB Inauguration									
		SSB Inauguration							
			SSB-0700						
			2410	Printing and Binding	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
			SSB-0700 Total		**-**	**-**	**-**	**-**	**0.00%**
		SSB Inauguration Total			-	-	-	-	0.00%
SSB Inauguration Total					**-**	**-**	**-**	**-**	**0.00%**
SSB Screening Technologies									
		SSB Enhanced Portals							
			SSB-0200						
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2620	System Supplies and Materials	-	75,000	75,000	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			SSB-0200 Total		**-**	**75,000**	**75,000**	**-**	**0.00%**
		SSB Enhanced Portals Total			-	75,000	75,000	-	0.00%
		SSB Explosive Detectors							
			SSB-0201						
			2526	Contractor Support Services non-Federal	31,754	20,852	20,852	-	0.00%
			2620	System Supplies and Materials	305,818	166,814	166,814	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	40,715	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	128,475	876,326	876,326	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
			SSB-0201 Total		**506,762**	**1,063,992**	**1,063,992**	**-**	**0.00%**
		SSB Explosive Detectors Total			506,762	1,063,992	1,063,992	-	0.00%
		SSB Metal Detectors							
			SSB-0202						
			2526	Contractor Support Services non-Federal	7,000	2,059	2,059	-	0.00%
			2620	System Supplies and Materials	3,960	15,892	15,892	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	50,000	176,017	176,017	-	0.00%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
		SSB-0202 Total			**60,960**	**193,968**	**193,968**	**-**	**0.00%**
		SSB Metal Detectors Total			60,960	193,968	193,968	-	0.00%
		SSB Podiums							
		SSB-0203							
			2526	Contractor Support Services non-Federal	17,000	11,898	11,898	-	0.00%
			2610	Office & Miscellaneous Supplies	-	15,513	15,513	-	0.00%
			2620	System Supplies and Materials	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	38,480	128,994	128,994	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
		SSB-0203 Total			**55,480**	**156,405**	**156,405**	**-**	**0.00%**
		SSB Podiums Total			55,480	156,405	156,405	-	0.00%
		SSB X-Rays							
		SSB-0204							
			2526	Contractor Support Services non-Federal	970	10,426	10,426	-	0.00%
			2620	System Supplies and Materials	64,717	65,683	65,683	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	368,644	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	82,106	619,082	619,082	-	0.00%
		SSB-0204 Total			**516,437**	**695,191**	**695,191**	**-**	**0.00%**
		SSB X-Rays Total			516,437	695,191	695,191	-	0.00%
SSB Screening Technologies Total					**1,139,639**	**2,184,556**	**2,184,556**	**-**	**0.00%**
SSB Security Systems									
		SSB Audio & Alert Communications							
		SSB-0100							
			2526	Contractor Support Services non-Federal	62,487	104,259	104,259	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	-	-	-	-	0.00%
			2620	System Supplies and Materials	-	18,767	18,767	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	26,260	87,862	87,862	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
		SSB-0100 Total			**88,747**	**210,888**	**210,888**	**-**	**0.00%**
		SSB Audio & Alert Communications Total			88,747	210,888	210,888	-	0.00%
		SSB Countermeasures							
		SSB-0101							
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	-	-	-	-	0.00%
			2620	System Supplies and Materials	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	489,479	164,700	164,700	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	428,808	428,808	-	0.00%
		SSB-0101 Total			**489,479**	**593,508**	**593,508**	**-**	**0.00%**
		SSB Countermeasures Total			489,479	593,508	593,508	-	0.00%
		SSB Duress							
		SSB-0102							
			2526	Contractor Support Services non-Federal	9,125	72,197	72,197	-	0.00%
			2535	Government Support Services	25,000	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	24,441	-	-	-	0.00%
			2620	System Supplies and Materials	-	15,003	15,003	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	506,800	482,278	482,278	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
		SSB-0102 Total			**565,366**	**569,478**	**569,478**	**-**	**0.00%**
		SSB Duress Total			565,366	569,478	569,478	-	0.00%
		SSB Mobile Security							
		SSB-0103							
			2334	Local Telecommunications	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	-	-	-	-	0.00%
			2620	System Supplies and Materials	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
		SSB-0103 Total			**-**	**-**	**-**	**-**	**0.00%**
		SSB Mobile Security Total			-	-	-	-	0.00%
		SSB Network & Infrastructure							
		SSB-0104							
			2526	Contractor Support Services non-Federal	38,994	283,454	283,454	-	0.00%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			2535	Government Support Services	7,216	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	438,895	-	-	-	0.00%
			2620	System Supplies and Materials	1,883	14,075	14,075	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	580,614	430,294	430,294	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	182,742	496,241	496,241	-	0.00%
			SSB-0104 Total		**1,250,344**	**1,224,064**	**1,224,064**	**-**	**0.00%**
		SSB Network & Infrastructure Total			1,250,344	1,224,064	1,224,064	-	0.00%
		SSB Security Management							
			SSB-0105						
			2526	Contractor Support Services non-Federal	23,834	210,630	210,630	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	153,104	-	-	-	0.00%
			2620	System Supplies and Materials	3	68,395	68,395	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	137,275	526,069	526,069	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	8,831	8,831	-	0.00%
			SSB-0105 Total		**314,216**	**813,925**	**813,925**	**-**	**0.00%**
		SSB Security Management Total			314,216	813,925	813,925	-	0.00%
		SSB Speaker's Security							
			SSB-0106						
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2620	System Supplies and Materials	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	25,000	25,000	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			SSB-0106 Total		**-**	**25,000**	**25,000**	**-**	**0.00%**
		SSB Speaker's Security Total			-	25,000	25,000	-	0.00%
		SSB Video Management							
			SSB-0107						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2512	External Training	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	30,895	309,124	309,124	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	260,330	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	-	-	-	-	0.00%
			2620	System Supplies and Materials	4,753	37,040	37,040	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	669,972	868,522	868,522	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	578,874	-	-	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
			3194	Non-Capitalized Software	-	-	-	-	0.00%
			SSB-0107 Total		**1,544,824**	**1,214,686**	**1,214,686**	**-**	**0.00%**
		SSB Video Management Total			1,544,824	1,214,686	1,214,686	-	0.00%
SSB Security Systems Total					**4,252,976**	**4,651,549**	**4,651,549**	**-**	**0.00%**
SSB Service Contracts									
		SSB ACF Guard Force							
			SSB-0300						
			2526	Contractor Support Services non-Federal	772,863	1,153,740	1,153,740	-	0.00%
			2620	System Supplies and Materials	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			SSB-0300 Total		**772,863**	**1,153,740**	**1,153,740**	**-**	**0.00%**
		SSB ACF Guard Force Total			772,863	1,153,740	1,153,740	-	0.00%
		SSB Barriers							
			SSB-0301						
			2526	Contractor Support Services non-Federal	907,587	919,888	919,888	-	0.00%
			2620	System Supplies and Materials	46,939	69,229	69,229	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			SSB-0301 Total		**954,526**	**989,117**	**989,117**	**-**	**0.00%**
		SSB Barriers Total			954,526	989,117	989,117	-	0.00%
		SSB Installations							
			SSB-0303						
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	1,805,710	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	261,000	957,098	957,098	-	0.00%
			SSB-0303 Total		**2,066,710**	**957,098**	**957,098**	**-**	**0.00%**
		SSB Installations Total			2,066,710	957,098	957,098	-	0.00%
		SSB Security Equipment Maintenance							

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			SSB-0304						
			2526	Contractor Support Services non-Federal	3,656,826	3,386,319	3,386,319	-	0.00%
			2535	Government Support Services	198,000	-	-	-	0.00%
			SSB-0304 Total		3,854,826	3,386,319	3,386,319	-	0.00%
		SSB Security Equipment Maintenance Total			3,854,826	3,386,319	3,386,319	-	0.00%
		SSB Support Staffing							
			SSB-0305						
			2526	Contractor Support Services non-Federal	1,341,281	1,561,981	1,561,981	-	0.00%
			2535	Government Support Services	27,450	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			SSB-0305 Total		1,368,731	1,561,981	1,561,981	-	0.00%
		SSB Support Staffing Total			1,368,731	1,561,981	1,561,981	-	0.00%
		SSB Technical Countermeasures							
			SSB-0302						
			2334	Local Telecommunications	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	1,999,941	2,649,628	2,649,628	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2573	Software and Technical Support Services & Maintenance	8,915	-	-	-	0.00%
			2620	System Supplies and Materials	3,624	4,171	4,171	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	1,098,048	598,487	598,487	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3194	Non-Capitalized Software	6,656	-	-	-	0.00%
			SSB-0302 Total		3,117,184	3,252,286	3,252,286	-	0.00%
		SSB Technical Countermeasures Total			3,117,184	3,252,286	3,252,286	-	0.00%
	SSB Service Contracts Total				12,134,840	11,300,541	11,300,541	-	0.00%
	SSB Special Projects								
		SSB Foundation Alarm							
			SSB-0608						
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	200,000	200,000	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	550	-	-	-	0.00%
			SSB-0608 Total		550	200,000	200,000	-	0.00%
		SSB Foundation Alarm Total			550	200,000	200,000	-	0.00%
		SSB Garage Security							
			SSB-606						
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			SSB-606 Total		-	-	-	-	0.00%
		SSB Garage Security Total			-	-	-	-	0.00%
		SSB Kiosk							
			SSB-0610						
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2620	System Supplies and Materials	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	640,000	640,000	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			SSB-0610 Total		-	640,000	640,000	-	0.00%
		SSB Kiosk Total			-	640,000	640,000	-	0.00%
		SSB O'Neill Security Fit-Out							
			SSB-0609						
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	500,000	-	-	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			SSB-0609 Total		500,000	-	-	-	0.00%
		SSB O'Neill Security Fit-Out Total			500,000	-	-	-	0.00%
	SSB Special Projects Total				500,550	840,000	840,000	-	0.00%
Security Services Bureau Total					18,177,666	19,645,615	19,645,615	-	0.00%
Training Services Bureau									
	TSB Administration								
		TSB Administration							
			TSB-001						
			2110	Temporary Duty (TDY) Travel	1,667	20,000	20,000	-	0.00%
			2111	Temp Travel Training	25	-	-	-	0.00%
			2130	Relocation Reimbursement-Enroute Travel & House Hun	-	1,000	1,000	-	0.00%
			2210	Transportation of Household Goods and Personal Effects	-	9,162	9,162	-	0.00%
			2337	Utilities	-	-	-	-	0.00%
			2512	External Training	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	2,172	3,440	3,440	-	0.00%
			2535	Government Support Services	-	40,540	40,540	-	0.00%
			2540	Miscellaneous Merchant and Vendor Services	-	4,460	4,460	-	0.00%
			2610	Office & Miscellaneous Supplies	4,260	10,000	10,000	-	0.00%
			2699	Credit Card Disputes	-	-	-	-	0.00%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			TSB-001 Total		**8,124**	**88,602**	**88,602**	**-**	**0.00%**
		TSB Administration Total			8,124	88,602	88,602	-	0.00%
TSB Administration Total					**8,124**	**88,602**	**88,602**	**-**	**0.00%**
TSB Training Services									
		TSB Firearms Training Qualification							
			TSB-101						
			2110	Temporary Duty (TDY) Travel	1,416	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2512	External Training	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	155,854	185,000	185,000	-	0.00%
			2535	Government Support Services	52,975	66,800	66,800	-	0.00%
			2536	Government Support Services/TRNG	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	18,395	32,712	32,712	-	0.00%
			2634	Controlled Explosives & Ammunition	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	25,895	21,765	21,765	-	0.00%
			3180	Weapons and Replacement Parts	-	-	-	-	0.00%
			TSB-101 Total		**254,535**	**306,277**	**306,277**	**-**	**0.00%**
		TSB Firearms Training Qualification Total			254,535	306,277	306,277	-	0.00%
		TSB Training Programs							
			TSB-100						
			2110	Temporary Duty (TDY) Travel	84,091	-	-	-	0.00%
			2111	Temp Travel Training	333,035	409,992	409,992	-	0.00%
			2512	External Training	15,450	70,790	70,790	-	0.00%
			2513	Management Development	-	8,625	8,625	-	0.00%
			2514	Internal Training Contractual Agreements	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	1,686,404	1,464,288	1,464,288	-	0.00%
			2535	Government Support Services	1,006,460	953,500	953,500	-	0.00%
			2536	Government Support Services/TRNG	201,950	296,899	296,899	-	0.00%
			2610	Office & Miscellaneous Supplies	15,383	42,320	42,320	-	0.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			2637	Law Enforcement Uniforms	1,110	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	17,446	6,824	6,824	-	0.00%
			3120	Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			3184	Capitalized Software	-	-	-	-	0.00%
			TSB-100 Total		**3,361,329**	**3,253,238**	**3,253,238**	**-**	**0.00%**
		TSB Training Programs Total			3,361,329	3,253,238	3,253,238	-	0.00%
		TSB-Practical Application Center (PAC Building 12) TSB-102							
			TSB-103						
			2337	Utilities	-	-	-	-	0.00%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2535	Government Support Services	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	-	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			TSB-103 Total		**-**	**-**	**-**	**-**	**0.00%**
		TSB-Practical Application Center (PAC Building 12) TSB-102 Total			-	-	-	-	0.00%
TSB Training Services Total					**3,615,864**	**3,559,515**	**3,559,515**	**-**	**0.00%**
Training Services Bureau Total					3,623,988	3,648,117	3,648,117	-	0.00%
Uniformed Services Bureau									
	USB Administration								
		USB Administration							
			USB-001						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2112	Local Travel	-	-	-	-	0.00%
			2120	Vehicle Rental	-	-	-	-	0.00%
			2310	Rental of Equipment	-	-	-	-	0.00%
			2512	External Training	-	32,196	19,500	(12,696)	-39.43%
			2526	Contractor Support Services non-Federal	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	3,696	2,500	3,000	500	20.00%
			2630	Subscriptions and Publications	-	-	-	-	0.00%
			2699	Credit Card Disputes	123	-	-	-	0.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			USB-001 Total		**3,819**	**34,696**	**22,500**	**(12,196)**	**-35.15%**
		USB Administration Total			3,819	34,696	22,500	(12,196)	-35.15%
		USB Capitol Division							
			USB-002						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2512	External Training	-	-	-	-	0.00%

Program	Subprogram	Project	BOC	BOC Description	FY 2018 Actuals	FY 2019 Enacted	FY 2020 Request	Change from FY19	
					$	$	$	$	%
			2610	Office & Miscellaneous Supplies	13,359	12,500	13,750	1,250	10.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			USB-002 Total		**13,359**	**12,500**	**13,750**	**1,250**	**10.00%**
		USB Capitol Division Total			13,359	12,500	13,750	1,250	10.00%
		USB House Division							
			USB-005						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2512	External Training	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	8,516	12,500	13,750	1,250	10.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			USB-005 Total		**8,516**	**12,500**	**13,750**	**1,250**	**10.00%**
		USB House Division Total			8,516	12,500	13,750	1,250	10.00%
		USB Library Of Congress							
			USB-003						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2512	External Training	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	3,649	5,000	5,625	625	12.50%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			USB-003 Total		**3,649**	**5,000**	**5,625**	**625**	**12.50%**
		USB Library Of Congress Total			3,649	5,000	5,625	625	12.50%
		USB Senate Division							
			USB-004						
			2110	Temporary Duty (TDY) Travel	-	-	-	-	0.00%
			2111	Temp Travel Training	-	-	-	-	0.00%
			2512	External Training	-	-	-	-	0.00%
			2610	Office & Miscellaneous Supplies	14,294	12,500	13,750	1,250	10.00%
			3110	Non-Capitalized Furniture, Equipment, and Machinery	-	-	-	-	0.00%
			USB-004 Total		**14,294**	**12,500**	**13,750**	**1,250**	**10.00%**
		USB Senate Division Total			14,294	12,500	13,750	1,250	10.00%
	USB Administration Total				**43,637**	**77,196**	**69,375**	**(7,821)**	**-10.13%**
Uniformed Services Bureau Total					43,637	77,196	69,375	(7,821)	-10.13%
Grand Total					**78,332,414**	**81,504,000**	**85,279,000**	**3,775,000**	**4.63%**

FY 2020
OFFICE OF INSPECTOR GENERAL (OIG)
Resource Requirements

General Expense Budget

Program	FY 2019 Enacted	FY 2020 Request	Change	% Change
Administration	$452,500	$452,500	$0	0%

OIG respectfully requests $452,500 for General Expense to support our responsibilities for auditing and investigating Department programs and operations.

OIG understands fully the fiscal challenges facing the government, as well as its responsibility to maximize resources to achieve goals and objectives. Therefore, OIG respectfully requests one additional FTE in FY 2020 and will assist in continuing to decrease the general expense request in future years (once staff are onboard and trained.) When established in 2006, the Office of Inspector General (OIG) was authorized four positions; an Inspector General, an auditor, an investigator, and one administrative staff. In 2014, with the support of our oversight committees, OIG increased its staffing by two FTEs from within the Department's funded civilian staffing levels (House Report 112-511, Legislative Branch Appropriations Bill, 2013 dated June 1, 2012) and (Senate CRPT 113-196 dated June 14, 2014) stated "The Committee included funds to support not less than six FTEs within the USCP Office of Inspector General." In 2016, with the support of our oversight committees, OIG added two additional FTEs from within the Department's funded civilian staffing, and in 2019, one additional FTE was added for a total of 9 FTEs. These two FTEs are fully dedicated to conducting the annual audit of the Department's financial statements, which resulted in OIG, reducing its general expense budget by $340,000 or 43 percent (contractor cost for the audit of the FY 2016 financial statements).

An external staffing assessment of OIG, however, determined that between 9 and 12 FTEs are required to carry out the OIG mission. According to the assessment report, the ratio of OIG staff to agency staff should be 1:100. The USCP OIG is at about 1:273. Further, from FYs 2007 to 2018, the Department's budget, not including supplemental appropriations, has increased 78 percent and the authorized level of positions has grown by 373.

OIG continues to report the top management challenges facing the Department for each of the past eleven years: *Protecting and Securing the Capitol Complex* (Challenge 1); *Ensuring the Security of Federal Information System and Cyber Critical Infrastructure and Protecting the Privacy of Personally Identifiable Information* (Challenge 2); *Strong, Integrated Internal Control Systems Still Needed* (Challenge 3); *Managing Federal Contracting More Effectively* (Challenge 4); and *Human Capital Management Needs Improvement* (Challenge 5.) These challenges represent OIG's view of the most serious risks/vulnerabilities facing the Department. OIG oversight activities, levied against the challenges can provide information to managers and those charged with governance, regarding the economy, efficiency, and effectiveness of those programs and operations. However, OIG has conducted limited discretionary audits and proactive reviews of these challenges due to a lack of sufficient resources.

Additional staff would allow OIG to address USCP's most serious challenges and conduct the audit of the annual financial statements. Ultimately, the new FTEs would allow OIG to conduct additional work related to the security of Federal information systems and cyber infrastructure and financial audits; thereby, reducing our reliance on contractors to conduct such critical projects. OIG needs one additional staff member to reach critical mass to fulfill the OIG duties described by the Act.



OFFICE OF CONGRESSIONAL WORKPLACE RIGHTS

Budget Justification Request

for the

Committee on Appropriations

Fiscal Year 2020

Table of Contents

I. Statement of Executive Director 3

II. Appropriations Language 6

III. Personnel Summary 7

Appropriations History 8

IV. Organization Chart 9

V. Strategic Plan and Measuring Success 10

VI. Budget Detail 12

VII. Detailed Funding Request by Object Class 13

VIII. Budget Requests by Program 16

OCBD - Reports and Recommendations to Congress 16

OCED - Office Administration, Representation 17

OCEI - Education and Information (Outreach) 18

OCGC - Labor Relations Investigations and Enforcement 20

OCMH - Dispute Resolution 22

OCSH - Occupational Safety and Health/ADA Investigation and Enforcement 26

OCSY - Budget/Fiscal Operations/Information Technology 29

IX. Awards and Settlements 31

X. Budget Summary Tables 32

XI. Supplemental Information Request 34

Statement of the Executive Director

On behalf of the Office of Congressional Workplace Rights (OCWR), formerly the Office of Compliance, I am pleased to submit the FY 2020 budget request and justification for your consideration. On the 24th anniversary of the opening of our Office under the Congressional Accountability Act of 1995 (CAA), we are honored to continue assisting the legislative community in the areas of administrative dispute resolution (ADR), safety and health compliance, public access for people with disabilities, labor-management relations, and education and outreach. The Office continues its efforts to ensure safe and hazard-free workplaces for legislative branch employees and barrier-free Capitol Hill, district and state offices for public visitors. As mandated in the CAA, we also provide training and education programs for Members and staff that are designed to prevent harassing and discriminatory behavior.

This year, the Office is requesting $6,332,670, the same as the enacted amount for FY 2019. Currently, the OCWR operates on a budget that covers our broad mandate to provide training and education to the legislative community and the public regarding the 13 federal laws we administer; we provide ADR services; and we biennially inspect nearly 18 million square feet of the legislative branch. We have met our mandate with the resources we have had to date.

On December 21, 2018, the Congressional Accountability Act of 1995 Reform Act, S. 3749 was signed into law. The new law reflects the first set of comprehensive reforms to the CAA since 1995, and focuses on protecting victims, strengthening transparency, holding violators accountable for their personal conduct, and improving the adjudication process. The Reform Act includes many important changes that dramatically expand the OCWR's duties and responsibilities, as well as the number of employees covered by the CAA. These changes include:

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

Some of these changes are effective immediately, such as the name change of the Office; others will be effective within 180 days of enactment, such as most of the changes to the ADR process; whereas others,

such as conducting the biennial climate survey, will take place in FY 2020. The OCWR received a substantial increase to its funding for FY 2019 as part of its renewed emphasis on making the legislative branch a model workplace, and we have already begun to make progress on many of these initiatives in anticipation of the passage of the CAA Reform Act. For example, the OCWR has begun developing and designing a secure e-filing system, and as a result, we have made steady progress toward launching a fully-functioning system. Moreover, virtually everything that the OCWR produces will be revised to encompass the case-processing procedural changes.

While the initial development and implementation of these changes requires substantial funding in FY 2019, many initiatives will require ongoing funding in FY 2020 and beyond. For example, the e-filing system, once launched, will require continuing cybersecurity upgrades and modifications to assure information security and confidentiality. Online training and educational modules must be continually updated to reflect changes in the law. Moreover, the legislative branch climate survey, once developed, will require ongoing funding in order to administer it every two years.

The Congressional Mandate

The CAA was passed 24 years ago, establishing the Office, which opened on January 23, 1996. The CAA applies 13 workplace, employment, and safety laws to Congress and other agencies and instrumentalities of the legislative branch throughout the United States. These laws include:

Title VII of the Civil Rights Act;
The Age Discrimination in Employment Act;
The Rehabilitation Act;
The Americans with Disabilities Act and the Americans with Disabilities Act Amendments Act;
The Family and Medical Leave Act;
The Fair Labor Standards Act;
The Employee Polygraph Protection Act;
The Worker Adjustment and Retraining Notification Act;
The Uniformed Services Employment and Reemployment Rights Act;
The Veterans Employment Opportunities Act;
The Occupational Safety and Health Act;
The Federal Service Labor Management Relations Act; and
The Genetic Information Nondiscrimination Act.

The OCWR is responsible for enforcing the CAA for employing offices and approximately 30,000 employees in the legislative branch. We administer and ensure the integrity of the ADR system concerning disputes that arise under the CAA; we carry out an education and a training program for congressional Members, employing offices, and congressional employees to assist them in understanding their rights and responsibilities under the CAA; we advise Congress on needed changes and amendments to the CAA; and we investigate and enforce the CAA's provisions regarding occupational safety and health, public access for persons with disabilities, and labor-management relations.

The Executive Director, in addition to exercising overall office supervision and managing personnel functions, administers the ADR program and carries out the education and training program. The General Counsel has enforcement authority as to the occupational safety and health laws, the public access provisions of the Americans with Disabilities Act, and the unfair labor practice provisions of the CAA. The General Counsel also represents the OCWR and its Board of Directors in all judicial proceedings under the CAA.

The OCWR has a five-member, non-partisan Board of Directors appointed by the majority and minority leaders of both Houses of Congress. The Board members come from across the United States and are chosen for their expertise in the laws administered under the CAA. The Board acts as an adjudicative body,

reviewing appeals by parties from decisions of Hearing Officers on complaints filed with the Office. Under the CAA, the Board is also required to advise Congress on needed changes and amendments to the CAA and promulgate regulations to implement the laws covered under the CAA.

The OCWR currently has 28 full-time equivalent positions, which includes the five part-time Board members (counted as one FTE) on a "when-actually-employed" basis. This employee complement performs a multiplicity of functions on a variety of subject matters including: providing confidential advice and mediation services; enforcing anti-discrimination/anti-retaliation, occupational safety and health, disability access, and labor-management relations laws; offering education and training to the covered community; providing professional support for the Board of Directors; and performing general administrative, information technology, and fiscal functions. The OCWR also regularly contracts for the services of other individuals such as mediators, hearing officers, and safety and health specialists.

The Current Operation of the OCWR

The OCWR is charged with a large and important statutory mandate. The OCWR serves the same functions as multiple agencies in the executive branch, including the Equal Employment Opportunity Commission, the Department of Labor, the Department of Justice (regarding public access for persons with disabilities), and the Federal Labor Relations Authority. With the CAA now in its 24th year, the OCWR continues to implement more collaborative enforcement strategies for carrying out its statutory functions without compromising the CAA's regulatory mandates. We strive to improve continually and to pursue promising initiatives that will better serve the regulated community.

The OCWR continues to make significant progress in improving the safety of the legislative branch, recognizing and implementing the rights of employees, assuring access to persons with disabilities, and educating our constituency on the CAA's mandates.

FY 2020 Budget Request

The FY 2020 budget request focuses on supporting the most important aspects of the OCWR's statutory functions and improving the delivery of services to the covered community under the CAA, as amended by the Reform Act. We anticipate that maintaining current funding levels for FY 2020 will be sufficient to provide us with the resources needed to accomplish these objectives. Accordingly, the OCWR requests $6,332,670 for FY 2020 operations, which is the same as FY 2019 enacted level.

Of the requested funding for 2020, approximately 60% provides pay and benefits. Additionally, this funding will pay for the costs associated with implementing and administering the changes set forth in the Reform Act, discussed above, such as climate survey and additional hearing officers.

The remainder of the requested funds will pay for contract services, including cross-servicing providers, such as the Library of Congress and the National Finance Center, and other services, equipment, and supplies needed to operate the OCWR.

The OCWR and its Board of Directors are proud of the high level of service we provide to the legislative community, and we look forward to meeting the important challenges before us in the coming year. The OCWR staff and I are available to answer any questions or address any concerns the Chair of the House or Senate Subcommittees or their Members may have.

Susan Tsui Grundmann

Executive Director

OCWR
APPROPRIATIONS LANGUAGE

SALARIES AND EXPENSES

For salaries and expenses of the OCWR, as authorized by section 305 of the Congressional Accountability Act of 1995 (2 U.S.C. 1385), $6,332,670, of which $1,000,000 shall remain available until September 30, 2021: *Provided,* That the Executive Director of the OCWR may, within the limits of available appropriations, dispose of surplus or obsolete personal property by interagency transfer, donation, or discarding: *Provided further,* That not more than $500 may be expended on the certification of the Executive Director of the OCWR in connection with official representation and reception expenses.

OCWR
Personnel summary (FTE)

	FY 2018 Actual*	FY 2019 Actual*	FY 2020 request
Average ES salary	158,580	161,200	161,200
Average GS/GM salary	$91,514	$94,499	$98,766
Executive level**	5	5	5
GS/GM-15	3	3	4
GS/GM-12-14	5	7	8
GS-9-11	5	8	6
GS-3-8	5	5	5
Staffing level (FTEs)	23	28	28

Notes: FY (fiscal year), FTEs (full-time equivalents), ES (Executive Schedule), GS/GM (General Schedule).

This schedule is for comparison only. OCWR does not use the formal government system of grading and salaries. Each salary is administratively determined pursuant to PL 104-1, 2 USC 1301 et seq as amended and OCWR personnel policies and procedures.

* The salary and grades reported reflect averages for the year.

** The number of executive level staff for FY 2020 includes one FTE for Board members. OCWR's authorizing legislation requires that members be paid the per diem equivalent of the rate provided for each day (including travel time) during which such member is engaged in the performance of the duties of the Board, at a rate equal to the daily equivalent of the lesser of:

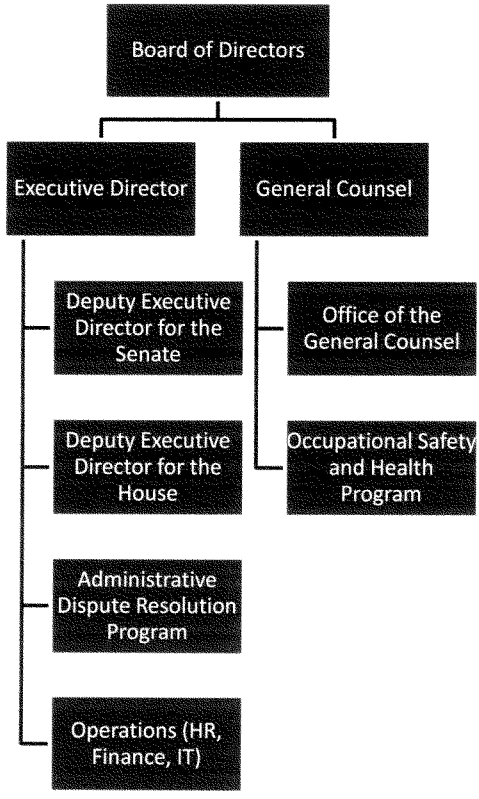
(i) The highest annual rate of compensation of any officer of the Senate; or
(ii) The highest annual rate of compensation of any officer of the House of Representatives.
The rate of pay of a Board member may be prorated based on the portion of the day during which the Board member is engaged in the performance of Board duties.

The other four FTEs are for the Executive Director, two Deputy Executive Directors, and the General Counsel.

OCWR
Appropriations History

Salaries and Expense Account (Amounts in thousands of dollars)		
Fiscal Year	Requests	Budget Authority
1996		**858**
1997		**2,609**
1998		**2,479**
1999		**2,086**
2000	2,076	**1992**
2001	2,095	**1,851**
2002	2,059	**2,059**
2003	2,289	**2,157**
2004	2,518	**2,242**
2005	2,950	**2,402**
2006	3,112	**3,081**
2007	3,418	**3,102**
2008	4,106	**3,342**
2009	4,308	**4,072**
2010	4,474	**4,377**
2011	4,675	**4,077**
2012	4,782	**3,817**
2013	4,206	**3,617**
2014	4,482	**3,868**
2015	4,020	**3,959**
2016	4,020	**3,959**
2017	4,315	**3,959**
2018	4,056	**4,959**
2019	5,411	**6,333**
2020	6,333	

Office of Congressional Workplace Rights
Organization Chart



STRATEGIC PLAN and MEASURING SUCCESS

Introduction

The mission of the OCWR, as set forth in its strategic plan implemented in 2016 to guide the operations from FY 2016 through FY 2018, is to ensure a fair, safe, and accessible legislative branch. Its vision is to enforce effectively the CAA through the efforts of a highly motivated staff skilled in the efficient use of resources. At the end of FY 2018, the OCWR used that strategic plan to evaluate its accomplishments and to develop its new strategic plan for FY 2019 - 2023. While the OCWR was in the process of finalizing its new strategic plan, the Congressional Accountability Act of 1995 Reform Act, S. 3749, was enacted on December 21, 2018. A critical component of the OCWR's plan to achieve its goals and objectives over the next 5 years will be to implement effectively the changes set forth in the Reform Act. Therefore, the OCWR is further refining the goals and action items in the new strategic plan to reflect this fact.

The OCWR is an independent and non-partisan office which opened in 1996, and currently one of the smallest of its kind. Yet, its mission is large and complex. With a staff of just 27 employees, five part-time Board members, and contracted professionals as needed, the OCWR carries out mandated programs of education, alternative dispute resolution, inspection, and enforcement. About 30,000 legislative branch employees and countless visitors to Capitol Hill and district and state offices benefit from the work of the OCWR.

The OCWR staff is committed to ensuring that the congressional workplace is safe, healthy and free from discrimination, and that Capitol Hill remains free of barriers to public access. While it takes seriously the enforcement mission, the OCWR emphasizes voluntary compliance through cooperation and education. These approaches are key to fulfilling its mission, and they run throughout the plan.

For 24 years, the OCWR has been at the forefront of best practices for promoting and protecting the rights and obligations of legislative branch offices, employees, unions, and the visiting public on Capitol Hill and in district and state offices. Its strategic plan for FY 2019 - 2023 will continue to focus on both external and internal areas of improvement. External efforts include increasing outreach and education to stakeholders; and internal efforts include, among other initiatives, implementing critical information technology enhancements. All OCWR staff and Board members are important to these efforts. They are energized and determined to achieve the goals set forth our next Strategic Plan.

Goals

The strategic plan for FY 2019 - 2023 will propose several mission-related goals that reflect recent amendments to the CAA, and will build on and refine the following goals, which were set forth in the previous strategic plan:

Goal I is to promote full compliance with the workplace rights covered in the CAA through effective education, outreach, and cooperative efforts with stakeholders. By focusing on educating and communicating with the congressional community on the rights and responsibilities under the CAA, the OCWR will ensure that it is a trusted resource on the application of the CAA in the legislative branch.

Goal II outlines the office's commitment to efficiently administering an effective ADR Program by facilitating the identification and resolution of workplace disputes and issues involving claims arising under the CAA. The OCWR seeks to ensure that stakeholders have full access to its ADR procedures and understand our process.

Goal III is to ensure that the OCWR will work toward full compliance with the safety and health provisions of the CAA by developing cooperative relationships with stakeholders, providing expert educational and

technical assistance, and timely and accurately assessing facilities, programs, activities, and services for compliance with the OSH and ADA Standards.

Goal IV is to advance the principles of the CAA by monitoring efforts to amend, enhance or implement the law and by promulgating regulations. The OCWR continues to work toward this goal by establishing working relationships with oversight committees, lawmakers, and agencies to ensure pre-decisional involvement in legislative proposals regarding the principles in the CAA.

Goal V is to promote excellent labor-management relations in the legislative branch by administering the labor-management provisions of the CAA in a way that can result in cooperative relationships between labor and management based on mutual respect and cooperation, and with an aim toward resolving disputes at the lowest and least confrontational levels.

Goal VI is to develop and retain a highly motivated, talented, and satisfied workforce. This is accomplished by identifying needed office upgrades that will improve efficiency and by providing training opportunities to staff that will enhance workplace skills, improve job performance, and increase employee satisfaction.

Adequate funding continues to be vital to support these goals and initiatives. Certain initiatives take minimal resources to implement, but others require additional resources to achieve. The OCWR believes that its current funding level is sufficient to continue to meet its mission and accomplish these goals, and anticipates success as outlined within the plan.

BUDGET DETAIL

The OCWR administers one major program, the provisions of the Congressional Accountability Act. The Act has dual emphasis on dispute resolution and compliance activities.

The program is comprised of five primary and three supporting functional areas, within which the activities of the OCWR are performed. The main functional areas are:

- the dispute resolution process;
- investigation and activities under the occupational safety and health and disability access sections of the Act;
- labor relations investigation and administration;
- education and outreach;
- reports and recommendations to Congress;
- budget and fiscal operations;
- information technology; and
- Office administration, representation, and relations with Congress and agencies.

Of the functional areas, the first five are the core functions of the agency's program. For this reason, the expenses directly attributable to the first five are considered to be direct costs, and those of the final three are indirect costs.

OVERVIEW OF FISCAL YEAR 2020 BUDGET REQUEST

The OCWR is requesting $6,332,670 for FY 2020 operations, which is the same as FY 2019 enacted level.

The requested funding is necessary for the OCWR's:

- mandated operations, including hearings, mediations, safety and health inspections, unfair labor practice investigations, Americans with Disabilities Act inspections, and educational activities;
- funding for 28 full-time equivalent positions ("FTEs"), which includes one FTE for the five member part-time Board of Directors;
- funding to implement and administer the changes set forth in the Reform Act.

The OCWR is requesting that a total of $1,000,000 remain available until September 30, 2021 for the services of essential contractors, including hearing officers, mediators, and safety and health inspectors and to design and conduct a climate survey of the legislative branch employees.

Summary of FY 2020 funding - $6,332,670
11: Personnel - $2,942,713
12: Benefits and Other Personnel Compensation - $818,960
21: Travel - $46,000
23: Space Rental/Communications/Misc. Charges - $48,000
24: Printing and Reproduction - $53,000
25: Contractual Services - $2,233,997
26: Supplies, Materials and Publications - $28,000
31: Equipment - $162,000

DETAILED FUNDING REQUESTS BY OBJECT CLASSIFICATION

OBJECT CLASS 11: Personnel

For FY 2020, the OCWR requests a budget of **$2,942,713** for salary expenses associated with full-time employees and the OOC Board of Directors. This is the projected cost for 28 FTEs, inclusive of a 1.9% across-the-board pay increase, if such an increase is authorized for executive branch agencies, along with performance based increases and awards. This is an increase of $79,713 above FY 2019.

OBJECT CLASS 12: Benefits and Other Personnel Compensation

A total of **$818,960** is budgeted for other personnel compensation and benefits during FY 2020. Personnel benefits are a direct function of the amount of budgeted salary/wages and inclusive of transit benefits, benefit program price increases and the growing rate of participation in the FERS retirement system. This is an increase of $20,960 above FY 2019.

OBJECT CLASS 21: Travel

The Board of Directors of the OCWR includes four out-of-town members who must travel for Board meetings. As required under the CAA, the members receive reimbursement of travel expenses associated with the regular meetings required to conduct OCWR business. Board members are also reimbursed for travel to meetings, forums, conferences, and other official functions where they represent the OCWR. **$35,000** is budgeted for travel by the OCWR Board members in FY 2020. Recently, some congressional offices have requested that we travel to field and district offices to educate staff regarding the CAA. Also under consideration is possible OSH inspections of offices outside of the Washington, D.C. area. In order to preserve our neutrality, travel cannot be paid by employing offices. We anticipate additional requests of this nature in the coming year. The balance for staff travel, local and long distance is budgeted at **$11,000** for a total of **$46,000**. This is $7,000 above the FY 2019 level.

OBJECT CLASS 23: Communications/Misc. Charges

The OCWR's budget includes **$45,000** for telephone service during FY 2020. This estimate is based on historical data as well as costs associated with the need to maintain responsibility for its total telephone expenditures. This amount also includes the cost of conference calls for Board activities, and any communications in support of the OCWR activities outside the Washington metro area. The OCWR's operations require the use of telephones and cellular phones for both local and long distance calling to maintain communications with Board members, stakeholders, advisors, other agencies, private organizations, and members of the public. The staff and Board members provide outreach and information to our service constituency through printed publications, e-mail, newsletters, and reports. Although the OCWR distributes some publications via electronic mail, postage is still necessary for the circulation of certain OCWR informational reports and notice of rights posters. In addition, occasionally, business practices require the use of local delivery and messenger services to ensure prompt and secure delivery of documents to other agencies and stakeholders serviced by the OCWR. The OCWR is requesting **$3,000** for this purpose in FY 2020. This represents a total of **$48,000,** which is $4,000 more than the FY 2019 level.

OBJECT CLASS 24: Printing and Reproduction

The OCWR has budgeted **$53,000** in FY 2020 for printing costs. These costs will include printing, to include in-person training materials, brochures describing OCWR programs, notification of rights posters, statutorily mandated reports, such as the Annual Report; 102(b) report, and biennial ADA and OSH reports, and other public information and materials for consumption by the OCWR's service constituency. In addition, it is OCWR policy to produce, upon request, materials in braille, large print, or compact disc to accommodate

members of the public who are visually and/or hearing impaired. This figure also includes ongoing costs associated with reprinting and publication of all our materials as a result of the change to the name of our Office. This is $25,000 more than the FY 2019 level.

OBJECT CLASS 25: Contractual Services

A. SUPPORT SERVICES

As a small independent office, the OCWR contracts with multiple agencies and private vendors for many of the services that are typically performed in-house at larger agencies. These contracts cover items such as payroll, financial services, human resources, information technology, web hosting, news services, mailing house, writers, and temporary staffing assistance. With the additional FTEs in FY 2018 and FY 2019, the OCWR has been able to reduce its use of some contractor services and bring certain tasks in-house realizing some cost savings. As such, the anticipated cost of general support services is **$908,997**.

B. MISSION DIRECT SERVICES

The OCWR has budgeted **$1,325,000 ($325,000-1yr, $1,000,000-2yr)** for program contracts. The OCWR's priorities are derived from recommendations developed by OCWR Board members and stakeholders, and are based upon the goals and objectives outlined in the OCWR's strategic plans. The judicious use of external contractors substantially enhances our capability to meet our basic mandate of advancing safety and health, public access, and workplace rights in the U.S. Congress and the legislative branch.

The OCWR is requesting **$325,000** for FY 2020 to update current and create additional Learning Management System training modules, to develop various other instructional materials, and to expand outreach efforts increasing awareness of rights and OCWR services.

The OCWR is also requesting that a total of **$1,000,000** remain available until September 30, 2021 for the services of essential contractors, including hearing officers, mediators, safety and health inspectors, consultants, as well as contracting services related to the development and implementation of biennial climate survey of the legislative branch called for in the Reform Act. The time period allows maximum flexibility given the dynamic environment associated with the occupational safety and health and dispute resolution mandates of the CAA. The safety and health duties of our OSH program can be greatly affected by events from the OGC's constituent base of member offices, or from the physical plant realities of everyday use within the capitol complex or outlying physical structures. In addition, dispute resolution can be especially unpredictable given the Office's duty to provide services to all employees and covered parties who seek service from the OCWR. Furthermore, we anticipate that the costs associated with Hearing Officer services will increase due to the new requirement in the Reform Act that all claims undergo a preliminary review by a Hearing Officer. Costs of mediations and hearings can only be controlled in a limited manner due to the complexity and breadth of each individual claim.

This total amount, $2,233,997, for contractual services represents a $139,673 decrease from FY 2019.

OBJECT CLASS 26: Supplies, Materials and Publication

The OCWR's budget includes **$28,000** for the purchase of supplies, materials, and publications for FY 2020. The amount includes costs for supplies for mailing and copying, along with ordinary office supplies. The OCWR continues to streamline use of paper and other resources in favor of technological solutions to report-generation, distribution, and storage. Also budgeted are funds for the purchase of library materials, and for subscriptions to relevant scientific, technical, and policy-oriented publications. The OCWR subscribes to various electronic information services in order to provide Board members and staff with current technical and legal information. This is $3,000 more than FY 2019.

OBJECT CLASS 31: Equipment

The OCWR is requesting **$162,000** for equipment in FY 2020. The requested funding supports the purchase of various software requirements, system and network upgrades, and safety and health testing equipment. The OCWR will continue its modernization plan to upgrade the IT capabilities of the OCWR in an integrated, efficient, and cost effective manner that reflects the Office's growth and adherence to its strategic plan. The OCWR will continue to implement a system to improve security on each staff member's computer in line with government-wide security standards. This is the same as FY 2019.

BUDGET REQUESTS BY PROGRAM

Board of Directors - OCBD

Mandate: Congressional Accountability Act, Section 102(b)

The Board shall review provisions of Federal law (including regulations) relating to (A) the terms and conditions of employment (including hiring, promotion, demotion, termination, salary, wages, overtime compensation, benefits, work assignments or reassignments, grievance and disciplinary procedures, protection from discrimination in personnel actions, occupational health and safety, and family and medical and other leave) of employees, and (B) access to public services and accommodations . . . [and] the Board shall report on (A) whether or to what degree the provisions described [above] . . . are applicable or inapplicable to the Legislative branch, and (B) with respect to provisions inapplicable to the legislative branch, whether such provisions should be made applicable to the legislative branch. The presiding officers of the House . . . and the Senate shall cause each such report to be printed in the Congressional Record and each such report shall be referred to the committees of the House . . . and the Senate with jurisdiction. 2 U.S.C. § 1302(b).

Overview

The OCWR is an independent, impartial, nonpartisan office and has a five-member, part-time Board of Directors. Board members are appointed by unanimous consent of the majority and minority leadership of both the House of Representatives and the Senate. Because the OCWR, in administering the CAA, performs the job of multiple agencies in the executive branch, including the Equal Employment Opportunity Commission, the Department of Justice, the Department of Labor, and the Federal Labor Relations Authority, all current Board members are attorneys in private practice chosen for their expertise in employment and labor law.

The CAA provides for ongoing review of the workplace laws that apply to Congress. Section 102(b) of the CAA therefore requires the Board to report to each Congress on: first, whether or to what degree provisions of federal law relating to terms and conditions of employment and access to public services and accommodations are applicable to the legislative branch; and second, with respect to provisions not currently applicable to the legislative branch, whether such provisions should be made applicable to the legislative branch. Under section 304 of the Act, the Board is also required to submit proposed regulations to Congress to ensure that regulations for the legislative branch are substantially identical to those promulgated by the executive branch. Board members also provide direction and guidance to the appointed staff of the OCWR, and they offer their legal expertise to the congressional community on labor and employment issues.

The Board also acts as a reviewing body for claims that are appealed from the OCWR hearing officers under its ADR program. In FY 2018, the Board reviewed seven matters: five petitions for review of decisions of hearing officers and arbitrators, and two petitions to amend bargaining unit certifications that govern collective bargaining between employing offices and unions. Final decisions of the Board are published on our website at: https://compliance.gov/decisions-board-directors.

Fiscal Year 2019 Budget Request

The OCWR is requesting a total of **$35,000** for non-personnel services for FY 2020 for the Board of Directors. This total reflects an analysis of the requirements to perform basic functions and changes in requirements.

Executive Director - OCED

Mandate: Supports Office of Compliance Core Functions

Overview

The Executive Director's office is responsible for overall agency supervision, personnel, and budget function, with oversight for Mediations and Hearings; and Education and Outreach. The Executive Director also covers representation and congressional relations, which includes communication and consultation with Appropriations and Oversight Committees, congressional leadership, and other legislative branch agencies. In addition, the Executive Director provides support for the Board of Directors.

In FY 2018, for the second consecutive year, the OCWR convened a Mediators and Hearing Officers Summit with distinguished third-party neutrals and staff to discuss issues and best practices along with their experiences with cases and processes. To their credit, and with the support of key members of the OCWR staff and our Board of Directors, the OCWR encounters no backlog in case processing and enjoys a 100% affirmance rate in employment cases by the U.S. Court of Appeals for the Federal Circuit.

The Office also provided written and oral testimony on two occasions before the Committee on House Administration in FY 2018. Both hearings covered sexual harassment in the congressional workforce and changes to the CAA. The vast majority of changes recommended in the Executive Director's written testimony have been adopted in the Reform Act. As stated, the Reform Act also includes many important changes that dramatically expand the OCWR's duties and responsibilities, including substantially modifying the administrative dispute resolution process under the CAA, including creating additional procedures for preliminary hearing officer review of claims; developing and implementing procedures for current and former Members of Congress to reimburse awards or settlement payments resulting from harassment or retaliation claims; developing and implementing procedures for employing offices to reimburse payments resulting from specified claims of discrimination; renaming our office as the Office of Congressional Workplace Rights; extending CAA protections to unpaid staff, including interns, detailees, and fellows, as well as previously exempt employees; significantly expanding OCWR reporting obligations; developing and administering a biennial climate survey of all legislative branch employees to collect information on the workplace environment and attitudes regarding sexual harassment; creating a program and securing space to permanently retain records of investigations, mediations, hearings, and other proceedings.

While some of these changes are effective immediately, the OCWR anticipates the most costly and laborious is the design, development and implementation of a biennial climate survey of the legislative branch to collect information on the workplace environment and attitudes regarding sexual harassment, which is called for in the Reform Act. While the OCWR is using FY 2019 funds for the initial design and development of the survey, we anticipate that conducting the survey beginning in FY 2020 and every two years thereafter, updating the survey, and interpreting the data resulting from the survey, will result in additional costs.

Fiscal 2020 Budget Request

The OCWR is requesting a total of **$895,397** for non-personnel services for FY 2020 for the Executive Director Program. This total reflects an analysis of the requirements to perform basic functions and changes in requirements.

Education and Information (Outreach) - OCEI

Mandate: Congressional Accountability Act, Section 301(h)

...The Office shall...carry out a program of education for Members of Congress and other employing authorities of the Legislative branch of the Federal Government respecting the laws made applicable to them and a program to inform individuals of their rights under laws made applicable to the Legislative branch...@ 2 U.S.C. 1381.

The OCWR has a statutory mission to educate and train the Members of Congress and legislative branch employees on their rights and responsibilities of the CAA. Through its education and training programs, the OCWR attempts to build a strong culture of respect and cooperation among co-workers in the legislative branch.

FY 2018 began with a dramatic increase in demand for the OCWR educational and training materials on preventing harassment and other forms of discrimination in the workplace. After years of recommendations from the Board through our 102(b) reports, both House and Senate have mandated training at the beginning of FY 2018, and the demand for training increased immensely. The *Notice of Workplace Rights* posters were also in high demand and required multiple reorders to meet requests. The OCWR staff delivered in-person, on-line, and video-conference training to more than 10,000 covered employees between October 2017 and December, 2018. These sessions included sexual harassment training and anti-discrimination/harassment/retaliation training. To date, thousands of congressional staffers have been trained either in-person or through our online platform.

During FY 2018, OCWR also presented in-person training bi-monthly at the request of the Congressional Research Service (CRS). During CRS training, the OCWR interacts with approximately 40-50 congressional staffers new to their jobs in district and state offices located around the country. According to CRS, district and state staff represent one half of the congressional staff covered by the CAA, enabling the OCWR to reach more staffers beyond the Beltway on a regular basis. The OCWR has also developed webinar capabilities to deliver training to district and state staff, and to provide secure real-time audiovisual communication with covered employees.

The OCWR also reorganized its website and added additional tools in FY 2018. The website includes interactive surveys on safety and health issues, and publications to educate the covered community. Training modules that promote awareness and understanding of the workplace provisions applied by the CAA were uploaded and new modules to address the prevention of sexual harassment, discrimination, and retaliation were created. In addition, new materials on unconscious bias and bystander intervention, were developed to increase awareness and promote civility in the workplace. The OCWR's monthly publications and quarterly electronic newsletters are aimed at keeping the congressional community up-to-date on developments in the areas of safety and health and workplace rights. The OCWR continues to quickly respond to this demand for information and training opportunities in FY 2019.

The Reform Act also brought substantial changes to the CAA, which will require the OCWR to recreate its publications and online training and education materials, and ensure equal access to all state and district staff to OCWR services and resources. Virtually everything that the OCWR produces, including publications and training and educational materials for each of the 13 laws that are incorporated by the CAA, will have to be revised in FY 2019, as the name of the Office has changed and case-processing procedures will change in less than 180 days.

The OCWR is also responding to the mandates in the Reform Act by undergoing a thorough review and

redevelopment of its educational materials covering the 13 laws applied by the CAA, as well as developing new educational materials, training modules, and posters to inform the legislative branch community of the new procedures set forth in the Reform Act. The success of these endeavors, as well as our ongoing mission to provide stakeholders in the legislative branch with current, dynamic and innovative educational and outreach materials, will require substantial funds in FY 2020.

Fiscal Year 2019 Budget Request

The Office of Compliance is requesting a total of **$370,000** for non-personnel services for FY 2020 for the Education & Information (Outreach) Program. This total reflects an analysis of the requirements to perform basic functions and changes in requirements.

General Counsel - OCGC

Mandate: Congressional Accountability Act, Sections 220 and 302

The rights, protections, and responsibilities established under sections 7102, 7106...and 7131 of title 5 shall apply to employing offices and to covered employees and representatives of those employees. 2 U.S.C. 1351.

... The General Counsel shall... assist the Board and the Executive Director in carrying out their duties and powers, including representing the Office in any judicial proceeding under this chapter. 2 U.S.C. 1382(c) (3).

The Office of General Counsel (OGC) is responsible for inspecting all facilities in the legislative branch for Occupational Safety and Health (OSH) violations at least once each Congress. The OGC is also responsible for inspecting the public areas of all facilities in the legislative branch for compliance with Titles II and III of the Americans with Disabilities Act (ADA) at least once each Congress. The OGC is further responsible for investigating allegations of OSH, ADA, and unfair labor practice ("ULP") violations filed under sections 210, 215 and 220 of the Act, and for filing and prosecuting complaints of OSH, ADA and ULP violations. The OGC must also furnish advice to and provide representation for the Board of Directors and the Executive Director, including representing the Board and the Office in the United States District Courts and United States Courts of Appeal.

Section 220 of the CAA makes the Federal Service Labor-Management Relations Statute (FSLMRS) applicable to covered employees and employing offices within the legislative branch, and prohibits unfair labor practices by both employing offices and labor organizations. The CAA gives the OGC investigative and prosecutorial authority equivalent to that granted by the FSLMRS to the General Counsel of the Federal Labor Relations Authority (FLRA) with respect to charges of ULPs. Complaints filed by the OGC are heard by Administrative Law Judges, reviewed by the OCWR Board, and may be appealed to the United States Court of Appeals for the Federal Circuit. The OCWR has jurisdiction over approximately 20 bargaining units, most of which are comprised of employees of the Office of the Architect of the Capitol. Many employees of the United States Capitol Police (USCP), and certain employees of the House of Representatives and the Senate, are also represented by labor organizations. The Fraternal Order of Police (FOP) and the Teamsters represent USCP employees. AFSCME Council 26 represents the most bargaining units, followed by the NABET-CWA and the Teamsters. A wide variety of employees are unionized, including police officers, masons, carpenters, electricians, plumbers, freight and material handlers, visitor guides and visitor assistants, power plant laborers, photographers and videographers, and clerical and administrative workers.

In FY 2018, the OGC filed one unfair labor practice complaint, which was decided by a Hearing Officer. The OGC provided representation to the OCWR Board of Directors in the United States Court of Appeals for the Federal Circuit in 8 LMR cases, including 5 negotiability matters and 3 ULP cases. The OGC received and investigated a total of 4 new ULP charges during FY 2018, and closed 9 other cases from previous fiscal years. The OGC also received one inquiry regarding labor-management issues that did not result in the filing of an unfair labor practice charge.

The CAA provides an administrative process to resolve complaints filed by employees, unions, or employing offices under certain other provisions of the Act. The final administrative step in the process involves an appeal to the OCWR Board of Directors, which issues a written decision. Under certain circumstances, a party may appeal this decision to the U.S. Court of Appeals for the Federal Circuit. The OGC represents the Board of Directors in such appeals. During FY 2018, the GC argued one such case, and the Federal Circuit affirmed the Board's decision. Two other cases will be argued before the Federal Circuit in FY 2019.

Fiscal Year 2020 Budget Request

The OCWR is requesting a total of $0 for non-personnel services for FY 2020 for the General Counsel Program. This total reflects an analysis of the requirements to perform basic functions and changes in requirements consistent with current law.

Mediation and Hearings - OCMH

Mandate: Congressional Accountability Act, Sections 401-416

... the procedure for consideration of alleged violations of part A of title II consists of ... mediation ... and election ... of ... a formal complaint and hearing ... subject to Board review ... @ 2 U.S.C. 1401.

The OCWR administers a multi-step administrative dispute resolution (ADR) program established by Congress to address and resolve claims arising under the Congressional Accountability Act of 1995 (Act), as amended by the recently passed Congressional Accountability Act of 1995 Reform Act, S. 3749 (Reform Act). The OCWR also regularly provides, on request, general information and informal advice on such matters as the rights and responsibilities created by the CAA and the Reform Act, the applicability of relevant CAA and Reform Act provisions, possible avenues for ADR without initiating formal proceedings, and the formal dispute resolution process under the CAA and Reform Act.

In previous Budget Justifications, the long-standing process for resolving claims of violations under the CAA has been described. However, beginning on June 20, 2019, the process to resolve these claims will change significantly. The new process, as required by the Reform Act, is outlined below.

OCWR Dispute Resolution Step 1-A: Initial Processing of Claim (for Most Employees in the Legislative Branch). The first step in the new OCWR dispute resolution process will be the initial processing of a filed claim. During initial processing, an OCWR employee will meet with the claimant to discuss his or her concerns and the situation that gave rise to the dispute. The OCWR employee also will perform an initial intake of the claim; record the claim; provide notice of rights; and immediately transfer a copy of the claim to the head of an employing office and the employing office's designated representative. If the claimant works for the Architect of the Capitol or the Capitol Police, the OCWR employee will alert the claimant that he or she may have a right to use those employing offices' internal grievance procedures. Library of Congress employees also will have a right to elect alternative proceedings besides those offered by the OCWR. Under the new law, a claimant has the right to be assisted by a Confidential Advisor to help in the processing of the employee's claim.

OCWR Dispute Resolution Step 1-B: Initial Processing of Claim (for Employees Who Make a Personal Claim Against a Member of Congress). The initial processing of a claim challenging an action committed by a Member of Congress will differ from those involving other employers. Members of Congress will receive a special notification when a claim is filed. After such a claim is received, OCWR will notify the Member immediately of the claim and the possibility that, if the Member is found to have violated the Act, the Member may be personally financially liable for any final disposition, including an award or a settlement in connection with the claim, and the Member's right to intervene in any mediation, hearing, or civil action related to the claim. If the Preliminary Hearing Officer's report involves an act committed personally by a Member of the House of Representatives or the Senate, the Hearing Officer shall transmit the report to the appropriate House or Senate Ethics Committee.

OCWR Dispute Resolution Step 2: Preliminary Review Process. Once a claim is initially processed, a Preliminary Hearing Officer then reviews it. The Executive Director appoints the Preliminary Hearing Officer within seven days after the claim is filed. The Preliminary Hearing Officer must issue a report within 30 days, unless the parties request an extension and that request is granted. The Preliminary Review Report must assess the following: (1) is the claimant a "covered employee"?; (2) is the named employer an "employing office"?; (3) was the claim timely filed?; (4) an identification of the factual and legal issues; (5) an indication of the specific relief sought; (6) whether the claimant stated a claim for which relief may be granted, if the claimant's allegations are true?; and (7) the potential for settlement.

OCWR Dispute Resolution Step 3: Mediation. After a claim survives the preliminary review process, and before a Hearing Officer issues a written decision in a case or before an employee files a civil action, a covered employee (or a covered employing office) may request mediation. Mediation is a voluntary, neutral, confidential process designed to assist parties in resolving their disputes on mutually agreeable terms. When a case proceeds to mediation, the parties attempt to settle the matter with the assistance of a neutral mediator appointed by the OCWR within 30 days. Only by mutual agreement of the parties may the mediation period be extended beyond the initial 30 days. Many disputes are resolved through the OCWR mediation process, sparing the parties the time and expense often associated with burdensome litigation.

OCWR Dispute Resolution Step 4: Adjudication by a Hearing Officer. A covered employee must file a hearing request no later than 10 days after the Preliminary Hearing Officer issues a report. The hearing commences within 90 days after the request for hearing, unless extended for up to 30 days. Upon receiving the hearing request, the Executive Director appoints an independent Hearing Officer to consider the case, conduct a formal hearing, and render a written decision. The Hearing Officer at this adjudication stage cannot be the same Hearing Officer who earlier issued the preliminary report on the same claim, as discussed above. Hearing Officers' decisions are confidential, unless a Hearing Officer finds in favor of a covered employee and that decision becomes the Office's final decision.

OCWR Dispute Resolution Step 5: Review by the Board of Directors. After the Hearing Officer renders a decision, either party may proceed to the fifth step in the OCWR dispute resolution process by petitioning the OCWR Board of Directors for appellate review of the Hearing Officer's decision. The Board's decision, which is based on the written record, may be appealed to the United States Court of Appeals for the Federal Circuit.

Civil Action in United States District Court. As an alternative to the OCWR administrative process, the Reform Act also permits an individual to file a civil action in a United States District Court. The filing of a civil action may occur under two scenarios, either: (1) if the Preliminary Hearing Officer determines that the claimant cannot proceed through the OCWR administrative process, that individual has the right to file a civil action within 90 days of the Preliminary Hearing Officer's written notice; or (2) if a claim was filed and the covered employee did not request a hearing, the employee may file a civil action in United States District Court within 70 days of filing the claim. In the second scenario, the filing of a civil action terminates the preliminary review process. The OCWR administrative hearing process offers the same remedies as a civil action, but it provides for speedier resolution of the dispute in a confidential setting.

In FY 2018, before the enactment of the Reform Act, the OCWR provided, on a confidential basis, advice and information to more than 30,000 covered employees, employing offices, and members of the public on the rights and responsibilities of the CAA. Covered employees filed 72 formal requests for confidential counseling, 47 requests for mediation, and four administrative complaints. One complaint alleging an unfair labor practice was filed by the OCWR's General Counsel. 20 cases that went through the dispute resolution process were formally settled at various stages in the process, including federal court. Settlements were both monetary and non-monetary. The OCWR's Board of Directors reviewed seven matters on appeal from decisions of hearing officers and arbitrators, and requests for review of negotiability issues. The OCWR's General Counsel defends the Board of Directors' decisions that are appealed to the United States Court of Appeals for the Federal Circuit.

In FY 2018, three petitions were filed with the Executive Director seeking to amend certifications issued by the Office; one petition was withdrawn; and the Board issued decisions in two labor matters.

Also in FY 2018, Library of Congress employees were allowed to file claims with the OCWR for the first time. We anticipate that the number of cases being filed at the OCWR will continue to increase.

Improvements in Efficiency: The Office amended its Procedural Rules in FY 2017. Among the many amendments to the Rules was a provision enabling parties to file documents electronically. The Office began developing an e-filing system that will be available in FY 2019. The Reform Act also mandated electronic case filing. In FY 2018, the Office continued to enhance its case processing capabilities by implementing a Case Management System that ensures ease of filing, enhances workflow, and maintains the security of the confidential information submitted by the parties in compliance with the CAA.

Further, the Reform Act necessitated substantial changes to the Office's programs and procedures, and impacts how the Office delivers core services. The Reform Act's significant modifications will require that the OCWR again amend its Procedural Rules, modify its Case Management System, develop and institute full electronic filing, and improve IT infrastructure and cybersecurity.

The OCWR continues to maximize its limited resources by maintaining a flat rate of pay for contract mediators, a standardized hourly fee for hearing officers, and rate limitations for other outside service-providers. OCWR employees continue to avail themselves of valuable training opportunities, using low or no-cost services provided by legislative and executive branch agencies.

FY 1997 - FY 2018 Comparison

	Calls for Information	Requests for Confidential Counseling	Requests for Confidential Mediation	Administrative Complaints Filed
FY 1997	1,716	165	158	6
FY 1998	961	68	56	8
FY 1999*	1,098	323	49	14
FY 2000	611	75	329	3
FY 2001*	595	430	386	10
FY 2002	543	77	54	12
FY 2003	497	92	70	8
FY 2004	593	84	76	5
FY 2005	476	60	45	9
FY 2006	511	54	52	7
FY 2007	475	52	50	7
FY 2008	476	82	39	13
FY 2009	263	108	75	10
FY 2010	277	105	86	9
FY 2011	299	142	116	12
FY 2012	263	83	66	14
FY 2013	260	81	76	11
FY 2014	302	57	25	9
FY 2015	300	63	47	13
FY 2016	162	49	42	17
FY 2017	189	47	30	5
FY 2018	777	72	47	4

* Numbers include multiple filings arising from the same dispute.

Fiscal Year 2020 Budget Request

The OCWR is requesting a total of **$300,000** for non-personnel services for FY 2020 for the Mediation and Hearings Program. This total reflects an analysis of the requirements to perform basic functions.

Safety and Health - OCSH

Mandate: Congressional Accountability Act, Sections 215 and 210

Each employing office and each covered employee shall comply with the provisions of section 5 of the Occupational Safety and Health Act of 1970... 2 U.S.C. 1341.

The rights and protections against discrimination in the provision of public services and accommodations established by... the Americans with Disabilities Act of 1990... shall apply to the entities listed... 2 U.S.C. 1331.

Safety and Health – Periodic Inspections: The Act requires the General Counsel of the OCWR (OGC) to inspect all covered facilities in the legislative branch for compliance with occupational safety and health (OSH) standards at least once each Congress, and to report the findings to Congress. Approximately 30,000 legislative branch employees are protected by the CAA's OSH standards, both in the Washington, DC metropolitan area and in district and state offices.

Requests for Safety and Health Inspections: The Act's safety and health provisions give covered employees and offices the right to request inspections of potentially hazardous conditions in work areas. When a request for inspection is received, the OGC initiates an investigation, after which it sends a detailed report to the employing office that describes the conditions found, reports the results of any tests performed, and explains steps needed to remedy any identified hazards. In the event the responsible employing office fails to abate a hazard within a specified time, the OGC may issue a citation or notification, and, when necessary, a complaint.

Safety and Health Technical Assistance: Like the Occupational Safety and Health Administration (OSHA) in the Executive Branch, the OGC provides compliance assistance to employing offices and covered employees. The OGC also advises employing offices about interpretations of OSHA standards upon request, and provides information about proposed OSHA standards that affect their operations. In addition, the OGC assists employing offices with the development of programs to reduce occupational injuries and illnesses, and facilitates the development of emergency action plans.

Disability Access Inspections: Pursuant to section 210 of the Act, the OGC is required to conduct inspections of all covered legislative branch facilities at least once each Congress to determine compliance with the rights and protections against discrimination in the provision of public services and accommodations established by Titles II and III of the Americans with Disabilities Act (ADA). Members of the public may request an investigation of conditions that they allege deny them equal access to legislative branch facilities and programs. The OGC is responsible for investigating charges of public access discrimination. If, upon investigation, the OGC believes that barriers to access exist, he can refer the parties to mediation to resolve the dispute. If mediation is unsuccessful, the OGC can file a complaint against the entity responsible for correcting the violation.

ADA Technical Assistance: The Act authorizes the OGC to provide employing offices with technical advice to assist them in complying with disability access requirements. In addition, the OGC routinely answers questions from congressional offices and legislative branch employees regarding disability access laws. In the coming fiscal year, OCWR hopes to re-establish regular technical advisory conferences.

Occupational Safety and Health

The OGC exercises the authorities granted to the Secretary of Labor under the Occupational Safety and Health Act of 1970 (OSHAct) to inspect and investigate facilities where legislative branch employees are

working. The OGC may issue findings and citations to employing offices for violations of OSH standards and file complaints with the OCWR's Executive Director against employing offices if hazards have not been abated. The OGC also assists the Board of Directors of the OCWR to draft, propose, and adopt substantive regulations which must be the same as those issued by the Secretary of Labor except where modifications would be more effective for implementing the OSHAct in the legislative branch.

OSH specialists in the OGC conduct biennial inspections which are summarized in a biennial report. OSH specialists and attorneys in the OGC investigate OSH issues raised in requests for inspection and provide technical assistance to employing offices. The CAA requires that, at least once each Congress, the OGC conduct inspections of all facilities of the House of Representatives, the Senate, the Office of Congressional Accessibility Services, the Capitol Police, the Congressional Budget Office, the Office of the Architect of the Capitol, the Office of the Attending Physician, the OCWR, the Library of Congress, and the Government Accountability Office. Recent reforms expand the Act's coverage to additional employing offices – the China Review Commission, the Congressional-Executive China Commission, the Helsinki Commission, and John C. Stennis Center for Public Service Training and Development – which will necessitate wall-to-wall inspections of the facilities associated with those organizations during the 116th Congress.

Beginning with the 112th Congress, the OGC moved to a risk-based OSH inspection program that focuses on inspecting and abating higher-risk hazards that pose the greatest risk of injury, illness, and death to employees.

In FY 2018 the OGC continued its biennial inspections for the 115th Congress. These inspections again focused on higher-hazard areas, as well as special interest areas such as Members' offices, day care facilities, and hearing rooms. In FY 2018, the OGC conducted inspections that encompassed, among others, the Capitol Power Plant and utility tunnels, the House Office Buildings, the Senate Office Buildings, the Senate Members' Offices, the Capitol Building and Capitol Visitor Center, the Library of Congress's Madison Building and Packard Campus, the Senate Sergeant at Arms, the Supreme Court of the United States, and the Office of the Attending Physician. Finally, the OGC continued to evaluate all programs required under the OSH standards, including hazard communication, respiratory protection, personal protective equipment, permit-required confined spaces, and others.

The OGC inspections also include verification of the abatement status of the most serious hazards identified during the previous Congress. In opening conferences conducted with employing offices, the OGC provided a list of all open findings identified in our Facility Management Assessment database, and enlisted the assistance of employing offices to provide abatement status updates for all findings that were shown as open. The OGC also continued to inspect newly occupied or renovated facilities.

For the 115th Congress, the OCWR, in partnership with the National Safety Council, is continuing its Safety Recognition Award program to recognize those Member offices that were found to be hazard-free during the biennial OSH inspection. The OCWR also presents Safety Advocate awards to recognize individuals who have made substantial contributions to improving safety in legislative branch facilities.

In addition to conducting on-site OSH inspections for all Member offices on Capitol Hill, the OCWR has expanded its OSH program for district and state offices by developing an online safety and health survey that focuses on fire and electrical safety hazards. Also under consideration is possible inspections of offices outside of the Washington, D.C. area. The OGC also continues to provide technical assistance to remote legislative branch facilities by responding to questions about possible workplace hazards and providing guidance on how to conduct self-inspections.

The OGC initiated investigations in five new OSH cases in FY 2018, which involved the Office of the Architect of the Capitol and/or the Library of Congress, and concerned various issues such as respiratory protection, potential exposures to toxic substances, and uneven floors. During FY 2018 the OGC closed 2

of those new cases along with 5 other cases from previous fiscal years, and completed its investigation into the April 2017 accident in which an AOC employee was killed by a fallen tree trunk. The OGC also received 12 inquiries regarding safety and health concerns that did not become cases, either because the issue was not within our jurisdiction or because the OGC was able to quickly resolve the matter by providing technical assistance.

In FY 2018, the OGC continued to work with the AOC and monitor its progress on the plans the OGC has approved to address the fire safety hazards in the Russell, Cannon, U.S. Capitol, and Library of Congress buildings.

As part of the OCWR's education and outreach mandate, in FY 2018 the OGC continued to expand its efforts to educate the legislative branch community regarding some of the safety and health topics that may affect covered employees. The OGC's Union Forums contained segments on the OCWR's OSH inspection and investigation programs, to educate the leaders of legislative branch labor organizations on their bargaining unit members' right to a safe workplace. The OSH professionals continue to create and update Fast Facts and other educational documents, and to provide targeted training to covered employees through webinars.

Public Access for Persons with Disabilities

The CAA requires the OGC, on a regular basis, and at least once each Congress, to inspect the facilities of each office of the Senate, each office of the House of Representatives, each joint committee of Congress, the Office of Congressional Accessibility Services, the U.S. Capitol Police, the Congressional Budget Office, the Office of the Architect of the Capitol, the Office of the Attending Physician, and the OCWR, to ensure compliance with the rights and protections against discrimination in public services and accommodations established under Titles II and III of the Americans with Disabilities Act of 1990 (ADA). Recent reforms expand the Act's coverage to additional employing offices – the China Review Commission, the Congressional-Executive China Commission, the Helsinki Commission, and John C. Stennis Center for Public Service Training and Development – which will also require inspections to identify any barriers to access needing removal.

To conduct these inspections, the OGC uses contractors who specialize in identifying and removing barriers to access, as well as some of the same OSH specialists who conduct safety and health inspections. The OSH specialists may report obvious ADA issues observed during an OSH inspection, and also conduct joint ADA and OSH inspections when this will be more efficient. In FY 2018, the OGC continued its biennial inspection for the 115th Congress, focusing on the Library of Congress, the Capitol Visitor Center, the House and Senate cafeterias and gift shops, the Ford House Office Building, and the U.S. Capitol Police headquarters. The inspections focused on entrances and accessible pathways to and within the facilities. The OGC also looked at ADA access issues in the public areas of Members' offices while performing the OSH inspection of those offices.

During FY 2018, the OGC investigated 2 complaints involving ADA access issues, both related to access to constituent services. The OGC also received 11 inquiries regarding ADA compliance issues that did not become cases, either because the issue was not within our jurisdiction or because the OGC was able to quickly resolve the matter by providing technical assistance.

Fiscal Year 2020 Budget Request

The OCWR is requesting a total of **$302,600** for non-personnel services for FY 2020 for the Safety and Health Program.

Information Systems (Operations) - OCSY

Mandate: Supports OCWR Core Functions

Overview

The OCWR administers a local area network, inclusive of personal computers for employees, a number of on-site contractors, and the hardware and software required to support them. Also the Office maintains telecommunications linkages with the Library of Congress, the National Finance Center, a third-party hosted cloud database system, and an off-site location that serves as the critical strategic component of our IT Service Continuity and Disaster Recovery plan.

In FY 2018, the OCWR continued to utilize the LOC as its service provider for operations, maintenance, and security of OCWR's IT systems, including security and support services. These services included User Access Management, Access provisioning, day-to-day IT Service Desk requests, hardware and software maintenance, including the associated installation and configuration support. Additionally, the OCWR maintained separate secure data applications that house program-essential information.

In FY 2017, the OCWR reviewed its IT capabilities and infrastructure focusing on resource allocation, efficiency of operations, and information security. As a result, a major subcomponent in the area of Information Security – namely, Cybersecurity – became a focal point in FY 2018 and FY 2019. The newly-signed legislation also requires and mandates enhanced cybersecurity along with a GAO audit of the OCWR's cybersecurity practices. We have already begun to make progress on these priority items, consistent with our budget request and statutory authorization for that fiscal year. Thus, a comprehensive Information Technology Governance, Risk Management and InfoSec Compliance (IT-IGRC) Program is being devised to address the current, growing and future needs to continually protect, safeguard and monitor access to information assets.

The objective of OCWR's IT-IGRC Program is to establish a Governance & Continual Service Improvement framework for effective and continual adherence to NIST-RMF, NIST-CSF, FIPS IT Risk, Security, and applicable legal and regulatory requirements with the following key components:

- **Process & Service Metrics, KPIs, and Balanced Scorecards:** Establish necessary Metrics, KPIs, and Scorecards for accurate and objective view of Infrastructure Services, Risk, Security across OCWR;
- **Technology Risk Management**: Establish methodology and necessary execution criteria for internal IT Audits, IT Risk standards/process compliance measurement and process improvement for OCWR;
- **LBCSWG Partnership (Legislative Branch CyberSecurity Working Group)**: Collaborate and partner with the CyberSecurity and IT Risk Management teams across the Legislative Branch to develop the essential framework to implement, monitor and improve CyberSecurity Resilience at OCWR;
- **IT Process Management:** Processes for measuring and monitoring compliance and to identify opportunities for process and service improvement by Standard frameworks, forums (Threat and Vulnerability Management) such as NIST, ISO-9001, COBIT, ITIL V3, and ISO 27001;
- **IT Governance:** Institute a Master Technology recurring task list calendar to track processes for ASRs (Application Security Reviews), CSAs (Control Self Assessments), Privileged Access Monitoring, Access Administration, Access Recertification, Penetration Testing and AVATs (Application Vulnerability Assessment Tests), CSIRT (Computer Security Incident

Response Team) Alert reviews, Internal IT assessments, IT Service Continuity and Business Resiliency Planning, and manage DR testing activities;

- **Partnership:** Liaise with LOC-OCIO's IT Security Operations and the CISO Office, Enterprise Risk Management team, IT Service Desk, and the respective teams across other Legislative branches offices for best practices, opportunities for improvement to support the OCWR projects in adaptation of best-in-class CyberSecurity and Risk Management standards;
- **Proactive and holistic Control Reviews:** Oversee regular, and periodic execution of Control Reviews (OS, Infrastructure and Application layers) of OCWR Applications rated as "HVA-High Valued Assets" – these reviews are Risk ranked, standards driven (e.g.: CIS Control framework, NIST-CSF, and COBIT 5) and additionally based on the Risk classification per the NIST-RMF and C-I-A (Confidentiality, Integrity and Availability) ratings.

As stated, the OCWR has already commenced with the development the IT-IGRC Program, and as a result, we have already made steady progress. To date, the OCWR has spent over $510,000 toward updating its Cybersecurity and it anticipates additional funding in FY 2020 to go toward continued updates, maintenance and hosting this system. However, the objectives of the Program to protect and safeguard critical information assets can only be assured if it is continually monitored, reassessed and upgraded to meet or exceed industry standards. Thus, the integrity of the IT-IGRC Program depends upon ongoing funding in FY 2020 and beyond.

The Reform Act also includes many important changes that dramatically expand the OCWR's duties and responsibilities in this area. For example, the OCWR is mandated to implement a secure electronic filing system to keep track of all claims. Such changes to the OCWR's core services will require the OCWR to significantly modify its electronic Case Management System, institute electronic filing, and ensure and enhance information security in order to adhere to the strictest possible cybersecurity controls to ensure continual confidentiality, integrity and availability of the information that is considered to be a high valued asset. The OCWR began developing and designing such a secure e-filing system in FY 2018, and as a result, we have made steady progress toward launching a fully-functioning system in FY 2019. However, the system, once launched, will require continuing cybersecurity upgrades and modifications to assure information security and confidentiality. Another example is the new mandate in the Reform Act that requires the OCWR to establish a method by which out-of-area covered employees may communicate securely with the Office, including the option for real-time audiovisual communication. This will require the acquisition of new equipment and software.

Fiscal Year 2019 Budget Request

The OCWR is requesting a total of **$668,000** for non-personnel services for FY 2020 for the Systems Program. This total reflects an analysis of the requirements to perform basic functions and changes in requirements.

Awards and Settlements

Section 415 of the Act established "an account of the Office in the Treasury of the United States for the payment of awards and settlements . . . under this Act," and further authorized to be appropriated "such sums as may be necessary to pay such awards and settlements." Section 415 stipulated that awards and settlements under the Act can only be paid from that account, which is to be separate from the operating expenses account of the OCWR established under section 305 of the Act. The Executive Director approves all such awards and settlements as a purely administrative function.

In FY 2018, a total of $338,186 was awarded and disbursed under 10 settlements made under section 415 of the CAA.

Settlements by Fiscal Year

Fiscal Year	Number of Settlements and Awards*	Total $ Amount
1997	7	$45,729
1998	16	$103,180
1999	6	$72,350
2000	16	$55,638
2001	7	$121,400
2002	10	$3,974,077
2003	11	$730,071
2004	15	$388,209
2005	14	$909,872
2006	18	$849,529
2007	25	$4,053,274
2008	10	$875,317
2009	13	$831,360
2010	9	$246,271
2011	16	$437,465
2012	12	$426,539
2013	14	$334,823
2014	11	$806,450
2015	13	$483,529
2016	14	$573,929
2017	8	$934,754
2018	10	$338,186

Monetary settlements could resolve multiple claims*

Budget Request Summary Tables

Appropriation Summary

	FY 2018 Actual	FY 2019 Enacted	FY 2020 Request Appropriation	Change: FY 2018 Enacted to FY 2020 Request	Change: FY 2019 Enacted to FY 2020 Request
Salary & Benefits	$2,906,730	$3,661,000	$3,761,673	$854,943	$100,673
General Expenses	$1,602,270	$1,671,670	$1,570,997	($31,273)	($100,673)
Two Year (MH, SH)	$450,000	$1,000,000	$1,000,000	$550,000	$0
Grand Total	$4,959,000	$6,332,670	$6,332,670	$1,373,670	$0
FTE's	23	28	28	5	0

General Expenses Summary by Program

	FY 2018 Actual	FY 2019 Enacted	FY 2020 Request	FY 2018 to FY 2020 Change	FY 2019 to FY 2020 Change
OCBD	$36,839	$35,000	$35,000	($1,839)	$0
OCED	$260,164	$1,302,070	$895,397	$635,233	($406,673)
OCEI	$156,367	$236,000	$370,000	$213,633	$134,000
OCGC	$0	$0	$0	$0	$0
OCMH*	$160,000	$300,000	$300,000	$140,000	$0
OCSH*	$314,346	$302,600	$302,600	($11,746)	$0
OCSY	$1,124,554	$496,000	$668,000	($456,554)	$172,000
Grand Total	$2,052,270	$2,671,670	$2,570,997	$518,727	($100,673)

Cost Summary by Object Classification

Object Class	FY 2018 Actual	FY 2019 Enacted	FY 2020 Request	FY 2018 to FY 2020 Change	FY 2019 to FY 2020 Change
(11) Personnel	$2,215,219	$2,863,000	$2,942,713	$727,494	$79,713
(12) Benefits and Other Personnel Compensation	$691,511	$798,000	$818,960	$127,448	$20,960
(21) Travel	$42,457	$39,000	$46,000	$3,543	$7,000
(23)Space Rental/ Communications/Misc.	$40,326	$44,000	$48,000	$7,674	$4,000
(24) Printing and Reproduction	$29,725	$28,000	$53,000	$23,275	$25,000
(25)Contractual Services	$1,880,365	$2,373,670	$2,233,997	$353,632	($139,673)
(26)Supplies, Materials and Publications	$25,710	$25,000	$28,000	$2,290	$3,000
(31) Equipment	$33,687	$162,000	$162,000	$128,313	$0
Grand Total	$4,959,000	$6,332,670	$6,332,670	$1,373,669	$0

Supplemental Information Request

The OCWR's budget request assumes a 1.9% across-the-board increase if such an increase is approved for executive branch agencies. This increase represents $48,954 in salaries and benefits. If this increase is not approved, the OCWR's budget request will remain the same and the Office anticipates using the funding toward additional IT equipment upgrades for staff.

Appropriation Summary

	FY 2020 Request Appropriation	FY 2020 Request Appropriation w/o 1.9%	Difference
Salary & Benefits	$3,761,673	$3,712,719	($48,954)
General Expenses	$1,570,997	$1,619,951	$48,954
Two Year (MH, SH)	$1,000,000	$1,000,000	$0
Grand Total	$6,332,670	$6,332,670	$0
FTE's	28	28	0

General Expenses Summary by Program

	FY 2020 Request	FY 2020 Request w/o 1.9%	Difference
OCBD	$35,000	$35,000	$0
OCED	$895,397	$895,397	$0
OCEI	$370,000	$370,000	$0
OCGC	$0	$0	$0
OCMH*	$300,000	$300,000	$0
OCSH*	$302,600	$302,600	$0
OCSY	$668,000	$716,954	$48,954
Grand Total	$2,570,997	$2,619,951	$48,954

Cost Summary by Object Classification

Object Class	FY 2020 Request	FY 2020 Request w/o 1.9%	FY 2019 to FY 2020 Change
(11) Personnel	$2,942,713	$2,904,468	($38,245)
(12) Benefits and Other Personnel Compensation	$818,960	$808,251	($10,709)
(21) Travel	$46,000	$46,000	$0
(23)Space Rental/ Communications/Misc.	$48,000	$48,000	$0
(24) Printing and Reproduction	$53,000	$53,000	$0
(25)Contractual Services	$2,233,997	$2,233,997	$0
(26)Supplies, Materials and Publications	$28,000	$28,000	$0
(31) Equipment	$162,000	$210,954	$48,954
Grand Total	$6,332,670	$6,332,670	$0

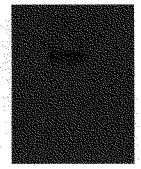


Congressional Budget Office

The Congressional Budget Office's Request for Appropriations for Fiscal Year 2020

JANUARY 2019

CONGRESS OF THE UNITED STATES



Contents

Overview of CBO's Budget Request for 2020 1

CBO's Budget Request and Its Consequences for Staffing and Output 1
- Funding Request for Personnel Costs and Consequences for Staffing 1
- Funding Request for Nonpersonnel Costs 1
- Consequences for Output 2

CBO's Role in Support of the Congress 2

CBO's Goals for 2019 and 2020 3
- Continuing to Provide the Congress With Budget and Economic Information That Is Objective and Insightful 3
- Continuing to Enhance the Transparency of the Agency's Work 5
- Continuing to Strengthen Responsiveness 7
- Continuing to Improve the Agency's Internal Operations 7

CBO's Work in 2018 8
- Formal Cost Estimates and Mandate Statements 8
- Background Information and Technical Assistance 8
- Scorekeeping Tabulations 8
- Reports, Working Papers, and Testimony About the Budget and Economy 8
- Enhancing Transparency 10
- Strengthening Responsiveness 11

Improvements in Internal Operations in 2018 11

Organization Charts 12

Detailed Tables 18

Detailed Object Class Analysis 23
- Basis for CBO's Budget Estimates—Personnel Costs 23
- Basis for CBO's Budget Estimates—Nonpersonnel Costs 24



The Congressional Budget Office's Request for Appropriations for Fiscal Year 2020

Overview of CBO's Budget Request for 2020

The Congressional Budget Office requests appropriations of $53.6 million for fiscal year 2020. Of that amount, 91 percent would be for pay and benefits; 6 percent would be for information technology (IT), including purchases of commercial data; and 3 percent would be for training, office supplies, and other items. The requested amount represents an increase of $2.8 million, or 5.6 percent, from the $50.7 million provided to CBO for 2019.

That increase would let CBO keep bolstering its capacity to make its work as transparent and responsive as possible. Last year, the Congress increased CBO's budget to put in place a multiyear plan to increase that capacity, and the increase requested now would allow the agency to continue to pursue that plan. The increase would include $1.2 million to fully fund 14 staff members hired throughout fiscal year 2019 to contribute to transparency and bolster responsiveness. In addition, the increase would include $0.3 million for 6 new hires in fiscal year 2020. It would also include $1.3 million to cover a small increase in current employees' average salary and benefits to keep pace with inflation. If such funding is not provided, CBO will need to shrink its staff and alter the plans currently in progress to improve transparency and responsiveness.

CBO's Budget Request and Its Consequences for Staffing and Output

In fiscal year 2020, CBO will continue its mission of providing objective, insightful, clearly presented, and timely budgetary and economic information to the Congress. To fulfill that mission, CBO requests $53.6 million in funding. The requested funds would be used for personnel costs (that is, salaries and benefits), IT, and other costs, such as training.

Funding Request for Personnel Costs and Consequences for Staffing

CBO requests $48.7 million for salary and benefits. Those funds would support 264 full-time-equivalent positions (FTEs). The requested amount represents an increase of $2.8 million, or 6.1 percent, from the amount provided for 2019. Of the total requested amount:

- $36.5 million would cover salaries for personnel—an increase of $2.3 million, or 6.7 percent, from the amount that will be spent in fiscal year 2019. The increase would include $0.9 million in pay to fully fund 14 staff members hired in 2019 and $0.2 million for 6 new hires. (The addition in terms of FTEs would be 1.4 in 2020.) The increase would also cover performance-based salary increases for current staff and an across-the-board increase of 1.9 percent for employees earning less than $100,000. And it would provide funds for 3 FTEs for CBO's intern program.

- $12.2 million would fund benefits for personnel—an increase of $0.5 million, or 4.4 percent, from the amount projected to be spent in 2019. The increase would cover a boost in the cost of federal benefits, fully fund benefits for the 14 staff members hired in 2019, and pay for benefits for the 6 new staff members.

Funding Request for Nonpersonnel Costs

CBO requests $4.9 million for costs other than personnel. Those funds would cover current IT operations—such as software and hardware maintenance, software development, purchases of commercial data, communications, and equipment purchases—and would pay for travel, training, interagency agreements, facilities support, printing and editorial support, expert consultants,

financial management auditing support, interactive graphic tools, and subscriptions to library services.

The requested amount is roughly unchanged from the amount that will be spent in fiscal year 2019. That is the result of offsetting effects. The 2020 amount is pushed up in relation to the 2019 amount mainly because CBO plans to further develop tools to analyze and present data and would need to purchase additional resources to support a larger staff. But the 2020 amount is pushed down in relation to the 2019 amount mainly because CBO anticipates achieving efficiencies in its IT operations and because costs in 2019 have been temporarily boosted by onetime agencywide training.

Consequences for Output

The requested amount of funding would allow CBO to do the following for the Congress (see Table 1):

- Provide roughly 700 formal cost estimates (and significantly more than that number if legislative activity is as high as it was in 2018, when CBO provided 947 estimates), most of which will include not only estimates of federal costs but also assessments of the cost of mandates imposed on state, local, and tribal governments or the private sector;
- Fulfill thousands of requests for background information and technical assistance, the demand for which is very high as committees seek a clear picture of the budgetary impact of proposals and variants of proposals before they formally consider legislation;
- Produce about 150 scorekeeping tabulations, including account-level detail for individual appropriation acts at all stages of the legislative process, as well as summary tables showing the status of discretionary appropriations (by appropriations subcommittee) and running totals on a year-to-date basis; and
- Publish about 70 analytic reports and papers—generally required by law or prepared in response to requests from the Chairmen and Ranking Members of key committees—about the outlook for the budget and the economy, major issues affecting that outlook under current law, the budgetary effects of policy proposals that could change the outlook, and a broad range of related budget and economic topics in such areas as defense policy, infrastructure, Social Security, and housing.

The agency would also continue to bolster its responsiveness and transparency by increasing its staff's availability to meet surges in demand and by dedicating more staff to creating publications that explain and graphically illustrate CBO's work.

Despite high productivity by a dedicated staff, CBO expects that the volume of estimates and other analyses will fall short of the number of requests from committees and Congressional leadership and will fall considerably short of the number of requests from individual Members. The demands on the agency remain intense and strain its resources in many areas. For example, the workload associated with the analysis of appropriations continues to be heavy. Also, over the past year, CBO analyzed legislation related to financial reform, farm programs, nutrition programs, housing assistance for veterans, pension reform, disaster assistance, opioid abuse, and cybersecurity. CBO regularly consults with committees and leadership to ensure that its resources are focused on the work that is of highest priority to the Congress.

CBO's Role in Support of the Congress

CBO was established under the Congressional Budget Act of 1974 to provide information that would support the Congressional budget process and help the Congress make effective budget and economic policy. CBO's work follows processes specified in that law and subsequent laws or developed by the agency in concert with the budget committees and the Congressional leadership. The agency's chief responsibility under the Budget Act is to help the budget committees with the matters under their jurisdiction. CBO also supports other Congressional committees—particularly the Appropriations, Ways and Means, and Finance Committees, as the Budget Act requires—and the leadership of the House and Senate.

The agency is committed to providing information that is:

- Objective and insightful—representing the consensus and diversity of views of experts from around the country and applying the best new evidence as well as the lessons of experience;

Table 1.

Products by the Congressional Budget Office, Calendar Years 2018 to 2020

Type of Product	2018, Actual	2019, Estimate	2020, Estimate
Formal Cost Estimates and Mandate Statements	947	700	700
Fulfilled Requests for Background Information and Technical Assistance	Thousands	Thousands	Thousands
Scorekeeping Tabulations	149	150	150
Analytic Reports, Working Papers, and Testimony[a]	74	70	70

a. Includes CBO's major recurring reports providing budget and economic projections and analyses, the *Monthly Budget Review*, reports on a broad range of topics, testimonies, answers to questions for the record following a Congressional hearing, and working papers providing technical descriptions of official CBO analyses or presenting independent research by CBO analysts.

- Clearly presented and explained—so that policymakers and analysts understand the basis for the agency's findings and have the opportunity to question the analysis and methods used; and
- Timely—responding as quickly as possible to the needs of the Congress.

In keeping with CBO's mandate to provide analysis that is objective and impartial, the agency makes no policy recommendations. Instead, it strives to present fully and fairly the likely consequences of alternative proposals being considered by the Congress so that lawmakers can make informed policy choices.

The agency employs analysts with many types of expertise who support the Congress in collaboration with managers and support staff. At the beginning of January 2019, 245 positions at CBO were filled, with the largest concentration in the area of health (see Table 2).

CBO's Goals for 2019 and 2020

In 2019 and 2020, to carry out its mission of serving the Congress, CBO will focus on meeting four goals:

- Continuing to provide the Congress with budget and economic information that is objective and insightful;
- Continuing to enhance the transparency of the agency's work;
- Continuing to strengthen the agency's ability to respond to the Congress's requests for information in a timely way; and
- Continuing to improve the agency's internal operations.

Continuing to Provide the Congress With Budget and Economic Information That Is Objective and Insightful

In 2019 and 2020, CBO will ensure, as it has throughout its history, that its work is objective and insightful. For example, CBO will make no policy recommendations and will strive to present fully and fairly the likely consequences of alternative policy proposals.

Many of the products that CBO will produce in the next two years are specified by statute—for instance, the annual report on the outlook for the budget and the economy and cost estimates for bills reported by committees. The rest of CBO's analyses address issues being considered by the Congress, provide background information on budgetary and economic conditions that are relevant for the consideration of legislation, or explain the tools that the agency uses in making projections and estimates. Accordingly, the specific projects that CBO undertakes this year and next will depend on budgetary and economic developments and on requests from Congressional committees and leadership. CBO regularly consults with Members and staff about what topics and types of analyses would be most valuable to the Congress, and the agency responds as rapidly as possible to shifts in Congressional interest.

The analyses requested by the Congress often involve new and complex issues; even for recurring issues, a constantly changing context creates new challenges. CBO expends substantial resources to understand all of those issues and estimate the impact of policy proposals. Many of CBO's analyses involve assembling evidence

Table 2.

Allocation of CBO Staff, January 2019

	Number of Staff
Principal Areas for Analysts	
Health	45
Education, Immigration, Income Security, Labor, and Retirement	26
National Security, Veterans' Programs, and International Affairs	24
Macroeconomics	20
Energy, Environment, Natural Resources, and Transportation	17
Taxation	17
Budget Outlook	10
Finance and Housing	10
Appropriations	7
Mandates	5
Commerce, Justice, Science, and General Government	2
Principal Types of Activities for Other Staff	
Information Technology	14
Human Resources, Financial Management, and Other Support	10
Publication Services	10
Clerical Support	8
General Management	8
Legal Services	5
Website	5
Interns	2
Total	**245**

Source: Congressional Budget Office.

Numbers are positions filled. Although staff are assigned to a primary type of analysis or activity in this table, they often work in many areas.

from numerous sources, synthesizing the implications of that evidence, and building models to quantify effects of specific proposals and variations of them. To be ready to provide timely responses to requests, the agency makes ongoing investments in that process. For example, the agency is now in the process of updating and refining its models for analyzing potential changes to Medicare.

PROVIDING FORMAL COST ESTIMATES AND MANDATE STATEMENTS

CBO will fulfill the statutory requirement to provide estimates of the cost of bills reported by committees. Most of those cost estimates will include estimates of the effects of intergovernmental and private-sector mandates.

FULFILLING REQUESTS FOR BACKGROUND INFORMATION AND TECHNICAL ASSISTANCE

CBO will provide background information and technical assistance, the demand for which is very high as committees seek a clear picture of the budgetary impact of proposals and variants of proposals before they formally consider legislation.

PRODUCING SCOREKEEPING TABULATIONS

CBO will estimate the budgetary impact of appropriation bills and provide regular status reports on discretionary appropriations and on the direct spending and revenue effects of legislation.

PUBLISHING REPORTS, WORKING PAPERS, AND TESTIMONY ABOUT THE BUDGET AND ECONOMY

CBO will produce comprehensive reports about the outlook for the budget and the economy, describing in detail the agency's baseline budget and economic projections and the basis for them. In addition, CBO will estimate the effects of the President's budgetary proposals

on the budget and the economy, including the implications of those economic effects for the budget.

CBO will also report on the long-term budget outlook, examining the pressures facing Social Security, Medicare, Medicaid, and other parts of the federal budget over the coming decades as a result of the aging of the population, expansions of federal programs, and growth in the cost of health care per person. The agency will continue to enhance its analysis of the economic implications of long-term budgetary imbalances and of alternative ways of addressing those imbalances.

And CBO will provide in-depth analyses of budget and economic issues, responding to the interests and concerns of Congressional committees and leadership. Those analyses will span broad budget issues and an array of other topics, including health care, income security, education, macroeconomic conditions and problems, financial markets, credit programs, taxes, national security, energy, the environment, and infrastructure.

Continuing to Enhance the Transparency of the Agency's Work

CBO has always worked hard to make its analysis transparent, and the agency anticipates that almost all of its current employees will spend part of their time on such efforts. Moreover, CBO recently put in place a plan to strengthen those efforts. The Congress increased CBO's budget for 2019 in part to hire new staff to contribute to transparency and bolster responsiveness. To enhance transparency, CBO plans to hire 10 staff members in 2019 and proposes to hire 6 more in 2020.

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

TESTIFYING AND PUBLISHING ANSWERS TO QUESTIONS

In 2019 and 2020, CBO expects to testify about its baseline projections and other topics as requested by the Congress. That work will involve presenting oral remarks, answering questions at the hearings, and presenting written statements, as well as publishing answers to Members' subsequent questions for the record. CBO will continue to work to resolve issues raised as part of the oversight provided by the budget committees and the Congress generally. In addition, the agency expects that Members of Congress will ask other questions to which it will provide published responses.

EXPLAINING ANALYTICAL METHODS

CBO will update the format of its cost estimates to highlight key parameters as well as information needed by the Congress for budget enforcement procedures. The agency will also publish cost estimates' tables in spreadsheet format on its website to facilitate use of the information.

CBO also plans to publish short reports providing general information to help Members of Congress, their staff, and others better understand its work. One will provide brief explanations of some important concepts related to the Congressional budget process. For example, the report will explain differences among authorizations, appropriations, rescissions, and reappropriations. Another will explain the differences between two types of estimates used for credit programs: estimates prepared using the methodology specified in the Federal Credit Reform Act, which applies to most federal credit programs, and estimates prepared on a fair-value basis, which incorporates market risk. And another short report will explain key scorekeeping rules and how they have been used in providing estimates for recent legislation.

CBO will publish a substantial amount of technical information about updates to its health insurance simulation model (HISIM). CBO also will provide technical information about several other methods used to analyze the effects of federal policies. In addition to segments of computer code from HISIM, CBO plans to release some code from other models.

RELEASING DATA

In 2019 and 2020, CBO will continue to publish extensive sets of data in conjunction with its major recurring reports, including detailed information on 10-year budget projections, historical budget outcomes, 10-year projections for trust funds, revenue projections by category, spending projections by budget account, tax parameters and effective marginal tax rates on labor and capital, and 10-year projections of economic variables, as well as data about the economy's maximum sustainable output.

The agency will also provide details about baseline projections—this year with more supporting spreadsheets—covering the following: the Pell grant program, student loan programs, Medicare, the military retirement program, the pension benefit guarantee program, the Social Security Disability Insurance

program, the Social Security Old-Age and Survivors Insurance program, the trust funds for Social Security, child nutrition programs, child support enforcement and collections, foster care and adoption assistance programs, the Supplemental Nutrition Assistance Program, the Supplemental Security Income program, the Temporary Assistance for Needy Families program, the unemployment compensation program, the Department of Agriculture's mandatory farm programs, federal programs that guarantee mortgages, programs funded by the Highway Trust Fund, benefits for veterans and military personnel stemming from the Post-9/11 GI Bill, and veterans' disability compensation and pension programs.

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

ANALYZING THE ACCURACY OF CBO'S ESTIMATES

In 2019 and 2020, CBO will release reports analyzing the accuracy of its past projections of outlays, revenues, deficits, and debt. As part of a continuing series of reports about the accuracy of its previous cost estimates, CBO will reexamine its original estimates of certain legislation. A report on the accuracy of CBO's economic forecasts will be released. And CBO will publish comparisons of previous projections of federal subsidies for health insurance with actual amounts.

COMPARING CURRENT ESTIMATES WITH PREVIOUS ONES

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

COMPARING CBO'S ESTIMATES WITH THOSE OF OTHER ORGANIZATIONS

The agency will continue to publish its regular comparisons of its budget projections and the Administration's and of its economic projections and those of private forecasters and other government agencies. And the agency will include comparisons of estimates in various reports. In addition, when time does not allow for publication, analysts will sometimes be able to discuss such comparisons with Congressional staff.

ESTIMATING THE EFFECTS OF POLICY ALTERNATIVES

In 2019 and 2020, CBO will release new interactive products to help users understand the effects of potential changes to federal policies. And reports on other topics will also illustrate the potential effects of various policy proposals.

CHARACTERIZING UNCERTAINTY SURROUNDING ESTIMATES

CBO will update its interactive workbook showing how changes in economic conditions might affect the federal budget. Also, its reports about the 10-year outlook for the budget and the economy, the long-term outlook for the budget, and federal subsidies for health insurance will contain substantial discussions of uncertainty.

CREATING DATA VISUALIZATIONS

In 2019 and 2020, CBO will provide information about its budget and economic projections in slide decks and create infographics about actual outlays and revenues. And the agency will continue to look for opportunities to include graphics to enhance the explanations in some cost estimates.

CONDUCTING OUTREACH

CBO will continue to communicate every day with Congressional staff and others outside the agency to explain its findings and methods, respond to questions, and obtain feedback. The agency's Director will meet regularly with Members of Congress to do the same.

As the agency updates its health insurance model, it will continue to discuss the development with representatives from the Congress, federal agencies, states, insurers, employers, doctors, hospitals, and the general public. The agency will also obtain feedback from researchers such as those on the technical review panel that it established for HISIM.

After each set of baseline projections is published, CBO's staff will meet with Congressional staff to discuss the new projections and answer questions.

CBO will continue to obtain input from its Panel of Economic Advisers and Panel of Health Advisers. It will continue to turn to other experts as well. For example, CBO will convene a recurring meeting of crop insurance and commodity analysts to review the past performance of the crop insurance program and commodity markets and to discuss projections of future spending in those areas. Many reports will benefit from written comments by outside experts on preliminary versions. For some recurring reports produced on compressed timetables, such as the one about CBO's long-term budget projections, the agency will solicit comments on previous publications and selected technical issues to incorporate improvements in future editions.

CBO' staff will give presentations on Capitol Hill—some in collaboration with the Congressional Research Service—on its budget and economic projections and on other topics. Those presentations will allow CBO to explain its work and answer questions. The agency will also give presentations about its findings and about work in progress in a variety of venues to offer explanations and gather feedback. In addition, CBO will use podcasts and blog posts to summarize and highlight various issues.

Continuing to Strengthen Responsiveness

One of CBO's highest priorities is responding to the Congress with the information that it needs to legislate. That information takes a variety of forms, ranging from formal cost estimates to background information and technical assistance, and CBO tries to provide it when it is most useful. For example, CBO completes nearly all cost estimates before a floor vote on legislation. In addition, the agency works to provide technical assistance, reports, and other information to policymakers during earlier stages of the legislative process.

The agency recently put in place a plan to strengthen its responsiveness. For 2019, the Congress increased CBO's budget in part to hire new staff to contribute to that effort. As a result, CBO is increasing staffing in high-demand areas, such as analyses of health care and immigration. In addition, the agency is continuing to hire analysts to expand its use of team approaches, in which work on large and complicated projects is shared.

The budgetary increase that CBO is requesting now would allow it to continue such efforts while also enhancing transparency. In 2020, CBO proposes hiring additional staff who would increase the agency's expertise and modeling capability in several areas. CBO's goal is to have more staff with overlapping skills within and across teams. In some cases, those skills will consist of expertise related to particular programs, such as transportation. In other cases, they will be more technical, such as the ability to design simulation models. Increasing the number of staff with overlapping skills will allow the agency to be more nimble when responding to requests for information.

Continuing to Improve the Agency's Internal Operations

In addition to focusing directly on serving the Congress, CBO devotes resources to developing employees' skills and providing the technological infrastructure needed to help them be as productive as possible.

DEVELOPING EMPLOYEES' SKILLS

CBO plans to continue to focus on staff development in 2019 and 2020. For example, the agency plans to fund participation in conferences of researchers, practitioners, and government employees on various economic and policy topics, as well as training in analytic tools and various skills. Also, CBO plans to continue to emphasize the need to clearly communicate the results of analyses, providing courses on writing and on effective presentation skills. Of course, to remain fiscally prudent, CBO will develop employees' skills by means of internal resources and those of sister agencies to the extent possible.

MAINTAINING AND IMPROVING TECHNOLOGICAL INFRASTRUCTURE

CBO continually works to maintain and improve its technological infrastructure. In 2019 and 2020, CBO plans to:

- Move its secondary data center to the cloud;
- Establish on-site capacity to use sensitive data securely;
- Improve the agency's ability to assess, detect, remedy, and recover from internal and external cyberthreats by upgrading, replacing, and adding certain software and systems and by testing the systems' capabilities to withstand attacks via the network or malicious email;
- Acquire new hardware, software, and systems to provide staff with "virtual desktops," which are more cost-effective in the long run than physical desktops,

allow for greater mobility, and are easier to maintain; and

- Make the agency's help-desk system easier to use, with more self-help features and better integration with other internal systems.

CBO's Work in 2018

As it does each year, CBO analyzed trends and recent developments related to the economy and the budget during calendar year 2018 and developed baseline projections. With those projections used as benchmarks in most of its analyses, CBO provided almost a thousand formal cost estimates and mandate statements, fulfilled several thousand requests for background and technical information, produced nearly 150 scorekeeping estimates for appropriation bills, and published many analytic reports, working papers, and other documents. In providing all of that information, CBO tried to be transparent and responsive.

Formal Cost Estimates and Mandate Statements

CBO completed 947 formal cost estimates in 2018. They generally included explanations of their components and of the estimating methods used. The vast majority also included mandate statements, which assess whether legislation contains intergovernmental or private-sector mandates as defined in the Unfunded Mandates Reform Act and, if so, assess the magnitude of the mandates' effects on the private sector and on state, local, and tribal governments. CBO completed nearly all cost estimates before the legislation came to a floor vote.

Background Information and Technical Assistance

CBO provides considerable assistance and many preliminary estimates when legislative proposals are still at the early stages of development. Such information is generally provided to committees or the leadership of the House or Senate. Similar information is also provided as part of the legislative process when amendments are being considered. CBO fulfilled several thousand requests for it in 2018.

Scorekeeping Tabulations

On an ongoing basis during 2018, CBO provided spending estimates with account-level detail for individual appropriation bills at all stages of the legislative process. Those tabulations totaled 149 last year. The agency also periodically provided summary tables showing the status of discretionary appropriations (by appropriations subcommittee) and running totals on a year-to-date basis.

Reports, Working Papers, and Testimony About the Budget and Economy

CBO provides reports, analyses, and other information to policymakers throughout the legislative process. In 2018, the agency described its baseline projections in a major report about the budget and economic outlook. CBO also provided a comprehensive analysis of the long-term outlook for the federal budget—that is, the outlook over the next 30 years and an analysis of economic outcomes under different budgetary paths. In addition, CBO produced an analysis of the President's budgetary proposals and a volume describing 121 policy options for reducing budget deficits. A digital version of the volume was also developed, including a tool that allows users to search by keyword. Besides those major reports, the agency produced many other analyses of budget and economic issues. All told, the agency produced 74 such publications; they are arrayed by category below.

PROJECTIONS AND BUDGET ISSUES IN MAJOR RECURRING REPORTS

Options for Reducing the Deficit: 2019 to 2028 (December)

An Update to the Economic Outlook: 2018 to 2028 (August)

The 2018 Long-Term Budget Outlook (June)

An Analysis of the President's 2019 Budget (May)

The Budget and Economic Outlook: 2018 to 2028 (April)

BUDGET ISSUES

Monthly Budget Review (12 issues)

A Review of CBO's Estimate of the Effects of the Recovery Act on SNAP (December)

The Accuracy of CBO's Baseline Estimates for Fiscal Year 2018 (December)

Funding for International Affairs Activities, Within and Outside Agencies' Base Budgets (December)

The Deficit Reductions Necessary to Meet Various Targets for Federal Debt (August)

Sequestration Update Report: August 2018 (August)

The Long-Term Budget Outlook Under Alternative Scenarios for Fiscal Policy (August)

Answers to Questions for the Record Following a Hearing Conducted by the House Committee on the Budget on The Budget and Economic Outlook: 2018 to 2028 (July)

CBO's Projections of Federal Receipts and Expenditures in the National Income and Product Accounts (July)

Expired and Expiring Authorizations of Appropriations: Fiscal Year 2018, Revised (July)

How Changes in Economic Conditions Might Affect the Federal Budget (June)

The Accuracy of CBO's Outlay Estimates for Fiscal Year 2017 (June)

Federal Mandatory Spending for Means-Tested Programs, 2008 to 2028 (June)

Answers to Questions for the Record Following a Hearing on The Budget and Economic Outlook: 2018 to 2028 *Conducted by the Senate Budget Committee* (May)

An Overview of CBOLT: The Congressional Budget Office Long-Term Model (April)

The Budget and Economic Outlook: 2018 to 2028 (Testimony before the House Budget Committee) (April)

The Budget and Economic Outlook: 2018 to 2028 (Testimony before the Senate Budget Committee) (April)

Final Sequestration Report for Fiscal Year 2018 (April)

Report on the Troubled Asset Relief Program—March 2018 (March)

How CBO Prepares Cost Estimates (February)

How CBO Prepares Baseline Budget Projections (February)

Federal Debt and the Statutory Limit, January 2018 (January)

Cash and Accrual Measures in Federal Budgeting (January)

Expired and Expiring Authorizations of Appropriations (January)

EDUCATION

Federal Aid for Postsecondary Students (June)

Distribution of Federal Support for Students Pursuing Higher Education in 2016 (June)

EMPLOYMENT AND LABOR MARKETS

Comparing the Effects of Current Pay and Defined Benefit Pensions on Employee Retention (June)

CBO's Projection of Labor Force Participation Rates (March)

Factors Affecting the Labor Force Participation of People Ages 25 to 54 (February)

FINANCE

Measuring the Costs of Federal Insurance Programs: Cash or Accrual? (December)

Accounting for Fannie Mae and Freddie Mac in the Federal Budget (September)

Transitioning to Alternative Structures for Housing Finance: An Update (August)

How CBO Produces Fair-Value Estimates of the Cost of Federal Credit Programs: A Primer (July)

Fair-Value Estimates of the Cost of Federal Credit Programs in 2019 (June)

HEALTH CARE

Exploring the Growth of Medicaid Managed Care (August)

Federal Subsidies for Health Insurance Coverage for People Under Age 65: 2018 to 2028 (May)

How CBO Defines and Estimates Health Insurance Coverage for People Under Age 65 (May)

How CBO and JCT Analyze Major Proposals That Would Affect Health Insurance Coverage (February)

An Analysis of Private-Sector Prices for Physicians' Services (January)

INCOME DISTRIBUTION

How CBO Adjusts for Survey Underreporting of Transfer Income in Its Distributional Analyses (July)

The Distribution of Household Income, 2014 (March)

INFRASTRUCTURE AND TRANSPORTATION

Federal Support for Financing State and Local Transportation and Water Infrastructure (October)

Fiscal Substitution of Investment for Highway Infrastructure (August)

MACROECONOMIC ANALYSIS

CBO's Model for Forecasting Business Investment (December)

How Nominal Foreign Currency Depreciation Against the U.S. Dollar Affects U.S. Wealth (June)

Estimating and Projecting Potential Output Using CBO's Forecasting Growth Model (February)

How CBO Produces Its 10-Year Economic Forecast (February)

NATIONAL SECURITY

Possible Higher Spending Paths for Veterans' Benefits (December)

The Cost of Replacing Today's Air Force Fleet (December)

Funding for Overseas Contingency Operations and Its Impact on Defense Spending (October)

An Analysis of the Navy's Fiscal Year 2019 Shipbuilding Plan (October)

Operating Costs of Aging Air Force Aircraft (September)

A Historical Survey of Ship Reactivations (May)

How CBO Estimates the Cost of New Ships (April)

Comparing a 355-Ship Fleet With Smaller Naval Forces (March)

The Depot-Level Maintenance of DoD's Combat Aircraft: Insights for the F-35 (February)

OTHER TOPICS

CBO's Long-Term Social Security Projections: Changes Since 2017 and Comparisons With the Social Security Trustees' Projections (December)

How Taxes Affect the Incentive to Invest in New Intangible Assets (November)

Enhancing Transparency

In 2018, as CBO pursued its goals for transparency, it undertook these 10 types of activities:[1]

- **Testifying and publishing answers to questions.** CBO testified at nine Congressional hearings and responded to requests from the Congress for public answers to specific questions. In addition to presenting oral remarks, answering questions at the hearings, and presenting written statements, the agency published 124 answers to Members' subsequent questions.

- **Explaining its analytical methods.** CBO published various reports explaining its analyses and made some supporting documents and some computer code available. Also, in nearly every cost estimate, CBO included a section describing the basis of the estimate.

- **Releasing data.** *The Budget and Economic Outlook*, the *Analysis of the President's 2019 Budget*, and several other reports were supplemented with a comprehensive set of data files, and most reports were accompanied by files providing the data underlying figures.

- **Analyzing the accuracy of its estimates.** CBO released various reports that compared projections and actual outcomes.

- **Comparing its current estimates with its previous ones.** In several of its recurring publications, CBO explained the differences between projections in 2018 and the previous year. In addition, cost estimates explained the extent to which provisions and estimates were similar to or different from earlier ones.

1. For details, see Congressional Budget Office, *Transparency at CBO: Future Plans and a Review of 2018* (December 2018), www.cbo.gov/publication/54885.

- **Comparing its estimates with those of others.** CBO regularly made comparisons with the budget projections of the Administration, with the economic projections of private forecasters and other government agencies, and with the policy analyses of various organizations. (In addition, when time did not allow for a formal publication, CBO often discussed comparisons with Congressional staff.)

- **Estimating the effects of policy alternatives.** CBO prepared reports and created its first interactive products to estimate the effects that alternative assumptions about future policies would have on budgetary outcomes. For example, CBO developed an interactive tool for analyzing the military's force structure.

- **Describing how much uncertainty surrounds its estimates.** CBO created an interactive workbook that allows users to enter alternative economic scenarios and obtain budgetary results, and in several major reports and cost estimates, the agency discussed the uncertainty surrounding its estimates.

- **Creating data visualizations.** To make CBO's projections easier to understand, the agency published chart books, slide decks, and infographics about the budget and the economy.

- **Conducting outreach.** The most important form of outreach was direct communication between CBO and the Congress in person, by phone, and by email. In addition, CBO solicited input from a range of policy experts through its Panels of Economic and Health Advisers and obtained many external reviews of its work. CBO launched its first-ever podcast with three episodes in an effort to enhance transparency. In addition, CBO's staff made presentations about the agency's processes, work in progress, and recently completed work. And the agency published blog posts highlighting key issues.

To make such work easier to find, CBO created a new section of its website dedicated to interactive graphics and revamped the page about transparency. And to provide a stronger foundation for future innovations, CBO upgraded the open-source content management system that powers its website to the latest version.

Strengthening Responsiveness

Last year marked the highest number of formal cost estimates in a decade: 947. Cost estimates from CBO were available for more than 97 percent of the reported bills that made it to the floor.

To maintain that level of responsiveness for formal estimates while providing additional technical assistance to Members and committees, CBO has hired more assistant analysts, who can move from one topic to another and provide support to more senior analysts when demand surges for analysis of a particular topic, such as health care or natural resources. CBO has hired analysts to develop deeper expertise in certain topics, such as cybersecurity, so that it is better positioned to analyze new proposals in those areas. The agency has also hired analysts to expand its use of team approaches, in which work on large and complicated proposals is shared.

In 2018, CBO developed and pilot-tested a new system for tracking how it responded to requests for background information and technical assistance. By continuing to track that information in 2019, CBO will be able to provide a better picture of the types of requests that it receives from the Congress and of the services that it provides. The agency aims to use the system to help it allocate resources efficiently and to improve the timeliness of its responses to the extent possible.

Improvements in Internal Operations in 2018

In 2018, CBO continued to focus on staff development and to improve its IT capabilities. One indicator of the strength of its internal operations was the agency's recognition by the Partnership for Public Service as one of the best places to work in the federal government—ranking third overall among 29 small agencies. That assessment was derived from survey data about the match between employees' skills and agencies' mission, the balance between employees' work and the rest of their life, the strength of communication within the agencies, and the effectiveness of the agencies' leadership.

To ensure that staff members stay current on topics that are important to CBO's work for the Congress, the agency hosted presentations by a broad range of outside researchers and other experts, and staff members participated in numerous seminars to share information about their analyses, data, and estimating techniques. CBO also sustained its emphasis on training. The agency funded

participation in conferences of researchers, practitioners, and government employees on various economic and policy topics, as well as training in analytic tools and various skills. CBO continued to emphasize the need to clearly communicate the results of analyses, providing courses on writing analytic reports and training on effective presentation skills and data visualization. Finally, CBO provided staff with extensive training in soft skills and provided managers with training in engaging employees and enhancing productivity.

CBO implemented numerous improvements to its IT infrastructure and practices last year. Among other advances, the agency:

- Upgraded all desktops and laptops to the more secure Microsoft Windows 10 operating system and to Microsoft Office 2013;
- Moved additional data used for analysis, as well as computer infrastructure, to the cloud, further reducing the amount of physical equipment in CBO's data center and improving the availability and performance of programs that use those data; and
- Migrated its intranet to a new cloud-based platform so that all major updates will now take place on an ongoing basis.

The agency continued to encourage small businesses to participate in its procurements by making a point of including them in its requests for price quotes and in its market research and, before making an award, by having each prospective contractor identify its type of business and its size. As a result of those efforts, CBO awarded 179 contracts and purchase orders to small businesses in fiscal year 2018. Of those contracts and purchase orders, 12 went to minority-owned businesses, 44 to women-owned businesses, and 3 to a business owned by a minority woman.

Organization Charts

Figures 1 through 9 show CBO's organizational structure and list the names of all of CBO's managers.

Figure 1.

Organization Chart—Entire Agency

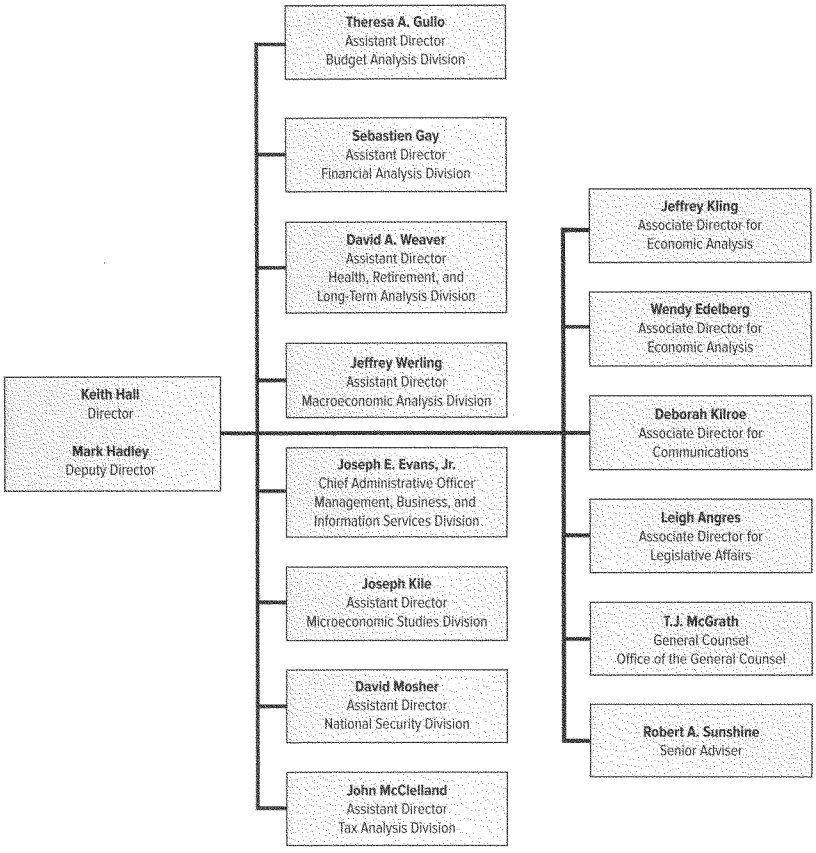


Figure 2.

Organization Chart—Budget Analysis Division

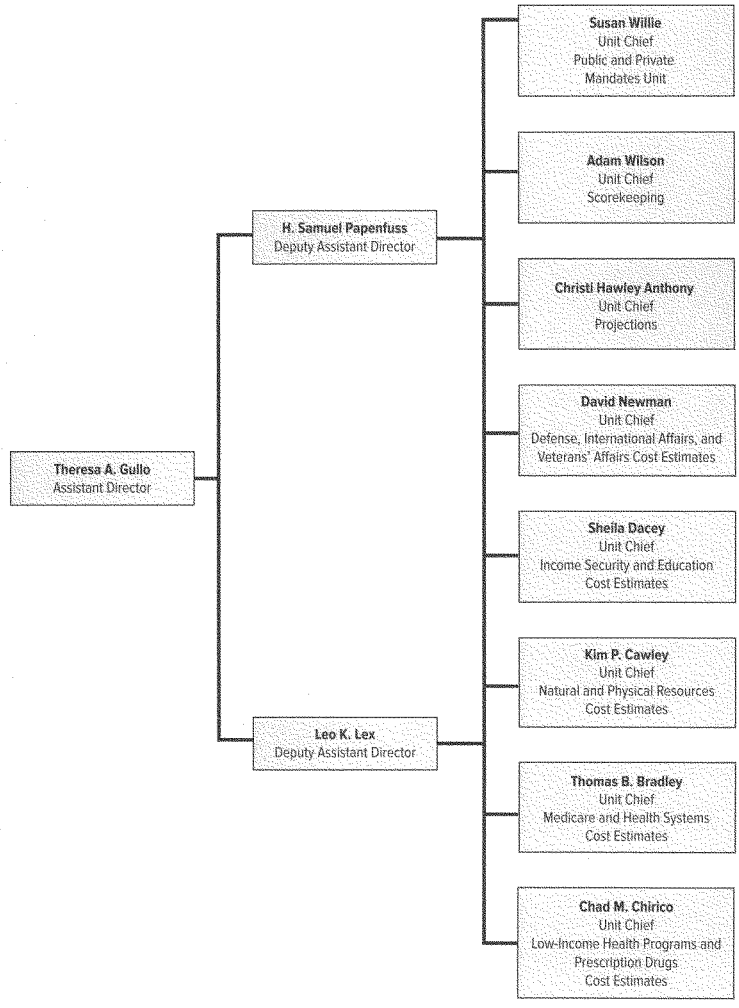


Figure 3.

Organization Chart—Financial Analysis Division

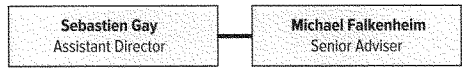


Figure 4.

Organization Chart—Health, Retirement, and Long-Term Analysis Division

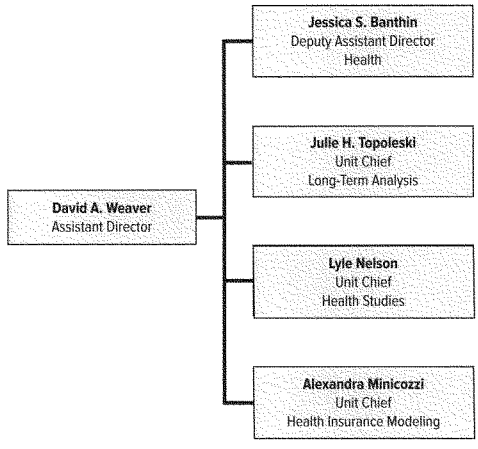


Figure 5.

Organization Chart—Macroeconomic Analysis Division

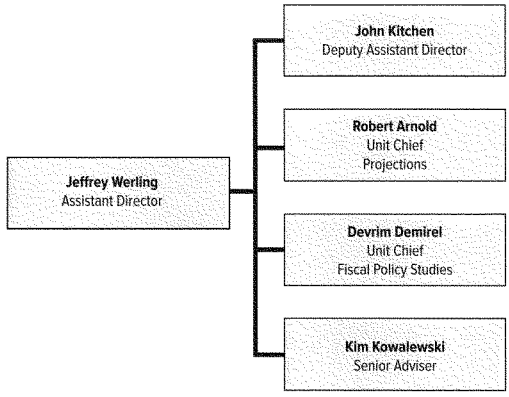


Figure 6.

Organization Chart—Management, Business, and Information Services Division

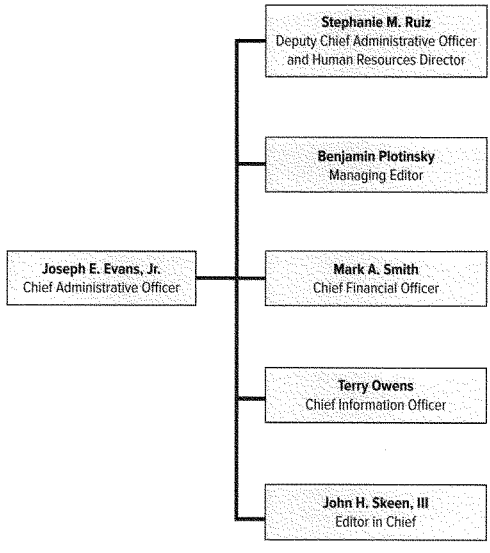


Figure 7.

Organization Chart—Microeconomic Studies Division

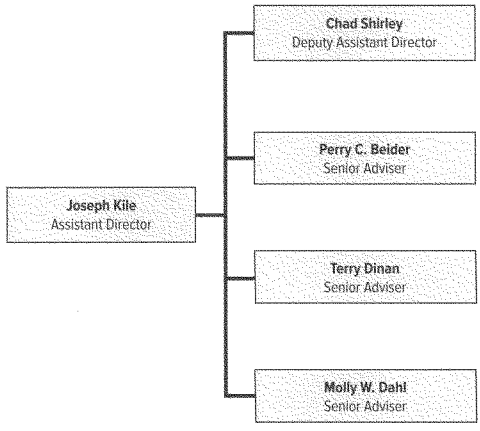


Figure 8.

Organization Chart—National Security Division

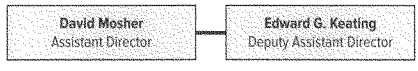
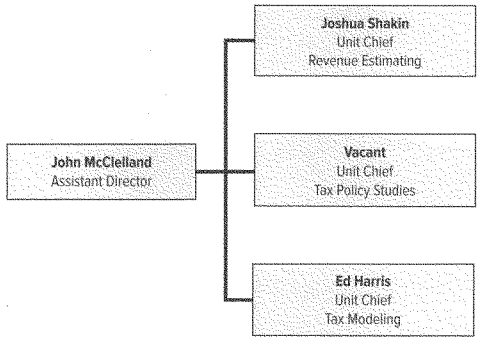


Figure 9.

Organization Chart—Tax Analysis Division



Detailed Tables

Tables 3 through 9 provide a detailed breakdown of CBO's past budgets and requested appropriations for fiscal year 2020.

Table 3.

Summary of Salaries and Expenses Appropriation, by Organizational Unit

Thousands of Dollars

	Fiscal Year 2018, Actual		Fiscal Year 2019, Enacted		Fiscal Year 2020, Request		Change From FY 2019 to FY 2020 Funding		
Organizational Unit	FTEs	Funding	FTEs	Funding	FTEs	Funding	FTEs	Amount	Percentage
Office of the Director[a]	18	3,567	20	3,852	20	3,930	0	78	2.0
Budget Analysis	81	14,908	90	16,309	92	17,066	2	757	4.6
Macroeconomic Analysis	17	3,134	18	3,338	18	3,415	0	77	2.3
Financial Analysis	6	1,117	7	1,283	8	1,497	1	214	16.7
Tax Analysis	18	3,313	18	3,260	20	3,721	2	461	14.1
Health, Retirement, and Long-Term Analysis	32	5,906	35	6,346	37	6,866	2	520	8.2
Microeconomic Studies	16	2,944	17	3,184	18	3,441	1	257	8.1
National Security	13	2,418	14	2,541	14	2,598	0	57	2.2
Management, Business, and Information Services	36	12,602	36	10,624	37	11,022	1	398	3.7
Total	**237**	**49,909**	**255**	**50,737**	**264**	**53,556**	**9**	**2,819**	**5.6**

FTE = full-time-equivalent position; FY = fiscal year.

a. Includes the Office of Communications and the Office of the General Counsel.

Table 4.

Summary of Salaries and Expenses Appropriation, by Object Class

Thousands of Dollars

Object Class	CBO Activities	Fiscal Year 2018, Actual	Fiscal Year 2019, Enacted	Fiscal Year 2020, Request	Change From FY 2019 to FY 2020 Amount	Change From FY 2019 to FY 2020 Percentage
11.1	Full-Time Permanent Positions	30,650	32,497	34,734	2,237	6.9
11.3	Other Than Full-Time Permanent	909	1,089	1,157	68	6.2
11.5	Other Personnel Compensation (Performance Awards)	605	600	600	0	n.a.
11.5	Other Personnel Compensation (Overtime)	38	12	12	0	0
12.1	Personnel Benefits	11,245	11,661	12,168	507	4.3
	Total, Pay	43,447	45,859	48,671	2,812	6.1
21.0	Travel and Transportation of Persons	175	199	199	0	0
23.3	Communications, Utilities, and Miscellaneous Charges	523	351	351	0	0
24.0	Printing and Reproduction	11	40	39	-1	-2.5
25.0	Other Services	4,779	3,514	3,495	-19	-0.5
26.0	Supplies and Materials	433	410	419	9	2.2
31.0	Equipment	541	364	382	18	4.9
	Total, Nonpay	6,462	4,878	4,885	7	0.1
	Total	**49,909**	**50,737**	**53,556**	**2,819**	**5.6**

FY = fiscal year.

Table 5.

Salaries and Expenses Appropriation: Analysis of Change

	FTEs	Requested Amount (Thousands of dollars)
Funding for Fiscal Year 2019	255	50,737
Mandatory Pay and Related Costs		
Personnel additions (Pay only)	9	1,115
Fiscal year 2020 performance increases (Pay only)		379
Annualization of prior fiscal year personnel actions (Pay only)		573
One more workday than in fiscal year 2019 (Pay only)		128
Fiscal year 2020 across-the-board pay adjustment (Pay only)		43
Increase in other than full-time permanent (Pay only)		67
Other benefit changes (Benefits)		93
Personnel additions (Benefits)		371
One more workday than in fiscal year 2019 (Benefits)		43
Total, Mandatory Pay and Related Costs		**2,812**
Price-Level Changes		
Price increases		0
Total, Price-Level Changes		0
Program Changes		
Decrease in printing and reproduction		-1
Decrease in other services		-19
Increase in supplies and materials		9
Increase in equipment		18
Total, Program Changes		**7**
Net Increase or Decrease	9	2,819
Fiscal Year 2020 Request	**264**	**53,556**

FTE = full-time-equivalent position.

Table 6.

Staffing Summary

Organizational Unit	Fiscal Year 2018 Actual Number of Employees[a]	Fiscal Year 2018 Actual FTEs[b]	Fiscal Year 2019, FTEs Enacted[c]	Fiscal Year 2020, Requested FTEs[c]	Change in FTEs From FY 2019 to FY 2020
Office of the Director[d]	18	18	20	20	0
Budget Analysis	82	81	90	92	2
Macroeconomic Analysis	20	17	18	18	0
Financial Analysis	7	6	7	8	1
Tax Analysis	18	18	18	20	2
Health, Retirement, and Long-Term Analysis	31	32	35	37	2
Microeconomic Studies	17	16	17	18	1
National Security	12	13	14	14	0
Management, Business, and Information Services	38	36	36	37	1
Total	**243**	**237**	**255**	**264**	**9**

FTE = full-time-equivalent position; FY = fiscal year.

a. Number of employees at the end of the year.

b. Cumulative number of FTEs over the course of the year.

c. Based on the number of employees projected for the end of the previous year, minus projected terminations and plus projected hires for the specified year, and allowing for lag time between terminations and hires.

d. Includes the Office of Communications and the Office of the General Counsel.

Table 7.

Supplemental Data on Mandatory Pay Increases in CBO's Request

Thousands of Dollars

Category	Amount	Explanation of Calculation
Personnel Additions (Pay only)	1,115	CBO added pay for nine additional FTEs. That sum would fully fund 14 employees hired in fiscal year 2019 and 6 additional employees hired in fiscal year 2020.
Fiscal Year 2020 Performance Increases (Pay only)	379	CBO uses a performance-based system to reward its employees. Performance-based increases are based on employees' accomplishments in the previous year, as reflected in annual performance reviews. Performance is assessed according to five criteria: quality, timeliness and productivity, initiative, written and oral communication skills, and effectiveness of working relationships. Managers' performance is also assessed according to a sixth criterion, leadership. CBO's Director makes the final decisions on all pay changes. Maintaining the ability to reward performance is essential in view of the competitive job markets for economists, budget analysts, and other professionals.
Annualization of Prior Fiscal Year Personnel Actions (Pay only)	573	CBO annualized fiscal year 2019 actions to include promotions and performance-based increases for staff.
One More Workday Than in Fiscal Year 2019 (Pay only)	128	CBO increased pay needs because there will be 262 compensable days in fiscal year 2020, one more than the 261 compensable days in fiscal year 2019.
Fiscal Year 2020 Across-the-Board Pay Adjustment (Pay only)	43	Funding for a projected 1.9 percent across-the-board pay increase in January 2020 for staff whose salary is less than $100,000 (if such an increase is authorized for executive branch agencies).
Increase in Other Than Full-Time Permanent (Pay only)	67	Funding to support a slight increase in costs for employees other than full-time permanent employees.
Personnel Benefit Changes Under Current Law (Benefits)	93	The estimated cost of the change in benefits associated with the salary increases listed above, benefit program price increases, and the growing rate of employees' participation in the Federal Employees Retirement System.
Personnel Additions (Benefits)	371	CBO added benefits for nine additional FTEs. That sum would fully fund benefits for the 14 employees hired in fiscal year 2019 and pay for benefits for the 6 additional employees hired in fiscal year 2020.
One More Workday Than in Fiscal Year 2019 (Benefits)	43	CBO increased benefits costs because there will be 262 compensable days in fiscal year 2020, one more than the 261 compensable days in fiscal year 2019.
Total, Mandatory Pay Increases	**2,812**	

FTE = full-time-equivalent position.

Table 8.

Supplemental Data on Price-Level Increases in CBO's Request

Thousands of Dollars

Category	Amount	Explanation of Calculation
General Inflationary Increase	0	Although CBO might have included an adjustment of 2.4 percent to match its projection of inflation, it did not in order to help pare costs for nonpay items.
Total, Price-Level Increase	**0**	

Table 9.

Salaries and Expenses Obligations: 10-Year Data

Thousands of Dollars, Not Adjusted for Inflation, by Fiscal Year

Object Class	CBO Activities	2011	2012	2013	2014	2015	2016	2017	2018	2019, Enacted	2020, Requested
11.1	Full-Time Permanent Positions	29,724	29,488	28,687	28,200	28,891	29,368	30,120	30,650	32,497	34,734
11.3	Other Than Full-Time Permanent	838	543	514	818	877	778	895	909	1089	1157
11.5	Other Personnel Compensation	885	567	6	583	542	567	447	643	612	612
		31,447	30,598	29,207	29,601	30,310	30,713	31,462	32,202	34,198	36,503
12.1	Personnel Benefits	10,048	9,939	9,711	9,752	10,433	10,807	11,107	11,245	11,661	12,168
13.0	Benefits for Former Personnel	8	0	0	0	0	0	6	0	0	0
21.0	Travel and Transportation of Persons	168	128	112	123	185	194	148	175	199	199
22.0	Transportation of Things										
23.3	Communications, Utilities, and Miscellaneous Charges	264	160	157	318	298	186	241	523	351	351
24.0	Printing and Reproduction	61	26	11	29	31	19	19	11	40	39
25.0	Other Services	2,616	1,439	1,381	2,445	2,313	2,443	2,185	4,779	3,514	3,495
26.0	Supplies and Materials	458	454	370	422	407	423	383	433	410	419
31.0	Equipment	1,597	985	520	2,293	1,699	1,635	919	541	364	382
	Total, Obligations	**46,667**	**43,729**	**41,469**	**44,983**	**45,676**	**46,420**	**46,470**	**49,909**	**50,737**	**53,556**
Full-Time-Equivalent Positions		246	237	225	225	233	233	237	237	255	264

Detailed Object Class Analysis

The details of CBO's requested appropriation for 2020 are explained below.

Basis for CBO's Budget Estimates—Personnel Costs

CBO derived these projections of personnel costs with its internally developed software for tracking current payroll costs and projecting future payroll costs. The projections are based on employee-level payroll data at the object class level. In the past, payroll budget projections derived with this software have proved to be highly accurate.

OBJECT CLASS 11—FULL-TIME AND PART-TIME EMPLOYEES: $36,503,000

- **$35,661,300 for Base Pay**—funds an average of 264 FTEs for the fiscal year. The amount constitutes an overall net increase of $2,305,000 over the amount in 2019:
  - $1,115,000 is for base pay for 9 additional FTEs (representing new hires in fiscal year 2019 and 6 additional hires in fiscal year 2020).
  - $573,000 is for prior-year personnel actions (performance-based increases and promotions).
  - $379,000 is for performance-based pay increases in 2020. CBO uses a performance-based system to reward its employees. Performance-based increases are based on employees' accomplishments in the previous year, as reflected in annual performance reviews. Most employees' performance is assessed according to five criteria: quality, timeliness and productivity, initiative, written and oral communication skills, and effectiveness of working relationships. Managers' performance is also assessed according to a sixth criterion, leadership. CBO's Director makes the final decisions on all pay changes. Maintaining the ability to reward performance is essential in view of the competitive job markets for economists, budget analysts, and other professionals.
  - $128,000 is to pay employees for one more workday than in fiscal year 2019.
  - $43,000 is for an across-the-board pay increase (if such an increase is authorized for executive branch agencies) of 1.9 percent in January 2020 for staff whose salary is less than $100,000.
  - $67,000 is for increased base pay for employees other than full-time permanent employees.
- **$600,000 for Performance Bonuses for Top Performers**—such bonuses enable CBO to control long-term compensation costs while helping the agency retain its outstanding performers in competitive job markets. The amount is the same as the amount in fiscal year 2019.
- **$229,700 for Leave Buyout Costs**—funds mandatory leave buyout costs for employees who depart. This amount is based on current data and projected departures; it is roughly equal to the amount in fiscal year 2019. If leave buyout costs turned out to be higher than this amount, CBO would delay filling vacated positions to cover the costs.
- **$12,000 for Overtime Pay**—funds overtime pay for nonexempt employees at the same level as the level in fiscal year 2019. Currently, CBO has 11 employees serving in nonexempt positions, which require overtime pay. They perform such tasks as preparing and printing products, delivering them to the Congress, and providing technical support. CBO must pay overtime in the rare cases in which support of the Congress would be impaired if the work was not performed.

OBJECT CLASS 12—PERSONNEL BENEFITS: $12,167,800

- **$5,678,400 for the Federal Employees Retirement System (FERS) and Civil Service Retirement System (CSRS)**—funds mandatory retirement benefits for FERS and CSRS employees. The amount, which constitutes an increase of $238,600, is based on several factors: the projected base pay of current employees; current benefit rates (19.1 percent for FERS employees generally, 7.5 percent for CSRS and CSRS Offset employees, and 11.9 percent for employees new to government after December 31, 2012); and anticipated attrition.
- **$2,007,500 for Health Insurance**—funds mandatory health benefit costs. The amount, which constitutes an increase of $93,300, is 4.9 percent higher than the amount in 2019.
- **$1,853,400 for Social Security Payroll Taxes**—funds mandatory benefit costs for CBO employees

subject to the Social Security payroll tax. The amount, which constitutes an increase of $100,500, is projected on the basis of an estimated maximum taxable amount of $137,558 for each employee, along with a reduction for anticipated attrition.

- **$1,254,400 for FERS Thrift Savings Plan (TSP) Government Matching Contributions**—funds mandatory government matching contributions. The amount, which constitutes an increase of $47,900, is projected on the basis of matching benefits for current employees, their current annualized salary, and a reduction for anticipated attrition. The historical matching benefit for CBO has been roughly 3.5 percent of base pay.

- **$498,000 for Medicare Payroll Taxes**—funds mandatory benefit costs for CBO employees. The amount, which constitutes an increase of $12,500, equals 1.45 percent of base pay, along with a reduction for anticipated attrition.

- **$327,900 for the FERS TSP Government Basic Contribution**—funds the mandatory FERS TSP matching benefit of 1 percent. The amount, which constitutes an increase of $7,600, is projected on the basis of the benefits paid to current employees, their current annualized salary, and a reduction for anticipated attrition.

- **$282,000 for the Transit Benefit Program**—funds mandatory employee benefits that are associated with CBO's Transit Benefit Program. The amount is an increase of $7,000 from the amount in fiscal year 2019 to accommodate CBO's increase in personnel.

- **$100,000 for Death Benefits**—funds death benefits. The amount is the same as the amount in fiscal year 2019.

- **$100,000 for Recruitment Bonuses**—funds a valuable recruiting tool for the agency. The amount is the same as the amount in fiscal year 2019.

- **$46,500 for Life Insurance**—funds mandatory life insurance benefits for employees. The amount, which constitutes an increase of $1,100, is projected on the basis of historical data and equals roughly 0.1 percent of base pay.

- **$18,000 for the Student Loan Repayment Program**—funds a valuable recruiting tool for the agency. The amount is the same as the amount in fiscal year 2019.

- **$1,700 for the Federal Flexible Spending Account Program (FSAFEDS)**—funds mandatory costs for participation in FSAFEDS by employees. The amount, which is the same as the amount in fiscal year 2019, is projected on the basis of employees' historical use of the program.

- **$0 for Workers' Compensation**—funds mandatory payments of workers' compensation claims. No claims were received in fiscal year 2018, so CBO has no claims to pay in fiscal year 2020. The amount is therefore a decrease of $1,200.

Basis for CBO's Budget Estimates—Nonpersonnel Costs
CBO projected nonpersonnel costs on the basis of its past experience and plans for the upcoming year.

OBJECT CLASS 21—TRAVEL: $198,600

- **$198,600 for Travel**—funds travel for two meetings of the agency's Panel of Economic Advisers and one meeting of the agency's Panel of Health Advisers to support the development and review of the agency's analyses; funds employees' attendance at the annual Allied Social Science Associations conference, which is an important venue for recruiting; and funds travel for employees to attend various conferences and training courses, including management and leadership training. The amount is the same as the amount in fiscal year 2019.

OBJECT CLASS 23.3—COMMUNICATIONS, UTILITIES, AND MISCELLANEOUS: $351,300

- **$346,200 for Telecommunications and Telephone Services**—funds secure communication lines to support Internet and intranet services, local and long distance telephone services, and smartphone service for some CBO personnel. This amount is based on anticipated requirements and is the same as the amount in fiscal year 2019. These funds will let CBO maintain secure telecommunication links and Internet services between the agency's offices at the Ford House Office Building and its secondary data center. The links enable CBO's IT staff to conduct daily administrative tasks and to replicate data and systems at both locations daily so that if a disaster

occurred at the Ford Building, the agency could keep operating at the other location.

- **$5,100 for Mail Service**—funds postage, couriers, and mail services. The amount is based on anticipated usage and is the same as the amount in fiscal year 2019.

OBJECT CLASS 24—PRINTING AND REPRODUCTION: $39,100

- **$39,100 for Publications**—funds the printing of publications through the Government Publishing Office, as well as other miscellaneous printing requirements involving CBO's products for the Congress. The amount is a $1,000 decrease from the amount in fiscal year 2019.

OBJECT CLASS 25—OTHER SERVICES: $3,495,400

- **$1,340,900 for IT Commercial Data and Time Sharing**—funds purchases of data about health care, domestic and international banking and financial markets, and other topics in support of the agency's analyses. The amount is based on known requirements and is a $2,200 decrease from the amount in fiscal year 2019. That decrease is because CBO has migrated its archive backup systems and other systems to the cloud, making data recovery and other operations more cost-effective and efficient.

- **$705,400 for Equipment Maintenance and Repair**—funds a broad array of IT items needed for operations. The amount is based on known requirements and is a $6,700 decrease from the amount in fiscal year 2019. The decrease is mainly due to slight cost savings from various contracts. Whenever possible, CBO takes a cost-effective approach to guaranteeing that critical infrastructure hardware will be serviced and supported, negotiating maintenance agreements to cover one or more years instead of paying for service and support as it becomes necessary.

- **$384,900 for IT System Development and Support**—funds major software installations, upgrades, and support. The amount is a $25,500 decrease from the amount in fiscal year 2019. The decrease is because fewer services will be needed to support the deployment of virtual desktop infrastructure in 2020 than in 2019.

- **$221,800 for Training**—funds CBO analysts' participation in conferences; technical training in data analysis (including in statistical analysis software), economic modeling, business and report writing, and IT systems and software; and management training for managers. The amount is a $17,900 decrease from the amount in fiscal year 2019 because of onetime agencywide training requirements in 2019. To constrain expenses in this area, CBO conducts internal training and takes advantage of training courses offered by the House of Representatives and by various agencies.

- **$220,000 for Miscellaneous Temporary Support**—funds ad hoc IT, clerical, and miscellaneous support, as well as other services, throughout the agency during peak workload periods. This amount is based on known requirements and is an increase of $1,500 from the amount in fiscal year 2019.

- **$200,200 for Expert Consultants**—funds access to outside experts, particularly in health care and finance, to assist in cost estimates and analyses; outside reviews of drafts of analyses; and legal support for human resources and litigation actions regarding former and current employees. The amount is the same as the amount in fiscal year 2019.

- **169,400 for Financial Management Support**—funds an interagency agreement with the Library of Congress as well as CBO's annual independent financial audit. This amount is based on known requirements and is an increase of $3,000 from the amount in fiscal year 2019.

- **$100,000 for the Financial Management System (Momentum)**—funds annual costs of CBO's maintenance support for Momentum. The amount is based on known requirements and is an increase of $3,300 from fiscal year 2019.

- **$67,000 for Editing and Publications Contractor Support**—principally funds ad hoc services by contractors to help produce CBO's publications. The contractors are used to augment the agency's editing capacity, particularly during peak workload periods. This amount is based on anticipated requirements and is a $25,000 increase from the amount in fiscal year 2019. The increase will fund support from

contractors to advise CBO about continuing to improve graphics and data visualizations.

- **$43,300 for Human Resources Contract Support**—funds a variety of costs related to CBO's personnel, including those for posting jobs to the USAJobs website, advertising open positions, and retaining personnel records, as well as minor costs associated with employment services, such as retirement counseling. The amount is a $4,200 decrease from the amount in fiscal year 2019.

- **$36,500 for Payroll Processing Support**—funds comprehensive payroll (and related benefits) processing for CBO by the National Finance Center (NFC). That agency provides human resources and payroll services to more than 140 government agencies (including all agencies in the legislative branch), offering more efficient and cost-effective services than those agencies would otherwise be able to obtain. This amount is a $5,000 increase from the amount in fiscal year 2019. The increase is due partly to the increase in CBO's personnel and partly to NFC's plan to charge CBO more overall—which in turn results from the implementation of new requirements from the Office of Management and Budget and the Office of Personnel Management.

- **$6,000 for Official Representation**—funds events, such as meetings of the Panel of Economic Advisers, meetings of the Panel of Health Advisers, meetings of other outside analysts, and minority recruitment events. The amount is the same as the amount in fiscal year 2019.

OBJECT CLASS 26.0—SUPPLIES AND MATERIALS: $418,700

- **$342,900 for Library Subscriptions**—funds library (primarily online) subscriptions to a variety of publications and services, including *Congressional Quarterly*, *National Journal*, Lexis-Nexis, Economic Literature (ECONLIT), the Bureau of National Affairs (BNA), EBSCO, PROQUEST, the Social Science Research Network (SSRN), Science Direct, JSTOR, the *Wall Street Journal*, Inside Washington Publishers (IWP), and Energy and Environment (E&E). Because of small anticipated price increases, the amount is $8,300 more than the amount in fiscal year 2019.

- **$75,800 for Office Supplies**—funds expenses for office supplies, reasonable accommodations for employees' requirements under the Americans With Disabilities Act, paper, envelopes, emergency response kits required for evacuation drills, award supplies, and other items. The amount is $800 higher than the amount in fiscal year 2019. The increase will pay for supplies for new personnel.

OBJECT CLASS 31.0—EQUIPMENT: $382,000

- **$175,000 for Software**—funds various software requirements. The amount is based on known requirements and is a $38,600 increase from the amount in fiscal year 2019. It will cover additional licenses for CBO's desktop backup system, additional licenses for desktop security software, and software and services to further strengthen the agency's IT security infrastructure against cyberattacks.

- **$105,000 for Hardware**—funds CBO's computer purchases. This amount is based on known requirements and is a $25,100 decrease from the amount in fiscal year 2019. The decrease is because CBO is implementing cloud services in 2019 and will therefore have to buy less hardware in 2020, though the agency will continue to upgrade old equipment.

- **$99,500 for Office Furniture**—funds the replacement of office furniture. The amount is a $4,400 increase from the amount in fiscal year 2019. The increase will pay for furniture for new personnel and replace worn-out furniture.

- **$2,500 for Books**—funds the purchase of books used by CBO staff to meet analytical requirements. The amount is a $200 decrease from the amount in fiscal year 2019.

ARCHITECT OF THE CAPITOL

Architect of the Capitol
U.S. Capitol, Room SB-16
Washington, DC 20515
202.228.1793

www.aoc.gov

I am pleased to present the Architect of the Capitol's (AOC) Fiscal Year (FY) 2020 budget request. Our request of $832 million will allow the agency to successfully meet our mission with a progressive focus on people, projects and preservation.

Over the last year, the agency has much to be proud of. Nearly one-half of the campus buildings are undergoing stone restoration as weather, age and environmental conditions are destroying many of the finer details of our monumental buildings. The Capitol Power Plant's cogeneration system began generating electricity and steam, which will be the biggest single contributor to the AOC's energy reduction in the coming years. We welcomed the 21 millionth visitor at the Capitol Visitor Center, and engaged nearly a million visitors with innovative educational programs and seasonal exhibits at the U.S. Botanic Garden. We also collaborated with partners to provide extraordinary support for several special events on the Capitol campus.

Despite these successful initiatives, the agency also faces great challenges. Continued growth in facilities, visitors and emerging requirements strains our operational capacity. Additional in-house resources are needed to support and oversee our expanding footprint and increasing campus-wide project design and development, construction oversight and project management requirements. Personnel are required to reduce contract award and post-award administrative lead times, and to avoid higher costs and frustrating change orders mid-project. We need better support for emergency response, fire safety inspection efforts and oversight of fire and safety operations to ensure campus safety.

The decisions that we make about projects and priorities must be grounded in a holistic view of the place and the people we serve. The AOC's FY 2020 request continues to address the space and storage needs of our clients. Security requirements and their ever-evolving needs and responsibilities also remain a priority. And much like an ounce of prevention being worth a pound of cure, adherence to conservation principles and regular maintenance will ensure we are successful in preserving our national treasures for years to come.

When I think of the things that I want the agency to accomplish during my leadership, I know that it will only be possible by remaining committed to our mastery of historical knowledge, duty to preservation and reliance on the highly-skilled artisans who strive to uphold the unified and symbolic vision for the Capitol campus inherited from the nation's founders.

Thank you for considering our FY 2020 budget request.

Sincerely,

Christine A. Merdon, P.E., CCM
Acting Architect of the Capitol

AOC Overall FY 2020 Budget

TOTAL BUDGET REQUEST

The table below identifies the Architect of the Capitol's (AOC) total budget request by appropriation and period of availability (Annual, Multi-Year or No-Year). The Fiscal Year (FY) 2020 request reflects a zero-based budgeting approach on the AOC's assessment of the requirements to perform its missions in support of Congress.

Agency Funding Summary ($000)					
Appropriation and Funding Type	FY 2018 Enacted	FY 2019 Enacted	FY 2020 Request	FY 2019 to FY 2020 Difference	
				Amount	Percent
Capital Construction and Operations	**93,478**	**103,962**	**128,915**	**24,953**	**24.0%**
Operating Budget	93,478	103,962	128,915	24,953	24.0%
Multi-Year Projects	-	-	-	-	-
Capitol Building	**45,300**	**43,992**	**68,878**	**24,886**	**56.6%**
Operating Budget	25,842	26,648	27,979	1,331	5.0%
Multi-Year Projects	19,458	17,344	40,899	23,555	135.8%
Capitol Grounds	**13,333**	**16,761**	**22,824**	**6,063**	**36.2%**
Operating Budget	10,138	11,242	12,024	782	7.0%
Multi-Year Projects	3,195	5,519	10,800	5,281	95.7%
Senate Office Buildings	**101,614**	**93,562**	**87,424**	**(6,138)**	**-6.6%**
Operating Budget	62,677	62,400	65,324	2,924	4.7%
Multi-Year Projects	38,937	31,162	22,100	(9,062)	-29.1%
House Office Buildings	**207,294**	**197,098**	**164,701**	**(32,397)**	**-16.4%**
Operating Budget	62,164	59,546	62,401	2,855	4.8%
Multi-Year Projects	73,130	65,552	30,300	(35,252)	-53.8%
No-Year Projects	72,000	72,000	72,000	-	0.0%
Capitol Power Plant	**106,694**	**114,050**	**142,225**	**28,175**	**24.7%**
Operating Budget	78,637	82,688	84,625	1,937	2.3%
Multi-Year Projects	28,057	31,362	57,600	26,238	83.7%
Library Buildings and Grounds	**74,873**	**68,525**	**121,346**	**52,821**	**77.1%**
Operating Budget	27,373	28,122	30,546	2,424	8.6%
Multi-Year Projects	47,500	40,403	90,800	50,397	124.7%
Capitol Police Buildings, Grounds, & Security	**34,249**	**57,714**	**54,966**	**(2,748)**	**-4.8%**
Operating Budget	20,949	25,937	26,966	1,029	4.0%
Multi-Year Projects	13,300	31,777	28,000	(3,777)	-11.9%
Botanic Garden	**13,800**	**14,759**	**16,094**	**1,335**	**9.0%**
Operating Budget	10,800	11,200	12,094	894	8.0%
Multi-Year Projects	3,000	3,559	4,000	441	12.4%
Capitol Visitor Center	**21,470**	**23,322**	**24,321**	**999**	**4.3%**
Operating Budget	21,470	23,322	24,321	999	4.3%
Multi-Year Projects	-	-	-	-	-
Total Agency Appropriation	**712,105**	**733,745**	**831,694**	**97,949**	**13.3%**
Operating Budget	413,528	435,067	475,195	40,128	9.2%
Multi-Year Projects	226,577	226,678	284,499	57,821	25.5%
No-Year Projects	72,000	72,000	72,000	-	0.0%

Note: Due to rounding, numbers may not add up to totals.

AOC Overall FY 2020 Budget

ANALYSIS OF CHANGE

The table below identifies the AOC changes from the FY 2019 enacted appropriation to the FY 2020 request.

	FY 2020 Agency Request	
	FTE	Amount ($000)
FY 2019 Enacted		**733,745**
Payroll Funded FTE	**2,280**	
Non-Recurring Costs:		
Capital (Multi-Year) Projects		(226,678)
Capital (No-Year) Projects		(72,000)
Total Non-Recurring Costs	**-**	**(298,678)**
Inter-Appropriation Realignment		
Realignment from Capitol Visitor Center Payroll to Capitol Construction & Operations for matrix employees	(7)	(1,044)
Realignment to Capitol Construction & Operations from Capitol Visitor Center Payroll for matrix employees	7	1,044
Total Inter-Appropriation Transfers	-	-
Intra-Appropriation Realignment		
Capital Construction & Operations from Jurisdiction Centralized Activities		(1,710)
Capital Construction & Operations to Administrative		895
Capital Construction & Operations to Architectural & Engineering Services		555
Capital Construction & Operations to Facilities Maintenance		260
Capitol Grounds from Jurisdiction Centralized Activities		(47)
Capitol Grounds to Grounds Maintenance		47
House Office Buildings from Jurisdiction Centralized Activities		(1,000)
House Office Buildings to Facilities Maintenance		1,000
Library Buildings & Grounds from Facilities Maintenance		(568)
Library Buildings & Grounds to Payroll	8	568
Capitol Police Buildings Grounds, & Security from Jurisdiction Centralized Activities		(383)
Capitol Police Buildings Grounds, & Security from Facilities Maintenance		(154)
Capitol Police Buildings Grounds, & Security to Architectural and Engineering Services		537
Capitol Visitor Center from Exhibits		(230)
Capitol Visitor Center from Visitor Services		(48)
Capitol Visitor Center to Exhibits		230
Capitol Visitor Center to Visitor Services		48
Total Intra-Appropriation Transfers	**8**	**-**

AOC Overall FY 2020 Budget

ANALYSIS OF CHANGE (continued)

Price Changes:		
Payroll Related:		
FY 2020 FERS Employer Contribution Rate Increase		7,529
FY 2020 Cost-of-Living Adjustment of 1.9%*		3,272
FY 2020 FEHB Employer Contribution of 4.0%		740
FY 2020 Within Grade Increase		1,757
Annualization of Urban Agricultural FTE		40
Total Payroll Related Costs	-	**13,338**
Non-Pay Related:		
FY 2020 Non-Pay Inflation Increase of 2.4%		2,809
Utility Rate Increases		1,060
Transit Subsidy Increase		200
Lease Escalation Costs		263
Total Non-Pay Related Costs	-	**4,332**
Total Current Services	-	**17,670**
Program Increases		
Facilities Maintenance Program		1,213
Enhanced Jurisdictional Payroll Support for Capital Projects	18	2,853
Enhanced Jurisdictional Non-Pay Support for Capital Projects		2,658
Payroll Jurisdiction Operational Support	10	1,590
Non-Pay Jurisdiction Operational Support		12,258
E-Commerce Payroll FTE Increase	1	92
Inventoy Technician FTE Increase	1	92
Visitor Services		487
Information Resource Management		200
Visitor Services		50
Operational Support Services		350
Security Support Payroll FTEs Increase	2	315
Tree Risk Management		200
Bicycle Safety Improvement Pilot		100
Capital LICP Projects		235,600
Minor Construction Projects		37,000
Other Projects		11,899
Capital (No-Year) Projects		72,000
Total Program Increases	**32**	**378,957**
Net Increase/Decrease	**40**	**97,949**
Total Agency Request (FTE and Funding)	**2,320**	**831,694**

* Incorparated in the FY 2020 Cost-of-Living Adjustment is a 1.4% pay raise($2,411K) and a locality pay area adjustment of .5% ($861K)

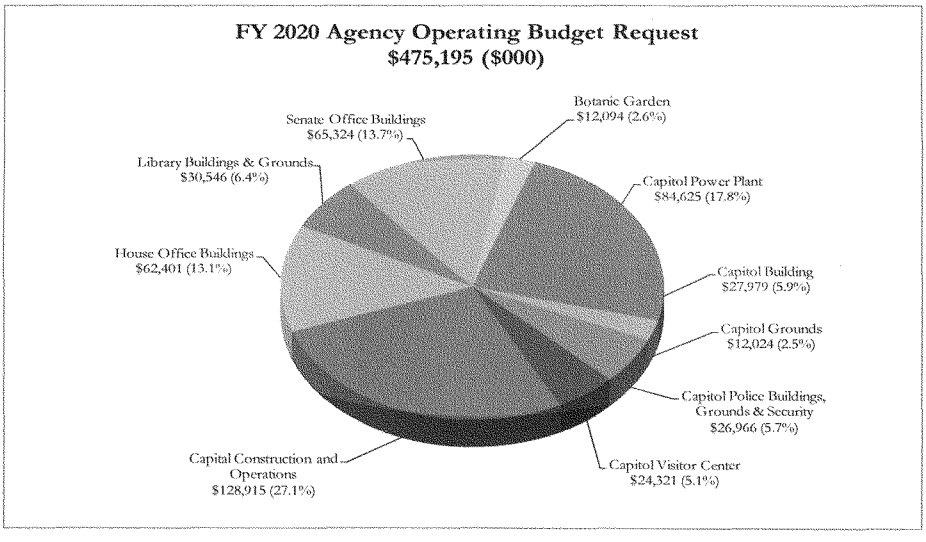
AOC Overall FY 2020 Budget

OPERATING BUDGET REQUEST OVERVIEW

The table below identifies the AOC's FY 2020 funding allocation by Program Group. Payroll accounts for 56 percent of the total AOC operating budget.

Program Group Summary ($000)				
Program Group	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Administrative	6,633	7,504	10,845	3,341
Architecture and Engineering Services	2,218	2,502	5,455	2,953
Curator	215	220	290	70
Exhibits	695	825	760	(65)
Facilities Maintenance	40,617	39,739	42,818	3,079
Furniture Repair	1,119	1,144	1,223	79
Grounds Maintenance	2,846	3,104	3,527	423
Information Resource Management	20,298	23,512	34,425	10,913
Inspector General	948	991	1,093	102
Jurisdiction Centralized Activities	30,373	30,735	28,676	(2,059)
Payroll	236,707	249,503	268,351	18,848
Power Plant Operations and Maintenance	12,251	12,346	12,643	297
Safety Eng. Ops and Maintenance	2,300	2,219	2,593	374
Visitor Services	994	1,623	2,336	713
Utilities	55,314	59,100	60,160	1,060
Total	**413,528**	**435,067**	**475,195**	**40,128**

The chart below identifies the AOC's FY 2020 Operating request by Appropriation.



AOC Overall FY 2020 Budget

ARCHITECT OF THE CAPITOL

PAYROLL REQUEST OVERVIEW

The payroll funds salaries and benefits for AOC's employees. It includes government staff salaries and other compensation (e.g. paid leave and lump sum annual leave payments upon separation); compensation above basic rates including overtime and holiday pay; employer contributions to the Civil Service Retirement System, the Federal Employees Retirement System and the Thrift Savings Plan; employer contributions to Social Security, Medicare, Federal Employees Health Benefits and Federal Employees Group Life Insurance; student loan repayment program; and transit subsidies.

The charts below identify the AOC's FY 2020 Payroll funding and FTE requirements by Appropriation.

Payroll Funding Summary ($000)

Appropriation	FY 2019 Enacted	Price Changes					Program Change	FY 2020 Total Request
		FERS	COLA 1.9%	FEHB 4.0%	Within Grade Increases	Total Current Services		
Capital Construction and Operations	61,908	1,961	804	135	432	3,332	5,487	70,727
Capitol Building	23,126	699	304	79	163	1,245	-	24,371
Capitol Grounds	7,839	226	98	22	53	399	-	8,238
Senate Office Buildings	45,780	1,414	611	158	328	2,511	-	48,291
House Office Buildings	49,759	1,452	637	163	342	2,594	-	52,353
Capitol Power Plant	10,803	311	147	31	79	568	-	11,371
Library Buildings & Grounds	18,628	558	256	65	137	1,016	568	20,212
Capitol Police Buildings, Grounds & Security	4,013	87	55	6	29	177	315	4,505
Botanic Garden	7,417	231	100	24	54	409	40	7,866
Capitol Visitor Center	20,230	590	260	57	140	1,047	(860)	20,417
Total	**249,503**	**7,529**	**3,272**	**740**	**1,757**	**13,298**	**5,550**	**268,351**

Payroll FTEs Summary

Appropriation	FY 2019 Enacted	FTEs Changes	FY 2020 Request	Increase Summary
Capital Construction and Operations	395	35	430	18 to support project increases, 10 for operational support, and 7 matrix employees transferred from the CVC
Capitol Building	221	-	221	
Capitol Grounds	76	-	76	
Senate Office Buildings	480	-	480	
House Office Buildings	550	-	550	
Capitol Power Plant	80	-	80	
Library Buildings & Grounds	155	8	163	8 to support services related to the buildings located in Fort Meade, Maryland
Capitol Police Buildings, Grounds & Securit	26	2	28	1 Continuity and Critical Infrastructure Specialist & 1 COMSEC Officer
Botanic Garden	69	-	69	
Capitol Visitor Center	228	(5)	223	2 additional FTEs, 1 for a Gift Shop e-commerce Operations Manager and 1 Inventory Specialist. 7 are matrix employees tranferred to CCO
Total	**2,280**	**40**	**2,320**	

Note: Additional funds are only requested for 32 FTEs. 8 FTEs are funded from a realignment within the Library Buildings & Grounds. 7 FTEs are a realignment of matrix employees from the Capitol Visitor Center to Capital Construction & Operations.

AOC Overall FY 2020 Budget

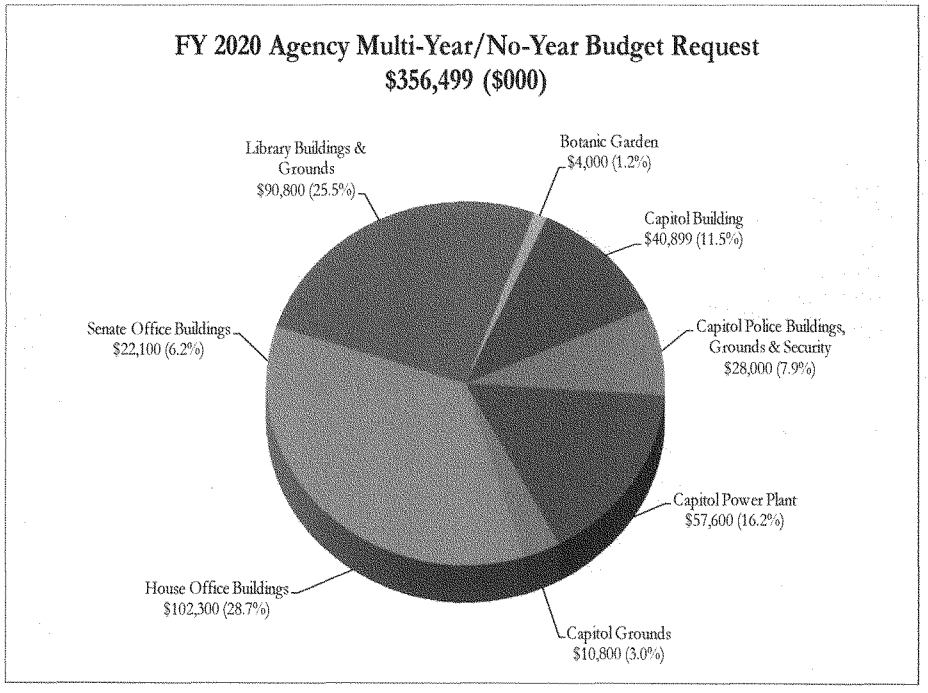
MULTI-YEAR/NO-YEAR BUDGET REQUEST OVERVIEW

The Multi-Year Projects Budget request consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs with a focus on energy savings.

The AOC's Multi-Year and No-Year request is $356,499K. The Multi-Year/No-Year budget includes $235,600K in Line Item Construction Program (LICP) projects. In addition, the request includes the following non-LICP Multi-Year and No-Year items:

- House Historic Buildings Revitalization Trust Fund, No-Year ($10,000K)
- Restoration & Renovation of the Cannon House Office Building, No-Year ($62,000K)
- Minor Construction ($37,000K)
- House Chief Administrative Officer Projects ($6,100K)
- ESPC Management, LB&G ($5,200K)
- Conservation of Fine Art and Architecture Art, CB ($599K)

The chart below identifies the AOC's FY 2020 Multi-Year and No-Year request by Appropriation.



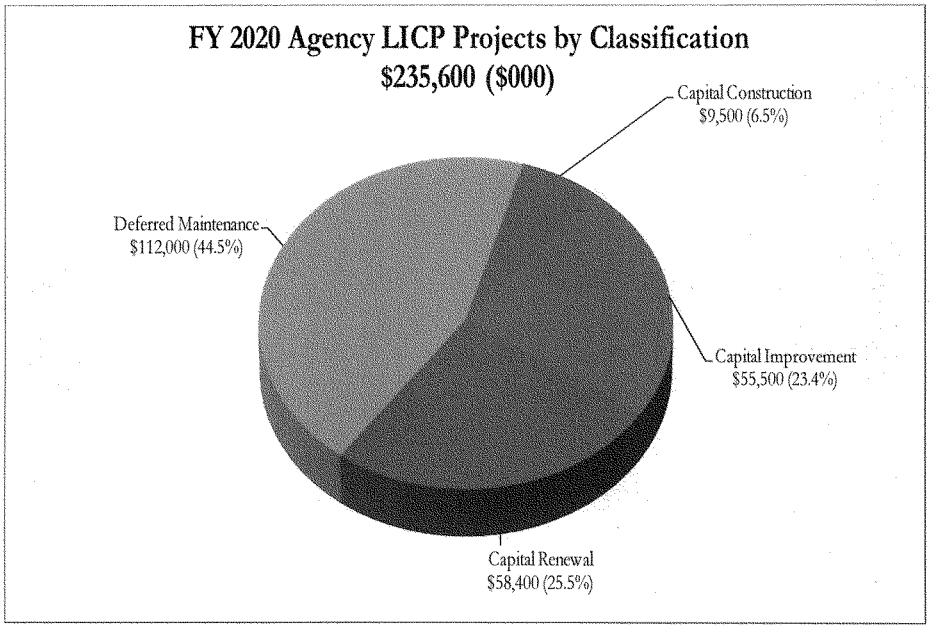
AOC Overall FY 2020 Budget

LINE ITEM CONSTRUCTION PROGRAM (LICP) PROJECTS

The AOC identified the highest priority requirements to meet the needs of Congress and other clients by using a Five-Year Capital Improvements Plan, Facility Condition Assessments, and the Capitol Complex Master Planning processes. Funding for these projects will enable the AOC to continue to maintain and increase the lifespan of facilities and improve services ranging from preserving priceless artwork to replacing roofs, installing emergency generators and improving campus security. There is a balance in addressing Deferred Maintenance and Capital Renewal Projects while also attending to necessary security requirements, energy-saving projects, code-compliance issues, historic preservation measures and the needs of the AOC's clients.

The AOC categorizes major projects, or LICP projects in four classifications: Deferred Maintenance (past the end of useful life), Capital Renewal (approaching the end of useful life), Capital Improvement (improves, enhances or modernizes) and Capital Construction (new construction).

The chart below identifies the AOC's FY 2020 LICP budget request by these four categories.



AOC Overall FY 2020 Budget

LICP PROJECTS LIST

The Architect of the Capitol's capital budget request is focused on immediate urgency projects. The table below identifies the Line Item Construction Program (LICP) projects that the AOC recommends for FY 2020 funding.

Priority	LICP Project Name	Appropriation	Project Classification	Project Cost ($000)
1	Barrier Lifecycle and Security Kiosk Repairs and Replacement, Phase IV, OSP	CPBG&S	CR	8,300
2	Perimeter Security Fence Modification, OSP	CPBG&S	CI	4,900
3	Visitor Vestibules, USC	CPBG&S	CC	1,000
4	Switchgear A and Final Chiller Replacement, RPR, Phase VIII, WRP	CPP	DM	1,200
5	Cannon B Tunnel Repair, CPP	CPP	DM	3,600
6	R Tunnel Improvements, Constitution	CPP	DM	10,100
7	Emergency Generator Replacement, JMMB	LB&G	CI	48,800
8	Electric Power Distribution System Replacement, House, USC	CB	CR	5,500
9	Electrical Distribution Switchgear Upgrade, LHOB	HOB	CR	17,200
10	Campus Wide Utility Survey	CG	DM	4,600
11	FY 2021 Presidential Inaugural Stands & Support Facilities, USC	CB	CC	7,000
12	Roof Replacement, ACF	CPBG&S	DM	7,300
13	Piping Replacement and Egress Improvements, RPR, Phase V, WRP	CPP	DM	26,400
14	Exterior Stone and Metal Preservation, USC	CB	DM	22,300
15	Summerhouse Restoration, CG	CG	DM	3,200
16	Copper Roof Replacement and Fall Protection, JAB	LB&G	DM	16,500
17	Exterior Masonry and Envelope Repairs, JAB	LB&G	DM	1,800
18	Stained Glass Window Repairs, Northeast, East, and Southeast Windows, TJB	LB&G	DM	7,900
19	Sixth Floor Terrace, JMMB	LB&G	DM	7,100
20	Pipe Expansion Joint Improvements, G Tunnel	CPP	CR	4,900
21	Pipe Expansion Joint Improvements, Y Tunnel A Line	CPP	CR	7,400
22	Off-Site Delivery Screening Center Study, OSP	CPBG&S	CC	1,500
23	Prescriptive Egress Improvements, HSOB	SOB	CI	1,800
24	HVAC AHU Improvements, HSOB	SOB	CR	13,700
25	Exterior Envelope Rehabilitation, DSOB	SOB	CR	1,600
	Total FY 2020 Funding Requested			**235,600**

Project Classification:

DM = Deferred Maintenance; CR = Capital Renewal; CI = Capital Improvement; CC = Capital Construction; PS = Project Support

AOC Overall FY 2020 Budget

LICP PROJECTS LIST (continued)

The table below is an estimated list of the Line Item Construction Program (LICP) projects that the AOC recommends for consideration for funding in future fiscal years.

LICP Project Name	Appropriation	Project Classification	Project Cost ($000)
Exterior Envelope Rehabilitation, Phase I, HSOB	SOB	DM	8,000
Electrical Branch Circuit Wiring Replacement, USC	CB	CR	5,000
ADA Barrier Remediation, Capitol Square, CG	CG	CR	5,000
West Front Perimeter Security Extension, OSP	CPBG&S	CI	TBD
Building Perimeter Security Electronic Device Installation, LHOB, HSOB, RSOB	CPBG&S	CI	TBD
Fireplace Exhaust and Fan Replacement, USC	CB	DM	8,000
Air Handling Units & Fans Replacement, Phase I, USC	CB	DM	15,300
Building Infrastructure Upgrades, RSOB	SOB	CR	4,300
Senate Parks Restoration, Phase I & II, CG	CG	CR	1,000
Performing Arts Reading Room Renovation, JMMB	LB&G	CR	6,900
National Garden Improvements, BGNG	BG	CI	1,200
Conservation Lab Renovation, JMMB	LB&G	CI	15,000
	Total Future Projects		**69,700**

Project Classification:

DM = Deferred Maintenance; CR = Capital Renewal; CI = Capital Improvement; CC = Capital Construction

AOC Overall FY 2020 Budget

PROGRAM GROUP DESCRIPTIONS

The Operating Budget for each appropriation is segregated into Program Groups that incorporate functional areas as defined below. Detailed justifications for requested funding for Program Groups are provided for each appropriation as contained in this budget submission.

Administrative (AD):

The **Administrative** Program Group provides funding for printing and reproduction; office equipment and supplies; postage and metered mail; graphic design; centralized vehicle leases, operations and maintenance; and payroll processing support from the National Financial Center. It includes consultant services and ongoing agency-wide strategic planning, performance improvement and best practices research.

Architectural and Engineering Services (AE):

The **Architectural and Engineering Services** Program Group provides funding for a design package for Line Item Construction Projects budget submissions as well as for construction of client requested projects (USCP, SSAA and HSAA) and Architect of the Capitol (AOC) facility needs. The project packages will include the scopes of work, requirements, designs and independent government estimates for each project.

Curator (CR):

The **Curator** Program Group provides funding for stewardship of invaluable heritage assets including architectural art such as murals, the Statue of Freedom and joint fine and decorative art such as the National Statuary Hall statues. Paint studies support the accurate restoration of historic areas. The Curator promotes preservation awareness through educational programs and facilitates historical research. The group preserves and makes available archives of architectural drawings, textual records and photographs. It is responsible for critical photo documentation of contractual projects and congressional events and supports publications and exhibits.

Exhibits (EX):

The **Exhibits** Program Group provides funding for the fabrication, installation and purchase of supplies for public displays such as botany and plant exhibits, the holiday "train" exhibit, orchid exhibits, terrace exhibits and other temporary exhibits. Funding supports the holiday exhibit which runs from Thanksgiving through New Year's Day and encompasses the highly anticipated holiday trains along with many plant-based building replicas such as the U.S. Capitol Building, Washington, D.C., monuments, the White House, the U.S. Supreme Court Building, U.S. Botanic Garden Conservatory and other congressional buildings. The terrace exhibit runs from late spring to early fall. It provides educational programs and horticultural exhibits such as living walls, green roofs, botanical displays, pollinator demonstrations and gardens for the health and well-being of visitors of all ages. The remaining funds are for the popular orchids exhibit and other special exhibitions and displays.

AOC Overall FY 2020 Budget

ARCHITECT OF THE CAPITOL

PROGRAM GROUP DESCRIPTIONS (continued)

Facilities Maintenance (FM):
The **Facilities Maintenance** Program Group provides funding for general building security maintenance services required throughout the Capitol Complex, to include repairing and modifying air conditioning systems, electrical systems, elevators, masonry, and plumbing; custodial services; subway maintenance and repair; preventive interior and exterior building maintenance (e.g., painting, pointing, caulking, and surface preservation); insect and pest control; solid and bulk waste disposal; maintenance of fire alarm systems, hydraulic barriers and bollards; and chimney cleaning and repairs. Additionally, funding will provide security infrastructure support of all special events across the Capitol complex such as concerts, the State of the Union, public demonstrations and marches. Funding will also provide maintenance for daily Library of Congress off-site locations in Culpeper, Virginia, Fort Meade, Maryland, and the Packard Campus of the National Audio-Visual Conservation Center. The request covers costs associated with the extensive air and wastewater testing, sampling and permit process that is required to support the laboratory and film processing activities. This program group also provides funds for U.S. Botanic Garden plants and horticultural materials for displays, exhibits, shows, congressional events and educational programs. Funding will also provide for improvements in the irrigation systems which are located in the U.S. Botanic Garden Conservatory, outdoor gardens and greenhouses.

Furniture Repair (FR):
The **Furniture Repair** Program Group provides funding for the replacement and or repair of existing furniture, to include procurement of routine materials and supplies, contractor services for upholstery and drapery work and annual inventory of furniture items.

Grounds Maintenance (GM):
The **Grounds Maintenance** Program Group provides funding for the capability to continue to support existing service levels for comprehensive landscape maintenance and preservation of historic resources. This request for funding will provide for pavement and sidewalks, disposal of bulk and solid waste, landscaping maintenance and beautification, equipment and maintenance, and infrastructure and historic structures.

Inspector General (IG):
The **Inspector General** Program Group provides funding for the capability for the Office of Inspector General to carry out the requirements outlined in the AOC IG Act of 2007 including audits, evaluations and investigations. The AOC financial statement audit is also funded in this program group.

Information Resource Management (IR):
The **Information Resource Management** Program Group funds the procurement and operations of information technology for services, hardware and software. It provides contractor technical support services for the network, systems, cyber security, AOC Help Desk operations, project management and AOC hardware, software, communication equipment and services. Additionally, Information Resource Management is responsible for information technology projects, including the human capital management system, CVC Advanced Reservation System used by Congress and the public to book tours, and Computer-Aided Facility Management system and licenses.

AOC Overall FY 2020 Budget

ARCHITECT OF THE CAPITOL

PROGRAM GROUP DESCRIPTIONS (continued)

Jurisdiction Centralized Activities (JR):
The **Jurisdiction Centralized Activities** Program Group provides funding for training (local and long distance), registration and seminar fees; travel costs; uniform allowances; vehicles leases, operations and maintenance; waste recycling; safety apparel; emergency preparedness; and gasoline and oil. Additional funds are used for resilience and security contracts and educational and partnership programs.

Payroll (PR):
The **Payroll** Program Group provides funding for the salaries and benefits for government staff. It includes salaries and other compensation (e.g., paid leave and lump sum annual leave payments upon separation); compensation above basic rates including overtime and holiday pay, and employer contributions to the Civil Service Retirement System, the Federal Employees Retirement System and the Thrift Savings Plan; employer contributions to Social Security, Medicare, Federal Employees Health Benefits and Federal Employees Group Life Insurance.

Plant Operations and Maintenance (PM):
The **Plant Operations and Maintenance** Program Group provides funding for the inspections of equipment, general annual repairs and maintenance, purchase of industrial supplies, operation and maintenance of the utility distribution system, exterior building maintenance and hazardous material abatement. Work associated with the utility distribution system accounts provides steam station repairs, concrete repairs, re-insulation work to steam lines, and the operations and maintenance contract for the utility distribution systems. General repairs and industrial supplies accounts provide repairs, maintenance, and chemicals to boiler and refrigeration equipment.

Safety Engineering Operations and Maintenance (SF):
The **Safety Engineering Operations and Maintenance** Program Group provides funding for safety equipment; supplies; education and training; consultant support for sampling and assessments (air, water, waste, storage tanks, etc.); and program planning for the AOC's safety, fire, environmental and emergency preparedness programs. It also includes funds for the operations and maintenance of AOC-wide automatic defibrillators to replace units at the end of their service life.

Utilities (UT):
The **Utilities** Program Group provides funding for all utilities for the entire Capitol campus, including other facilities under the jurisdiction of the AOC such as the National Audio-Visual Conservation Center, Library of Congress facilities at Ft. Meade, the Alternate Computing Facility, the Senate Sergeant at Arms Mail Facility, payment for the Energy Savings Performance Contracts (ESPC) for the Senate office buildings, House office buildings, the U.S. Capitol and payment for the Utility Energy Savings Contract (UESC) for the Capitol Power Plant Cogeneration project. The funds requested will be used for the costs of electricity, natural gas, ESPC/UESC payments, fuel oil, water and sewer services, steam, chilled water, and related utility studies and energy reduction services.

AOC Overall FY 2020 Budget

PROGRAM GROUP DESCRIPTIONS (continued)

Visitor Services (VS):
The **Visitor Services** Program Group provides funding for Capitol Visitor Center Operations Support. This includes funding for general operations support; to provide annual maintenance and replacement of the listening devices used by the guides and visitors during tours; maintenance of the radios used by the Visitor Services staff; and maintenance of a fleet of shuttles. This program group also includes funding for audio-visual support to include all annual maintenance contracts and replacement part requirements for the audio-visual equipment in the Congressional Auditorium, the Congressional Meeting Rooms, Exhibition Hall and other public spaces. The program group includes funding for public awareness to include the development of websites, social media and other digital engagement tools, as well as the production of materials in support of visitor engagement and public education. The funds requested will be used to support high-quality exhibit rotations, to maintain the operational aspects of Exhibition Hall and funding for Exhibition Hall education, public programs, exhibit conservation and supplies. Finally, the program group funds planning and evaluation activities to include resources needed to monitor visitor satisfaction.

FY 2019 Funding Allocation Document

CDMS Project # CDCB1703

Fund Appropriation: S0105 | Project Title: 990364C - Phase II South Exterior Stone & Metal | Budget Fiscal Year: 2016/2020 | Date: 1/18/2019

Allocation Project Group	Allotment Program / Project Code	Activity Code	Object Class	Line Item Description	Allotment	Total Spending	Available Amount	Net Increase or Decrease	Revised Allotment	See Notes
990364	990364C	P3270	260	Superintendent Materials	$449,895.03	$407,652.51	$42,242.52	($19,778.96)	$430,116.07	
990364	990364C	P2900N	N/A	CD Operational Costs (Indirect)	$98,598.94	$61,939.39	$36,659.55	$8,261.48	$106,860.42	
990364	990364C	P3202N	N/A	CD Labor (Direct)	$128,114.60	$127,622.30	$492.30	$9,719.39	$137,833.99	
990364	990364C	P3203N	260	CD Materials (Direct)				$0.00	$0.00	
990364	990364C	P3502N	N/A	CD Contingency	$7,331.69		$7,331.69	$1,798.09	$9,129.78	
				Total	$683,940.26	$597,214.20	$86,726.06	$0.00	$683,940.26	

Notes Project Title: CB, Expand Exterior Stone Construction Compound - PCO#: 4

Jurisdiction (or Delegated) Approval

Jurisdiction (Delegation) Approval	mreed	1/23/2019
	Signature	Date
	Reed, Mark	
	Print Name	

CD Initial	Electronic CC
bparada	

ARCHITECT OF THE CAPITOL

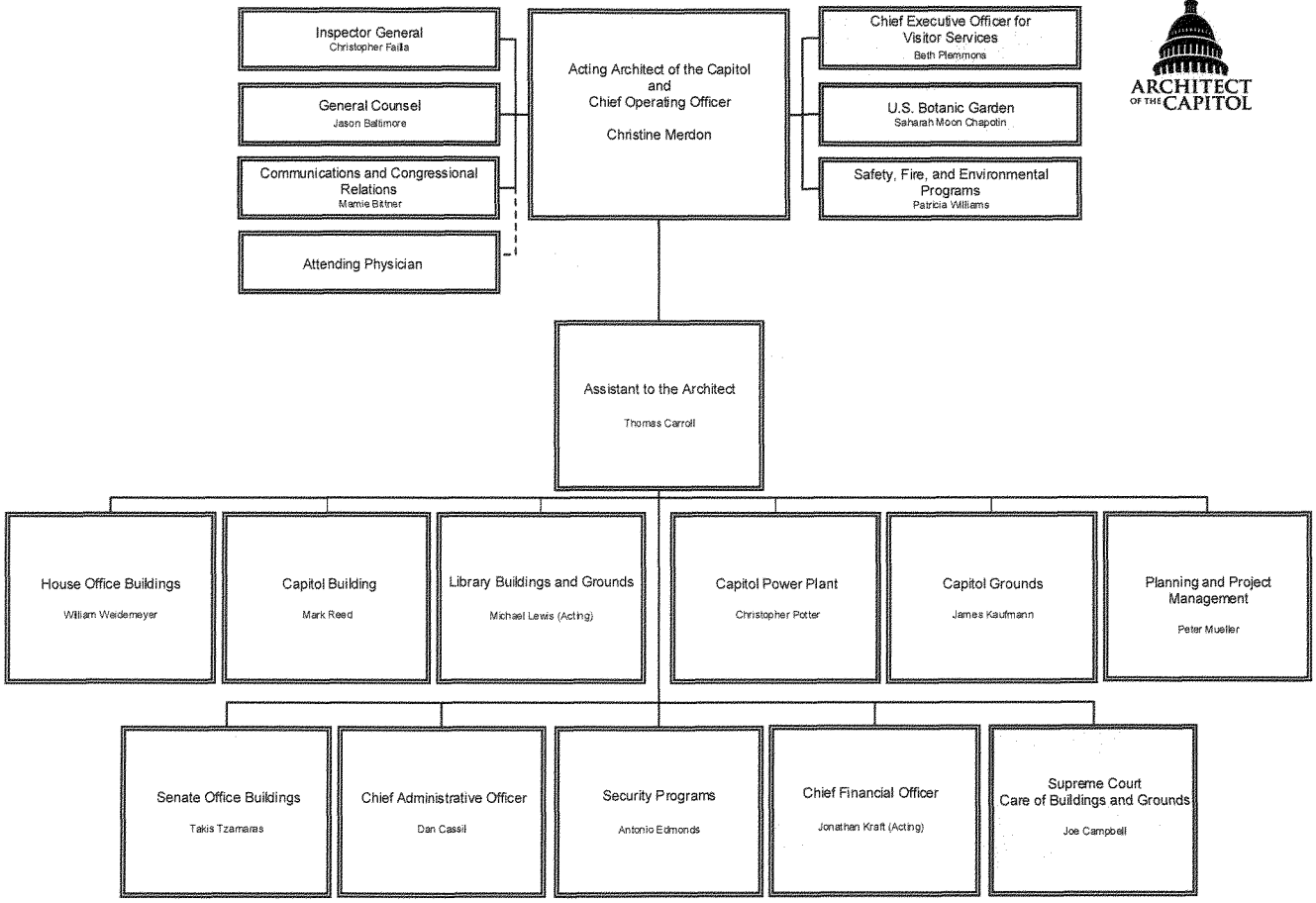
Budget Office Only

Budget Analyst Approval		
	Signature	Date
Budget Officer Approval		
	Signature	Date

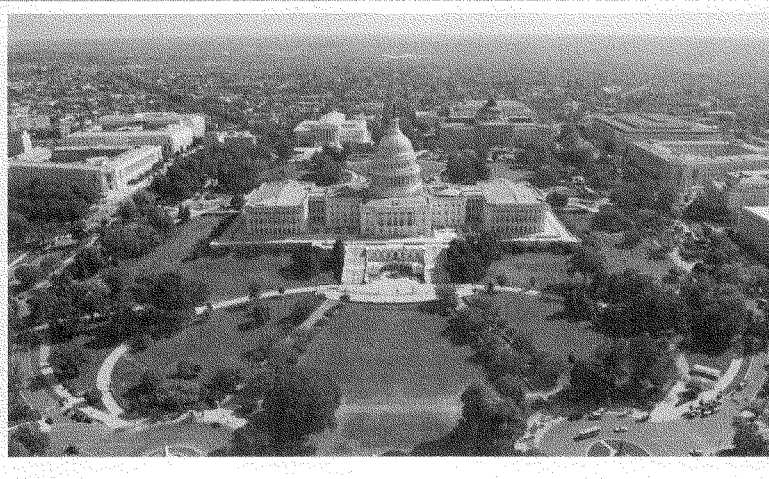
Document Number	Date

Legislative Language

The Architect of the Capitol is not submitting language for consideration in the Fiscal Year 2020 budget process.


Inspector General
Christopher Failla
General Counsel
Jason Baltimore
Communications and Congressional Relations
Mamie Bittner
Attending Physician
Acting Architect of the Capitol
and
Chief Operating Officer
Christine Merdon
Chief Executive Officer for Visitor Services
Beth Plemmons
U.S. Botanic Garden
Saharah Moon Chapotin
Safety, Fire, and Environmental Programs
Patricia Williams
ARCHITECT OF THE CAPITOL
Assistant to the Architect
Thomas Carroll
House Office Buildings
William Weidemeyer
Capitol Building
Mark Reed
Library Buildings and Grounds
Michael Lewis (Acting)
Capitol Power Plant
Christopher Potter
Capitol Grounds
James Kaufmann
Planning and Project Management
Peter Mueller
Senate Office Buildings
Takis Tzamaras
Chief Administrative Officer
Dan Cassil
Security Programs
Antonio Edmonds
Chief Financial Officer
Jonathan Kraft (Acting)
Supreme Court
Care of Buildings and Grounds
Joe Campbell

Capital Construction and Operations



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The Capital Construction and Operations (CCO) jurisdiction provides direct support to the AOC jurisdictions and organization to ensure that Congress is able to perform its responsibilities to enact legislation for governance of the United States.

The CCO appropriation provides for campus-wide architectural and engineering design; project, property and construction management; planning and development; Congressional election year move designs; in-house construction efforts for major projects across the Capitol campus; information technology services, systems and tools, including work order management systems; safety, fire and environmental monitoring services and reporting; emergency operations financial management including budget, accounting, financial systems and inventory management systems; legal services human capital management; communications and congressional relations; procurement, including major construction contracts, service contracts, small purchases and leases; management of historic preservation, sustainability and energy and water conservation programs; high voltage operations; maintenance of street lights, generators and high voltage electrical infrastructure; legislative clocks and call system; congressional cable TV; building automation; audio/visual support for hearings and special events such as State of the Union addresses and Presidential Inaugurations.

For a complete list of CCO facilities, please refer to the "Areas and Responsibilities Summary" table in the Budget Request.

Capital Construction and Operations

RESPONSIBILITIES IN SUPPORT OF AOC MISSION (continued)

The Capital Construction and Operations appropriation includes the following offices:

Chief Administrative Officer (CAO) - provides AOC-wide services that include: the office of the Architect of the Capitol, legal counsel; information technology; human capital management; Equal Employment Opportunity and diversity programs; acquisition and material management; communications and Congressional relations; preservation and documentation of heritage assets, research and curatorial expertise. It includes the Office of the Attending Physician as a service under CAO offering medical surveillance and support of health units.

Chief Financial Officer (CFO) - provides management oversight and direction for AOC financial management programs, resources and services including: accounting, budgeting, financial/inventory management systems and enterprise risk management.

Office of Inspector General (OIG) - conducts independent audits and investigations, reviews and evaluations of AOC operations and programs, including major construction projects, to promote economy and efficiency and to detect and prevent fraud, waste and abuse. The IG, who reports directly to the Architect of the Capitol, serves pursuant to the Architect of the Capitol Inspector General (AOC IG) Act of 2007. The OIG reviews existing or proposed laws, regulations, orders and policies for their impact on economy and efficiency and recommends new policies, as appropriate. As an independent, objective office within the AOC, the OIG is responsible for promoting economy and efficiency and preventing and detecting fraud, waste and abuse in AOC operations.

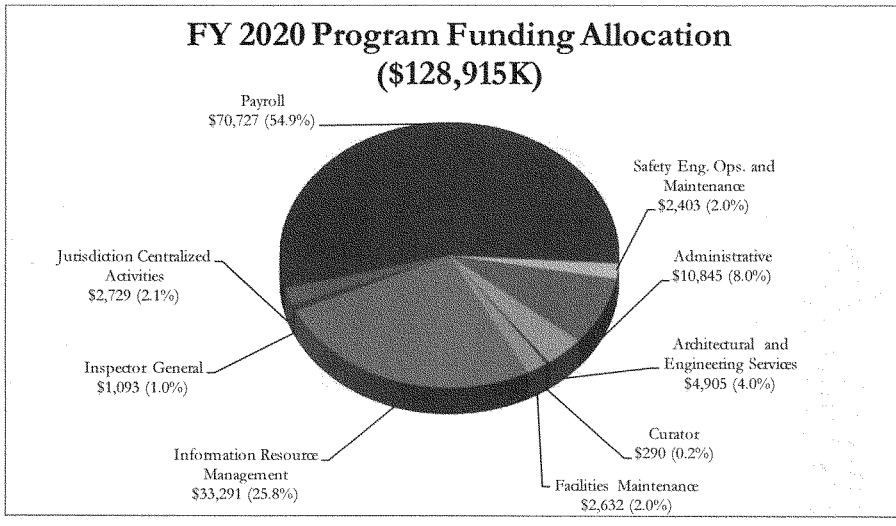
Planning and Project Management (PPM) - provides long-range facility planning, architectural and engineering design, interior design, historic preservation, construction services, project and risk management programs, along with other technical services in support of projects; conducts campus master planning, building performance audits, retro-commissioning and Facility Condition Assessments; manages a sustainability, energy and water conservation program to develop and implement energy savings initiatives; provides project funded in-house construction services; provides facility management services of large critical campus-wide systems that span across jurisdictions including electrical distribution, emergency generators, cable television and legislative clocks.

Safety, Fire and Environmental Programs (SFEP) - manages the AOC's safety, fire, environmental and emergency preparedness programs and activities; provides policy, technical expertise and guidance, program planning, hazardous material abatement oversight, and environmental permitting; and serves as the AOC point of contact with external safety and environmental regulatory agencies. SFEP supports capital projects by reviewing technical requests for information, conducting inspections and fire and life safety systems acceptance testing and signing-off on certificates of occupancy.

Capital Construction and Operations

PROGRAM SUMMARY:

The **Operating Budget** request funds all costs associated with AOC central office salaries, operations, activities and programs. The budget is divided into the following functional area Program Groups: Administrative; Architectural and Engineering Services; Curator; Facilities Maintenance; Information Resource Management; Inspector General; Jurisdiction Centralized Activities; Payroll; and Safety Engineering Operations and Maintenance.



Capital Construction and Operations

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Construction Division Shops	Washington, DC	1982	15,225	$413	$3	$416

Notes:

Deferred Maintenance: is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal: is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog: equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

LEASED FACILITIES

Lease Type	Location	Area (square feet)	Leased from	Contract Award Date	Contract End Date	FY 2019 Total Cost	FY 2020 Total Cost
Construction Division Warehouse	Landover, MD	39,599	PacTrust Realty	July 2016	July 2021	$679	$684

Capital Construction and Operations

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)				
Appropriation	FY 2018 Enacted	FY 2019 Enacted	FY 2020 Request	FY 2019/2020 Difference
Operating Budget	93,478	103,962	128,915	24,953
Multi-Year Projects	-	-	-	-
Total	**93,478**	**103,962**	**128,915**	**24,953**

Operating Budget ($000)				
Program Groups	FY 2018 Operating Plan	FY 2019 Enacted	FY 2020 Request	FY 2019/2020 Difference
Administrative	6,633	7,504	10,845	3,341
Architectural and Engineering Services	2,218	2,502	4,905	2,403
Curator	215	220	290	70
Facilities Maintenance	2,035	1,943	2,632	689
Information Resource Management	19,401	22,648	33,291	10,643
Inspector General	948	991	1,093	102
Jurisdiction Centralized Activities	2,103	4,212	2,729	(1,483)
Payroll	57,808	61,908	70,727	8,819
Safety Eng. Ops. and Maintenance	2,119	2,034	2,403	369
Total	**93,478**	**103,962**	**128,915**	**24,953**

Total Budget by Object Class ($000)				
Object Class Groups	FY 2018 Enacted	FY 2019 Enacted	FY 2020 Request	FY 2019/2020 Difference
11 Personnel Compensation	42,219	45,214	51,655	6,441
12 Personnel Benefits	15,588	16,694	19,072	2,378
21 Travel	139	148	149	1
22 Transportation of Things	-	-	-	-
23 Rent, Communications & Utilities	557	614	1,129	514
24 Printing and Reproduction	98	115	118	3
25 Other Contractual Services	29,777	35,165	48,440	13,275
26 Supplies and Materials	2,764	3,258	3,512	253
31 Equipment	2,198	2,592	3,925	1,333
32 Land and Structures	137	162	916	754
42 Insurance Claims & Indemnities	-	-	-	-
Total	**93,478**	**103,962**	**128,915**	**24,953**

Capital Construction and Operations

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2020 Appropriation	
	FTE	Amount ($000)
FY 2019 Enacted		**103,962**
Payroll Funded FTEs	**395**	
Other Decreases		
Realignment from Jurisdiction Centralized Activities to Administrative, Architectural and Engineering, Services and Facilities Maintenance Program Groups		(1,710)
Total Program Decreases	**-**	**(1,710)**
Price Changes:		
Payroll Related:		
FY 2020 FERS Employer Contribution Rate Increase		1,961
FY 2020 Cost-of-Living Adjustment of 1.9%*		804
FY 2020 FEHB Employer Contribution of 4.0%		135
FY 2020 Within Grade Increase		432
Total Payroll Related Costs	**-**	**3,332**
Non-Payroll Related:		
FY 2020 Non-Pay Inflation Increase of 2.4%		1,008
Transit Subsidy Increase		200
Lease Escalation Costs		10
Total Non-Payroll Related Cost	**-**	**1,218**
Total Current Services	**-**	**4,550**
Program Increases:		
Annual Program Increases:		
Realignment from Capitol Visitor Center Payroll to Capital Construction & Operations for matrix employees	7	1,044
Realignment to Administrative Program Group		895
Realignment to Architectural & Engineering Services Program Group		555
Realignment to Facilities Maintenance Program Group		260
Enhanced Jurisdictional Payroll Support for Capital Projects	18	2,853
Enhanced Jurisdictional Non-Pay Support for Capital Projects		2,658
Payroll Jurisdiction Operational Support	10	1,590
Non-Pay Jurisdiction Operational Support		12,258
Total Program Increases	**35**	**22,113**
Net Increase/Decrease	**35**	**24,953**
FY 2020 Total Appropriation	**430**	**128,915**

* Incorporated in the FY 2020 Cost-of-Living Adjustment is a 1.4% pay raise ($592K) and a locality pay area adjustment of .5% ($212K)

Capital Construction and Operations

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget component of the CCO appropriation funds all costs associated with the Architect of the Capitol, central office salaries, operations, activities and programs. The budget is divided into functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	FY 2019 Enacted	Program Realignment/ Transfers	Price Increases	Program Increases	FY 2020 Request	FY 2019/2020 Difference
Administrative	7,504	895	371	2,075	10,845	3,341
Architectural and Engineering Services	2,502	555	105	1,743	4,905	2,403
Curator	220	-	6	64	290	70
Facilities Maintenance	1,943	260	55	374	2,632	689
Information Resource Management	22,648	-	553	10,090	33,291	10,643
Inspector General	991	-	24	78	1,093	102
Jurisdiction Centralized Activities	4,212	(1,710)	55	172	2,729	(1,483)
Payroll	61,908	1,044	3,332	4,443	70,727	8,819
Safety Eng. Ops. and Maintenance	2,034	-	49	320	2,403	369
Total	**103,962**	**1,044**	**4,550**	**19,359**	**128,915**	**24,953**

Program Changes Justification

The Fiscal Year (FY) 2020 Operating Budget Request shows an increase of **$24,953K** from the FY 2019 enacted level. It includes **$4,550K** in price increases and **$19,359K** in program increases.

Program Realignment/Transfers

Payroll Transfer (FTEs 7; $1,044K)

The funding increase of **$1,044K** is a transfer from the Capitol Visitor Center appropriation of seven matrix employees. The CVC has seven personnel assigned as Contracting Specialists (2 FTE), Attorney Advisor, Payroll Specialist, Human Resource Specialist, Financial Analyst, and Accountant (1 FTE each) across the offices of the Chief Administrative Officer and Chief Financial Officer in a "matrix" capacity. These personnel provide dedicated administrative support to CVC operations. The CVC proposes to transfer these matrix employees from the CVC (FTE and cost) to the Capital Construction and Operations appropriation. When the CVC opened in 2008, there was a tremendous amount of administrative support required to start the CVC. Throughout the last ten years, great strides have been made to streamline operations based on lessons learned in all of these areas supported by matrix employees. These matrix employees' salaries are currently paid from the CVC appropriation, but administrative oversight of the FTE is managed by the respective central service offices. Transferring these personnel to their respective support office within the CCO appropriation will facilitate better administrative management without degrading customer support to the CVC.

CCO Realignment ($1,710K)

The funding realignment of **$1,710K** is from the Jurisdiction Centralized Activities to provide operational support services related to the acquisition of the O'Neill House Office Building for proper execution. These services include human resources, procurement, building performance audit offices, building automation system control devices and planning and project management services.

Capital Construction and Operations

OPERATING BUDGET REQUEST (continued)

Price Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs based upon guidance from the Congressional Budget Office, transit subsidy annual increases, and lease escalation costs.

Program Increases

Payroll Increases (FTEs 28; $4,443K)

Enhanced Jurisdictional Support for Capital Projects (FTEs 18; $2,853)

- *Planning and Project Management (PPM)* (FTEs 12; $1,899K)

  Funding is requested for 12 full-time equivalents (FTE) to restore staffing levels diminished since 2016 and increase in-house engineering and technical expertise to support jurisdictional (including the Supreme Court) capital and minor construction project requirements which are not included within the line item construction program (LICP). The AOC jurisdictions have requested increased PPM support for studies, planning, project design and development, construction oversight and project management. The positions requested represent the most urgent needs to meet the full portfolio of AOC projects anticipated for FY 2020.

- *Acquisition and Material Management Division (AMMD)* (FTEs 5; $795K)

  Funding is requested for five acquisition specialists. Personnel are required to manage the contracting processes and reduce contract award lead times and post award administrative lead times. Since FY 2014, the number of contract actions and contract lead times have gradually grown and have consistently been below the established AOC key performance indicator (KPI) of 80 percent. This percentage is the number of contracts processed within a set number of days, depending on the amount of the contract. For example, in FY 2014, 80.2 percent of approximately 3,200 contract actions were processed within the established KPI award lead times. By FY 2018, only 75.9 percent of approximately 4,000 contract actions were processed on time. Moreover, the dollars obligated in 2018 were nearly double the amount obligated in 2014 ($232 million in 2014 and $423 million in 2018). Additionally, the current ratio of orders/contracts for each contracting officer is 200 actions to one FTE. The goal is to achieve the government average contract load to under 100 per FTE. This budget request works toward that goal by bringing the contract load to 140 to one FTE. Without this funding, the ability to award contracts and procure supplies that support capital projects is at risk.

- *Curator Division* (FTE 1; $159K)

  Funding is required for one archivist to address increased demand in both photography and archivist support to the U.S. Capitol and Library Buildings and Grounds jurisdictions. As AOC mega projects continue into the future, the Curator Division work demands have shifted toward these projects. In order to meet AOC wide photography and archivist requirements funding is needed to manage the increasing backlog of non-House and non-Senate projects.

Jurisdiction Operational Support (FTEs 10; $1,590)

- *Safety, Fire and Environmental Programs (SFEP)* (FTEs 5, $795K)

  Funding is requested for five fire and safety subject matter experts. Personnel are required to better support emergency response and fire safety inspection efforts outside of normal business hours. In addition, this increase will enable incident command support, incident investigations, oversight of fire and safety operations, review of corrective actions, on-site review of code and regulation compliance of operations and ongoing construction outside of normal business hours.

- *Office of the Chief Administrative Officer* (CAO) (FTEs 5; $795K)

  Funding is required for one paralegal specialist, one executive resource manager, one Human Resource (HR) Policy and Compliance Specialist, one Talent Acquisition Specialist and one customer experience program

Capital Construction and Operations

OPERATING BUDGET REQUEST (continued)

manager. A paralegal specialist is requested to assist the General Counsel business law attorneys in managing mega construction projects, new real estate assets under AOC control, increases in environmental law and Capitol Police Board matters. The CAO requires funding for a resource manager. The resource manager provides support to the five CAO Divisions. The position is responsible to provide detailed budgeting, accounting, material management and resource analysis for a staff of over 150 personnel and operations. The Human Capital Management Division (HCMD) requires funding for a Talent Acquisition Specialist to assist with hiring and classifying AOC civilian positions. This position will help address a deficit of over 8,000 hours per year in meeting hiring demands and ensure fairness in hiring. This deficit was identified in a recent workforce study. An additional position will shorten the overall time required to backfill vacancies, thus ensuring minimum interruption to workflows and cost disruptions across the AOC. HCMD requires an HR Policy and Compliance Specialist to develop, maintain and ensure compliance with federal laws, regulations, audits, results and human capital programs and initiatives within AOC. HCMD maintains nearly one-third of all of AOC's 250 plus policies, specifically in the areas of HR staffing, recruitment, compensation, benefits, employee relations, diversity, labor relations and work-life initiatives. As a collection, these policies generally require frequent maintenance. HCMD is also subject to relatively frequent audits, which requires manpower resources to research and provide data and documentation to auditors for evaluation, and respond to audit findings. Funds are required for a Customer Experience Program Manager. This position will implement the AOC Customer Experience program which will aim to facilitate cross-organizational alignment and collaboration to customer needs. The position will also work with stakeholders and partners across the AOC and AOC customer community to improve the delivery of customer service and overall customer experiences.

Non-Pay Program Increases ($14,916K)

Enhanced Jurisdictional Support for Capital Projects ($2,658)

- *Planning and Project Management (PPM)* ($2,010K)
  - Capitol Complex Master Plan (CCMP) Baseline Studies: Funding is required for contract support services to guide the development of the campus over a 20 year horizon. The baseline studies and implementation plans are required for transportation, storage and industrial space consolidation, basic facility requirements and future development areas. A baseline transportation study is needed to understand parking capacity and demand to facilitate the AOC's planned construction projects while minimizing parking impacts to Congress and providing a safe bicycling route through the Capitol campus ($500K).

  - Project Management Information System (PMIS): Funding is required to continue development of and fully deploy a customized commercial off-the-shelf software system to replace outdated software applications and antiquated manual processes. During FY 2019, the new system will replace Prolog (used for Construction Management) along with an in-house built project management system. PMIS will support the planning, management and execution of the AOC's construction program from the cradle to grave, providing project phase data, records and deliverables tracking while making project metrics transparent to all internal and external stakeholders. All development, implementation and testing will be completed during a two year pilot program. The full scale roll out for use on all PPM managed projects will follow. These funds are required to deploy this new system fully ($337K).

  - Computer-Aided Facility Management (CAFM): Funding is required for contractor support of the AOC's facility management software suites: WebTMA and the Geographic Information System (used to provide a visual display of current and future project schedules on the Capitol campus to deconflict work spaces). Each year there is an anticipated five percent increase in the cost of licenses and volume of users. Congress uses WebTMA to submit work requests. AOC staff respond to work orders and manage inventory. WebTMA is a core application designed to help save time by properly managing buildings,

OPERATING BUDGET REQUEST (continued)

spaces, and occupants more efficiently and effectively. The additional support was requested by the jurisdictions; and helps supplement the AOC staff, providing the expertise for software maintenance, configuration, reporting and application development ($317K).

- Project Cost Estimation Support: Funds are required to purchase new software for the Cost Estimating Group (CEG). The CEG was notified by the vendor that the current cost estimating system would no longer be upgraded/updated after two years. The CEG and the Smithsonian Institute developed a team to research and benchmark other systems. The CEG will transition to the next generation cost estimating software to improve the level of accuracy of project cost estimates ($250K).

- Project Development Support for Capital Improvements Plan (CIP) and Line Item Construction Program (LICP): Funding is required to update and analyze the CIP Plan to identify enhanced implementation strategies and project deliverables to strategically focus CIP development and maximize its goals. New CIP level projects will be identified and developed for inclusion in future budget requests and integrated into the PMIS. Modeling strategies will be developed to incorporate key performance indicators based on predictive (performance indicators) or lagging (results) metrics. The CIP is a major source of project funding for the AOC. This funding will analyze the existing LICP program to determine its overall "health" to make recommendations for future improvements including identifying new studies and designs that align with our facility condition assessment program, and other "needs" identifying programs ($250K).

- Computer-Aided Design (CAD) Support: Funds are required to contract for additional technical support for the production of CAD master drawing files. Due to an increase in demand there is a backlog for updating CAD master files to reflect completed design projects and added building information. This increased facility project work has reduced the amount of time the Technical Support Branch can dedicate to maintaining routine facility master drawings ($187K).

- Electronic Design Review Software and Viewable Screens: Funds are required to purchase software licenses with a data server and viewing screens to review both in-house and contractor design documents. The AOC currently reviews drawings and designs using printed documents, a process that hasn't changed since the 1990's. Electronic reviews are the industry standard. Automation will allow for more efficient and faster reviews of design documents with a higher degree of accuracy. This capability will be integrated with the Project Management Information System (PMIS) ($89K).

- Implementation Plan for Technology Usage: Funding is required to contract for an analysis review and recommendation plan for existing data storage and collaboration systems used to support Planning and Project Management (PPM) mission. There are multiple disparate storage systems used by PPM. Project storage directories are vastly different. There are cross jurisdictional processes such as requisitions, document reviews and contract modifications that are completed through email or hard copies. The results of this analysis will help formulate a plan for how to store data to allow for collaboration in the future ($80K).

- *Curator Division* ($328K)
  - Historic Photo Program: Funding is requested to purchase replacement photograph equipment, contract support for 3D image scanning and modeling and to purchase additional enterprise photography database licenses and support. Following the AOC's Historic Preservation Policy, the AOC Photography Branch provides support for the historical documentation of all ongoing projects and storing and distributing a

Capital Construction and Operations

OPERATING BUDGET REQUEST (continued)

wide range of image based data. This funding is required to meet the increased photography demands to support projects around the Capitol campus. Funds will be used to purchase camera equipment, printer supplies, and archival and photo finishing supplies. 3D image scanning, modeling and analysis have now become the industry standard. The AOC will contract support services to upgrade from 2D to 3D imaging. Concurrently, the Photography Branch will purchase licenses and contract support for the enterprise photography database to expand the collection and distribution of a wide range of image based data throughout the AOC ($108K).

- Museum Specific Management System for Artwork; Funding is required for contractor support for the system management database. Following national museums best practices, the AOC uses a premier worldwide electronic database to catalog and centralize all historical art and artifact collections. Current staffing levels and higher priority responsibilities have hampered this electronic collection process. The AOC has more than 4,000 pieces of historical art and artifacts that need to be cataloged for long term historical record keeping. The contractor support will focus solely on this collection process ($100K).

- Specialized Scanners and Printer: Funding is required to replace two scanners and a printer in the Records Management Branch. These pieces of equipment are years past their effective lifecycle and frequently malfunction leading to work stoppages. The Records Management Branch performs large scale archival preservation scanning and printing projects for wide-format drawings and other historical documents. These projects require specialized scanners and printers for varying sizes of documents and high volumes of scanning to archival specifications. Additionally, the manufacturers no longer support software upgrades for the two scanners resulting in the inability to perform Windows 10 upgrades and security patches ($60K).

- Transshipment and Storage of Long-Term Temporary Records: Funding is required to contract for the shipping and storage of long-term temporary records with the Federal Records Center (FRC) Program operated by the National Archives and Records Administration (NARA). This will resolve the lack of archival space in the AOC archives. The AOC archives have more than 1,200 boxes of long-term temporary contract files, workers compensation, medical surveillance and other personnel record files that are more appropriate for FRC storage. After the transshipment, the AOC will acquire the capacity to continue accepting and preserving historical records within its archival spaces ($32K).

- Digital Data Records Electronic Preservation; Funding is requested for software support, licensing and cloud storage to preserve the archival digital electronic data for the AOC. Currently, archival electronic records data is collected and stored in unstructured and disparate systems (removable disks, disk drives, shared drives, various applications, etc.). Using a single centralized system will allow the AOC archives office to accept, track, preserve and authenticate electronic data records. The AOC will align with best practices and efforts in use by other government agencies to appropriately manage and preserve digital archival records ($20K).

- Archival Collections Space Management System; Funding is required to purchase software system support and cloud storage. The system tracks archival boxes, building models, drawings and materials (i.e. carpets, fabrics, tiles, wood samples, etc.) within three physical space locations, and allows for real-time tracking of collections and space allocation requirements. This is vital to ensure proper accountability of assets and the management of storage capacity. Currently, the AOC uses spreadsheets, in-house build databases and other disparate methods to manage archival physical assets. The AOC archives will use the industry leading software that has been developed by archivists for archival institutions. The House and Senate archives offices currently use versions of this software ($8K).

Capital Construction and Operations

OPERATING BUDGET REQUEST (continued)

- *Safety, Fire and Environment Programs* (SFEP): Funding is required to contract for support to increase the capacity to support the review of AOC project documents. Projects typically have five sets of documents for review by SFEP. The SFEP Division reviews and comments on all design and construction documents to ensure the projects adhere to local and national code compliance requirements ($320K).

Jurisdiction Operational Support ($12,258)

- *Information Technology Division* (ITD) ($9,773K):
  - IT Contracts for Support: The government wide average spending on IT budgets is 11.2 percent of the total agency budget. For the AOC, in FY 2018, the total was 3.1 percent – the lowest found in a government survey. Funding is required to increase Help Desk and daily ITD support operations. This is required to reverse a negative funding trend of more than 30 percent during the past six years. Operations support provides for contracted staff, equipment and software needed to sustain AOC ITD services and operations. ITD operations have encountered both contracted staff and equipment shortages for Help Desk services and end user devices (desktops, laptops, monitors, printers, etc.). Due to these shortages, challenges occur on a daily basis. While most agencies expect same day service on a Help Desk request, the average AOC Help Desk service ticket takes eight days for resolution. AOC personnel can face up to a six month delay in receiving replacement computers. Only the most critical software is updated. Several systems used to support congressional customers are written in antiquated programming languages. The AOC network is supported by staff assigned across the Capitol campus and at remote sites using decades old network cabling and end of life equipment that must be repaired and replaced. AOC has experienced intermittent network outages due to network staff shortages and the inability to replace network infrastructure across the campus that is in service past its expected lifespan ($5,667K).
  - Cyber Protection: The funding increase to the baseline is requested to meet the Legislative Branch Cybersecurity Working Group initiative to harden networks and protect legislative branch systems against malicious cyber activity (this includes building automation and HVAC control system networks). Funds will be used to hire specialized contractors to perform information system security officer duties and advanced scripting. Additionally, funding is for annual testing and security licenses for all staff also mandated by the Legislative Branch Cybersecurity Working Group. Cyber attacks are increasing in volume and sophistication while inversely the AOC government cybersecurity staff has been reduced by 33 percent since 2016. Minimum capability/standards have been set within the Legislative Branch Cyber Security Working Group for all legislative agencies to meet. Cyber security is identified as our biggest enterprise risk by both AOC leadership and the AOC Inspector General. Without funding, networks such as the Capitol Visitor Center, which contains public facing information and a point-of-sale system, cannot be evaluated and made more secure against evolving threats ($1,164K).
  - IT Business Modernization: Funds are required for contracts and IT services to support the continuous modernization of AOC business processes. New and updated commercial and government IT products are produced annually. These products modernize and automate inefficient processes and procedures. Over the past six years, the AOC has virtually eliminated IT modernization efforts in an effort to maintain only the most minimal IT daily operations. Labor intensive manual business processes continues to constrain innovation. The Computer-Aided Facility Management (CAFM) system is a core application designed to help save time by properly managing buildings, spaces, and occupants more efficiently and effectively. Congress uses CAFM to submit work requests which is being expanded to include more electrical infrastructure and emergency generator systems. AOC staff respond to these work orders and manage inventory based on actual license counts. Funding is required to implement the software in FY 2020 fully.

Capital Construction and Operations

OPERATING BUDGET REQUEST (continued)

Each year there is an anticipated five percent increase in the cost of licenses and volume of users. Investing in modernization projects such as automating operations and analytics-based decision making is needed to meet emerging needs and help AOC staff be more productive; resulting in better service to members, their staff and the public ($1,879K)

- Communications: Funding is required to provide cell service communications for AOC employees, most of which are mobile while working. Due to limited resources, the ITD has not been able to restore or replace existing broken mobile devices or provide lines of service to many employees. The vast majority of AOC employees work on the go. Mobile devices allow staff to call, email, work and receive work orders on the go. It is an essential service to efficiently perform work in varied locations and at all hours of the day ($520K).
- IT Refresh: Funding is required to purchase corporate level IT equipment. Each year there are a subset of corporate level IT assets that must be purchased together and cannot be purchased piecemeal. The AOC life cycle replacement plan has been continuously deferred due to funding constraints. Restarting the graduated life cycle replacement plan for these IT assets is vital to maintain continuous AOC IT operations. The majority of this equipment is past its life cycle replacement schedule. It costs more to maintain aged hardware and the equipment runs slower causing productivity reductions for end users. This request will restart the annual refresh cycle, in which purchasing of assets are staggered over the years to create a level budget and replacement cycle year over year ($543K).

- *Curator Division* ($1,175K):

  Centralized and Climatized Art Storage Space: Funding is required to design and construct a 1,565 square foot self-contained refrigerated warehouse structure at the Blue Plains, Maryland, facility. This storage unit will centralize, protect and store Curator artifacts and objects including paintings, bronze and plasters maquettes, stained glass and architectural artifacts. Currently, the Curator does not have a proper climatized storage space to preserve art and artifacts and prevent environmental degradation of the assets. Historic assets are dispersed over seven locations ($1,111K).
  - Conservation of Wall Paintings: Funding is required to award a contract for paint analysis samples. There is an ongoing need to repair peeling paint throughout the U.S. Capitol. However, to effectively address these issues paint analysis is required to determine accurate historical colors. This funding will address the U.S Capitol and upcoming projects such as the Senate extension third floor, south corridor, and the House center building first floor, old corridor ($64K).

- *Human Resources Management* ($228K):
  - Executive Resource Management Contract Support: Funding is required to consolidate the comprehensive HR management of AOC's executive-level employees, which is composed of Senior Rated (SR) employees. Like most federal agencies, AOC manages its SR positions using different policies, forms, procedures, and federal guidelines than its General Schedule (GS-2 thru GS-15) employees. Currently, management is distributed among existing HR federal staff and other senior leaders. Due to their uniqueness, the new Executive Resource Manager will provide 'cradle-to-grave' management of those executive resources, including hiring, onboarding, training coordination, records management, policy development/maintenance, performance management and pay and benefits administration. This positon will allow current staff to address other areas currently lagging due to insufficient staffing and multiple competing priorities.

Capital Construction and Operations

OPERATING BUDGET REQUEST (continued)

- *Planning and Project Management* ($434K):
  - High Voltage Branch Support: Funding is required for purchasing higher levels of specialized personal protective equipment (PPE) and test equipment. PPE is mandatory for personnel to meet the demands of testing schedules and to ensure serviceability of high voltage systems throughout the Capitol campus. The AOC follows the Facility Maintenance Standards for Emergency Generators and Switchgear and the International Electrical Testing Associations. The standards require the electrical and emergency generation equipment undergo periodic testing to ensure the serviceability of these systems during normal equipment and emergency conditions. This request would provide the equipment needed to increase switchgear testing to every two years (versus the current three-year cycle) and completing the once per year reactive load bank testing for 42 generators. Additionally, funds would be used to replace arc flash rated clothing needed by personnel to perform high voltage testing. PPE equipment includes suits, gloves and harnesses. Some of this equipment has a shelf life (e.g. gloves are sent out to be periodically tested and minor rips and tears require replacement). Having proper equipment and adequate PPE levels are required for ongoing maintenance programs such as emergency generator testing, street light replacements and switchgear testing ($175K).

  - Energy Management and Control System and Contract Program Support: Funding is required to meet the increased demand for energy performance management, building automation system and network management, to include technical support and guidance for jurisdictions, contractors and projects. The AOC's energy reduction efforts have been very successful with Congress achieving a 33 percent energy reduction in FY 2018. As the AOC targets an overall 50 percent energy reduction in 2025, in comparison to our 2003 energy baseline, it is important to continue resource funding to reduce energy consumption. Funds will be used to improve energy efficient performance, expand software and electronic systems in our buildings to assist staff with focused energy reduction efforts, and to replace network servers and components to meet energy reduction goals. The replacement of electronic components, increases HVAC performance and reliability and reduces single points of failure while helping to improve occupant thermal comfort. ITD's increased cyber protection focus also applies to the building automation and HVAC control system network (BASnet). Additional cyber protection equipment, software and system testing all improve system reliability and provide increased protection against cyberattack threats ($143K).

  - Development of Facility and Grounds Historic Preservation Documents: Funding is required to develop complete historic preservation documents on AOC facilities and grounds. These documents will inform staff, consultants, contractors and researchers about their heritage assets and help guide their proper maintenance, repair and preservation. This requirement is part of the AOC Strategic Plan to provide documents for our facilities to complete Cultural Landscape Reports and Building Preservation Guides. These documents are important tools to influence new and future projects ($50K). The documents include:
    - Building Preservation Guide
    - Preservation Zone Plan
    - Inventory of Significant Features
    - Cultural Landscape Report
    - Envelope Condition Assessment
    - On-going Exterior Masonry Monitoring
    - Metals Inventory and Condition Assessment

  - Legislative Call System Transition Support: Funding is required for the continued maintenance of the existing system until the replacement and installation of a new Legislative Call System (LCS). The existing LCS is outdated, and some of the current equipment has been identified as obsolete. As a result, additional funds are requested to support the existing LCS, which will require additional equipment and specialized support so that it simultaneously remains in operation while the new LCS is being phased into operation. The Legislative Call System is a mission critical system that is required by Congress to perform legislative work ($44K).

Capital Construction and Operations

OPERATING BUDGET REQUEST (continued)

- Cable Television System Upgrade: Funding is required to develop and execute cable television system upgrades for improved system redundancy and alleviate if not eliminate all single point of failures. Additionally, ongoing funding is required to continue to replace end of life equipment which consists of Cisco network switches, modulators, encoders, routers, and monitoring equipment. With the cable television system mandated to be operational at all times (even during recess), the additional funding will ensure we replace equipment before a catastrophic failure occurs ($12K).

- Emergency Preparedness and Response: Funding is required for the AOC to update and sustain emergency preparedness and response plans and exercises ($10K).

- *Office of the Chief Administrative Officer* (CAO) ($420K):
  - Mail Screening and Delivery: Funding is required for the House provided mail screening and delivery. The AOC will use the House mail and screening service on a reimbursable basis. Until recently, the service had been provided for free. All mail for the AOC, except mail sent to the Senate zip codes, is screened and then delivered to the jurisdictions through the House contract by the CAO ($250K).
  - Leadership Development and Strengthening Program: Funding is required to establish a leadership development and strengthening program. The program will focus on strengthening the AOC's ability to accomplish its mission efficiently and effectively and achieve its vision by establishing a systematic leadership development framework to ensure a strong cadre of leaders and high performing leadership teams across the AOC ($170K).

- *Safety, Fire and Environment Programs* ($150K)
  - Capitol Complex Emergency Annunciator Replacement: Funding is required to replace emergency annunciators across the Capitol complex. On March 28, 2018, the Capitol Police Board directed the project team (House Sergeant at Arms (SAA), Senate Sergeant at Arms, AOC and United States Capitol Police (USCP)) to pursue a contractual initiative of replacing and upgrading the existing annunciator system which supports the areas not covered by the Public Address System with a new dedicated simulcast system. House and Senate SAA are replacing all annunciators in the House, Senate and Capitol Buildings. However, the AOC must fund the replacement of all other annunciators within other jurisdictions. The current system units are beyond their end of life date and battery components are no longer being produced. This will lead to a projected widespread receiver failure within the next two years. The new dedicated simulcast system will provide at a minimum encrypted transmitters, message clarity, remote manageability, and ease of operation for USCP. This new system will require a new transmission infrastructure and new end user units.

- *Inspector General* (IG) ($78K):
  - Funding is requested to support the annual requirement for an external quality assurance examination of the OIG audit program and independent financial audit statement contract increases.

Capital Construction and Operations

Office of the Inspector General – Justification Summary

The OIG conducts independent audits and investigations and reviews and evaluations of AOC operations and programs, including major construction projects, to promote economy and efficiency and to detect and prevent fraud, waste and abuse. The IG, who reports directly to the Architect of the Capitol, serves pursuant to the AOC IG Act of 2007. The OIG reviews existing or proposed laws, regulations, orders and policies for their impact on economy and efficiency and recommends new policies, as appropriate. As an independent, objective office within the AOC, the OIG is responsible for promoting economy and efficiency and preventing and detecting fraud, waste and abuse in AOC operations.

Operating Budget ($000)						
Program Groups	FY 2019 Enacted	Program Realignment/ Transfers	Price Increases	Program Increases	FY 2020 Request	FY 2019/2020 Difference
Inspector General	991	-	24	78	1,093	102
Payroll	2,592	-	125	-	2,717	125
Total	**3,583**	**-**	**149**	**78**	**3,810**	**227**

The FY 2020 Operating Budget Request shows an increase of **$227K** from the FY 2019 enacted level. It includes **$149K** in price increases and **$78K** in program increases.

Price Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs based upon guidance from the Congressional Budget Office and lease escalation costs.

Program Increases

The funding increase to the baseline is to support the annual requirement for an external quality assurance examination of the Office of the IG audit program and independent financial audit statement contract increases.

Capital Construction and Operations

Information Technology Division – Justification Summary

The **Information Technology Division (ITD)** is responsible for the procurement and operations of information technology for services, hardware and software. It provides contractor technical support services for the network, systems, cyber security, AOC Help Desk operations, project management and AOC hardware, software, communication equipment and services. Additionally, ITD is responsible for information technology projects, including the human capital management system. Responiblities includes:

- Cyber security includes initiatives directed by the legislative branch cyber security working group and Congress, including legislative branch standardized services to monitor and thwart daily cyberattacks, implement new defenses against emerging threats and provide training to staff. The ITD requests funds for dedicated personnel to address vulnerabilities and to respond to the increased compliance and oversight requests. The AOC Inspector General and agency enterprise risk analysis both identified cybersecurity as the greatest risk to the agency. The goal is to decrease the time to remediate vulnerabilities on AOC systems to improve resistance to exploitation by attackers.
- Contractual operations support such as Help Desk operations, certification and accreditations, information security, application development, network management support operations and systems administration. This includes information technology services such as monitoring and thwarting daily cyberattacks while implementing new defenses, the flag office application, congressional moves application and Senate suite tool, wide and local area network monitoring operations and providing continuoues information security monitoring and assessments.
- Agency wide systems development including the project management information system and human capital management systems are managed within ITD. Also included are information technology hardware and software acquisitions. The request provides telecommunications services including circuits for connectivity between the buildings, desk phones, mobile devices and voice/data services to connect AOC staff and support emergency response coordination.
- Computer-Aided Facility Management system support used for relational databases and electronic representations of facilities to manage, analyze and control facility data.

Operating Budget ($000)						
Program Groups	FY 2019 Enacted	Program Realignment/ Transfers	Price Increases	Program Increases	FY 2020 Request	FY 2019/2020 Difference
Information Resource Management	18,795	-	452	9,773	29,020	10,225
Payroll	5,232	-	240	-	5,472	240
Total	**24,027**	**-**	**692**	**9,773**	**34,492**	**10,465**

The FY 2020 Operating Budget Request shows an increase of **$10,465K** from the FY 2019 enacted level. It includes **$692K** in price increases and **$9,773K** in program increases (see pages 11-13).

Capitol Building



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The Capitol Building (CB) jurisdiction is responsible for the maintenance, repair, operations, mechanical and electrical infrastructure, heating, ventilation and air conditioning, plumbing, painting, cleaning and any construction concerning the U.S. Capitol and the Capitol Visitor Center (CVC).

The CB jurisdiction:

- Cares for and preserves the structural and architectural elements of the Capitol Building and CVC.
- Consistently strives to serve clients, Congress, staff and the general public by managing facilities and operations in the most efficient fashion with the provided resources.
- Implements energy efficiency strategies, facility management best practices and internal controls to ensure effective operations.

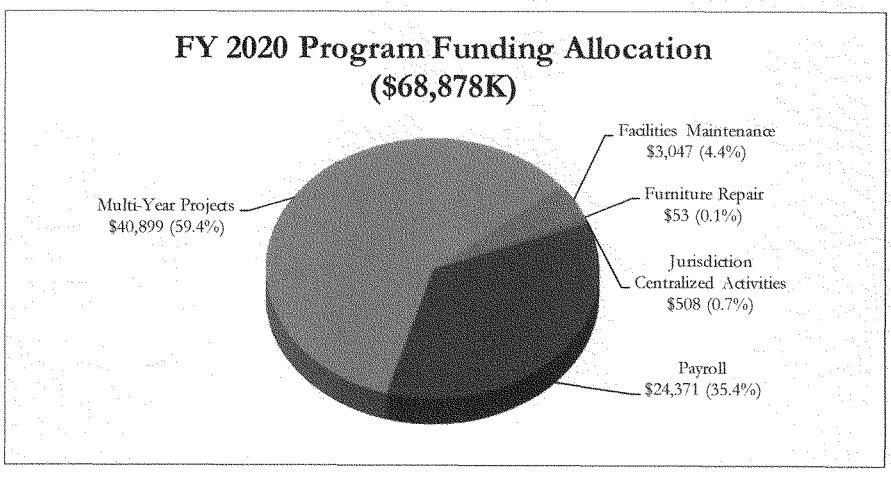
For a complete list of CB facilities, please refer to the "Areas of Responsibility Summary" tables in this Budget Request.

Capitol Building

PROGRAM SUMMARY:

The **Operating Budget** request funds all costs associated with the daily care, maintenance and operation of the U.S. Capitol and the Capitol Visitor Center (CVC). The budget is divided into functional area Program Groups: Facilities Maintenance, Furniture Repair, Jurisdiction Centralized Activities and Payroll.

The **Multi-Year Projects Budget** request consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings. It also may include funds that provide jurisdictions with the flexibility to respond to unforeseen minor construction requirements as generated from emergencies, the Members, Committees and other AOC clients.



Capitol Building

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Capitol Building	Washington, DC	1793	939,341	$85,592	$54,381	$139,973
Capitol Visitor Center	Washington, DC	2008	676,844	-	-	-
Pedestrian & Transport Tunnels	Washington, DC	Varies	45,749	-	-	-
			1,661,934	**$85,592**	**$54,381**	**$139,973**

Notes:

Deferred Maintenance: is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal: is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog: equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

Pedestrian & Transport Tunnels: a facility condition assessment has not yet been completed.

Capitol Building

ARCHITECT OF THE CAPITOL

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)				
Appropriation	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Operating Budget	25,842	26,648	27,979	1,331
Multi-Year Projects	19,458	17,344	40,899	23,555
No-Year Projects	-	-	-	-
Total	**45,300**	**43,992**	**68,878**	**24,886**

Operating Budget ($000)				
Program Groups	**FY 2018 Operating Plan**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Facilities Maintenance	3,107	2,975	3,047	72
Furniture Repair	51	51	53	2
Jurisdiction Centralized Activities	495	496	508	12
Payroll	22,189	23,126	24,371	1,245
Annual-Funded Projects	-	-	-	-
Total	**25,842**	**26,648**	**27,979**	**1,331**

Total Budget by Object Class ($000)				
Object Class Groups	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
11 Personnel Compensation	15,953	16,627	17,522	895
12 Personnel Benefits	6,236	6,499	6,849	350
21 Travel	22	18	18	-
22 Transportation of Things	-	-	-	-
23 Rent, Communications & Utilities	-	-	-	-
24 Printing and Reproduction	-	-	-	-
25 Other Contractual Services	5,378	4,858	21,357	16,500
26 Supplies and Materials	3,562	3,216	6,884	3,668
31 Equipment	-	-	-	-
32 Land and Structures	14,149	12,774	16,248	3,473
42 Insurance Claims & Indemnities	-	-	-	-
Total	**45,300**	**43,992**	**68,878**	**24,886**

Capitol Building

ARCHITECT OF THE CAPITOL

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2020 Appropriation FTE	Amount ($000)
FY 2019 Enacted		**43,992**
Payroll Funded FTEs	**221**	
Non-Recurring Costs:		
Multi-Year Projects (FY2019 Enacted)		(17,344)
Total Program Decreases	**-**	**(17,344)**
Price Changes:		
Payroll Related:		
FY 2020 FERS Employer Contribution Rate Increase		699
FY 2020 Cost-of-Living Adjustment of 1.9%*		304
FY 2020 FEHB Employer Contribution of 4.0%		79
FY 2020 Within Grade Increase		163
Total Payroll Related Costs	**-**	**1,245**
Non-Payroll Related:		
FY 2020 Non-Pay Inflation Increase of 2.4%		86
Total Non-Payroll Related Costs	**-**	**86**
Total Current Services	**-**	**1,331**
Program Increases:		
Multi-Year Projects:		
Exterior Stone and Metal Preservation, USC		22,300
FY 2021 Presidential Inaugural Stands & Support Facilities, USC		7,000
Electric Power Distribution System Replacement, House, USC		5,500
Minor Construction		5,500
Conservation of Fine and Architectural Art		599
Total Program Increases	**-**	**40,899**
Net Increase/Decrease	**-**	**24,886**
FY 2020 Total Appropriation	**221**	**68,878**

* Incorporated in the FY 2020 Cost-of-Living Adjustment is a 1.4% pay raise ($224K)and a locality pay area adjustment of .5% ($80K)

Capitol Building

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget of the CB appropriation funds all costs associated with the daily care, maintenance and operation of the U.S. Capitol and the CVC. The budget is divided into functional area Program Groups. In accordance with sound financial management practice, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	**FY 2019 Enacted**	**Program Realignment/ Transfers**	**Price Increases**	**Program Increases**	**FY 2020 Request**	**FY 2019/2020 Difference**
Facilities Maintenance	2,975	-	72	-	3,047	72
Furniture Repair	51	-	2	-	53	2
Jurisdiction Centralized Activities	496	-	12	-	508	12
Payroll	23,126	-	1,245	-	24,371	1,245
Total	**26,648**	**-**	**1,331**	**-**	**27,979**	**1,331**

Program Changes Justification

The Fiscal Year (FY) 2020 Operating Budget Request shows an increase of **$1,331K** from the FY 2019 enacted level.

Price Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs based upon guidance from the Congressional Budget Office.

Capitol Building

MULTI-YEAR BUDGET REQUEST – PROGRAM SUMMARY

The Capital Budget consists of major construction or systems replacement requirements to address fire, life safety and security issues; deferred maintenance; capital renewal; capital improvement; construction; and necessary studies and designs. It also includes Minor Construction funds that provide the Capitol Building with the flexibility to respond to unforeseen minor construction requirements as generated from emergencies, the Members, Committees and other AOC clients.

Multi-Year Budget by Project ($000)	
	Request Amount
Line Item Construction Program Projects:	
Exterior Stone and Metal Preservation, USC	22,300
FY 2021 Presidential Inaugural Stands & Support Facilities, USC	7,000
Electric Power Distribution System Replacement, House, USC	5,500
Total	**34,800**
Other Projects:	
Minor Construction	5,500
Conservation of Fine and Architectural Art	599
Total	**6,099**
Total Project Request	**40,899**

Minor Construction — $5,500K

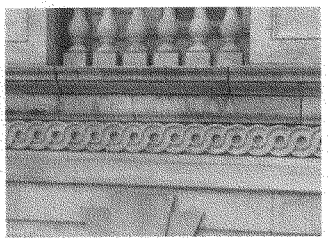
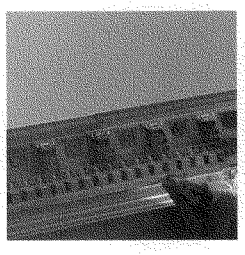
The program increase of **$500K** is required to continue work expanding the existing fire sprinkler system within the U.S. Capitol. Currently, fire sprinklers are installed in some areas of the Basement and 4th floor. A multi-year program that will include both design and installation as needed, to extend the fire sprinkler system where possible without significantly impacting the historic fabric of the building. The program will include locations on the Basement, 1st, 2nd, 3rd and 4th floors, as well as attic spaces.

Risk and Impact if Not Funded: Without the installation of the fire sprinkler system, the safety of the Capitol Building and its occupants is compromised.

Capitol Building

Project Title: Exterior Stone and Metal Preservation, West, Phase III, U.S. Capitol

Request: $22,300K

Project Description (Construction): This project is for the continued rehabilitation of the exterior stone at the U.S. Capitol to prolong the life expectancy and preserve the features of this historic building. Water infiltration is causing failure; therefore, special work practices are necessary to remove and complete the preservation work. This project repairs damage and deterioration of the stone and metals, as well as removes existing paint coatings on the West facade.

Risk and Impact If Not Funded: If the preservation work is not funded and performed, safety hazards and damage to a historic asset can be very detrimental.

- Continued water penetration into the stone will increase potential of falling stone, endangering visitors to the U.S. Capitol.
- Increased costs can ensue should this phase of the project not occur.
- Further deterioration will result in the loss of historic fabric.

Cost of Recurring Operations: Following completion of this work, a maintenance plan will be developed.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Nearly complete.

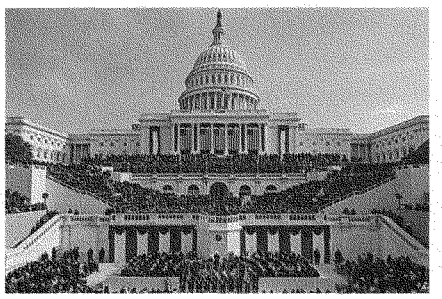
Capitol Building

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	260	-	-	-	-	**260**
Construction (Phase I-North)	16,600	-	-	-	-	**16,600**
Construction (Phase IIA-South)	2,226	-	-	-	-	**2,226**
Construction (Phase IIB-South)	13,487	-	-	-	-	**13,487**
Construction (Phase III-West)	3,722	-	-	-	-	**3,722**
Construction (Phase IV-East)	-	12,125	-	-	20,000	**32,125**
Construction	-	-	-	19,800	-	**19,800**
USCP Overtime	2,961	-	-	2,500	-	**5,461**
Total	**39,256**	**12,125**	**-**	**22,300**	**20,000**	**93,681**

Capitol Building

Project Title: FY 2021 Presidential Inaugural Stands & Support Facilities, U.S. Capitol **Request: $7,000K**



Project Description (Construction): This project provides the funding required for the procurement of contractor services for the assembly of the 2021 Presidential Inaugural stands. The stands were configured in 2005 to comply with current fire and life-safety codes, provide accessibility accommodations, improve sight lines, and provide better access and egress, so that attendees may enter and leave with greater ease. The design for the 2009 Inaugural was further enhanced with new detailing on the front of the stands so that it blends more seamlessly with the U.S. Capitol. Additionally, this project includes funding for the set-up of the reusable site appurtenances consisting of metal and wood de-mountable ramps, stairs, crossovers, steps and platforms on the lawn, and walks and terraces. This funding also provides for the rental and/or procurement of all other elements required for the ceremony, including a specialized sound system, audience chairs, media stands, materials for the preparation of the grounds, and security-related items.

Risk and Impact If Not Funded: If not funded, a longstanding U.S. Capitol tradition is in danger of being lost.

- If not funded, the risk for delayed completion increases greatly.
- Proper preparation time is required to ensure the safety and comfortability of the President, Members of Congress, honored guests, and the audience.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No **Client Request:** No **Risk Assessment:** Not required.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

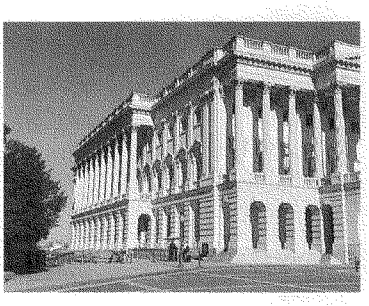
Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	-	-	-	-	-	-
Construction	-	-	-	7,000	-	7,000
USCP Overtime	-	-	-	-	-	-
Total	-	-	-	7,000	-	7,000

Capitol Building

ARCHITECT OF THE CAPITOL

Project Title: Electric Power Distribution System Replacement, House, U.S. Capitol **Request: $5,500K**





Project Description (Construction): The electrical system serving the U.S. Capitol Building is more than 40 years old and has reached its expected useful service life. The main switchgear, as well as the majority of the power distribution panels, transformers, cabling, and local branch circuit panel boards, were installed in the 1960s, and replacement parts are difficult to find. In addition, many panel boards have little to no space capacity to accommodate new expanding loads. This project will replace the electrical breaker panels in the building. This work will be split into two phases, with the House side being phase one and the Senate side being phase two.

Risk and Impact If Not Funded: If not funded, the electrical system will remain vulnerable to failure.

- Operational failures could cause power outages and affect government operations.
- Code violations and safety hazards will persist and potentially endanger building occupants.

Cost of Recurring Operations: No additional costs anticipated.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Included in request.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study[1]	930	-	-	-	-	**930**
Design	436	-	-	-	-	**436**
Construction (Phase I)	-	-	-	5,500	21,000	**26,500**
Construction (Phase II)					25,000	**25,000**
USCP Overtime	-	-	-	-	-	**-**
Total	**1,366**	**-**	**-**	**5,500**	**46,000**	52,866

[1]House and Senate sides addressed as part of study for total cost of $1.860M.

Capitol Grounds



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The U.S. Capitol Grounds and Arboretum (CGA) is responsible for both the day-to-day maintenance of the U.S. Capitol Grounds and preservation of a significant historic landscape and accredited arboretum designed by Frederick Law Olmsted. The CGA is responsible for approximately 286 of the total 570 AOC acres. This comprises the U.S. Capitol grounds including the U.S. Capitol, Senate and House Office Buildings, the Capitol Power Plant and Union Square. This area includes lawns; parks; historical, memorial and commemorative trees; horticultural display beds; supporting decorative features such as statuary; and historical fountains and water features providing a safe and awe-inspiring setting for the U.S. Capitol.

The Capitol Grounds and Arboretum:

- Maintains the physical elements such as sidewalks, streets, parking lots, irrigation and drainage systems, as well as campus-wide trash removal and outdoor recycling and snow removal.
- Preserves and maintains historic decorative features such as fountains, boundary walls and stone carvings.
- Supports major events such as the annual U.S. Capitol Christmas Tree Lighting Ceremony, State of the Union, Presidential Inauguration and summer concerts.

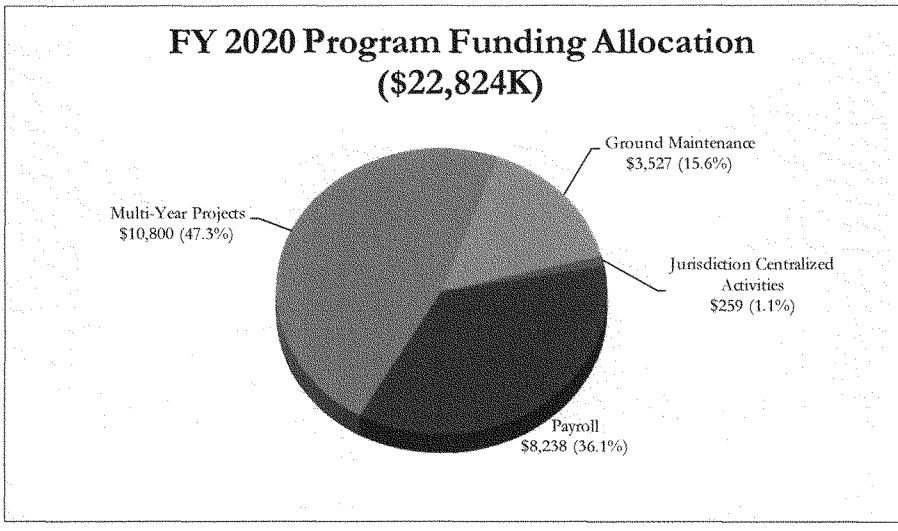
For a complete list of Capitol Grounds facilities, please refer to the "Areas of Responsibility Summary" table in this Budget Request.

Capitol Grounds

PROGRAM SUMMARY

The **Operating Budget** request funds all costs associated with the daily care, maintenance, preservation and operation of the U.S. Capitol Grounds and Arboretum and related facilities in direct support of the safety and mission of Congress. The budget is divided into functional area Program Groups: Grounds Maintenance, Jurisdiction Centralized Activities and Payroll.

The **Multi-Year Projects Budget** request consists of major construction or system replacement requirements to address fire, life-safety, and security issues, deferred maintenance, capital renewal, capital improvement, capital construction and necessary studies and designs with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other AOC clients.



Capitol Grounds

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Summer House	Washington, DC	1880	816	$534	$256	$790
Capitol Square	Washington, DC	1894	2,722,500	$11,862	$3,307	$15,169
Union Square	Washington DC	2011	574,992	$13,926	$1,511	$15,437
Remaining Squares	Washington, DC	Varies	7,265,808	$5,059	$7,040	$12,099
			10,564,116	**$31,381**	**$12,114**	**$43,495**

Notes:

Deferred Maintenance: is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal: is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog: equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

Capitol Grounds

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)				
Appropriation	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Operating Budget	10,138	11,242	12,024	782
Multi-Year Projects	3,195	5,519	10,800	5,281
Total	**13,333**	**16,761**	**22,824**	**6,063**

Operating Budget ($000)				
Program Groups	**FY 2018 Operating Plan**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Grounds Maintenance	2,846	3,104	3,527	423
Jurisdiction Centralized Activities	228	299	259	(40)
Payroll	7,064	7,839	8,238	399
Total	**10,138**	**11,242**	**12,024**	**782**

Total Budget by Object Class ($000)				
Object Class Groups	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
11 Personnel Compensation	4,825	5,354	5,627	273
12 Personnel Benefits	2,239	2,484	2,611	126
21 Travel	6	9	9	
22 Transportation of Things	-	-	-	-
23 Rent, Communications & Utilities	-	-	-	-
24 Printing and Reproduction	-	-	-	-
25 Other Contractual Services	4,264	6,070	8,091	2,021
26 Supplies and Materials	1,325	1,885	2,421	536
31 Equipment	581	827	1,334	507
32 Land and Structures	90	128	2,728	2,600
42 Insurance Claims & Indemnities	3	3	3	-
Total	**13,333**	**16,761**	**22,824**	**6,063**

Capitol Grounds

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2020 Appropriation	
	FTE	Amount ($000)
FY 2019 Enacted		**16,761**
Payroll Funded FTEs	76	
Non-Recurring Costs:		
Multi Year Projects (FY 2019 Enacted)		(5,519)
	-	**(5,519)**
Other Decreases		
Realignment within Capitol Grounds from Jurisdiction Centralized Activities to Grounds Maintenance		(47)
	-	(47)
Total Program Decreases	-	**(5,566)**
Price Changes:		
Payroll Related:		
FY 2020 FERS Employer Contribution Rate Increase		226
FY 2020 Cost-of-Living Adjustment of 1.9%*		98
FY 2020 FEHB Employer Contribution of 4.0%		22
FY 2020 Within Grade Increase		53
Total Payroll Related Costs	-	**399**
Non-Payroll Related:		
FY 2020 Non-pay Inflation Increase of 2.4%		83
Total Non-Payroll Related Costs	-	**83**
Total Current Services	-	**482**
Program Increases:		
Annual Program Increases:		
Realignment within Capitol Grounds from Jurisdiction Centralized Activities to Grounds Maintenance		47
Tree Risk Management		200
Bicycle Safety Improvement Pilot		100
Total Annual Program Increases	-	**347**
Multi-Year Projects:		
Campus Wide Utility Survey		4,600
Summerhouse Restoration, CG		3,200
Minor Construction		3,000
Total Program Increases	-	**11,147**
Net Increase/Decrease	-	**6,063**
FY 2020 Total Appropriation	**76**	**22,824**

* Incorporated in the FY 2020 Cost-of-Living Adjustment is a 1.4% pay raise ($72K) and a locality pay area adjustment of .5% ($26K)

Capitol Grounds

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget component of the Capitol Grounds and Arboretum appropriation funds all costs associated with the daily care, maintenance and operation of the U.S. Capitol Grounds and related facilities. The budget is divided into three functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Program ($000)						
Program Groups	FY 2019 Enacted	Program Realignment/ Transfers	Price Increases	Program Increases	FY 2020 Request	FY 2019/2020 Difference
Ground Maintenance	3,104	47	76	300	3,527	423
Jurisdiction Centralized Activities	299	(47)	7	-	259	(40)
Payroll	7,839	-	399	-	8,238	399
Total	**11,242**	**-**	**482**	**300**	**12,024**	**782**

Program Changes Justification

The Fiscal Year (FY) 2020 Operating Budget Request shows an increase of **$782K** from the FY 2019 enacted level. It includes **$482K** in price increases, and **$300K** in program increases.

Program Realignment/Transfers

The funding transfer of **$47K** is a realignment from Jurisdiction Centralized Activities to the Grounds Maintenance program group for the grounds maintenance support of the O'Neill Building.

Price Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs based upon guidance from the Congressional Budget Office.

Program Increases

Grounds Maintenance ($300K)

- **Tree Risk Management ($200K)**

  The Capitol Grounds and Arboretum has been directed by the Office of Compliance to improve the tree risk management program. We recently hired expert staff who have reviewed and studied our arboretum program. They have identified numerous methods to improve the safety and health of our trees including improved use of geographic information system (GIS and other technology. These funds will provide a direct benefit to the advancement of the Capitol Grounds arboretum program.

- **Bicycle Safety Improvement Pilot ($100K)**

  This program is required in order to address the physical and security threats imposed by cyclists when approaching the east front of the Capitol. The funds will be used to implement a program oriented towards improving pathways to create and maintain routes for cyclists.

Capitol Grounds

MULTI-YEAR BUDGET REQUEST - PROGRAM SUMMARY

The Capital Budget consists of major construction or system replacement requirements to address fire, life safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other AOC clients.

Multi-Year Budget by Project ($000)	
	Request Amount
Line Item Construction Program Projects:	
Campus Wide Utility Survey	4,600
Summerhouse Restoration, CG	3,200
Total	**7,800**
Other Projects:	
Minor Construction	3,000
Total Project Request	**10,800**

Capitol Grounds

Project Title: Campus Wide Utility Survey **Request: $4,600K**



Project Description (Construction): The Architect of the Capitol is responsible for issuing Work Authorization Permits for construction projects, including for excavation work. Given the various construction projects that are undertaken across the Capitol complex, it is important to understand and document underground systems and utilities. The existing condition survey is out of date and does not fully identify the location and depth of all utilities within the Capitol complex. This survey is foundational to establishing a formal permitting process and documenting unseen underground utilities for future construction projects.

Risk and Impact If Not Funded: If not funded, safety risks and project disruptions will persist due to unknown utility locations.

- Workers are at high risk should an unforeseen gas or electrical piping incident occur.
- If undocumented utilities are found during construction, change orders, increased costs, and delayed completion will occur.
- The AOC will not meet the requirements identified in AOC policies.

Cost of Recurring Operations: No additional cost anticipated.

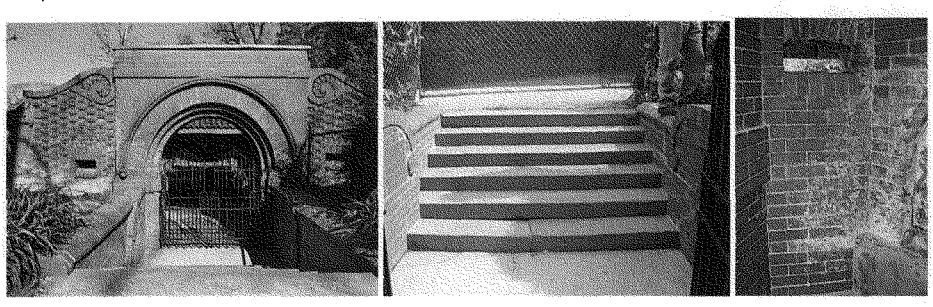
Citation Driven: No. **Client Request:** No. **Risk Assessment:** Not required.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Requested	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	4,600	-	4,600
Design	-	-	-	-	-	-
Construction	-	-	-	-	-	-
USCP Overtime	-	-	-	-	-	-
Total	-	-	-	4,600	-	4,600

Capitol Grounds

Project Title: Summerhouse Restoration, CG **Request: $3,200K**



Project Description (Construction): Designed in 1880 by Frederick Law Olmsted, the Summerhouse is a longstanding staple of the U.S. Capitol Grounds. Due to deteriorating conditions, the roof areas and masonry copings are no longer watertight and allow moisture penetration and degradation to the masonry structure. Mortar used during previous repointing efforts continues to damage brick, and structural and landscape alterations have adversely affected the appearance of the Summerhouse, diminishing Olmsted's original intent. This project will restore the Summerhouse, its landscape, and grotto to match the original 1880 design intent. This restoration includes the replacement of roof and planters, reinstallation of the Summerhouse floor, installation of Americans Disability Act accessible features, and restoration of the historic landscape and stonework.

Risk and Impact If Not Funded: If not funded, deteriorating conditions will accelerate, leading to a fully dilapidated structure and loss of historic fabric.

- Deteriorating conditions will increase trip hazards and safety risks to the public from broken and/or spalling masonry.
- The Summerhouse will fall into further disrepair, compromising the architectural integrity of a significant heritage asset.
- The Summerhouse will continue to violate equal access per civil rights law for visitors to use the facility as it was intended.

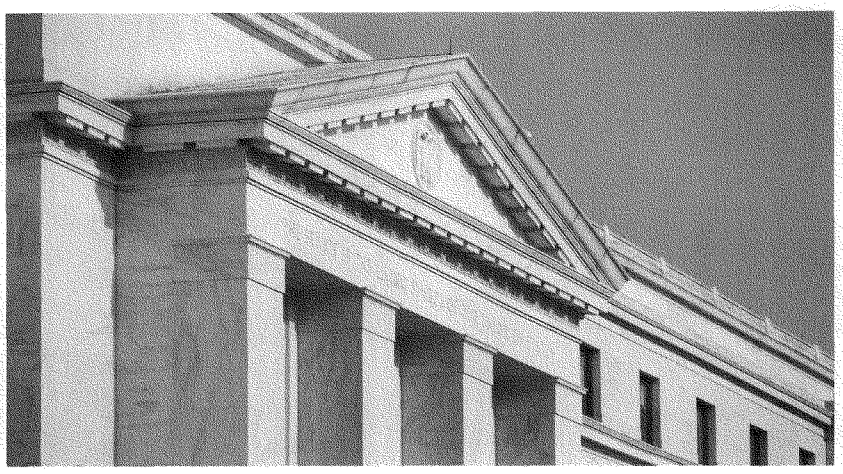
Cost of Recurring Operations: Ongoing masonry and roof maintenance required for upkeep.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Not required.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	255	-	-	-	-	255
Construction	-	-	-	3,200	-	3,200
USCP Overtime	-	-	-	-	-	-
Total	255	-	-	3,200	-	3,455

Senate Office Buildings



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF THE AOC MISSION

The Senate Office Buildings (SOB) jurisdiction is responsible for the daily care, maintenance, repair and operations of the Russell, Dirksen and Hart Senate Office Buildings; the Senate Employees Child Care Center; the Daniel Webster Page Residence; the Robert A. Taft Memorial; 107 D Street Building; the Blue Plains Warehouse; the Senate Long-Term Mail Facility; and the Senate Underground Garage.

The SOB jurisdiction:

- Manages building infrastructure, including electrical, plumbing, heating, ventilation and air conditioning, fire alarm, subway and elevator systems.
- Performs daily operations, including cleaning, recycling, loading dock operations, Committee hearing room preparations, event coordination and floor care.
- Provides important client services, such as wood crafting, upholstery, painting, garage operations and furniture.
- Manages lease operations and maintenance contracts for the Secretary of the Senate and the Senate Sergeant at Arms at the Postal Square Building; the Government Printing Office; and various locations in Landover, Maryland.
- Oversees Senate Restaurant operations.

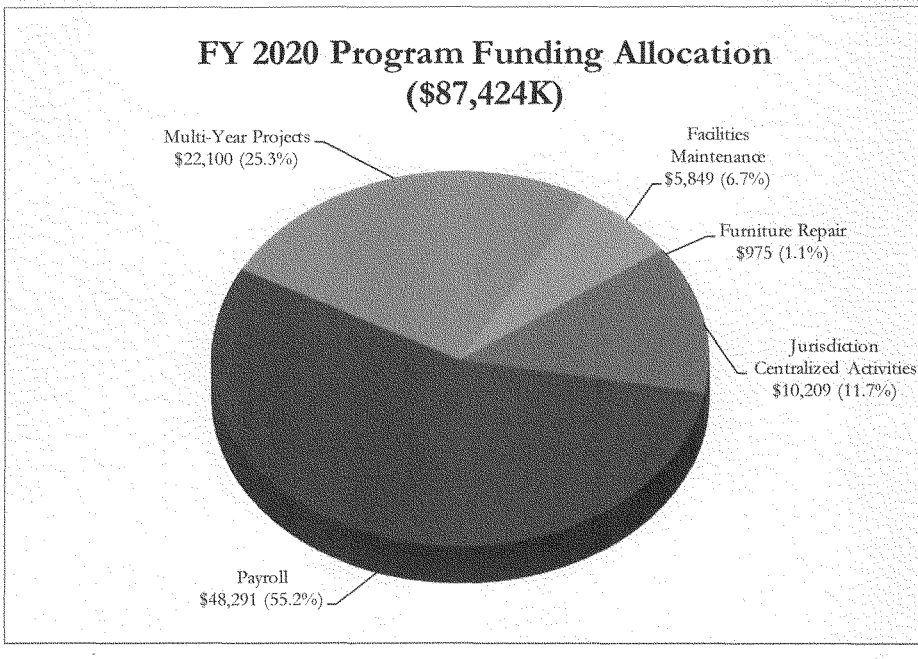
For a complete list of SOB facilities, please refer to the "Areas of Responsibility Summary" tables in this Budget Request.

Senate Office Buildings

PROGRAM SUMMARY

The **Operating Budget** request funds all costs associated with the daily care, maintenance and operation of the jurisdiction's facilities which support congressional operations. The SOB operating budget is divided into four functional Program Groups: Facilities Maintenance, Furniture Repair, Jurisdiction Centralized Activities and Payroll.

The **Multi-Year Projects Budget** request consists of major construction or system replacement projects to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements arising from emergencies, Members, Committees and other AOC clients.



Senate Office Buildings

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
107 D Street Northeast	Washington, DC	1885	7,764	$1,592	$233	$1,825
Russell Senate Office Building	Washington, DC	1909	698,921	$31,979	$10,321	$42,300
Daniel Webster Page Residence	Washington, DC	1930	20,870	$257	$73	$330
Senate Underground Garage	Washington, DC	1932	85,284	-	$479	$479
Dirksen Senate Office Building	Washington, DC	1958	752,963	$9,216	$12,591	$21,807
Robert A. Taft Memorial	Washington, DC	1959	1,700	$421	$1	$422
Hart Senate Office Building*	Washington, DC	1982	1,271,030	$34,363	$43,754	$78,117
Senate Storage Building	Washington, DC	1993	20,921	-	$326	$326
Senate Child Care Center	Washington, DC	1998	9,978	$3	$170	$173
Senate Mail Handling Facility	Landover, MD	2008	52,500	$518	$1,306	$1,824
Pedestrian, Subway, Vehicular Tunnels	Washington, DC	Varies	80,792	-	-	-
Notes:			**3,002,723**	**$78,349**	**$69,254**	**$147,603**

Deferred Maintenance: is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due, causing failure or partial failure.

Capital Renewal: is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog: equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five-year window.

Pedestrian, Subway, Vehicular Tunnels: a facility condition assessment has not yet been completed.

**Hart Senate Office Building: is under re-assessment.*

LEASED FACILITIES

Lease Type	Location	Area (square feet)	Leased from	Contract Award Date	Contract End Date	FY 2019 Total Cost	FY 2020 Total Cost
SSAA/SecSen Warehouse Facility[1]	Landover, MD	100,000	Private Sector	Oct 2005	Sep 2025	$1,083	$1,152
SSAA Printing, Graphics & Direct Mail Facility[1]	Landover, MD	90,000	Private Sector	Mar 2011	Mar 2021	$1,197	$1,248
SSAA Office Support (Postal Square)[1]	Washington, DC	120,911	GSA	May 1992	May 2022	$6,194	$6,256
GPO - SSAA Admin.	Washington, DC	5,450	GPO	Oct 2010	Annual	$221	$239
GPO - SSAA Cabinet	Washington, DC	13,752	GPO	Oct 2012	Annual	$211	$222
GPO - Senate Furniture/Refinishing	Washington, DC	44,700	GPO	Oct 2007	Annual	$422	$444
					Total	**$9,328**	**$9,561**

[1]Total cost includes all operations and maintenance charges.

Senate Office Buildings

TOTAL BUDGET REQUEST - FUNDING SUMMARY

Total Budget ($000)				
Appropriation	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Operating Budget	62,677	62,400	65,324	2,924
Multi-Year Projects	38,937	31,162	22,100	(9,062)
Total	**101,614**	**93,562**	**87,424**	**(6,138)**

Operating Budget ($000)				
Program Groups	**FY 2018 Operating Plan**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Facilities Maintenance	7,430	5,710	5,849	139
Furniture Repair	930	952	975	23
Jurisdiction Centralized Activities	9,864	9,958	10,209	251
Payroll	44,453	45,780	48,291	2,511
Total	**62,677**	**62,400**	**65,324**	**2,924**

Total Budget by Object Class ($000)				
Object Class Groups	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
11 Personnel Compensation	32,015	32,971	34,779	1,808
12 Personnel Benefits	12,438	12,809	13,512	703
21 Travel	12	12	13	1
22 Transportation of Things	-	-	-	-
23 Rent, Communications & Utilities	8,500	9,328	9,561	233
24 Printing and Reproduction	-	-	-	-
25 Other Contractual Services	11,620	12,216	10,001	(2,215)
26 Supplies and Materials	4,237	3,542	2,901	(641)
31 Equipment	1,733	1,449	1,186	(262)
32 Land and Structures	31,054	21,233	15,467	(5,766)
42 Insurance Claims & Indemnities	1	1	2	1
43 Interest and Dividends	2	1	1	-
Total	**101,614**	**93,562**	**87,424**	**(6,138)**

Senate Office Buildings

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2020 Appropriation	
	FTE	Amount ($000)
FY 2019 Enacted		**93,562**
Payroll Funded FTEs	**480**	
Non-Recurring Costs:		
Multi-Year Projects (FY2019 Enacted)		(31,162)
Total Program Decreases	**-**	**(31,162)**
Price Changes:		
Payroll Related:		
FY 2020 FERS Employer Contribution Rate Increase		1,414
FY 2020 Cost-of-Living Adjustment of 1.9%*		611
FY 2020 FEHB Employer Contribution of 4.0%		158
FY 2020 Within Grade Increase		328
Total Payroll Related Costs	**-**	**2,511**
Non-Payroll Related:		
FY 2020 Non-pay Inflation Increase of 2.4%		178
Lease Escalation Costs		235
Total Non-Payroll Related Costs	**-**	**413**
Total Current Services	**-**	**2,924**
Program Increases:		
Multi-Year Projects:		
HVAC AHU Improvements, HSOB		13,700
Prescriptive Egress Improvements, HSOB		1,800
Exterior Envelope Rehabilitation, DSOB		1,600
Minor Construction		5,000
Total Program Increases	**-**	**22,100**
Net Increase/Decrease	**-**	**(6,138)**
FY 2020 Total Appropriation	**480**	**87,424**

* Incorporated in the FY 2020 Cost-of-Living Adjustment is a 1.4% pay raise($450K) and a locality pay area adjustment of .5% ($161K)

Senate Office Buildings

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget component of the SOB appropriation funds all costs associated with SOB central office salaries, operations, activities and programs. The budget is divided into four functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	FY 2019 Enacted	Program Realignment/ Transfers	Price Increases	Program Increases	FY 2020 Request	FY 2019/2020 Difference
Facilities Maintenance	5,710	-	139	-	5,849	139
Furniture Repair	952	-	23	-	975	23
Jurisdiction Centralized Activities	9,958	-	251	-	10,209	251
Payroll	45,780	-	2,511	-	48,291	2,511
Total	**62,400**	**-**	**2,924**	**-**	**65,324**	**2,924**

Program Changes Justification

The Fiscal Year (FY) 2020 Operating Budget Request shows an increase of **$2,924K** from the FY 2019 enacted level.

Price Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs based upon guidance from the Congressional Budget Office and lease escalation costs.

Senate Office Buildings

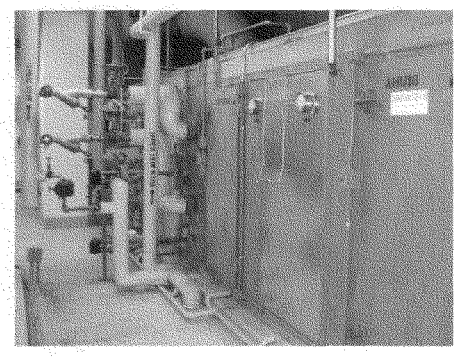
MULTI-YEAR BUDGET REQUEST - PROGRAM SUMMARY

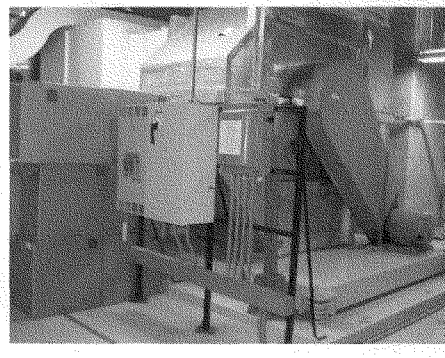
The Capital Budget consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements arising from emergencies, Members, Committees and other AOC clients.

Multi-Year Budget by Project ($000)	
	Request Amount
Line Item Construction Program Projects:	
HVAC AHU Improvements, HSOB	13,700
Prescriptive Egress Improvements, HSOB	1,800
Exterior Envelope Rehabilitation, DSOB	1,600
Total	17,100
Other Projects:	
Minor Construction	5,000
Total	5,000
Total Project Request	22,100

Senate Office Buildings

Project Title: HVAC AHU Improvements, HSOB **Request: $13,700K**





Project Description (Construction): The Hart Senate Office Building existing operational components of the air handling units are nearing the end of their 30-year operating life. Replacing the aging equipment will ensure reliable service and system control, proper ventilation rates per current air quality code requirements, and thermal comfort for the building occupants. This project will provide improvements to the existing air handling units as required to ensure efficient and reliable operations for future decades.

Risk and Impact If Not Funded: If not funded, reliability and environmental quality will continue to decline, negatively affecting occupant comfort and increasing maintenance requirements.

- If air supply and humidification issues are not addressed, maintenance and operating costs will continue to increase as systems age.
- Persistent thermal control issues will drastically affect occupant comfort levels.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Included in request.

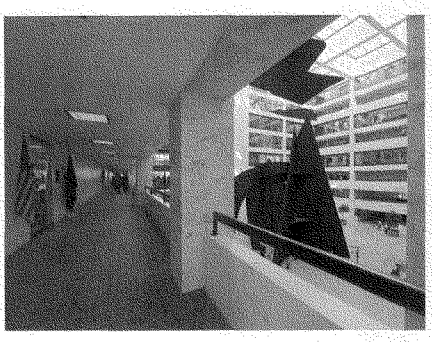
Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	1,100	-	-	-	-	1,100
Construction	-	-	-	13,700	-	13,700
Construction (Multiple Future Phases)	-	-	-	-	53,700	53,700
USCP Overtime	-	-	-	-	-	-
Total	**1,100**	**-**	**-**	**13,700**	**53,700**	**68,500**

Senate Office Buildings

Project Title: Prescriptive Egress Improvements, HSOB **Request: $1,800K**





Project Description (Design): The Hart Senate Office Building is not compliant with current applicable codes for occupant egress. This project will use information from previously completed studies in 2000 and 2007 to address major egress deficiencies in the building. The deficiencies to be addressed include the modification of existing infrastructure, such as number of exits, exit access, capacity, and discharge to bring the building into compliance. A horizontal exit separating the mechanical and assembly space on the ninth floor will be incorporated, as well as two-hour fire-rated enclosures of exit stairs.

Risk and Impact If Not Funded: If not funded, the egress area will remain noncompliant and life-safety risks for building users and the public will remain.

- Building occupants will be at greater risk in the event of an emergency without a compliant means of egress.
- The building will remain noncompliant with NFPA 101 life safety code requirements for occupant egress.

Cost of Recurring Operations: No additional costs anticipated.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Included in request.

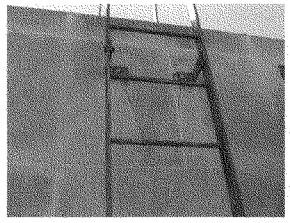
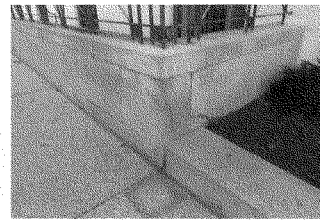
Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study[1]	194	-	-	-	-	**194**
Design	-	-	-	1,800	-	**1,800**
Construction	-	-	-	-	12,000	**12,000**
USCP Overtime	-	-	-	-	-	**-**
Total	**194**	**-**	**-**	**1,800**	**12,000**	**13,994**

[1]Study also induded DSOB and RSOB.

Senate Office Buildings

Project Title: Exterior Envelope Rehabilitation, DSOB **Request: $1,600K**

Project Description (Design): A study completed in 2017 confirmed observations of deteriorating conditions on the Dirksen Senate Office Building envelope. Open masonry joints, sealant failure, and drafty, leaking windows are present on the façade, and the building envelope will continue to deteriorate without remediation. This project will repair the exterior masonry and envelope of the building, including the replacement of all joint sealant, stone repointing, whole building cleaning, bronze and aluminum window cleaning and restoration, and re-setting of loose railings and supports at terraces and areaways. This project will be divided into multiple phases comprised of the three street facades and the inner courtyard.

Risk and Impact If Not Funded: If not funded, life safety risks for building users and the public will continue to increase.

- Water infiltration into the façade will cause accelerated deterioration of historic elements.
- Spalling stone could potentially fall and cause harm to pedestrians outside the building if the deteriorating façade is not addressed.

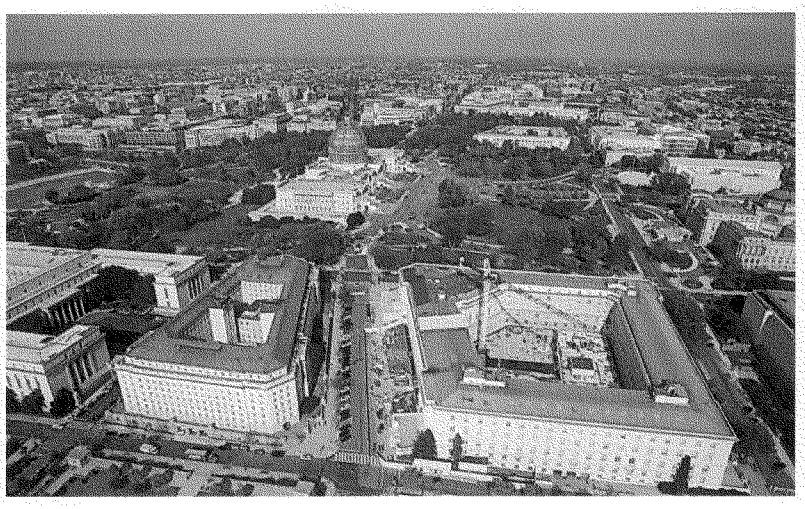
Cost of Recurring Operations: Surveying and monitoring for preventative maintenance will be required after completion.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Included in request.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study	216	-	-	-	-	**216**
Design	-	-	-	1,600	-	**1,600**
Construction (All Phases)	-	-	-	-	15,000	**15,000**
USCP Overtime	-	-	-	-	-	**-**
Total	**216**	**-**	**-**	**1,600**	**15,000**	**16,816**

House Office Buildings



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF THE AOC MISSION

The House Office Buildings (HOB) jurisdiction is responsible for the daily care, maintenance, repair and operations of the Cannon, Longworth and Ford House Office Buildings, the former House Page Dormitory, the Thomas P. O'Neill, Jr. Federal Building and the House underground garages.

The HOB jurisdiction:

- Provides important client services such as wood crafting and painting.
- Manages building infrastructure, including electrical, plumbing, heating, ventilation and air conditioning, fire alarm, subway and elevator systems.
- Performs daily maintenance of facilities including cleaning, recycling and floor care; provides cleaning services for the House Restaurant locations.
- Delivers all facility and infrastructure projects including studies, designs and construction.

Additional leases include space for the Office of Congressional Ethics in the Capitol View Building.

For a complete list of HOB facilities, please refer to the "Areas of Responsibility Summary" tables in this Budget Request.

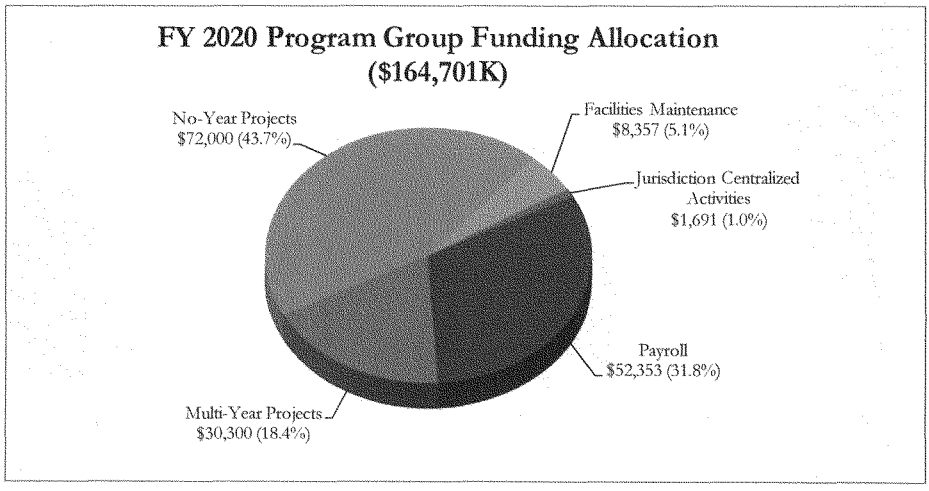
House Office Buildings

PROGRAM SUMMARY:

The **Operating Budget** request funds all costs associated with the daily care, maintenance and operation of its facilities in support of congressional operations. The HOB provides direct support to ensure efficient operations and maintenance of its facilities. The HOB operating budget is divided into three functional area Program Groups: Facilities Maintenance, Jurisdiction Centralized Activities and Payroll.

The **Multi-Year Projects Budget** request consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other AOC clients.

The **No-Year Projects Budget** request consists of funding for the restoration and renovation of the Cannon House Office Building and the House Historic Buildings Revitalization Trust Fund.



House Office Buildings

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Cannon House Office Building	Washington, DC	1908	826,465	$51,037	$33,946	$84,983
Longworth House Office Building	Washington, DC	1933	702,608	$74,534	$5,714	$80,248
Ford House Office Building*	Washington, DC	1939	594,966	$1,681	$21,175	$22,856
House Page Dormitory	Washington, DC	1940	35,317	$39	$878	$917
14 E Street	Washington, DC	1950	6,255	-	-	-
Rayburn House Office Building**	Washington, DC	1965	2,395,914	$329,478	$34,763	$364,241
Cannon Underground Garage (East)	Washington, DC	1968	287,931	-	-	-
Longworth Underground Garage (West)	Washington, DC	1968	287,477	-	-	-
O'Neill House Office Building	Washington, DC	2017	548,345	$3,259	$640	$3,899
Pedestrian & Subway Tunnels	Washington, DC	Varies	37,495	-	-	-
Notes:			**5,722,773**	**$460,028**	**$97,116**	**$557,144**

Deferred Maintenance: is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal: is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog: equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

House Page Dormitory: LBG assumes all responsibility for oversight, management, and expenditures for the National Library Service Operations associated with the facility.

Pedestrian & Subway Tunnels, 14 E Street: a facility condition assessment has not yet been completed.

** Ford House Office Building: is under re-assessment.*

*** Rayburn Office Building: is under re-assessment.*

LEASED FACILITIES

Lease Type	Location	Area (square feet)	Leased from	Contract Award Date	Contract End Date	FY 2018 Total Cost	FY 2020 Total Cost
Capitol View Building - Office of Congressional Ethics	Washington, DC	4,644	Private Sector	Feb 2010	Feb, 2020	$337	$346

House Office Buildings

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)				
Appropriation	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Operating Budget	62,164	59,546	62,401	2,855
Multi-Year Projects	73,130	65,552	30,300	(35,252)
No-Year Projects	72,000	72,000	72,000	-
Total	**207,294**	**197,098**	**164,701**	**(32,397)**

Operating Budget ($000)				
Program Groups	**FY 2018 Operating Plan**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Facilities Maintenance	9,601	7,160	8,357	1,197
Jurisdiction Centralized Activities	6,097	2,627	1,691	(936)
Payroll	46,466	49,759	52,353	2,594
Total	**62,164**	**59,546**	**62,401**	**2,855**

Total Budget by Object Class ($000)				
Object Class Groups	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
11 Personnel Compensation	33,951	36,357	38,252	1,895
12 Personnel Benefits	12,515	13,402	14,101	699
21 Travel	15	15	16	1
23 Rent, Communications & Utilities	832	337	346	10
24 Printing and Reproduction	-	-	-	-
25 Other Contractual Services	105,861	96,989	73,950	(23,039)
26 Supplies and Materials	6,834	6,261	4,774	(1,487)
31 Equipment	474	425	324	(101)
32 Land and Structures	46,808	43,308	32,933	(10,375)
42 Insurance Claims & Indemnities	3	3	3	-
Total	**207,294**	**197,098**	**164,701**	**(32,397)**

House Office Buildings

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2020 Appropriation FTE	Amount ($000)
FY 2019 Enacted		**197,098**
Payroll Funded FTEs	**550**	
Non-Recurring Costs:		
Multi Year Projects (FY 2019 Enacted)		(65,552)
No-Year Projects (FY2019 Enacted)		(72,000)
Other Decreases	-	(137,552)
Realignment within House Office Buildings Jurisdiction Centralized Activities ..... to Facilities Maintenance for O'Neill Ops Support		(1,000)
Total Program Decreases	-	**(138,552)**
Price Changes:		
Payroll Related:		
FY 2020 FERS Employer Contribution Rate Increase		1,452
FY 2020 Cost-of-Living Adjustment of 1.9%*		637
FY 2020 FEHB Employer Contribution of 4.0%		163
FY 2020 Within Grade Increase		342
Total Payroll Related Costs	-	**2,594**
Non-Payroll Related:		
FY 2020 Non-pay Inflation Increase of 2.4%		252
Lease Escalation Costs		9
Total Non-Payroll Related Costs	-	**261**
Total Current Services	-	**2,855**
Program Increases		
Annual Program Increases:		
Realignment within House Office Buildings Jurisdiction Centralized Activities to Facilities Maintenance for O'Neill Ops Support		1,000
Total Annual Program Increase	-	**1,000**
Multi-Year Projects:		
Electrical Distribution Switchgear Upgrade, LHOB		17,200
Minor Construction		7,000
CAO Project Support		6,100
No-Year Projects:		
House Historic Buildings Revitalization Trust Fund		10,000
Restoration and Renovation, CHOB		62,000
Total Program Increases	-	**103,300**
Net Increase/Decrease	-	**(32,397)**
FY 2020 Total Appropriation	**550**	**164,701**

* Incorporated in the FY 2020 Cost-of-Living Adjustment is a 1.4% pay raise($469K) and a locality pay area adjustment of .5% ($168K)

House Office Buildings

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget component of the House Office Buildings appropriation funds all costs associated with central office salaries, operations, activities and programs. The budget is divided into three functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	FY 2019 Enacted	Program Realignment/ Transfers	Price Increases	Program Increases	FY 2020 Request	FY 2019/2020 Difference
Facilities Maintenance	7,160	1,000	197	-	8,357	1,197
Jurisdiction Centralized Activities	2,627	(1,000)	64	-	1,691	(936)
Payroll	49,759	-	2,594	-	52,353	2,594
Total	**59,546**	**-**	**2,855**	**-**	**62,401**	**2,855**

Program Changes Justification

The Fiscal Year (FY) 2020 Operating Budget Request shows an increase of **$2,855K** from the FY 2019 enacted level.

Price Increases

The funding increase to the baseline includes inflationary cost for pay and non-pay programs based upon guidance from the Congressional Budget Office.

Program Realignment/Transfers

The funding of **$1,000K** is realigned to provide facilities maintenance support for the O'Neill House Office Building.

House Office Buildings

MULTI-YEAR BUDGET REQUEST - PROGRAM SUMMARY

The Capital Budget consists of major construction or system replacement requirements to address fire, life safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other AOC clients.

Multi-Year Budget by Project ($000)	
	Request Amount
Line Item Construction Program Projects:	
Electrical Distribution Switchgear Upgrade, LHOB	17,200
Total	**17,200**
Other Projects:	
Minor Construction	7,000
CAO Project Support	6,100
Total	**13,100**
Total Project Request	**30,300**

Chief Administrative Officer (CAO) Project Support — $6,100K

The U.S. House of Representatives Chief Administrative Officer requests:

- **Ford House Office Building Data Center Space Realignment ($3,500K)**: funding is requested for the conversion and realignment of recently vacated space within the Ford House Office Building Data Center.
  Impact if Not Funded: It will not allow for the buildout of adjacent space for infrastructure improvements in order to provide improved cybersecurity and customer service.

- **Committee Hearing Room Renovation Project ($1,600K)**: funding is requested to continue the annual renovation of two main and sub-Committee Rooms per year, as scheduled by Leadership and the Committee on House Administration.
  Impact if Not Funded: Infrastructure work allowing for full audio/video renovations would not be possible, risking a reliable audio and video system in these aging Hearing rooms.

- **Rayburn Cafeteria Repairs, Replacements and Renovations ($1,000K)**: funding is requested to purchase new equipment and repair existing equipment to support food service operations.
  Impact if Not Funded: Current kitchen equipment will continue to break down and become obsolete.

House Office Buildings

CAPITAL NO-YEAR PROJECTS

No-year funding **($10,000K)** is requested for the House Historic Buildings Revitalization Trust Fund (Fund). Public Law 111-68 established the Fund for use by the AOC for the revitalization of the major historical buildings and assets of the U.S. House of Representatives which the AOC is responsible for maintaining and preserving. The law also permits transfers to this Fund from amounts appropriated to the U.S. House of Representatives under any heading other than Members Representational Allowances, subject to the approval of the Committee on Appropriations of the U.S. House of Representatives. Any amounts transferred to and merged with, or otherwise deposited into the Fund, remain available until expended. Funds may not be obligated without the approval of the Committee on Appropriations of the U.S. House of Representatives.

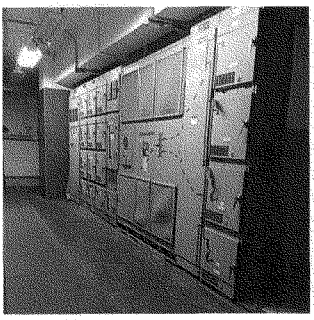
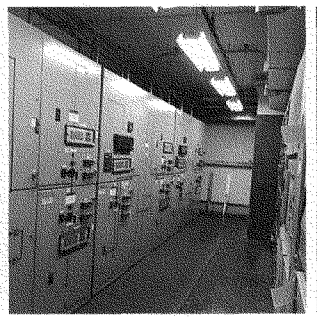
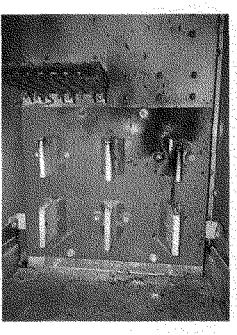
No-year funding **($62,000K)** is requested for the Restoration and Renovation of the Cannon House Office Building (CHOB). The CHOB is undergoing major renovation work to address the deferred maintenance liabilities, capital renewal, capital improvements and citation abatement items identified by a Facility Condition Assessment that was completed in 2004 and revalidated in 2008.

No-Year Projects ($000)

	Request Amount
No-Year Construction Projects:	
House Historic Buildings Revitalization Trust Fund	10,000
Restoration and Renovation, CHOB	62,000
Total Project Request	**72,000**

House Office Buildings

Project Title: Electrical Distribution Switchgear Upgrade, LHOB **Request: $17,200K**

Project Description (Construction): The Longworth House Office Building is 85 years old and the existing Westinghouse switchgears in the building are old and at the end of their useful life. The failure of the switchgears causes interruptions of power service to various parts of the building. In addition, spare parts for switchgear maintenance and repair are difficult to find. This project will replace all three existing switchgears with new switchgears that match those in the Rayburn House Office Building. The new system will provide redundancy, a key component currently missing from the existing system. This will minimize the need for various spare parts in the future.

Risk and Impact If Not Funded: If not funded, the system will remain deficient, affecting operations and productivity.

- Operational failures could cause power outages or interruptions.
- Power outages will affect staff's ability to execute daily tasks, resulting in a loss of productivity.

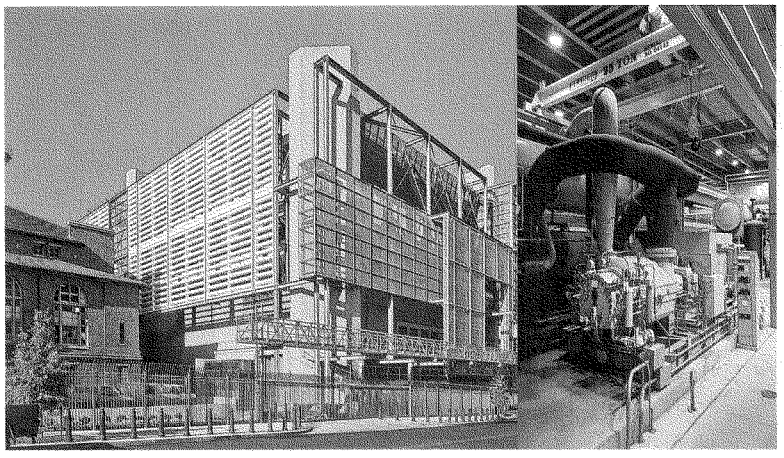
Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Included in request.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Total Projected Requirement
Study	-	-	-	-	-	-
Design	479	-	-	-	-	**479**
Construction	-	-	-	17,200	-	**17,200**
USCP Overtime	-	-	-	-	-	-
Total	**479**	**-**	**-**	**17,200**	**-**	**17,679**

Capitol Power Plant



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The Capitol Power Plant (CPP) jurisdiction is the centralized provider of utility services for the Capitol complex and provides dedicated space for satellite communication dishes. It operates and maintains a central steam plant for heating, a refrigeration plant that provides chilled water for air conditioning and the tunnel distribution and associated metering systems to deliver these utilities.

The CPP jurisdiction:

- Provides steam and chilled water for the U.S. Capitol, Senate and House office buildings and garages, Library of Congress buildings, the U.S. Supreme Court and the U.S. Botanic Garden.
- Also provides steam and chilled water on a reimbursable basis to other clients, such as the Government Publishing Office, the Thurgood Marshall Federal Judiciary Building, the Postal Square Building, Union Station and the Folger Shakespeare Library.
- Leases the Railroad Track to support the operation of the Capitol Power Plant.

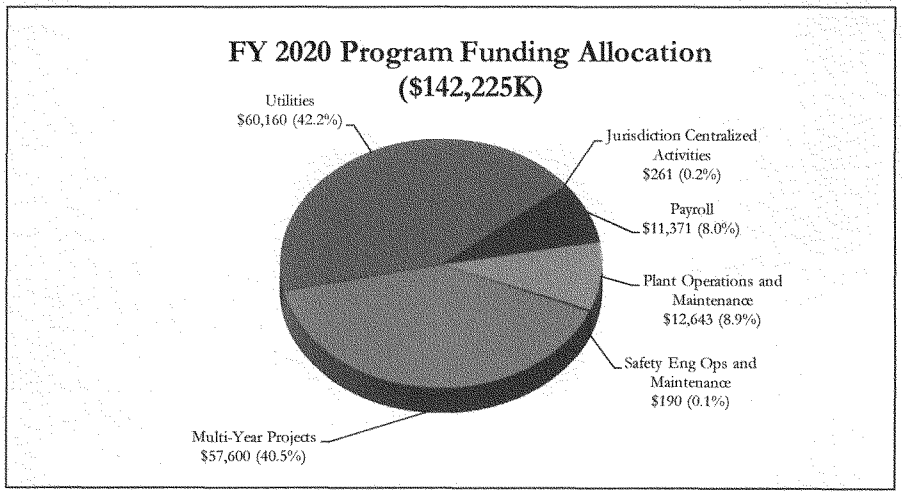
For a complete list of CPP facilities, please refer to the "Areas of Responsibility Summary" tables in this Budget Request.

Capitol Power Plant

PROGRAM SUMMARY

The **Operating Budget** request funds all costs associated with the Capitol Power Plant appropriation daily care, maintenance and operation of its facility. The budget is divided into five functional area Program Groups: Jurisdiction Centralized Activities, Payroll, Plant Operations and Maintenance, Safety Engineering Operations and Maintenance and Utilities.

The **Multi-Year Projects Budget** funding request consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings. It also may include funds that provide jurisdictions with the flexibility to respond to unforeseen minor construction requirements as generated from emergencies, the Members, Committees and other AOC clients.



Capitol Power Plant

Utilities Funding Allocation ($000)			
Utilities	**FY 2019 Enacted**	**Adjustments**	**FY 2020 Request**
Purchase of electrical energy	26,805	650	27,455
Purchase natural gas	14,570		14,570
Purchase of steam	1,060		1,060
Purchase of oil	1,411	(400)	1,011
Purchase of solid fuel	500	(250)	250
Water & Sewer payments	7,668	730	8,398
Utilities for Postal Square	725		725
Energy Saving Performance Contracts	14,711	330	15,041
Energy Reduction Services Contract	650		650
Reimbursement, Steam & Chilled Water	(9,000)		(9,000)
Total	**59,100**	**1,060**	**60,160**

Capitol Power Plant

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Main Boiler Plant	Washington, DC	1909	74,820	$11,292	$24,111	$35,403
Generator Building	Washington, DC	1909	30,542	$1,358	$718	$2,076
Cogeneration Building (Formerly East Refrigeration Plant)	Washington, DC	1937	22,696	$98	$15	$113
Communications Annex	Washington, DC	1964	1,190	$81	-	$81
West Refrigeration Plant	Washington, DC	1978	122,917	$364	$4,226	$4,590
Administration Building	Washington, DC	1978	19,085	$90	$839	$929
Storage Building	Washington, DC	2003	3,091	-	-	-
421 I Street	Washington, DC	2010	2,700	-	-	-
Coal Yard Facilities	Washington, DC	Varies	17,691	$36	-	$36
Support Facilities	Washington, DC	Varies	15464	$116	$4,597	$4,713
Utility Tunnels	Washington, DC	Varies	123,267	$17,824	$73,404	$91,228
			433,463	**$31,259**	**$107,910**	**$139,169**

Notes:

Deferred Maintenance: is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal: is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog: equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

Utility Tunnels: consist of multiple utility tunnels throughout the Capitol Complex.

421 I Street, Storage Building: a facility condition assessment has not yet been completed.

LEASED FACILITIES

Lease Type	Location	Area	Leased from	Contract Award Date	Contract End Date	FY 2018 Total Cost	FY 2019 Total Cost
Railroad Track	Washington, DC	748 ft of track	Private Sector	Jan 2003	May 2024	$59,782	$60,977

Capitol Power Plant

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)				
Appropriation	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Operating Budget	78,637	82,688	84,625	1,937
Multi-Year Projects	28,057	31,362	57,600	26,238
Total	**106,694**	**114,050**	**142,225**	**28,175**

Operating Budget ($000)				
Program Groups	**FY 2018 Operating Plan**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Jurisdiction Centralized Activities	248	254	261	7
Payroll	10,643	10,803	11,371	568
Plant Operations and Maintenance	12,251	12,346	12,643	297
Safety Eng Ops and Maintenance	181	185	190	5
Utilities	55,314	59,100	60,160	1,060
Total	**78,637**	**82,688**	**84,625**	**1,937**

Total Budget by Object Class ($000)				
Object Class Groups	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
11 Personnel Compensation	7,508	7,621	8,022	401
12 Personnel Benefits	3,135	3,182	3,349	167
21 Travel	26	26	27	1
22 Transportation of Things	-	-	-	-
23 Rent, Communications & Utilities	53,926	54,126	55,005	879
24 Printing and Reproduction	-	-	-	-
25 Other Contractual Services	28,195	30,307	41,413	11,106
26 Supplies and Materials	3,311	3,559	4,510	952
31 Equipment	69	74	94	20
32 Land and Structures	10,524	15,155	29,805	14,650
42 Insurance Claims & Indemnities	-	-	-	-
Total	**106,694**	**114,050**	**142,225**	**28,175**

Capitol Power Plant

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2020 Appropriation	
	FTE	Amount ($000)
FY 2019 Enacted		**114,050**
Payroll Funded FTEs	80	
Offsetting Collections		9,000
Adjusted, Appropriation, FY 2019	-	**123,050**
Non-Recurring Costs:		
Multi-Year Projects (FY 2019 Enacted)		(31,362)
Total Program Decreases	-	**(31,362)**
Price Changes:		
Payroll Related:		
FY 2020 FERS Employer Contribution Rate Increase		311
FY 2020 Cost-of-Living Adjustment of 1.9%*		147
FY 2020 FEHB Employer Contribution of 4.0%		31
FY 2020 Within Grade Increase		79
Total Payroll Related Costs	-	**568**
Non-Payroll Related:		
Utility Rate Increase		1,060
FY 2020 Non-Pay Inflation Increase of 2.4%		309
Total Non-Payroll Related Costs	-	**1,369**
Total Current Services	-	**1,937**
Program Increases:		
Multi-Year Projects:		
Piping Replacement & Egress Improvements, RPR, Phase V, WRP		26,400
R Tunnel Improvements, Constitution		10,100
Pipe Expansion Joint Improvements, Y Tunnel "A" Line		7,400
Pipe Expansion Joint Improvements, G Tunnel		4,900
Cannon B Tunnel Repair, CPP		3,600
Switchgear A & Final Chiller Replacement, RPR, Phase VIII, WRP		1,200
Minor Construction		4,000
Total Program Increases	-	**57,600**
Net Increase/Decrease	-	**28,175**
Offsetting Collections	-	**(9,000)**
FY 2020 Total Appropriation	80	**142,225**

* Incorporated in the FY 2020 Cost-of-Living Adjustment is a 1.4% pay raise($108K) and a locality pay area adjustment of .5% ($39K)

Capitol Power Plant

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget of the CPP appropriation funds all costs associated with the daily care, maintenance and operation of the CPP. The budget is divided into functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	**FY 2019 Enacted**	**Program Realignment/ Transfers**	**Price Increases**	**Program Increases**	**FY 2020 Request**	**FY 2019/2020 Difference**
Jurisdiction Centralized Activities	254	-	7	-	261	7
Payroll	10,803	-	568	-	11,371	568
Plant Operations and Maintenance	12,346	-	297	-	12,643	297
Safety Eng Ops and Maintenance	185	-	5	-	190	5
Utilities	59,100	-	1,060	-	60,160	1,060
Total	**82,688**	**-**	**1,937**	**-**	**84,625**	**1,937**

Program Changes Justification

The Fiscal Year (FY) 2020 Operating Budget Request shows an increase of **$1,937K** from the FY 2019 enacted level.

Price Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs based upon guidance from the Congressional Budget Office. The requested increase for utilities includes an increase of **$330K** for contractually binding payment escalations as part of existing Energy Savings Performance Contracts and Utility Energy Savings Contracts and an increase of **$730K** for water and sewer payments.

Capitol Power Plant

MULTI-YEAR BUDGET REQUEST – PROGRAM SUMMARY

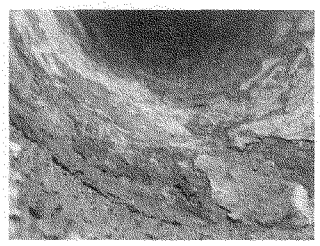
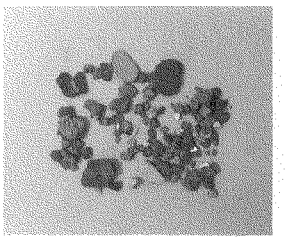
The Capitol Power Plant Budget consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings.

Multi-Year Budget by Project ($000)	
	Request Amount
Line Item Construction Program Projects:	
Piping Replacement & Egress Improvements, RPR, Phase V, WRP	26,400
R Tunnel Improvements, Constitution	10,100
Pipe Expansion Joint Improvements, Y Tunnel "A" Line	7,400
Pipe Expansion Joint Improvements, G Tunnel	4,900
Cannon B Tunnel Repair, CPP	3,600
Switchgear A & Final Chiller Replacement, RPR, Phase VIII, WRP	1,200
Total	**53,600**
Other Projects:	
Minor Construction	4,000
Total	**4,000**
Total Project Request	**57,600**

Capitol Power Plant

Project Title: **Piping Replacement and Egress Improvements, Refrigeration Plant Revitalization, Phase V, West Refrigeration Plant**

Request: $26,400K


Project Description (Construction): The multi-phase Refrigeration Plant Revitalization program was initiated to renovate the aging 1970s West Refrigeration Plant, resulting in a significant increase in chilled water generation efficiency and reliability at the AOC. The existing piping is corroding and causes pieces of rust to pass through the various water piping systems resulting in additional damage. This specific Refrigeration Plant Revitalization sub-phase removes various 40-year old piping to allow for safe egress and includes various replacements and additions to bring the older West Refrigeration Plant equipment up to date. Demolition work includes the removal of the existing primary chilled water pumps (Nos. 1 and 2).

Risk and Impact If Not Funded: If not funded, the Power Plant risks its ability to carry out its mission of utility service to congressional office buildings.

- Continued corrosion of the piping systems will contaminate the water system and potentially damage new equipment.
- Excessive damage to the new chiller can result in reduction of capacity, efficiency, and reliability.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Complete.

Capitol Power Plant

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Design[1]	7,232	-	-	-	750	**7,982**
Construction (Phase I)	16,331	-	-	-	-	**16,331**
Construction (Phase IIA)	26,319	-	-	-	-	**26,319**
Construction (Phase IIB)	16,154	-	-	-	-	**16,154**
Construction (Phase IIIS)	4,686	-	-	-	-	**4,686**
Construction (Phase IIIA)[2]	17,351	19,190	-	-	-	**36,541**
Construction (Phase IV)	-	-	21,215	-	-	**21,215**
Construction (Phase V)	-	-	-	26,400	-	**26,400**
Design (Phase VI)	-	-	724	-	-	**724**
Design (Phase VII)	-	-	714	-	-	**714**
Design (Phase VIII)	-	-	-	1,200	-	**1,200**
Future Construction Phases[3]	-	-	-	-	75,000	**75,000**
USCP Overtime	400	-	-	-	-	**400**
Total	**88,473**	**19,190**	**22,653**	**27,600**	**75,750**	**233,666**

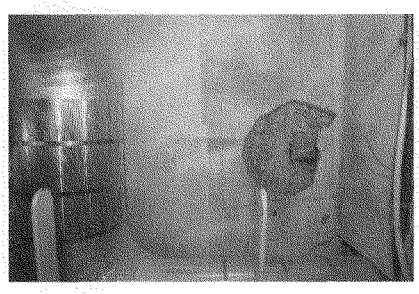
[1]Design and construction costs indude program management fees.

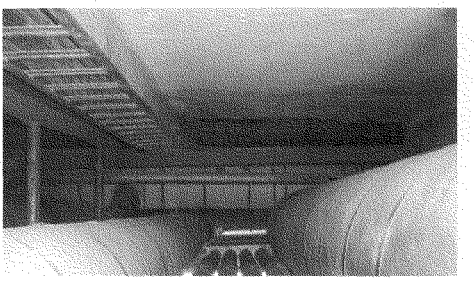
[2]FY 2018 request was the unfunded balance of the FY 2016 request.

[3]Costs are currently being updated for future phases.

Capitol Power Plant

Project Title: R Tunnel Improvements, Constitution **Request: $10,100K**





Project Description (Construction): In 2006, the existing distribution tunnels were tested and found to contain high levels of chloride ions. These high concentrations, coupled with hot and humid environmental conditions, have accelerated concrete deterioration in the tunnel. This project will replace the existing utility tunnel concrete roof on the R Tunnel at Second Street and Constitution Avenue. A temporary service will be constructed to route associated chilled water supply and return piping to maintain service. When the temporary service is completed, the existing tunnel roof, chilled water piping, and specific steam piping will be demolished. A new roof, new steam supply piping, and waterproofing will be installed and service returned back to normal. The AOC has committed to the Office of Compliance to maintain a safe and healthful environment in the tunnels by continuing such maintenance and repair programs.

Risk and Impact If Not Funded: If not funded, there will be an increased risk of service disruptions at the Capitol Power Plant, affecting the US Capitol Building, US Supreme Court, and Senate Office Buildings' operations.

- If not corrected, mechanical and electrical utilities could fail, causing service interruptions to affected end users.
- Falling concrete and dangerous overhead conditions could endanger tunnel occupants.
- The temporary shoring currently holding up delaminated concrete will have to stay in place, creating dangerous conditions and dishonoring the agreed upon permanent solution referenced in the Office of Compliance settlement agreement.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: Noted in settlement agreement. **Client Request:** No. **Risk Assessment:** Not required.

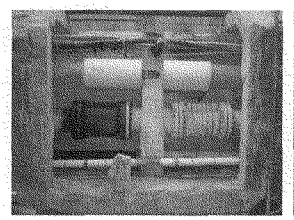
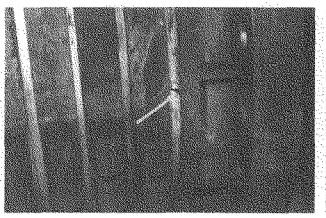
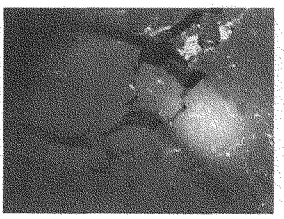
Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Total Projected Requirement
Study						
Design	724					**724**
Construction				10,100		**10,100**
USCP Overtime						
Total	724	-	-	**10,100**	-	**10,824**

Capitol Power Plant

Project Title: **Pipe Expansion Joint Improvements, Y Tunnel "A" Line**

Request: $7,400K

Project Description (Construction): An independent third party assessment program determined existing expansion joints and high pressure condensate systems are at the end of their service life and safe operation. The study also revealed the low pressure condensate system showed evidence of internal corrosion and erosion. This project will replace expansion joints on the high and low pressure steam condensate lines in the Y Tunnel on one of two steam lines. Work will also include the installation of new structural support systems. This is the first of three phases to replace expansion joints in the Y Tunnel. The AOC has committed to the Office of Compliance to maintain a safe and healthful environment in the tunnels by continuing such maintenance and repair programs.

Risk and Impact If Not Funded: If not funded, there will be an increased risk of service disruptions at the Capitol Power Plant, affecting nearby operations.

- If not corrected, expansion joints and condensate piping will leak and fail, causing service interruptions to affected end users including Postal Square, Thurgood Marshall Federal Judiciary Building, Union Station, and Government Printing Office.
- High temperatures and failing joints in the tunnel could cause catastrophic damage from an explosion or tunnel collapse.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: Noted in settlement agreement. **Client Request:** No. **Risk Assessment:** Included in request.

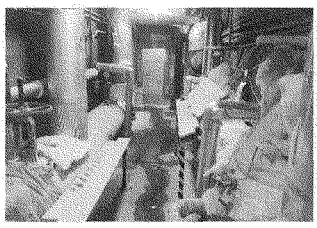
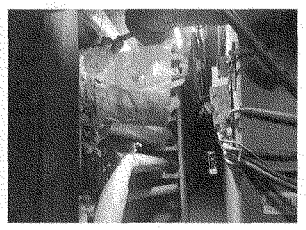
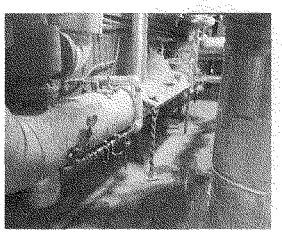
Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Total Projected Requirement
Study	-	-	-	-	-	-
Design[1]	871	-	-	-	-	**871**
Construction (A Line)	-	-	-	7,400	-	**7,400**
Construction (B Line)	-	-	-	-	6,000	**6,000**
Construction (Crossover)	-	-	-	-	7,000	**7,000**
USCP Overtime	-	-	-	-	-	-
Total	**871**	**-**	**-**	**7,400**	**13,000**	**21,271**

[1]G and Y Tunnel design both funded under same contract.

Capitol Power Plant

Project Title: Pipe Expansion Joint Improvements, G Tunnel **Request: $4,900K**

Project Description (Construction): Existing expansion joints and the high pressure condensate system in the G Tunnel are at the end of their service life and safe operation, as determined by an independent third party assessment program. The low pressure condensate system showed evidence of internal corrosion and erosion of pipe thickness as identified in the assessment program. This project will demolish and install new expansion joints on the high and low pressure steam condensate lines, and replace structural supports at selected locations. The AOC has committed to the Office of Compliance to maintain a safe and healthful environment in the tunnels by continuing such maintenance and repair programs.

Risk and Impact If Not Funded: If not funded, there will be an increased risk of service disruptions at the Capitol Power Plant, affecting Supreme Court operations.

- If not corrected, expansion joints and condensate piping will leak and fail, causing service interruptions to affected end users and rendering the Supreme Court inoperable.
- High temperatures and failed joints in the tunnel could cause catastrophic damage from an explosion or tunnel collapse.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: Noted in settlement agreement. **Client Request:** No. **Risk Assessment:** Not required.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Total Projected Requirement
Study	-	-	-	-	-	-
Design[1]	871	-	-	-	-	871
Construction	-	-	-	4,900	-	4,900
USCP Overtime	-	-	-	-	-	-
Total	871	-	-	4,900	-	5,771

[1]G and Y Tunnel design both funded under same contract.

Capitol Power Plant

Project Title: Cannon B Tunnel Repair, Capitol Power Plant **Request: $3,600K**





Project Description (Construction): The existing B Tunnel concrete envelope is delaminating and failing. In 2006, the existing distribution tunnels were tested and found to contain high levels of chloride ions. Due to utility conflicts and accelerated concrete deterioration, this specific location between the Cannon and Madison buildings requires extensive excavation and envelope replacement. This project will install a new tunnel envelope and manhole in coordination with the Cannon Renewal Project. The existing tunnel will be replaced using a cut and cover method, incorporating a temporary steam line above ground. Mechanical work will also include the replacement of steam and condensate lines. The AOC has committed to the Office of Compliance to maintain a safe and healthful environment in the tunnels by continuing such maintenance and repair programs.

Risk and Impact If Not Funded: If not funded, there will be an increased risk of service disruptions at the Capitol Power Plant, affecting operations at the Cannon House Office Building and James Madison Memorial Building.

- Further damage to mechanical and electrical utilities in the tunnel will result in service interruptions to end users.
- Falling concrete and dangerous overhead conditions could endanger tunnel occupants.
- Significant infrastructure costs will result if not completed prior to phase three of the Cannon Renewal project.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: Noted in settlement agreement. **Client Request:** No. **Risk Assessment:** Not required.

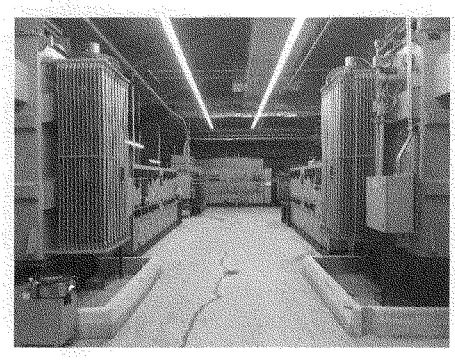
Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

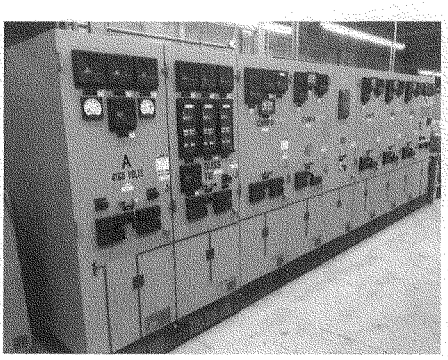
Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Total Projected Requirement
Study	-	-	-	-	-	-
Design	528	-	-	-	-	528
Construction	-	-	-	3,600	-	3,600
USCP Overtime	-	-	-	-	-	-
Total	528	-	-	3,600	-	4,128

Capitol Power Plant

Project Title: Switchgear A & Final Chiller Replacement, Refrigeration Plant Revitalization, Phase VIII, West Refrigeration Plant

Request: $1,200K





Project Description (Design): The multi-phase Refrigeration Plant Revitalization program was initiated to renovate the aging 1970s West Refrigeration Plant, resulting in a significant increase in chilled water generation efficiency and reliability at the AOC. Although the 5kV switchgear's life expectancy is 25 years, the existing equipment has been in service for 40 years, almost doubling its useful life and resulting in reliability issues. In addition, the remaining 1970s chiller has experienced several failures over the past years since it has exceeded its projected useful life. This specific RPR sub-phase includes the replacement of the final portion of the 5kV switchgear, replacement of the last original 40 year old 6,000 ton chiller, and rehabilitation of other supporting systems.

Risk and Impact If Not Funded: If not funded, the Power Plant risks its ability to carry out its mission.

- Failure to complete this project will increase the risk of the plant's ability to meet the cooling load for the Capitol complex.
- Failure of the switchgear could cause a fire or explosion, impacting adjacent utilities, affecting power for chillers, and resulting in injury to staff.
- Should the switchgear fail, affected chiller power will increase the risk of the Power Plant not meeting peak chilled water demand.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Included in request.

Capitol Power Plant

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Design[1]	7,232	-	-	-	750	**7,982**
Construction (Phase I)	16,331	-	-	-	-	**16,331**
Construction (Phase IIA)	26,319	-	-	-	-	**26,319**
Construction (Phase IIB)	16,154	-	-	-	-	**16,154**
Construction (Phase IIIS)	4,686	-	-	-	-	**4,686**
Construction (Phase IIIA)[2]	17,351	19,190	-	-	-	**36,541**
Construction (Phase IV)	-	-	21,215	-	-	**21,215**
Construction (Phase V)	-	-	-	26,400	-	**26,400**
Design (Phase VI)	-	-	724	-	-	**724**
Design (Phase VII)	-	-	714	-	-	**714**
Design (Phase VIII)	-	-	-	1,200	-	**1,200**
Future Construction Phases[3]	-	-	-	-	75,000	**75,000**
USCP Overtime	400	-	-	-	-	**400**
Total	**88,473**	**19,190**	**22,653**	**27,600**	**75,750**	**233,666**

[1]Design and construction costs include program management fees.

[2]FY 2018 request was the unfunded balance of the FY 2016 request.

[3]Costs are currently being updated for future phases.

Library Buildings and Grounds



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The Library Buildings and Grounds (LB&G) jurisdiction is responsible for the maintenance, repair and operations; mechanical and electrical infrastructure; Heating, Ventilation and Air Conditioning (HVAC); plumbing; painting; grounds maintenance; snow removal; and any construction to the Library of Congress (LOC) buildings and grounds. Facilities include the Thomas Jefferson Building; James Madison Memorial Building; John Adams Building; and the LOC Special Facilities Center, which includes the Little Scholars Child Development Center.

The LB&G jurisdiction:

- Manages the LOC facilities within the 100-acre congressional campus at Fort Meade, Maryland, which includes five collection storage modules that house the LOC collections in environmentally controlled conditions.
- Manages the 45-acre Packard Campus of the National Audio-Visual Conservation Center located in Culpeper, Virginia, which is the nation's centralized facility for acquisition, cataloging, storage and preservation of moving images and recorded sound.

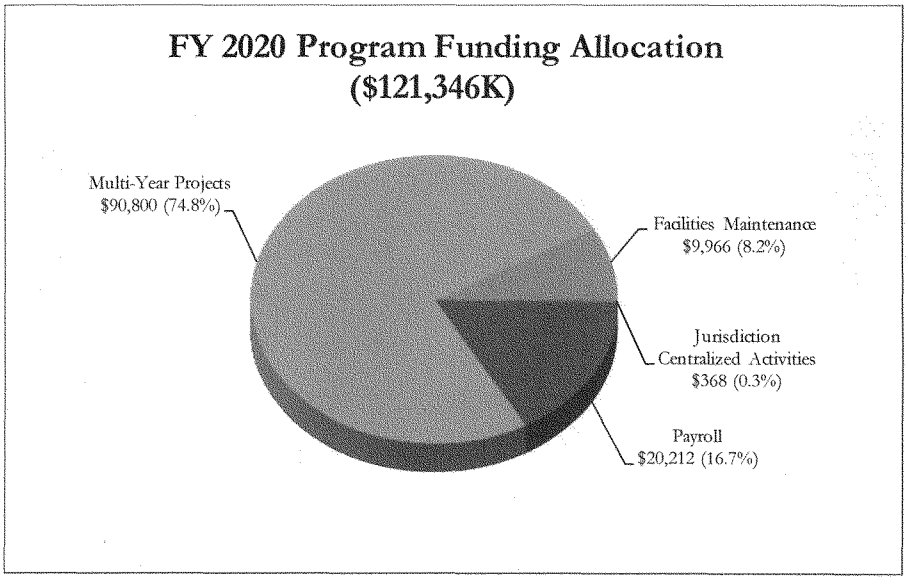
For a complete list of LB&G facilities, please refer to the "Areas of Responsibility Summary" tables in this Budget Request.

Library Buildings and Grounds

PROGRAM SUMMARY

The **Operating Budget** request funds all costs associated with the care, maintenance and operation of the LOC buildings and grounds, with the exception of cleaning services. The budget is divided into three functional area Program Groups: Facilities Maintenance, Jurisdiction Centralized Activities and Payroll. LOC grounds maintenance is included in Facilities Maintenance.

The **Multi-Year Projects Budget** request consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings. It also may include funds that provide jurisdictions with the flexibility to respond to unforeseen minor construction requirements as generated from emergencies, the Members, Committees and other AOC clients.



Library Buildings and Grounds

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Thomas Jefferson Building	Washington, DC	1897	635,144	$101,103	$29,354	$130,457
John Adams Building	Washington, DC	1938	765,931	$79,039	$15,547	$94,586
Ft. Meade Warehouses & Support Facilities	Ft. Meade, MD	1942	245,685	$5,424	-	$5,424
James Madison Memorial Building	Washington, DC	1980	2,084,576	$34,724	$102,125	$136,849
Special Services Facilities Center*	Washington, DC	1990	42,654	-	-	-
Ft. Meade Collection Storage Modules	Ft. Mead, MD	2002	202,064	$46	$2,759	$2,805
Packard Campus	Culpeper, VA	2007	429,706	$13,776	$10,227	$24,003
Pedestrian Tunnels	Washington, DC	Varies	9,708	-	-	-
Notes:			**4,415,468**	**$234,112**	**$160,012**	**$394,124**

Deferred Maintenance: is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal: is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog: equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

Pedestrian Tunnels: a facility condition assessment has not yet been completed.

**The Special Services Facility Center: is undergoing a baseline assessment.*

Library Buildings and Grounds

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)				
Appropriation	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Operating Budget	27,373	28,122	30,546	2,424
Multi-Year Projects	47,500	40,403	90,800	50,397
Total	**74,873**	**68,525**	**121,346**	**52,821**

Operating Budget ($000)				
Program Groups	**FY 2018 Operating Plan**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Facilities Maintenance	8,371	9,135	9,966	831
Jurisdiction Centralized Activities	374	359	368	9
Payroll	18,628	18,628	20,212	1,584
Total	**27,373**	**28,122**	**30,546**	**2,424**

Total Budget by Object Class ($000)				
Object Class Groups	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
11 Personnel Compensation	13,533	13,533	14,684	1,151
12 Personnel Benefits	5,095	5,095	5,528	433
21 Travel	23	22	23	1
22 Transportation of Things	-	-	-	-
23 Rent, Communications & Utilities	1,265	1,269	1,271	2
24 Printing and Reproduction	-	-	-	-
25 Other Contractual Services	35,692	29,192	54,158	24,965
26 Supplies and Materials	11,110	9,856	15,659	5,803
31 Equipment	62	55	20,471	20,416
32 Land and Structures	8,092	9,502	9,552	50
42 Insurance Claims & Indemnities	-	-	-	-
Total	**74,873**	**68,525**	**121,346**	**52,821**

Library Buildings and Grounds

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2020 Appropriation	
	FTE	Amount ($000)
FY 2019 Enacted		68,525
Payroll Funded FTEs	155	
Non-Recurring Costs:		
Multi-Year Projects (FY 2019 Enacted)		(40,403)
	-	(40,403)
Other Decreases		
Realignment within Library Buildings & Grounds from Facilities Maintenance to Payroll		(568)
Total Program Decreases	-	(40,971)
Price Changes:		
Payroll Related:		
FY 2020 FERS Employer Contribution Rate Increase		558
FY 2020 Cost-of-Living Adjustment of 1.9%*		256
FY 2020 FEHB Employer Contribution of 4.0%		65
FY 2020 Within Grade Increase		137
Total Payroll Related Costs	-	1,016
Non-Payroll Related:		
FY 2020 Non-pay Inflation Increase of 2.4%		195
Total Non-Payroll Related Costs	-	195
Total Current Services	-	1,211
Program Increases:		
Annual Program Increases:		
Realignment within Library Buildings & Grounds to Payroll from Facilities Maintenance	8	568
Facilities Maintenance Program		1,213
Total Annual Program Increases	8	1,781
Multi-Year Projects:		
Emergency Generator Replacement, JMMB		48,800
Copper Roof Replacement & Fall Protection, JAB		16,500
Stained Glass Window Repairs, Northeast, East, and Southeast Windows, TJB		7,900
Sixth Floor Terrace, JMMB		7,100
ESPC Management Program, LBG		5,200
Minor Construction		3,500
Exterior Masonry and Envelope Repairs, JAB		1,800
Total Program Increases	8	92,581
Net Increase/Decrease	8	52,821
FY 2020 Total Appropriation	163	121,346

* Incorporated in the FY 2020 Cost-of-Living Adjustment is a 1.4% pay raise($189K) and a locality pay area adjustment of .5% ($67K)

Library Buildings and Grounds

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget of the Library Buildings and Grounds appropriation funds all costs associated with the daily care, maintenance and operation of the Library Buildings and Grounds with the exception of cleaning services. The budget is divided into functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program needs and price changes. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	FY 2019 Enacted	Program Realignment/ Transfers	Price Increases	Program Increases	FY 2020 Request	FY 2019/2020 Difference
Facilities Maintenance	9,135	(568)	186	1,213	9,966	831
Jurisdiction Centralized Activities	359	-	9	-	368	9
Payroll	18,628	568	1,016	-	20,212	1,584
Total	**28,122**	**-**	**1,211**	**1,213**	**30,546**	**2,424**

Program Changes Justification

The Fiscal Year (FY) 2020 Operating Budget Request shows an increase of **$2,424K** from the FY 2019 enacted level. It includes **$1,211K** in price increases, and **$1,213K** in program increases.

Program Realignment/Transfers

The funding transfer of **$568K** is a realignment from Facilities Maintenance to Payroll program group. This realignment will provide operational support services related to the buildings located in Fort Meade, Maryland.

Price Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs based upon guidance from the Congressional Budget Office.

Program Increases

Facilities Maintenance Program ($1,213K)

Library Buildings and Grounds (LBG) is requesting a program increase to improve operations and maintenance needs that continue to arise for more than 4.3 million square feet of Library of Congress (LOC) property. Currently, the backlog for deferred maintenance and capital renewal is estimated at more than $394 million. This increase will address client services, planned maintenance, corrective maintenance, grounds care, and an array of materials and equipment purchases to support these requirements. The Library of Congress has recently implemented a new Strategic Plan which focuses on expanding its reach and deepening its impact with users while also enhancing the overall visitor experience. In support of this new strategic plan, there will be a heightened interest in the condition of our facilities and the influx of new visitors while accommodating collections which grow annually by 250,000. The aging infrastructure that supports operations for the Library of Congress facilities continues to deteriorate. Some equipment and systems are past their useful life and will need to be replaced or repaired to keep the systems operational. These systems include electrical, HVAC, plumbing, structural and fire and life-safety systems. LBG will utilize the additional funds to ensure indoor air quality is maintained at the highest standards possible by reducing contaminants that affect both building occupants and collection preservation. Filters are used to remove both particulate materials, volatile organic compounds (VOCs) and other emissions. The acquisition of air filters is a significant cost and is critical in reducing contaminants in the buildings. Without the additional funding the Library Buildings and Grounds will be unable to take necessary corrective actions in order to maintain and repair our infrastructure and critical systems and equipment to maintain the buildings on a daily basis for visitors, staff and support the Library of Congress's mission.

Library Buildings and Grounds

MULTI-YEAR BUDGET REQUEST - PROGRAM SUMMARY

The Capital Budget consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other AOC clients.

Multi-Year Budget by Project ($000)	
	Request Amount
Line Item Construction Program Projects:	
Emergency Generator Replacement, JMMB	48,800
Copper Roof Replacement & Fall Protection, JAB	16,500
Stained Glass Window Repairs, Northeast, East, and Southeast Windows, TJB	7,900
Sixth Floor Terrace, JMMB	7,100
Exterior Masonry and Envelope Repairs, JAB	1,800
Total	**82,100**
Other Projects:	
ESPC Management Program, LBG	5,200
Minor Construction	3,500
Total	**8,700**
Total Project Request	**90,800**

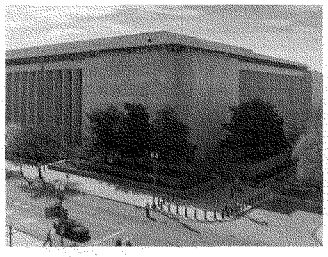
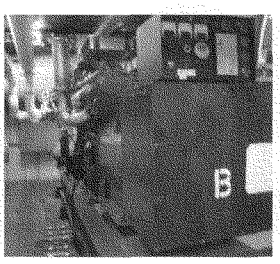
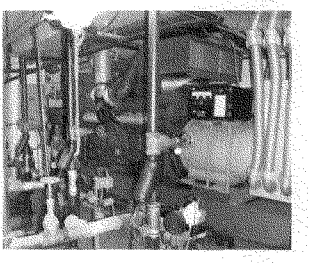
Minor Construction — $3,500K

An additional **$1,000K** is requested from the previous year to better manage deferred maintenance and meet the unforeseen architectural needs that arise over the course of a year. Having the funding and flexibility to manage small phases of the deteriorating or failing conditions identified in the Facility Condition Assessment of the Library of Congress Buildings will allow corrective actions to continue to maintain and repair building conditions. The Facility Condition Assessment has identified millions of dollars of deferred maintenance that individually do not meet the criteria for the Capital Improvement Program. However, Minor Construction funding will provide the means to plan corrective actions over future years.

Risk and Impact if Not Funded: These current conditions will continue to allow water infiltration, which damages the interior and exterior of the building and continues to put invaluable collections at risk of damage or loss. Additionally, the deferred maintenance backlog will continue to increase. If a systematic and sustainable approach is not taken, the building conditions will continue to degrade and put at risk the building structure, interior architectural/historic elements, and invaluable LOC collections. Further degradation of the buildings' stone façade will result in the failing of the stone facades, pointing and caulking, exterior windows and will diminish other features of the buildings.

Library Buildings and Grounds

Project Title: Emergency Generator Replacement, JMMB **Request: $48,800K**

Project Description (Construction): The James Madison Memorial Building houses primary administrative offices for the Library of Congress, the Law Library, and Data Center, therefore adequate emergency power is a necessity. A previously completed emergency generator study for the Library of Congress determined that in order to meet current and future emergency electrical loads, the existing emergency generator and associated distribution systems need to be replaced within the James Madison Memorial Building. The existing generators and systems do not have sufficient capacity to accommodate existing life safety and security needs, and they also lack adequate fuel storage capacity to meet 24-hour runtime requirements. This project installs two new, code compliant generators on the roof to address noted deficiencies, provides spare capacity for future loads, and incorporates a load bank connection point to allow for code required testing to ensure system reliability. Partial roof repair and replacement will also occur in areas impacted by the generator installation.

Risk and Impact If Not Funded: If not funded, the existing generator will not support future emergency loads.

- Generator failures over the past several years will continue and result in an unreliable emergency power system.
- Existing environmental issues associated with emissions will not be addressed.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Complete.

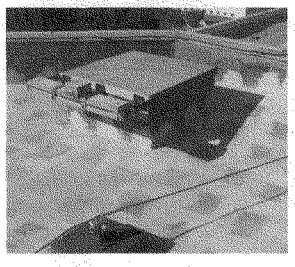
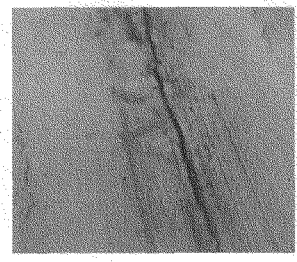
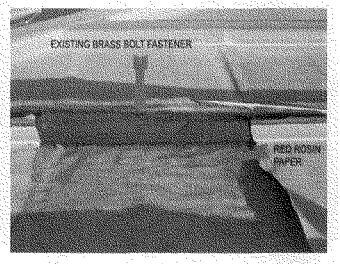
Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study[1]	75	-	-	-	-	**75**
Design	220	-	-	-	-	**220**
Construction	-	-	-	48,195	-	**48,195**
USCP Overtime	-	-	-	605	-	**605**
Total	**295**	**-**	**-**	**48,800**	**-**	**49,095**

[1]Study induded Thomas Jefferson Building, John Adams Building, and James Madison Memorial Building.

Library Buildings and Grounds

Project Title: Copper Roof Replacement and Fall Protection, JAB **Request: $16,500K**

Project Description (Construction): The John Adams Building opened in 1939, and although a new roof design was completed in the early 2000s, the design never moved forward to construction. A previously completed assessment revealed several leaks and failing joints, causing water to penetrate the roof fabric and enter into the attic space. This project will replace the existing roof with a new roof system and provide a projected life expectancy of 50 years. The concrete substrate will be repaired; new waterproofing membrane installed; and copper roofing and flashing replaced. Additionally, the existing roof fall protection system will be replaced and re-certified, and the lightning protection system will be modified to bring it into code compliance. Historically significant features will be retained during the completion of this work. This is the first of a three phased project addressing the lower roof tier of the John Adams Building.

Risk and Impact If Not Funded: If not funded, conditions will worsen and jeopardize the safety of employees and historical assets.

- Further water infiltration will cause mold growth and will continue to damage building structure and endanger library collections.
- Lack of fall protection prevents safe and secure maintenance, repair, and stabilization of façade, resulting in defective conditions worsening, water infiltration into the building, and greater risk of personal injury.

Cost of Recurring Operations: No additional costs anticipated.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Included in request.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study	294	-	-	-	-	**294**
Design	307	-	-	-	-	**307**
Construction (Phase I)	-	-	-	16,197	-	**16,197**
Construction (Phase II)					15,000	**15,000**
Construction (Phase III)					15,000	**15,000**
USCP Overtime	-	-	-	303	-	**303**
Total	**601**	**-**	**-**	**16,500**	**30,000**	**47,101**

Library Buildings and Grounds

Project Title: Stained Glass Window Repairs, Northeast, East, and Southeast Windows, TJB

Request: $7,900K





Project Description (Construction): The Thomas Jefferson Building opened in 1897. The original eight stained glass, semi-circular windows of the Thomas Jefferson Building Main Reading Room are in various states of disrepair. Due to the inability to access the windows, they have not been comprehensively restored in their 121 year history. All of the windows have broken glass, missing pieces, and in some cases are sagging inward due to deteriorated mullions. This project will renovate and restore the Main Reading Room windows through a complete removal and cleaning process that conserves historic qualities. This first of four phases will conserve and restore the northeast, east, and southeast windows.

Risk and Impact If Not Funded: If not funded, deteriorating conditions will worsen and jeopardize the safety of employees, visitors, and historical assets.

- Further failure of the windows could result in shards of glass falling into the Main Reading Room.
- Irreplaceable loss of heritage assets will occur if conditions are not addressed.

Cost of Recurring Operations: No additional costs anticipated.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Included in request.

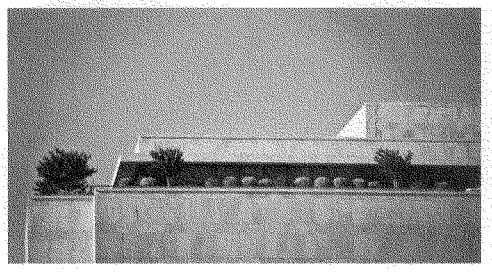
Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

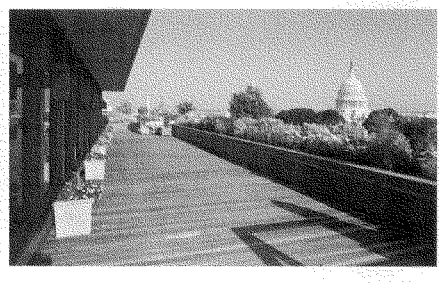
Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study	37	-	-	-	-	**37**
Design	135	-	-	-	-	**135**
Construction (Phase I)	-	-	-	7,900	-	**7,900**
Construction (Phase II)	-	-	-	-	7,000	**7,000**
Construction (Phase III)	-	-	-	-	7,000	**7,000**
Construction (Phase IV)	-	-	-	-	4,000	**4,000**
USCP Overtime	-	-	-	-	-	**-**
Total	172	-	-	7,900	18,000	26,072

Library Buildings and Grounds

ARCHITECT OF THE CAPITOL

Project Title: Sixth Floor Terrace, JMMB **Request: $7,100K**





Project Description (Construction): The James Madison Memorial Building roof was last replaced in the mid-1990s. Since then, the building has experienced water infiltration into various fifth floor spaces, including vault space housing significant Library of Congress holdings such as the Library's Platinum and Gold Collections. As these collections include the Library's most priceless, rare items, careful precautions must be taken to prevent damage. This project will remove the sixth floor terrace roofing, membrane, insulation, and decking, and replace with new more durable materials for a longer lifespan.

Risk and Impact If Not Funded: If not funded, roof leaks will continue, damaging existing structure and roof system and endangering the health of nearby staff.

- Water infiltration will lead to the irreplaceable loss of historic collections.
- Mold and mildew could develop, affecting staff space below.

Cost of Recurring Operations: No additional cost anticipated.

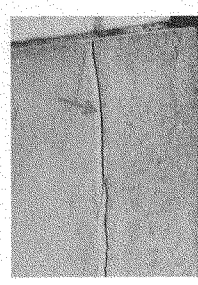
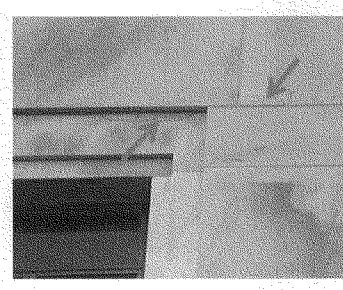
Citation Driven: No. **Client Request:** No. **Risk Assessment:** Not required.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	236	-	-	-	-	236
Construction	-	-	-	6,898	-	6,898
USCP Overtime	-	-	-	202	-	202
Total	236	-	-	7,100	-	7,336

Library Buildings and Grounds

Project Title: Exterior Masonry and Envelope Repairs, JAB **Request: $1,800K**

Project Description (Design): Stone joints on the façade of the John Adams Building are open and existing sealant is not bonded to the stone. The entire building is in need of repointing and cleaning, and spalled stone at the upper levels and parapet wall needs to be repaired. In addition, sealant around all windows needs to be replaced, window frames must be cleaned and corroded steel shelf angles will also need to be replaced. This project will provide control joints in the facade as needed to prevent shifting. It will also repair and clean south facing stairs and walls along Pennsylvania Avenue, repair roof and parapet walls of the 5th floor setback, and repoint brick walls at the moat.

Risk and Impact If Not Funded: If not funded, exterior stone failure will endanger occupant and visitor well-being.

- Falling masonry can pose safety threats to occupants and visitors.
- Continued deterioration will cause repair costs to increase if not addressed.

Cost of Recurring Operations: Additional maintenance funds will be required after project completion.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Included in request.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

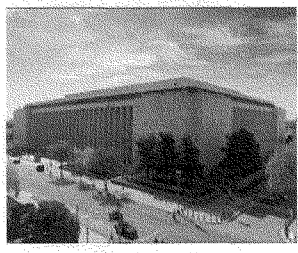
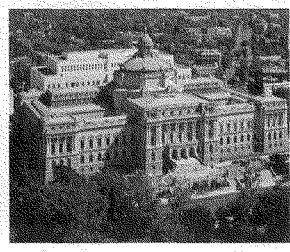
Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	[2]Future FY Anticipated	Projected Requirement
Study	176	-	-	-	-	**176**
Design	-	-	-	1,800	-	**1,800**
Construction - Stabilization[1]	7	-	-	-	-	**7**
Construction (All Phases)	-	-	-	-	13,000	**13,000**
USCP Overtime	-	-	-	-	-	**-**
Total	**183**	**-**	**-**	**1,800**	**13,000**	**14,983**

[1]Stabilization funded through annual appropriations in FY 2017.

[2]Construction costs based on study completed in 2016.

Library Buildings and Grounds

Project Title: ESPC Management Program, LBG **Request: $5,200K**


Project Description (Management): The program will provide funding for contracting, project and construction management, commissioning services and other support personnel to oversee and manage the Energy Savings Performance Contract (ESPC) at the Library of Congress (LOC) Buildings. The ESPC project includes the design and construction of multiple Energy Conservation Measures across the LOC's Capitol Hill and offsite facilities. The ESPC effort will generate a large number of construction activities, executed while maintaining LOC's mission critical operations and improving building energy efficiency. Additionally, modernization and replacement of aging infrastructure will occur that would not be possible though the Line Item Construction Project (LICP) process in the near term fiscal years. While the AOC must ensure the design and construction is properly and efficiently executed, it does not currently have the resources and must request funds to support additional qualified personnel to manage and oversee this effort. The costs detailed in the table below are estimates based on AOC's prior ESPC experience. As the design, scope and construction schedules are developed, the required resources will be refined and future budget requests may be required depending on overall scope. Projects such as the replacement of rooftop units at Ft. Meade and Direct Digital Control system expansion at Culpeper make sense to complete during the ESPC. Funding and completing these projects during the ESPC captures inherent project efficiencies and maintains consistency in equipment, systems and processes.

Risk and Impact If Not Funded: Without these funds and services, the AOC will be unable to adequately monitor and verify the proper execution of the design and construction for this project.

- The government's overall risk is increased due to the project's financing arrangement.
- If not funded and completed, costs will increase and project risks losing system and equipment consistency.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Not required.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded[1]	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Project Management Oversight[2]	4,321	-	1,790	2,700	-	**8,811**
Construction[3]	-	-	-	2,500	-	**2,500**
Total	**4,321**	**-**	**1,790**	**5,200**	**-**	**11,311**

[1]Funded via reprogramming of FY 2016/2020 LBG appropriated funds previously allocated for Phase III of the Direct Digital Controls (DDC) Upgrade, JMMB.

[2]Includes the management and oversight team to successfully implement the multi-year design and construction project.

[3]Includes Projects such as; Ft. Meade Roof unit replacement and Packard BAS upgrades.

Capitol Police Buildings, Grounds and Security



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The Office of Security Programs manages the Capitol Police Buildings, Grounds & Security (CPBG&S) appropriation and is responsible for the maintenance, care and operation of buildings, grounds and security enhancements of the United States Capitol Police (USCP) and AOC security and resilience/continuity programs. Jurisdiction facilities include the USCP Headquarters; Courier Acceptance Site; Vehicle Maintenance/Hazardous Device Unit Facility; Canine (K-9) Facility; Chemical/Explosive Storage Facility; Interim Offsite Delivery Facility; Reservation 6G parking lot next to the Fairchild Building; a 12-acre site; and leased space within the Fairchild Building, the Government Printing Office, the Verizon Building and the lease of equipment space for USCP Radio repeater towers.

The CPBG&S jurisdiction:

- Develops and manages AOC security policies and programs.
- Leads AOC-wide resilience programs such as continuity of operations and critical infrastructure.
- Liaises with the USCP Command Center during emergency and security incidents.
- Supports the Capitol Police Board and Joint Congressional Continuity Board.

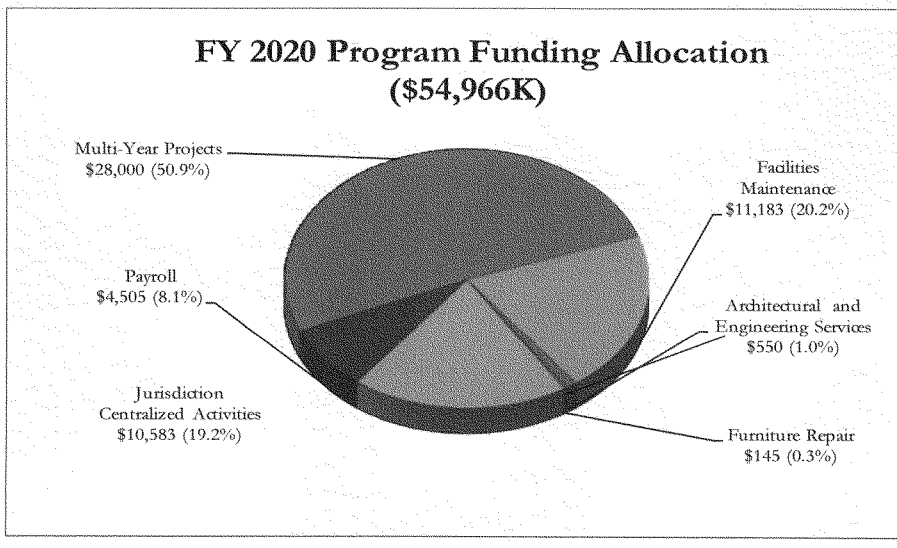
For a complete list of CPBG&S facilities, please refer to the "Areas of Responsibility Summary" tables in this Budget Request.

Capitol Police Buildings, Grounds and Security

PROGRAM SUMMARY

The **Operating Budget** request funds all costs associated with the daily care, maintenance and operation of its grounds and facilities, as well as various continuity, administrative, safety, technical, planning, resilience and security functions. The budget is divided into four functional area Program Groups: Facilities Maintenance, Furniture Repair, Jurisdictional Centralized Activities and Payroll. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs.

The **Multi-Year Projects Budget** request consists of major construction or system replacement requirements to support the USCP and House and Senate Sergeant at Arms' mission; Congressional continuity; fire, life-safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs. It also includes Minor Construction funds that provide the flexibility to execute projects and respond to unforeseen requirements as generated from emergencies, the Members, Committees and other Architect of the Capitol clients



Capitol Police Buildings, Grounds and Security

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Headquarters Building	Washington, DC	1930	85,382	$405	$4,171	$4,576
Vehicle Maintenance Facility	Washington, DC	1930	23,842	$5	$1,190	$1,195
Courier Acceptance	Washington, DC	1980	5,229	$0	$0	$0
Alternate Computer Facility (ACF)	Virginia	1983	345,282	$8,263	$32,633	$40,896
Canine Facility	Washington, DC	1996	5,393	$16	$117	$133
Fairchild Building	Washington, DC	2004	166,507	$0	$437	$437
Interim Off Site Delivery	Washington, DC	2006	11,453	$80	$218	$298
Security Kiosks	Washington, DC	Varies	6,298	$0	$10,393	$10,393
Work Across Multiple Facilities	Washington, DC	Varies	Varies	$0	$510	$510
			649,386	**$8,769**	**$49,669**	**$58,438**

Notes:

Deferred Maintenance is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

Courier Acceptance: a facility condition assessment has not yet been completed.

Work Across Multiple Facilities include the Verizon SW Communication Center.

LEASED FACILITIES

Lease Type	Location	Area (square feet)	Leased from	Contract Award Date	Contract End Date	FY 2019 Total Cost	FY 2020 Total Cost
Fairchild Building (office & parking)	Washington, DC	120,655	Private Sector	Feb 2004	Feb 2019	$5,897	$5,951
Government Publishing Office	Washington, DC	36,561	Federal Gov't	Oct 2005	Annually	$586	$603
Verizon Building	Washington, DC	6,085	Private Sector	Jul 2011	Jul 2021	$177	$177
Radio Tower Repeater Sites[1]	DC Metro Area	1,000	Private Sector	Aug 2012	Aug 2022	$614	$632
					Total	**$7,273**	**$7,364**

[1] One Radio Tower Repeater Site is leased from DC Gov't.

Capitol Police Buildings, Grounds and Security

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)				
Appropriation	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Operating Budget	20,949	25,937	26,966	1,029
Multi-Year Projects	13,300	31,777	28,000	(3,777)
Total	**34,249**	**57,714**	**54,966**	**(2,748)**

Operating Budget ($000)				
Program Groups	**FY 2018 Operating Plan**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Architectural and Engineering Services	-	-	550	550
Facilities Maintenance	8,378	11,074	11,183	109
Furniture Repair	138	141	145	4
Jurisdiction Centralized Activities	9,383	10,709	10,583	(126)
Payroll	3,050	4,013	4,505	492
Total	**20,949**	**25,937**	**26,966**	**1,029**

Total Budget by Object Class ($000)				
Object Class Groups	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
11 Personnel Compensation	2,216	2,916	3,273	357
12 Personnel Benefits	834	1,097	1,232	135
21 Travel	11	12	13	1
22 Transportation of Things	-	-	-	-
23 Rent, Communications & Utilities	7,158	7,273	7,364	91
24 Printing and Reproduction	-	-	-	-
25 Other Contractual Services	23,546	45,582	42,299	(3,284)
26 Supplies and Materials	229	394	370	(24)
31 Equipment	-	-	-	-
32 Land and Structures	255	440	416	(24)
42 Insurance Claims & Indemnities	-	-	-	-
Total	**34,249**	**57,714**	**54,966**	**(2,748)**

Capitol Police Buildings, Grounds and Security

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2020 Appropriation	
	FTE	Amount ($000)
FY 2019 Enacted		**57,714**
Payroll Funded FTEs	26	
Non-Recurring Costs:		
Multi-Year Projects (FY 2019 Enacted)		(31,777)
	-	**(31,777)**
Other Decreases:		
Realignment within CPBG&S from Jurisdiction Centralizes Activities		(383)
Realignment within CPBG&S from Facilities Maintenance		(154)
	-	**(537)**
Price Changes		
Payroll Related:		
FY 2020 FERS Employer Contribution Rate Increase		87
FY 2020 Cost-of-Living Adjustment of 1.9%*		55
FY 2020 FEHB Employer Contribution of 4.0%		6
FY 2020 Within Grade Increase		29
Total Payroll Related Costs	-	**177**
Non-Payroll Related:		
FY 2020 Non-Pay Inflation Increase of 2.4%		528
Lease Escalation Costs		9
Total Non-Payroll Related Costs	-	**537**
Total Current Services	-	**714**
Program Increases		
Annual Program Increases:		
Realignment within CPBG&S to Architectural and Engineering Services		537
Security Support Payroll FTE Increase	2	315
Total Annual Program Increases	2	**852**
Multi-Year Projects:		
Barrier Lifecycle and Security Kiosk Repairs and Replacement, Phase IV, OSP		8,300
Roof Replacement, ACF		7,300
Perimeter Security Fence Modification, OSP		4,900
Off-Site Delivery Screening Center Study, OSP		1,500
Visitor Vestibules, USC		1,000
Minor Construction		5,000
Total Program Increases	2	**28,852**
Net Increase/Decrease	2	**(2,748)**
FY 2020 Total Appropriation	28	**54,966**

* Incorporated in the FY 2020 Cost-of-Living Adjustment is a 1.4% pay raise ($41K) and a locality pay area adjustment of .5% ($14K)

Capitol Police Buildings, Grounds and Security

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget component of the Capitol Police Buildings, Grounds & Security appropriation funds all costs associated with the daily care, maintenance and operation of its grounds and facilities and the management of AOC security and resilience programs. The budget is divided into four functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	FY 2019 Enacted	Program Realignment/ Transfers	Price Increases	Program Increases	FY 2020 Request	FY 2019/2020 Difference
Architectural and Engineering Services	-	537	13	-	550	550
Facilities Maintenance	11,074	(154)	263	-	11,183	109
Furniture Repair	141	-	4	-	145	4
Jurisdiction Centralized Activities	10,709	(383)	257	-	10,583	(126)
Payroll	4,013	-	177	315	4,505	492
Total	**25,937**	**-**	**714**	**315**	**26,966**	**1,029**

Program Changes Justification

The Fiscal Year (FY) 2020 Operating Budget Request shows an increase of **$1,029K** from the FY 2019 enacted level. It includes **$714K** in price increases and **$315K** in program increases.

Program Realignment/Transfers

The funding transfer of **$537K** is a realignment from the Facilities Maintenance and the Jurisdiction Centralized Activities program groups to the Architectural and Engineering Services program group for proper execution. These funds are used to develop, design and procure packages for the LICP budget submission, for client request projects (USCP, SSAA and HSAA), and for AOC facility projects that appropriately capture the scopes, requirements, designs and independent government estimates for each project and properly executed out of the Architectural and Engineering services program group. The scope of work includes studies, concept/program development, preliminary investigations, full designs, 30% design development drawings, specifications, and associated Independent Government Estimates. These packages are needed to develop reliable budgets for funding requests and clear scopes for solicitation packages for projects that address security vulnerabilities and facility requirements that would compromise the readiness and resilience of the Capitol complex.

Price Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs, as based upon guidance from the Congressional Budget Office, and lease escalation costs.

Capitol Police Buildings, Grounds and Security

OPERATING BUDGET REQUEST (continued)

Program Increases

Payroll FTE Increase ($315K)

The funding increase to the baseline is for two additional Full-Time Equivalents (FTE). Additional funds are required for one Continuity and Critical Infrastructure Specialist and one Communications/COMSEC Officer.

- **Continuity and Critical Infrastructure Specialist:** This position will be responsible for developing and maintaining plans relating to critical infrastructure and continuity and supporting any associated exercises and operations. The position would develop, integrate and update multiple plans relating to AOC Continuity of Operation's plans to maintain mission essential capabilities, Continuity of Government (COG) support and Capitol complex critical infrastructure plans to protect essential assets. This position requires detailed knowledge and extensive experience in writing plans and documents for mission-essential operations. The incumbent will continuously update these plans to adjust for changes in personnel and operations components. This position will assist in the development of resilience standards for the AOC and support the coordination across the agency to ensure they are following Critical Infrastructure Security and Resilience best practices.
- **Communications/COMSEC Officer:** This position will coordinate radio, secure phone and emergency notification communications for the Architect of the Capitol and the Resilience Program. Responsibilities include upkeep and maintenance of emergency and classified voice/data communications equipment to support law enforcement and emergency notification, as well as exercise support, training, updating technical data and documentation, and general communications troubleshooting and repair. This position is the primary Communications Security (COMSEC) custodian for the receipt, custody, issue, safeguarding, accounting, and when necessary, destruction of COMSEC material for the AOC and associated COMSEC accounts. The AOC COMSEC material includes a mixture of secure phones (STEs, VIPERs, Sectera GSMs, and DMCCs), radios and a Joint Emergency Mass Notification System (JEMNS). As the COMSEC custodian, the incumbent is responsible for accountability of equipment, maintenance of records and submission of required reports.

Capitol Police Buildings, Grounds and Security

MULTI-YEAR BUDGET REQUEST – PROGRAM SUMMARY

The Capital Budget consists of major construction or system replacement requirements to address fire, life-safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs. It also includes Minor Construction funds that provide jurisdictions with the flexibility to execute projects and respond to unforeseen requirements generated from emergencies, the Members, Committees and other Architect of the Capitol clients.

Multi-Year Budget by Project ($000)	
	Request Amount
Line Item Construction Program Projects:	
Barrier Lifecycle and Security Kiosk Repairs and Replacement, Phase IV, OSP	8,300
Roof Replacement, ACF	7,300
Perimeter Security Fence Modification, OSP	4,900
Off-Site Delivery Screening Center Study, OSP	1,500
Visitor Vestibules, USC	1,000
Total	**23,000**
Other Projects:	
Minor Construction	5,000
Total	**5,000**
Total Project Request	**28,000**

Capitol Police Buildings, Grounds and Security

ARCHITECT OF THE CAPITOL

Project Title: Barrier Lifecycle and Security Kiosk Repairs and Replacement, Phase IV, OSP

Request: $8,300K





Project Description (Design-Build): Many of the campus perimeter security vehicle barriers and kiosks have reached their intended lifecycle. Barriers and kiosks could fail when needed to support the U.S. Capitol Police's security mission. This phase of the project will replace 15 vehicle barriers and five kiosks, and repair five kiosks.

Risk and Impact If Not Funded: If not funded, there will be an increased risk of security threats and subsequent loss of life.

- If vehicle barriers fail, the Capitol complex facilities will be vulnerable to Vehicle-Borne Improvised Explosive Devices.
- Perimeter security kiosks could fail to protect USCP officers which could lead to loss of life.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** Yes. **Risk Assessment:** Included in request.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

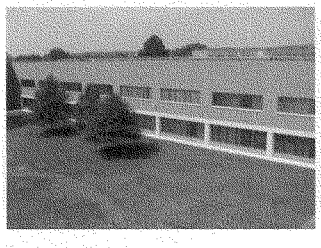
Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	399	-	-	-	-	399
Construction (Phase I)[1]	8,300		-	-	-	8,300
Construction (Phase II)	-	8,300	-	-	-	8,300
Construction (Phase III)	-	-	8,300	-	-	8,300
Construction (Phase IV)	-	-	-	8,300	-	8,300
Future Phases [2]	-	-	-	-	53,800	53,800
USCP Overtime	-	-	-	-	-	-
Total	**8,699**	**8,300**	**8,300**	**8,300**	**53,800**	**87,399**

[1] Reprogrammed funds from the US House of Representatives in FY 2017.

[2] Future FY anticipated costs shown are over the next six years; however, additional costs are being developed.

Capitol Police Buildings, Grounds and Security

Project Title: Roof Replacement, ACF **Request: $7,300K**





Project Description (Construction): The existing Alternate Computer Facility roofs are approximately 300,000 square feet and have experienced numerous leaks within the last five years. The Facility Condition Assessment has also identified the roof as high risk. Localized repair measures have been taken to eliminate these leaks; however, the roofs continue to fail to provide adequate protection against water ingress into the roofing system and the building. This project will remove and replace the roofing system in-kind with a similar system.

Risk and Impact If Not Funded: If not funded, the roof will continue to deteriorate and cause damage to the facility and potentially the building occupants.

- Continued roof leaks could cause damage to electrical systems below, resulting in a facility shutdown.
- Further water infiltration will continue to damage building structure and allow for potential breaches in the data center.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** No. **Risk Assessment:** Not required.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

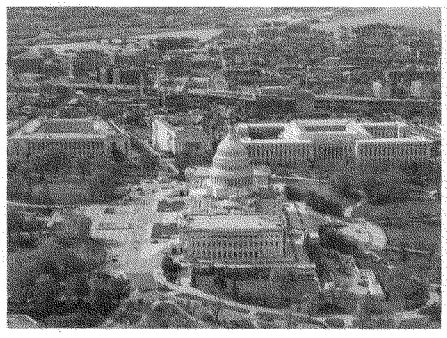
Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design[1]	-	-	750	-	-	**750**
Construction	-	-	-	7,300	-	**7,300**
USCP Overtime	-	-	-	-	-	-
Total	**-**	**-**	**750**	**7,300**	**-**	**8,050**

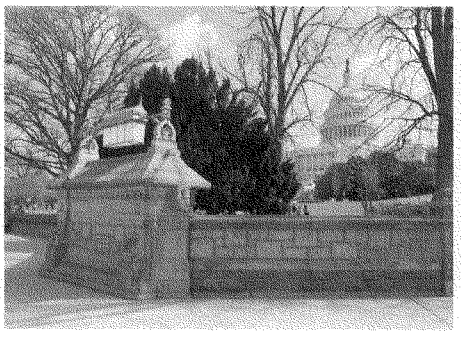
[1]Design to be funded using Minor Construction Funds in FY 2019.

Capitol Police Buildings, Grounds and Security

ARCHITECT OF THE CAPITOL

Project Title: Perimeter Security Fence Modification, OSP **Request: $4,900K**





Project Description (Design-Build): The existing fence system was installed and certified, but a subsequent test completed revealed structural flaws in the system, causing it to lose its certification. This project will modify approximately 2,200 linear feet of elements of the deficient fence system, providing reinforcements to the anti-ram fence system to meet Capitol Police Board standards and requirements.

Risk and Impact If Not Funded: If not funded, there will be increased security vulnerability at the outer perimeter.

- The existing perimeter security elements will remain below current Capitol Police Board security standards.
- There is an increased probability of the secure outer perimeter being breached.

Cost of Recurring Operations: No additional cost anticipated.

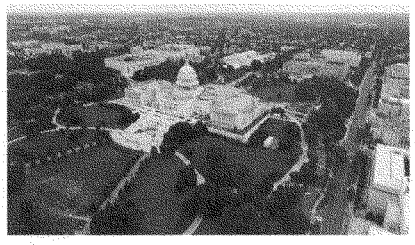
Citation Driven: No. **Client Request:** Yes. **Risk Assessment:** Not required.

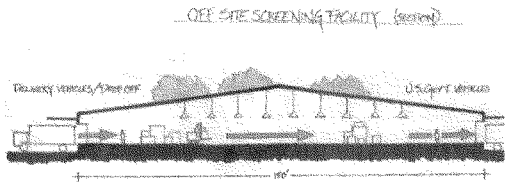
Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	100	-	-	-	-	**100**
Construction	-	-	-	4,900	-	**4,900**
USCP Overtime	-	-	-	-	-	-
Total	**100**	**-**	**-**	**4,900**	**-**	**5,000**

Capitol Police Buildings, Grounds and Security

Project Title: Off-Site Delivery Screening Center Study, OSP **Request: $1,500K**





Project Description (Study): The U.S. Capitol Police screens items at a temporary off-site screening facility and Pitney Bowes screens other items at its facility. After screening, items are delivered to one of the major facilities on Capitol Hill by a vendor or government-owned vehicle. The current facility is inefficient and time intensive, leaving room for potential security vulnerabilities. This project will recommend requirements for a new cargo delivery organization system and a new facility. The study will explore both government-only and commercial solutions for providing the most economical life-cycle costs and operation.

Risk and Impact If Not Funded: If not funded, there will be increased security vulnerability for packages entering the Capitol Hill complex, posing potential threats to the grounds and operations.

- Unless new screening technologies and methods are incorporated to address the high demand for packages requiring screening, Capitol Hill remains vulnerable to potential security risks and threats.
- A potential security breach could cause Capitol Hill to shut down and affect operations.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** Yes. **Risk Assessment:** Not required.

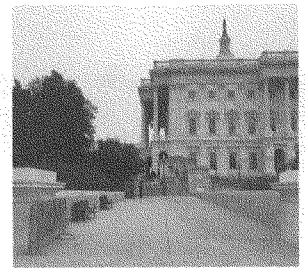
Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

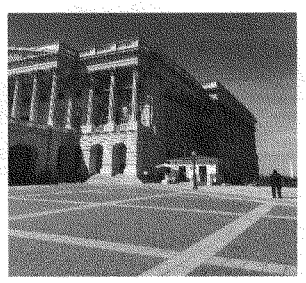
Task	Prior FY Funded	FY 2018 Requested	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	1,500	-	1,500
Design[1]	-	-	-	-	-	-
Construction[1]	-	-	-	-	-	-
USCP Overtime	-	-	-	-	-	-
Total	-	-	-	1,500	-	1,500

[1]Study will determine the approach for design and construction; therefore, future funding requirements not shown at this time.

Capitol Police Buildings, Grounds and Security

Project Title: Visitor Vestibules, U.S. Capitol **Request: $1,000K**





Project Description (Design): The current screening facility at the U.S. Capitol Building is inadequate in size and does not fully support the U.S. Capitol Police. The facility lacks the protective security measures necessary to screen and protect visitors and building occupants as they prepare to enter the building. This project will design a newly enhanced security screening facility on the U.S. Capitol Grounds at the Senate (North) entry location. A study is currently underway and will inform the scope of this design. The new facility will support adequate, advanced pre-screening and equipment, and other associated security protocols and measures for efficient inspection, prior to entry into the building.

Risk and Impact If Not Funded: If not funded, inadequate screening could endanger the safety of U.S. Capitol Police, Congressional members, staff and visitors.

- Lack of advanced screening prevents the U.S. Capitol Police from responding and controlling a situation in the event of a breach or security incident.
- Without adequate screening, individuals could bypass security and cause potential harm to building occupants.

Cost of Recurring Operations: Maintenance funding will be required for this new facility.

Citation Driven: No. **Client Request:** Yes. **Risk Assessment:** Included in request.

Funding Overview ($000): The following chart summarizes the total projected funding requirement for the project. The amounts listed for individual project tasks are based on estimates and may be adjusted as the project proceeds.

Task	Prior FY Funded	FY 2018 Funded	FY 2019 Funded	FY 2020 Requested	Future FY Anticipated	Projected Requirement
Study[1]	606	-	-	-	-	**606**
Design	-	-	-	1,000	-	**1,000**
Construction[2]	-	-	-	-	10,000	**10,000**
USCP Overtime	-	-	-	-	-	-
Total	**606**	**-**	**-**	**1,000**	**10,000**	**11,606**

[1]Study cost includes larger Capitol, House, and Senate jurisdiction enhanced screening analysis.

[2]Estimated future anticipated construction costs includes Senate (North) entry location only.

Botanic Garden



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The United States Botanic Garden (USBG) jurisdiction is responsible for the improvement, operation, care, and maintenance of: the USBG Conservatory; National Garden, Administration Building, Bartholdi Park and Fountain, heritage and other plant collections and the USBG Production Facility at D.C. Village. The USBG is an institution dedicated to demonstrating the economic, therapeutic, ecological, aesthetic and cultural importance of plants. The USBG is one of the leading botanic gardens worldwide that actively participates in the conservation of endangered species by maintaining live plants in their collection, sharing specimens with other collection and research institutions, collecting and studying wild plants and introducing rare plants to the horticultural trade.

The USBG jurisdiction:

- Provides Congress, the nation and the public with a wide range of unique and key professional expertise.
- Provides educational services; botanical and horticulture expertise; plant conservation; and sustainability initiatives.
- Provides public outreach to include: educational collaborative exhibits and publications; public/private partnerships to preserve plants, gardens and landscapes; and educational efforts regarding horticulture, urban agriculture, sustainability and conservation.

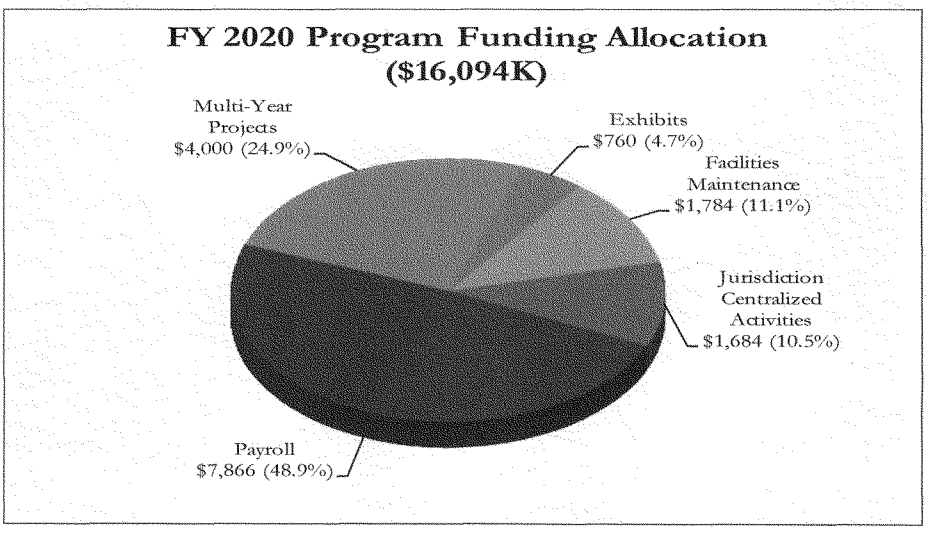
For a complete list of USBG facilities, please refer to the "Areas of Responsibility Summary" table in this Budget Request.

Botanic Garden

PROGRAM SUMMARY

The **Operating Budget** request funds all costs associated with the daily care, maintenance and operation of its facilities. The USBG budget is divided into functional area Program Groups: Exhibits (including seasonal displays); Facilities Maintenance (including horticulture and fine gardening); Jurisdiction Centralized Activities (including education, collaborations, partnerships and outreach), and Payroll.

The **Multi-Year Projects Budget** request consists of major construction or system replacement requirements to address fire, life-safety, security issues, ADA and other accessibility requirements; deferred maintenance; capital renewal; capital improvement; and capital construction. The Multi-Year budgets allows for all necessary studies and designs, with a focus on energy savings, plant health and display and accessibility. It includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, special events or demonstrations, Member requests, Committee directives and other AOC clients.



Botanic Garden

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Administration Building	Washington, DC	1931	3,788	-	-	-
Bartholdi Park and Fountain	Washington, DC	1932	96,726	-	-	-
Conservatory	Washington, DC	1933	106,335	$4,287	$93	$4,380
Production Facility Greenhouse & Headhouse	Washington, DC	1993	117,930	$130	$5,253	$5,383
Production Facility Lath House	Washington, DC	1994	4,760	-	$139	$139
Production Facility Pesticide Storage	Washington, DC	1994	450	-	$8	$8
Storage Building	Washington, DC	2017	5,021	-	-	-
Production Facility Grounds	Washington, DC	2000	Varies	-	-	-
			335,010	**$4,417**	**$5,493**	**$9,910**

Notes:

Deferred Maintenance: is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal: is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog: equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

Storage Building: a facility condition assessment has not yet been completed.

Botanic Garden

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)				
Appropriation	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Operating Budget	10,800	11,200	12,094	894
Multi-Year Projects	3,000	3,559	4,000	441
Total	**13,800**	**14,759**	**16,094**	**1,335**

Operating Budget ($000)				
Program Groups	**FY 2018 Operating Plan**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Exhibits	470	595	760	165
Facilities Maintenance	1,696	1,742	1,784	42
Jurisdiction Centralized Activities	1,215	1,446	1,684	238
Payroll	7,419	7,417	7,866	449
Total	**10,800**	**11,200**	**12,094**	**894**

Total Budget by Object Class ($000)				
Object Class Groups	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
11 Personnel Compensation	4,983	4,982	5,283	302
12 Personnel Benefits	2,436	2,435	2,583	147
21 Travel	71	71	72	1
22 Transportation of Things	-	-	-	-
23 Rent, Communications & Utilities	-	-	-	-
24 Printing and Reproduction	-	-	-	-
25 Other Contractual Services	4,142	4,615	5,295	680
26 Supplies and Materials	635	730	793	63
31 Equipment	35	41	48	8
32 Land and Structures	1,498	1,885	2,020	134
42 Insurance Claims & Indemnities	-	-	-	-
Total	**13,800**	**14,759**	**16,094**	**1,335**

Botanic Garden

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2020 Appropriation FTE	Amount ($000)
FY 2019 Enacted		**14,759**
Payroll Funded FTEs	**69**	
Non-Recurring Costs		
Multi-Year Projects (FY 2019 Enacted)		(3,559)
Total Program Decreases	**-**	**(3,559)**
Price Changes:		
Payroll Related:		
FY 2020 FERS Employer Contribution Rate Increase		231
FY 2020 Cost-of-Living Adjustment of 1.9%*		100
FY 2020 FEHB Employer Contribution of 4.0%		24
FY 2020 Within Grade Increase		54
Annualization of Urban Agricultural FTE		40
Total Payroll Related Costs	**-**	**449**
Non-Payroll Related:		
FY 2020 Non-pay Inflation Increase of 2.4%		95
Total Non-Payroll Related Costs	**-**	**95**
Total Current Services	**-**	**544**
Program Increases:		
Annual Program Increases:		
Operational Support Services		350
Total Annual Program Increases	**-**	**350**
Multi-Year Projects:		
Minor Construction		4,000
Total Program Increases	**-**	**4,350**
Net Increase/Decrease	**-**	**1,335**
FY 2020 Total Appropriation	**69**	**16,094**

* Incorporated in the FY 2020 Cost-of-Living Adjustment is a 1.4% pay raise($74K) and a locality pay area adjustment of .5% ($26K)

Botanic Garden

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget of the USBG appropriation funds all costs associated with the daily care, maintenance and operation of its grounds and facilities. The budget is divided into functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Program ($000)						
Program Groups	FY 2019 Enacted	Program Realignment/ Transfers	Price Increases	Program Increases	FY 2020 Request	FY 2019/2020 Difference
Exhibits	595	-	15	150	760	165
Facilities Maintenance	1,742	-	42	-	1,784	42
Jurisdiction Centralized Activities	1,446	-	38	200	1,684	238
Payroll	7,417	-	449	-	7,866	449
Total	**11,200**	**-**	**544**	**350**	**12,094**	**894**

Program Changes Justification

The Fiscal Year (FY) 2020 Operating Budget Request shows an increase of **$894K** from the FY 2019 enacted level. It includes **$544K** in price increases, and **$350K** in program increases.

Price Increases

The funding increase to the baseline includes the inflationary cost for pay and non-pay programs based upon guidance from the Congressional Budget Office. In addition, the USBG requires an increase to its payroll budget **($40K)** to annualize the pay for one urban agriculture FTE hired in FY 2019.

Program Increases

Exhibits Program ($150K)

The USBG will expand their exhibits during the Garden's 200th anniversary year. In 2020, the USBG will have two simultaneous large exhibits; a bicentennial exhibit celebrating the 200 year history of the USBG and the biannual orchid show. This cost increase is to maintain the high level of quality the USBG and its visitors expect and to expand the educational components of the exhibits.

Jurisdiction Centralized Activities Program ($200K)

To increase the Partnerships program budget to initiate and support new educational programming in urban agriculture and food systems. This new programming will satisfy strong congressional interest as well as deliver on an important component of the USBG's mission. It will address critically low levels of understanding about American food systems and agriculture, particularly among urban audiences, and will build on recent investments at the USBG, including the Kitchen Garden in Bartholdi Park.

Botanic Garden

MULTI-YEAR BUDGET REQUEST – PROGRAM SUMMARY

The Capital Budget consists of major construction or system replacement requirements to address fire, life safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs; with a focus on energy savings. It also includes Minor Construction funds that provide the USBG with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other AOC clients.

Multi-Year Budget by Project ($000)	
	Request Amount
Other Projects:	
Minor Construction	4,000
Total	**4,000**
Total Project Request	**4,000**

Minor Construction **$4,000K**

The program increase of **$1.4M** represents critical projects that were prioritized according to those systems most likely to fail from a growing deferred maintenance backlog of $25.4M in needed MC projects. USBG facilities are aging with many systems reaching the end of their useful lifecycles

Risk and Impact If Not Funded: Critical systems at the USBG that have already begun to fail will go unrepaired, which will lead to worsening conditions for visitor and employee safety, plant health, and the slow but steady erosion of basic capacity to fulfil the institution's mission. Further, deferring of costs will also lead to multiplier effects in future fiscal years

Capitol Visitor Center



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The Capitol Visitor Center's (CVC) mission is "Working together for Congress to inform, involve and inspire every visitor to the United States Capitol." This statement conveys the CVC's goal to provide a welcoming and educational environment for visitors to learn about the House, the Senate and the legislative process as well as the history of the art and architecture of the U.S. Capitol.

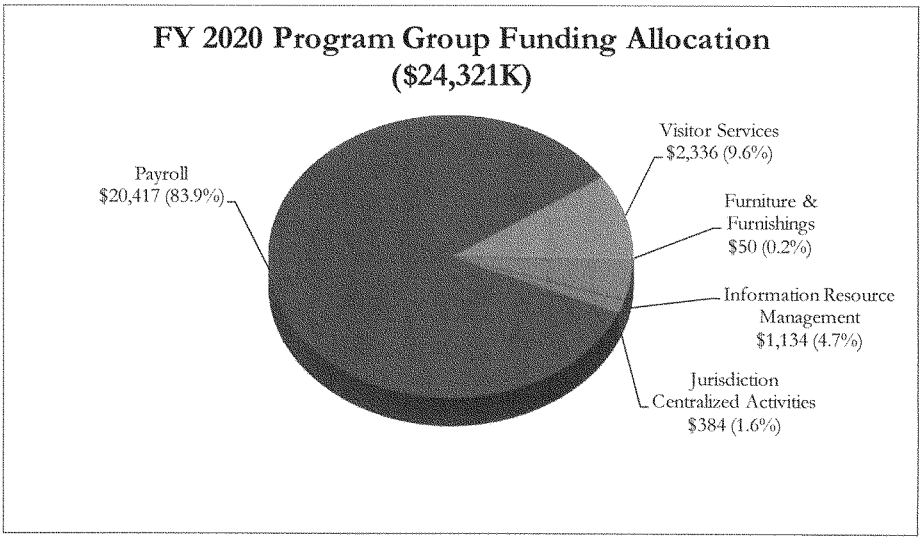
The CVC team works each day to fulfill the vision of "Preserving democracy one visitor at a time." Through an inspiring orientation film, tours, educational programs, statuary, online materials, and the presentation of noteworthy documents and artifacts, the CVC experience helps stimulate discussions of the privileges and responsibilities of citizenship in a representative democracy and celebrates the role that Congress plays in the daily lives of American citizens.

While designed as the visitor's gateway to the historic U.S. Capitol, the CVC also offers convenient amenities including the Capitol Cafe, two Gift Shops, and two Information Desks, all of which are managed by a well-trained staff of service professionals who are dedicated to delivering world-class service to the congressional community and the public. The CVC staff works every day to deliver the core mission of providing world-class customer service to visitors. Over its 10-year history, the CVC has welcomed almost 22 million people from around the country and the world.

Capitol Visitor Center

PROGRAM SUMMARY:

The **Operating Budget** for the Capitol Visitor Center (CVC) appropriation funds all costs associated with the daily care, maintenance and operation of the CVC in support of congressional operations. The CVC provides direct support to ensure efficient operations and maintenance of its facilities. The CVC operating budget is divided into functional area Program Groups: Payroll, Visitor Services, Jurisdiction Centralized Activities, Information Resource Management, and Furniture.



Capitol Visitor Center

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)				
Appropriation	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Operating Budget	21,470	23,322	24,321	999
Multi-Year Projects	-	-	-	-
Total	**21,470**	**23,322**	**24,321**	**999**

Operating Budget ($000)				
Program Groups	**FY 2018 Operating Plan**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
Exhibits	225	230	-	(230)
Furniture & Furnishings	-	-	50	50
Information Resource Management	897	864	1,134	270
Jurisdiction Centralized Activities	367	375	384	9
Payroll	18,987	20,230	20,417	187
Visitor Services	994	1,623	2,336	713
Total	**21,470**	**23,322**	**24,321**	**999**

Total Budget by Object Class ($000)				
Object Class Groups	**FY 2018 Enacted**	**FY 2019 Enacted**	**FY 2020 Request**	**FY 2019/2020 Difference**
11 Personnel Compensation	13,334	14,207	14,338	131
12 Personnel Benefits	5,653	6,023	6,079	56
21 Travel	79	80	80	-
22 Transportation of Things	-	-	-	-
23 Rent, Communications & Utilities	-	-	-	-
24 Printing and Reproduction	57	59	60	1
25 Other Contractual Services	1,671	2,081	2,533	452
26 Supplies and Materials	67	84	86	2
31 Equipment	608	789	1,146	357
32 Land and Structures	-	-	-	-
42 Insurance Claims & Indemnities	-	-	-	-
Total	**21,470**	**23,322**	**24,321**	**999**

Capitol Visitor Center

TOTAL BUDGET REQUEST — ANALYSIS OF CHANGE

	FY 2020 Appropriation FTE	Amount ($000)
FY 2019 Enacted		**23,322**
Payroll Funded FTEs	228	
Other Decreases:		
Realignment from Capitol Visitor Center Payroll to Capital Construction & Operations for matrix employees transfer	(7)	(1,044)
Realignment within Capitol Visitor Center from Exhibits		(230)
Realignment within Capitol Visitor Center from Visitor Services to Information Resource Management		(48)
	(7)	**(1,322)**
Price Changes:		
Payroll Related:		
FY 2020 FERS Employer Contribution Rate Increase		590
FY 2020 Cost-of-Living Adjustment of 1.9%*		260
FY 2020 FEHB Employer Contribution of 4.0%		57
FY 2020 Within Grade Increase		140
Total Payroll Related Costs	-	**1,047**
Non-Payroll Related:		
FY 2020 Non-Pay Inflation Increase of 2.4%		75
Total Non-Payroll Related Costs	-	**75**
Total Current Services	-	**1,122**
Program Increases:		
Annual Program Increases:		
Realignment within Capitol Visitor Center to Visitor Services		230
Realignment within Capitol Visitor Center to Information Resource Management		48
E-Commerce Payroll FTE Increase	1	92
Inventory Technician FTE Increase	1	92
Visitor Services		487
Information Resource Management		200
Furniture & Furnishings		50
Total Annual Program Increases	**2**	**1,199**
Net Increase/Decrease	**(5)**	**999**
FY 2020 Total Appropriation	**223**	**24,321**

* Incorporated in the FY 2020 Cost-of-Living Adjustment is a 1.4% pay raise ($192K) and a locality pay area adjustment of .5% ($68K)

Capitol Visitor Center

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget of the Capitol Visitor Center (CVC) funds all costs associated with the operation and administration of the CVC. The budget is divided into functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	**FY 2019 Enacted**	**Program Realignment/ Transfers**	**Price Increases**	**Program Increases**	**FY 2020 Request**	**FY 2019/2020 Difference**
Exhibits	230	(230)	-	-	-	(230)
Furniture & Furnishings	-	-	-	50	50	50
Information Resource Management	864	48	22	200	1,134	270
Jurisdiction Centralized Activities	375	-	9	-	384	9
Payroll	20,230	(1,044)	1,047	184	20,417	187
Visitor Services	1,623	182	44	487	2,336	713
Total	**23,322**	**(1,044)**	**1,122**	**921**	**24,321**	**999**

Program Changes Justification

The Fiscal Year (FY) 2020 Operating Budget Request shows an increase of **$999K** from the FY 2019 enacted level. It includes **$1,122K** in price increases, and **$921K** in program increases.

Program Realignment/Transfers

The funding transfer of **($230K)** is a realignment from Exhibits to Visitor Services and Information Resource Management program groups. This realignment will allow for greater operational efficiency and flexibility in managing the efforts undertaken for the visitor's experience in the CVC.

The funding decrease of **($1,044K)** is a transfer from the CVC to the Capital Construction & Operations jurisdiction to provide operational support services for seven matrix employees.

The CVC has seven employees assigned as Contracting Specialists (2 FTE), Attorney Advisor, Payroll Specialist, Human Resource Specialist, Financial Analyst, and Accountant (1 FTE each) across the offices of the Chief Administrative Officer and Chief Financial Officer in a "matrix" capacity. These employees provide dedicated administrative support to CVC operations. The CVC proposes to transfer these matrix employees from the CVC (FTE and cost) to the Capital Construction and Operations appropriation. When the CVC opened in 2008, there was a tremendous amount of administrative support required to start the CVC. Throughout the last ten years, great strides have been made to streamline operations based on lessons learned in all of these areas supported by matrix employees. These matrix employees' salaries are currently paid from the CVC appropriation, but administrative oversight of the FTE is managed by the respective central service offices. Transferring these employees to their respective support offices within the CCO appropriation will facilitate better administrative management without degrading customer support to the CVC.

Price Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs, as based upon guidance from the Congressional Budget Office.

Capitol Visitor Center

OPERATING BUDGET REQUEST (continued)

Program Increases

Payroll (2 FTEs; $184K)

- The funding increase to the baseline is for two FTE's for a Gift Shop e-commerce specialist and inventory technician. The CVC's Strategic and Operations Plan call for an e-commerce site for the CVC Gift Shops. In FY18 we have undergone a thorough evaluation of the feasibility of an online store. The complete report is due mid-January, 2019.

  As the CVC continues to grow our online presence, we anticipate that products for the Gift Shops will be more in demand through online shopping. We expect patronage not only by those who have visited the US Capitol, but by those who have engaged with the CVC through our online offerings such as e-learning programs to serve our well-established constituency of teachers and students.

  The Gift Shops' unique, exclusively American-made products related to the US Capitol will be a significant enhancement to our online presence. In order to provide the same level of world class customer service that our visitors to the U.S. Capitol experience every day, we need a professional operations specialist and inventory technician to coordinate the marketing, fulfillment and technical aspects of operating an e-commerce site.

Furniture & Furnishings ($50K)

- As we pass our 10 year anniversary, our work processes continue to evolve and change with the current business environment. We are reevaluating our current space in order to maximize efficiencies and meet our current business demands. For example, we are looking for more efficient ways to store our uniforms and update our coat check room. This additional funding will keep the CVC agile and able to meet the current business demands of our space.

Information Resource Management (IRM) ($200K)

- **CVC Virtual Reality/Augmented Reality Tour ($100K):** Capitalizing on the new CVC public Wi-Fi installation, we have an opportunity to further enhance the visitor experience by creating cutting edge augmented reality experiences. The Wi-Fi system will allow us to let the visitor utilize their phone's camera to turn the CVC into a virtual learning experience. Using the camera feature, visitors would hold their phone up to spaces and artifacts within the CVC and encounter additional information and visual viewpoints. For example, a visitor could hold their phone up to a statue and information about that statue would appear on their screen either in text form or via a virtual Visitor Guide, providing them with the history and details about the person honored, the creation of the statue, and their relevance to history and the U.S. Capitol.

  Other options include showing how spaces appear during significant events, for example, seeing Emancipation Hall during a Congressional Gold Medal Ceremony or fireworks over the Dome during the Fourth of July (as seen through the skylights). There could also be an opportunity to create an interactive component of how the U.S. Capitol was built over time using the bronze U.S. Capitol over the Information Desks. By providing graphic building blocks similar to the Dome Cart, visitors could build the U.S. Capitol as it appeared throughout history and learn about the different time periods and the evolution of the U.S. Capitol itself.

  The overall impact is to give the visitor a more positive and educational experience during their time at the CVC and continue our efforts to engage younger audiences using the technologies they view as integral to their lives. Maintenance and updates of this AR effort after FY 2020 would be handled through a combination of in-house work and our ongoing baseline budget contract for website support service.

- **Web and Application (App) Consolidation and Redesign ($100K):** This contract will provide services required to carry out a redesign of the CVC website, as well as the consolidation of existing CVC apps onto a single, more

Capitol Visitor Center

OPERATING BUDGET REQUEST (continued)

user-friendly and productive platform. This work will begin in FY 2019 but will have its critical tasks take place in FY 2020. Specific activities will be undertaken to include the evaluation of the existing CVC website and proposal of a redesign that updates the look and feel of the site and utilizes available data to reorganize it to enhance and improve the user experience. Necessary coding and back-end development work will be part of the process to back-end implement the approved design and transition the current website over to this new approach.

Beta testing will be provided as well as adjustments to the design prior to launch, to ensure proper maintenance of the site once it goes live. At the same time, the contractor will carry out the transition of the various CVC apps — each of which is currently using a separate program — onto a single platform.

This will also include consolidating, where appropriate, information on the various apps into a more coherent, user-friendly organization that will improve the user experience and allow us to increase their audience appeal.

Together, these activities will provide a more consistent and unified digital experience essential to meeting our strategic plan goals.

<u>CVC Operations Support (VS) ($487K)</u>

- **Radio System Upgrade ($175K)**: The current CVC radio system is supported by a coverage-enhancing RF-over-fiber distribution system located in the U.S. Capitol Building and CVC complexes. The manufacturer of this 11-year-old system is no longer in business and reliable support or repair is currently unavailable. This requirement will modernize the RF-over-fiber distribution system with seven RF-over-fiber units and with the support of maintenance and parts from a new manufacturer.

- **CVC Shuttle Replacement ($107K):** The purchase of six shuttles as part of a five-year replacement life cycle is needed. In FY 2014 – FY 2015, the CVC purchased a fleet of six shuttles as part of a five-year equipment replacement plan. This fleet of shuttles is used by CVC personnel when providing required mobility assistance to visitors and the congressional community during routine daily visitor operations across the Capitol campus. In the last four years alone, the CVC has provided necessary assistance to more than 5.5 million visitors and congressional employees. The heavy-duty usage of our current fleet in high-volume operations at the U.S. Capitol creates significant wear and tear that necessitates periodic vehicle replacement as part of our current five-year replacement plan.

- **Multimedia Coordinator (Part-time on-site coordinator) ($65K):** This contract will allow us to implement expanded multimedia offerings targeted to existing audiences and those identified for growth. The individual will bring a unique skillset presently unavailable to the CVC in terms of expertise in multimedia digital engagement. This is the most critical gap identified in the CMD present organizational structure.

  The contractor would assist with the creation of digital content and products designed to broaden our reach via the web, social media and other online channels. They will be engaged at a time when we will be seeking to firmly unify and integrate our digital communications with the completion of a new website design and app system as well as the launch of new AR tools.

  This period is also important in terms of preparing materials for digital awareness and engagement efforts in anticipation of the reopening of Exhibition Hall. Tasks that the contractor would perform include the production of infographics, animations, advanced web graphics, assistance with social media engagements, and interactive maps, photos, and documents.

- **Digital Audio Upgrade for Auditorium ($65K):** This project will upgrade our sound in the Congressional Auditorium from Analog to Digital. This includes installing and integrating audio upgrades to the AV audiovisual

Capitol Visitor Center

OPERATING BUDGET REQUEST (continued)

system installed in FY 2010 from analog input/outputs to QSC Q-Sys digital audio input/output devices, master controllers and devices to newer devices, amplifier monitoring and control, and audio programming. Additionally, the distributed audio system tied to press feeds and the audio console in the Front Booth will be converted to digital to allow for cleaner audio signals, including an upgraded Digital Audio Console. This upgrade will also match up with, and better tie into, the recent audio upgrades made by House Recording for when the Auditorium is used as an Alternate House Chamber.

- **E-Learning Consultation/Support ($75K):** The CVC requires the services of a consultant to create an implementation plan for creating an E-Learning program at the CVC and related services. Funds would also cover the CVC's purchase of necessary software or equipment for implementation.

The CVC's Strategic and Operations Plan includes several objectives that require the services of a consultant in E-Learning and similar digital education outreach to fully realize. The consultant would provide services including:

- Working with the CVC to identify gaps in the E-Learning market that best fit the CVC's subject matter expertise and align with our mission, vision, and impact statement.
- Identifying mechanisms, venues, and approach for outreach to appropriate audiences
- Identifying appropriate equipment and/or software required for the CVC to implement the program
- Working with the CVC to integrate equipment and/or software into existing CVC operation

This initiative allows the CVC to fulfill the vision outlined in the following elements of the CVC's Strategic and Operations plan:

1.3 Broaden the visibility of the CVC as a source of civic education learning.
- Develop and execute an education outreach plan based on the CVC's defined role and voice in civic education.

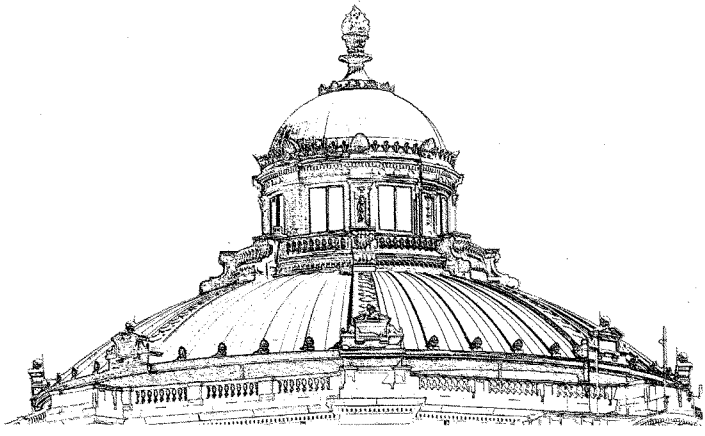
1.12 Collaborate with local and National partners on joint programs and exhibits to meet our civic education goals.
- Investigate and implement national partnerships to further civic education goals.

1.14 Increase visitation to the CVC website as a learning resource for teachers and students.
- Collect data such as curriculum, subject matter, and product format from teachers, students, and school boards.
- Develop educational content for e-learning programs to serve teachers and students based on the data collected.
- Determine the delivery method and an integrated approach to support e-learning initiatives. Develop and implement a marketing strategy (on-site and off-site) of CVC learning products to teachers and students.
- Integrate the launch of e-learning initiatives into the new website and Exhibition Hall Redesign.
- Increase e-learning initiatives by 50 percent.

LIBRARY OF CONGRESS

FISCAL 2020 BUDGET JUSTIFICATION

SUBMITTED FOR USE OF THE COMMITTEES ON APPROPRIATIONS



LIBRARY

LIBRARY OF CONGRESS

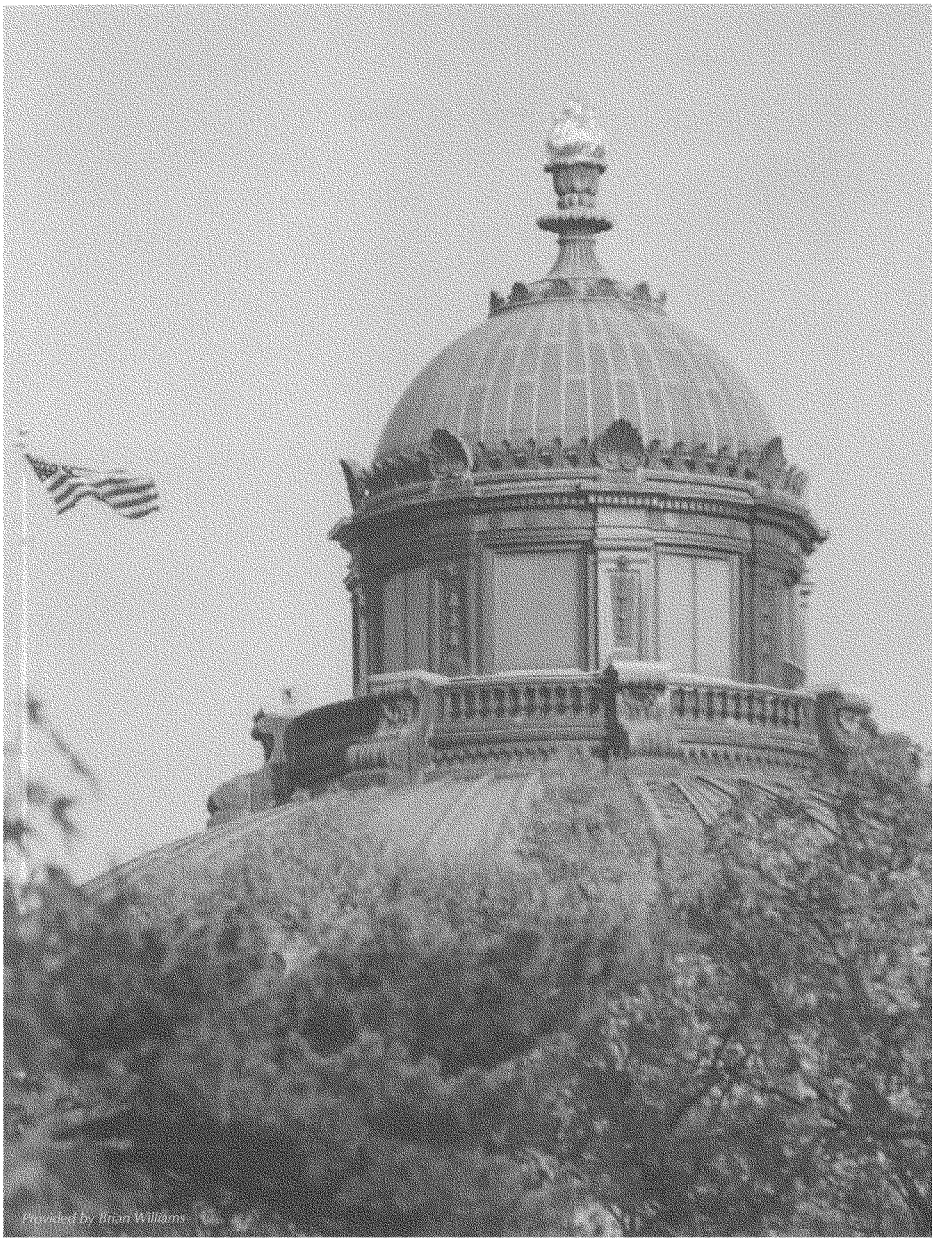

Provided by Brian Williams

TABLE OF CONTENTS

LIBRARY OF CONGRESS OVERVIEW FISCAL 2020 1

ORGANIZATION CHART 5

SUMMARY TABLES 7

LIBRARY OF CONGRESS, SALARIES AND EXPENSES 15

OFFICE OF THE LIBRARIAN 19

Fiscal 2020 Program Changes 22

Librarian's Office 26

Center for Learning, Literacy, & Engagement 34

Center for Exhibits & Interpretation 39

OFFICE OF THE CHIEF OPERATING OFFICER 43

Fiscal 2020 Program Changes 46

Chief Operating Officer 49

Financial Services Directorate 54

Integrated Support Services 58

OFFICE OF THE CHIEF INFORMATION OFFICER 63

Fiscal 2020 Program Changes 65

LIBRARY SERVICES 73

Associate Librarian for Library Services 76

Acquisitions and Bibliographic Access 82

Collections and Services 86

Preservation 92

NATIONAL AND INTERNATIONAL OUTREACH 99

LAW LIBRARY 103

OFFICE OF THE INSPECTOR GENERAL 109

COPYRIGHT OFFICE, SALARIES AND EXPENSES 113

COPYRIGHT BASIC 117

COPYRIGHT LICENSING DIVISION 123

COPYRIGHT ROYALTY JUDGES 127

CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES 131

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES 135

Fiscal 2020 Program Changes 137

REIMBURSABLE FUNDS 141

REVOLVING FUNDS 143

LIBRARY OF CONGRESS FISCAL 2020 APPROPRIATIONS LANGUAGE 147

APPENDICES 151

Appendix A: Information Technology Modernization Update 152

Appendix B: Hosting Facilities Challenge – Data Center Migration Plan Update 154

Appendix C: American Folklife Center and Veterans History Project 156

Appendix D: Overseas Offices, Cooperative Acquisitions Program 157

Appendix E: Acquisition of Library Materials by Source Fiscal 2014 – Fiscal 2018 165

Appendix F: Library of Congress Mass Deacidification Project 166

Appendix G: Teaching with Primary Sources (TPS) 168

Appendix H: Copyright Office – Estimated Value of Materials Transferred to the Library in Fiscal 2018 171

Appendix I: Copyright Office Modernization 173

Appendix J: Fiscal 2019 – 2024 Facility Project Plan 175

Appendix K: Storage Collection Modules 180

Appendix L: Strategic Plan 181

ARCHITECT OF THE CAPITOL – LIBRARY BUILDINGS AND GROUNDS 183

SUPPLEMENTAL 186

LIBRARY OF CONGRESS OVERVIEW FISCAL 2020

The Library of Congress is submitting its fiscal 2020 appropriations request in alignment with the direction of the 14th Librarian of Congress and the strategic goals and objectives articulated in its new fiscal 2019– 2020 Strategic Plan: To expand access, enhance services, optimize resources, and measure impact. The fiscal 2020 budget submission also reflects the Library's decisive shift to be more user centered, digitally enabled, and data driven agency. All of the goals and objectives are interdependent, and align work to support the best and most effective use of the Library's incomparable resources in service to the Congress and the American people.

The Library continues building on the work done in recent years to modernize its information technology operations, which have received significant congressional support. Through the data center initiative, for example, the Library is transitioning from its restricted legacy hosting facility on Capitol Hill to a hybrid hosting infrastructure with enhanced security that is capable of accommodating greatly increased digital engagement with its managed assets. IT centralization is in its final phase with staff and funding transfers from the Congressional Research Service (CRS), Copyright, and the National Library for the Blind and Physically Handicapped (NLS) to the Office of the Chief Information Officer (CIO). The Copyright Office is aggressively pursuing comprehensive modernization of its IT systems. With a solid IT infrastructure close to realization, the CIO is now focusing on a new phase of optimizing and modernizing all of its systems so that they are in condition to support the Library in a way that was not possible in the past but that is essential to expanded access and services.

Organizational changes that streamline functions and support the user-centered direction forward are now completed. Parts of the former National and International Outreach service unit now form two new centers, the Center for Learning, Literacy and Engagement (CLLE) and the Center for Exhibits and Interpretation (CEI), which will focus on creating exhibitions, learning spaces and publications that provide access to and connections with the collections both physically and digitally. The realigned Library Collections and Services Group now includes the Law Library, Library Services and NLS. A Digital Strategy Office was also created within CIO to partner with service units to incubate innovative digital projects. The first Digital Strategy, which complements the new 2019-2023 Strategic Plan, was recently released to provide a bold vision to guide the Library's digital transformation over the next five years. The digital strategy team has already launched a comprehensive and successful crowdsourcing project, "By the People," which allows public contributions to and interactions with the digital collections in new ways while at the same time helping the Library make data more discoverable. All of these changes directly support public engagement with the Library's resources and services.

The fiscal 2020 budget request continues and expands necessary modernization and optimization efforts in its operations, for example in financial services, delivery of NLS talking and braille books and magazines through the internet, data analytics in support of strategic and annual planning, and fabrication and installation of a treasures exhibition and youth center as part of planning for the Visitor Experience in the Jefferson Building.

Program requests associated with **expanded access and enhanced services**, making the Library's unique collections, experts, and services available when, where, and how users need them include:

Congress.gov Enhancements and Legislative Information System (LIS) Retirement ($3.617/FTE 4)

- Accelerate development of requested Congress.gov enhancements and new features such as a mobile app, personalized search capabilities, and improved access to committee hearings, as well as better availability, reliability, and security. The request also adds critical legislative data management staff for CRS to meet increasing demand for legislative data expert support, and funds the required full retirement of the legacy LIS.

Visitor Experience ($10.0 million no-year authority/NTE 3)

- Design, fabricate and install 1) a new Treasures Exhibit Gallery showcasing the Library's most prized artifacts and 2) a Youth Center and Lab that connects new generations directly to the Library's incomparable resources in an inspired civics experience. The request also provides three NTE staff for three years to support the planning and development of the visitor experience enhancements. In alignment with the Library's user-centered strategic focus, the project will elevate the Library of Congress visitor experience to a level unmatched among peer institutions in Washington, D.C.

NLS Braille eReaders and Talking Book Machines ($2.375 million/FTE 0)

- Expand user access and modernize the NLS braille and talking books programs over five years by providing braille eReaders and converting hard copy braille to wireless delivery direct to braille devices. Media-based talking book

machines will also be provided to meet patron demand. The devices will be piloted through the second quarter of fiscal 2020 and begin national rollout in the third quarter of the fiscal year, to continue over several years with an estimated unit cost of $500, including maintenance.

NLS Braille and Audio Reading by Download (BARD) Infrastructure Modernization ($5 million/NTE 2)

- Enhance service to NLS patrons by replacing the BARD web site with modernized, cloud-based, scalable, micro-service-based infrastructure to deliver talking and braille books and magazines via the Internet as called for in the 2016 GAO-16-355 report. The format is scalable to support an exponentially larger NLS patron base. Text to Speech capabilities are also included in the NLS audio production process.

Program requests associated with **optimizing resources** to modernize, strengthen, and streamline the Library's operational capabilities include:

Financial Services Directorate (FSD) Optimization and Modernization ($3.862 million/FTE 10)

- Optimize and modernize FSD policies, processes, tools, and staff capacity and capability in data analytics, internal controls, budget, policy, and financial reporting to meet financial management methods and requirements that are continually evolving, integrating, and expanding. Because the majority of FSD's non-pay resources support the highly visible, mission-critical Legislative Branch Financial Management System (LBFMS), FSD has been challenged to fund needed improvements and acquire a new set of capabilities for the future as systems are modernized, processes are further automated, and the work shifts from transactional to analytical. FSD must also reconstitute the corporate knowledge that has been or shortly will be lost to retirement, currently the equivalent of 140 years of senior expertise. An optimized organization is also critical to FSD's ability to improve financial management practices within the service units.

Data Center Transformation and Network Modernization Phase II ($7.0 million/FTE 0)

- Continue the network modernization begun in fiscal year 2018 by supporting operation and sustainment activities in the following areas: a robust user wireless network that will provide full coverage, ample capacity, roaming capability, and Quality of Service (QoS); a staff wireless capability to the Library's Campus network leveraging state-of-the-industry infrastructure to facilitate improved collaboration among Library service units; and enhanced metropolitan area network and wide area network capabilities including state-of-the-industry network technology infrastructure to support increasing facility operations and enhanced site contingency operations and recovery. The request also provides the Library with a more secure operating environment using the Zero Trust Security model and establishes a Virtual Network Operations Center that will allow 24/7/365 monitoring of network events to enable proactive monitoring of all Library systems, regardless of hosting environment.
- Increase the annual O&M base for the Tier 3 data center hosting facility to cover increased costs including the hosting facility lease, internet capability and bandwidth, network fiber lease, and other cloud-based hosting services. In reassessing data center operating costs following migrations that have already taken place, a shortfall of $2 million over original estimates was identified. In fiscal year 2020 it is anticipated that all critical Library systems will have migrated from the Madison data center facility to a fully redundant, robust, and scalable Tier 3 data center hosting facility capable of providing the uninterrupted services required by the Library's business customers.

Personnel Security Case Management System ($1.106 million/FTE 0)

- Automate and streamline the existing manual process used by the Library to perform personnel security functions. The new system will support the entire lifecycle of the Library's personal security management functions including capturing data related to all aspects of pre-appointments, suitability determinations, security clearance processing, briefings, foreign travel, foreign contacts and other relevant data points of interest. Current and future government-wide initiatives such as e-Delivery and web-based adjudication will be leveraged to achieve process efficiencies, digital file security, workforce flexibility, and improved assessment of program effectiveness.

Enterprise Customer Relationship Management (CRM) Solution ($1.250 million/FTE 0)

- Implement Enterprise Customer Relationship Management (CRM), an approach to managing an organization's interaction with current and future customers with a focus on improving business relationships, including: an emphasis on collaborating with customers to develop IT solutions to meet business needs or address IT problems, communicating OCIO policies and procedures, providing advice and consultation on technology issues and trends, and building a greater understanding of the customer's business. The CRM service will support the Library's service unit users by storing and managing their customer's information and interactions/collaborations, connecting all of their customer information end-to-end with minimal IT involvement and set a path for more shared services, better service to their customers and greater customer satisfaction.

Office of the Chief Information Officer Workstation Procurement - $53 thousand/FTE 0)

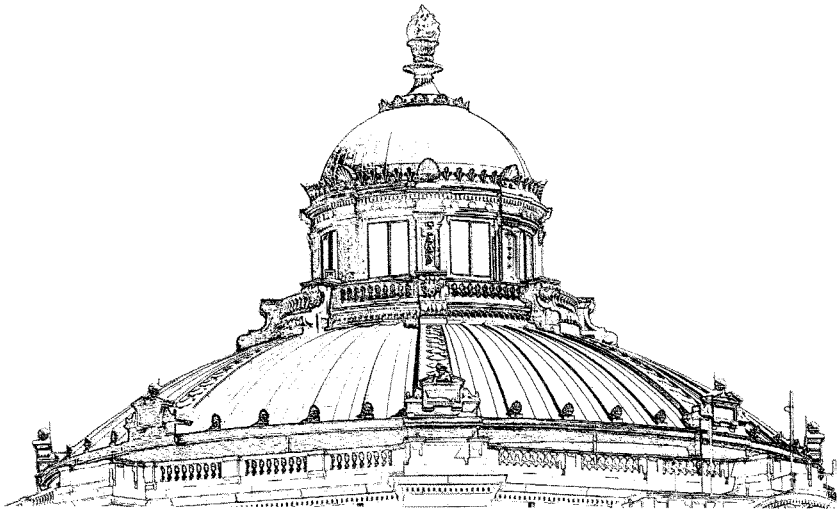
- Provide workstations for the 21 FTE requested, in conjunction with the IT centralization program under OCIO. Robust, centralized procurement helps to maintain an average age of four or five years for each workstation and provides the latest technologies to increase productivity.

The request associated with **measuring impact**, using data to measure the Library's impact on the world around us and share a powerful story, is as follows:

Library Data Strategy ($1.088 million/FTE 2)

- Establish a robust data and analytics capability, with processes, methodologies, and subject matter expertise needed to consistently and strategically identify, capture, analyze, and make decisions on data from its users' needs and quality of experiences, in alignment with the Library's new strategic plan. A data strategy will be developed to guide its approach to data and analytics programs moving forward, executing select data and analytics pilot projects from the strategy. A permanent, centralized data analytics group will be created to support all agency units in design and execution of data strategy projects.

In closing, the fiscal 2020 budget request reflects a well-considered set of priorities that necessarily guide the Library's service into the future. In a time of rapid change, in technology and in society, the Library has a responsibility to preserve and use its resources for the greatest benefit now and for decades to come. All of these requests further the modernization efforts of recent years as well as expand access, in person and digitally, to the remarkable assets assembled by this country, with the consistent support of the Congress, over the past 218 years.

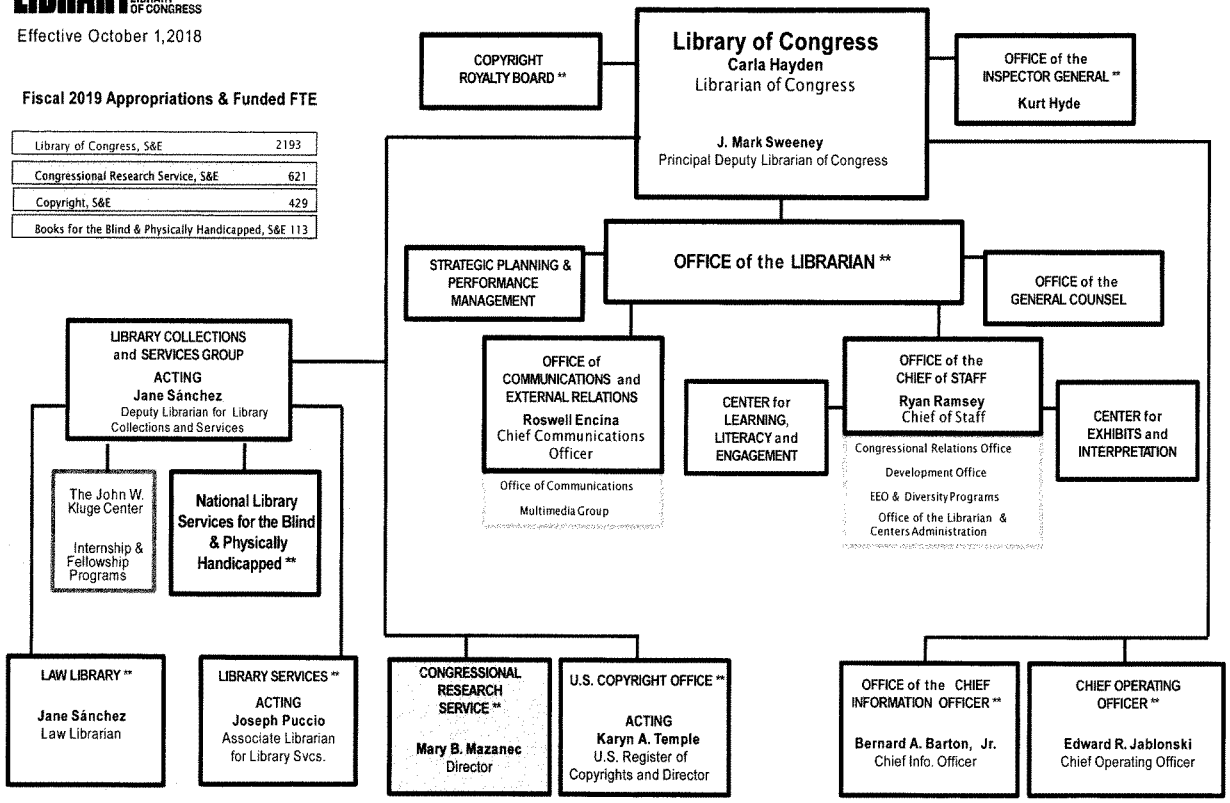


LIBRARY OF CONGRESS

Effective October 1,2018

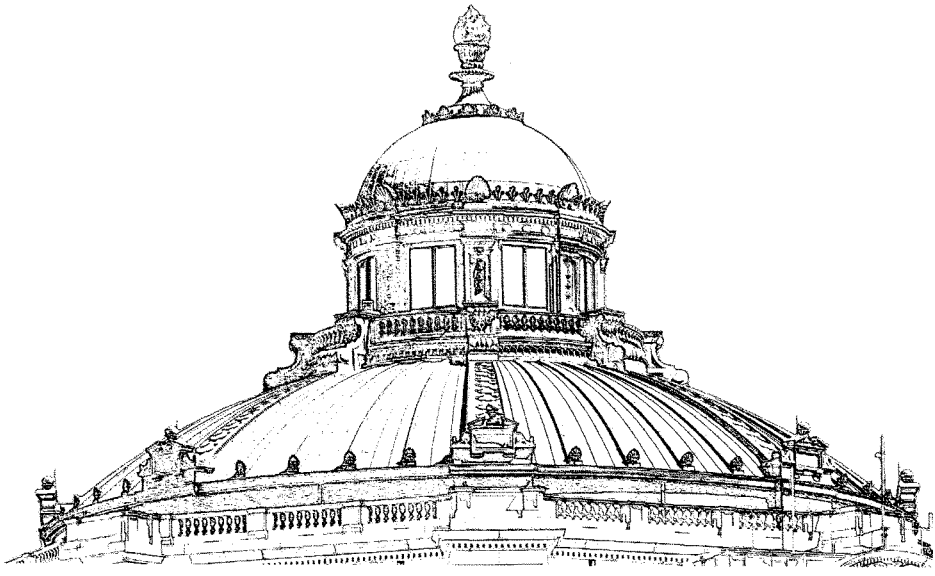
Fiscal 2019 Appropriations & Funded FTE

Library of Congress, S&E	2193
Congressional Research Service, S&E	621
Copyright, S&E	429
Books for the Blind & Physically Handicapped, S&E	113



** = *Program, Project, Activity (PPA)*

Grey area = Collections and Services oversight



SUMMARY TABLES

LIBRARY OF CONGRESS

Library of Congress
Resource Summary
(Dollars in Thousands)

Appropriation/PPA	Fiscal 2018 Operating Plan FTE	Fiscal 2018 Operating Plan $	Fiscal 2018 Actual Obligations Usage	Fiscal 2018 Actual Obligations $	Fiscal 2019 Operating Plan FTE	Fiscal 2019 Operating Plan $	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total FTE	Fiscal 2020 Request Total $	Fiscal 2019/2020 Net Change FTE	Fiscal 2019/2020 Net Change $	Percent Change
Library of Congress, S&E												
Office of the Librarian	369	$ 97,916	214	$ 86,406	203	$ 42,914	$ -	208	$ 55,374	5	$ 12,460	29.0%
Office of the Chief Operating Officer	0	0	0	0	286	78,021	0	296	86,006	10	7,985	10.2%
Office of the Chief Information Officer	276	119,211	274	116,527	289	117,528	13,556	293	136,571	4	19,043	16.2%
Library Services	1,252	211,464	1,202	213,075	1,314	220,900	0	1,314	229,196	0	8,296	3.8%
Law Library	77	15,624	74	16,145	87	17,343	0	87	17,959	0	615	3.5%
National and International Outreach	115	29,512	108	23,765	0	0	0	0	0	0	0	0.0%
Office of the Inspector General	13	3,291	11	3,177	14	3,346	0	14	3,465	0	119	3.6%
Total Budget, LC, S&E	**2,102**	**$ 477,017**	**1,883**	**$ 459,095**	**2,193**	**$ 480,052**	**$ 13,556**	**2,212**	**$528,570**	**19**	**$ 48,518**	**10.1%**
Cataloging Distribution Services		(6,350)				(6,000)			(6,000)		0	0.0%
Total Appropriation, LC, S&E	**2,102**	**$ 470,667**	**1,883**	**$ 459,095**	**2,193**	**$ 474,052**	**$ 13,556**	**2,212**	**$522,570**	**19**	**$ 48,518**	**10.2%**
Copyright Office, S&E												
COP Basic	391	$ 64,658	384	$ 62,957	400	$ 85,823	$ (2,708)	400	$ 85,142	0	($681)	-0.8%
COP Licensing	21	5,680	21	5,432	23	5,755	0	23	5,952	0	197	3.4%
COP Royalty Judges	6	1,673	6	1,596	6	1,829	0	6	1,898	0	69	3.8%
Total, COP, S&E	**418**	**$ 72,011**	**411**	**$ 69,985**	**429**	**$ 93,407**	**$ (2,708)**	**429**	**$ 92,992**	**0**	**($415)**	**-0.4%**
COP Basic Off. Coll.		(35,218)		(33,680)		(39,218)	0		(39,218)		0	0.0%
COP Basic Unobligated Bal.		(2,260)		(2,260)		(4,328)	0		(4,003)		325	-7.5%
COP Licensing Off. Coll.		(5,680)		(5,432)		(5,755)	0		(5,952)		(197)	3.4%
COP Royalty Judges Off. Coll.		(407)		(355)		(517)	0		(530)		(13)	2.5%
Total Appropriation, COP, S&E	**418**	**$ 28,446**	**411**	**$ 28,258**	**429**	**$ 43,589**	**$ (2,708)**	**429**	**$ 43,289**	**0**	**($300)**	**-0.7%**
Congressional Research Service, S&E												
CRS, S&E	**570**	**$ 119,279**	**563**	**$ 117,732**	**621**	**$ 125,688**	**$ (8,767)**	**621**	**$121,572**	**0**	**$ (4,116)**	**-3.3%**
Books for the Blind and Physically Handicapped, S&E												
BBPH, S&E	**111**	**$ 51,498**	**107**	**$ 51,317**	**113**	**$ 52,783**	**$ (2,081)**	**115**	**$ 59,646**	**2**	**$ 6,863**	**13.0%**
Total Resource Summary, LC												
Total Budget	**3,201**	**$ 719,805**	**2,964**	**$ 698,129**	**3,356**	**$ 751,930**	**$ -**	**3,377**	**$802,780**	**21**	**$ 50,850**	**6.8%**
Total Offsetting Collections	0	(49,915)	0	(41,726)	0	(55,818)	$ -	0	(55,703)	0	115	-0.2%
Total Appropriations, LC	**3,201**	**$ 669,890**	**2,964**	**$ 656,402**	**3,356**	**$ 696,112**	**$ -**	**3,377**	**$747,077**	**21**	**$ 50,965**	**7.3%**

*Appropriation transfer supports IT centralization efforts by transferring $13.556M to the Office of the Chief Information Officer, including $10.619M to support 68 FTE and $2.937 of non-pay items. Appropriation transfer consists of: Copyright - $2.418M to support 16 FTE, and $0.290M of non-pay; CRS - $7.098M to support 44 FTE, and $1.669M of non-pay; and BBPH - $1.103M to support 8 FTE, and $0.978M of non-pay.

Library of Congress
Resource Summary
Analysis of Change
(Dollars in Thousands)

Appropriation/PPA	Fiscal 2019 Operating Plan	Fiscal 2020								Fiscal 2020 Total Request
		IT Central. Approp Xfer	Mandatory Pay Increases	Price Level	Sub-total	Non-Recur	Current Services Request	Program Increases	Total Net Change	
Library of Congress, S&E										
Office of the Librarian	$ 42,914	$0	$1,124	$247	$1,371	$0	$44,285	$11,088	$12,460	$55,374
Office of the Chief Operating Officer	78,021	0	1,4541	1,563	3,017	0	81,038	4,968	7,985	86,006
Office of Chief Information Officer	117,528	13,556	2,500	1,668	4,168	(10,600)	124,651	11,919	19,043	136,571
Library Services	220,900	0	6,647	1,650	8,296	0	229,196	0	8,296	229,196
National & International Outreach	0	0	0	0	0	0	0	0	0	0
Law Library	17,343	0	469	146	615	0	17,959	0	615	17,959
Office of Inspector General	3,346	0	95	23	119	0	3,465	0	119	3,465
Total Budget, LC, S&E	**$480,052**	**$13,556**	**$12,289**	**$5,297**	**$17,586**	**($10,600)**	**$500,593**	**$27,976**	**$48,518**	**$528,570**
CDS	(6,000)	0	0	0	0	0	(6,000)	0	0	(6,000)
Total Approp, LC, S&E	**$474,052**	**$13,556**	**$12,289**	**$5,297**	**$17,586**	**($10,600)**	**$494,593**	**$27,976**	**$48,518**	**$522,570**
Copyright Office, S&E										
COP Basic	$ 85,823	$ (2,708)	$1,540	$806	$2,352	($325)	$85,142	$0	($681)	$85,142
COP Licensing	5,755	0	128	70	197	0	5,952	0	197	5,952
COP Royalty Judges	1,829	0	52	16	69	0	1,898	0	69	1,898
Total, Budget, CO, S&E	**$93,407**	**($2,708)**	**$1,720**	**$898**	**$2,618**	**($325)**	**$92,992**	**$0**	**($415)**	**$92,997**
Basic Offsetting Collections	(39,218)	0	0	0	0	0	(39,218)	0	0	(39,218)
Basic Prior Year Unobligated Balance	(4,328)	0	0	0	0	325	(4,003)	0	325	(4,003)
Licensing Offsetting Collections	(5,755)	0	(128)	(70)	(197)	0	(5,952)	0	(197)	(5,952)
CRJ Offsetting Collections	(517)	0	0	(13)	(13)	0	(530)	0	(13)	(530)
Total, Approp, CO, S&E	**$43,589**	**($2,708)**	**$1,593**	**$816**	**$2,408**	**$0**	**$43,298**	**$0**	**($301)**	**$43,288**
Congressional Research Service, S&E										
CRS, S&E	**$125,688**	**($8,767)**	**$3,962**	**$689**	**$4,651**	**$0**	**$121,572**	**$0**	**($4,116)**	**$121,572**
Books for the Blind and Physically Handicapped, S&E										
BBPH, S&E	**$52,783**	**($2,061)**	**$585**	**$984**	**$1,569**	**$0**	**$52,271**	**$7,375**	**$6,863**	**$59,646**
Total, Library of Congress										
Total Budget	**$751,930**	**0**	**$18,556**	**$7,868**	**$26,423**	**$(10,925)**	**$767,428**	**$35,351**	**$50,850**	**$802,780**
Total Offsetting Collections	**(55,818)**	**0**	**(128)**	**(82)**	**(210)**	**325**	**(55,703)**	**0**	**(114)**	**(55,703)**
Total Appropriations	**$696,112**	**0**	**$18,428**	**$7,786**	**$26,214**	**$(10,600)**	**$711,726**	**$35,351**	**$50,964**	**$747,077**

Library of Congress
Summary by Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$8,500	$0	$500	$0	$500	$0	0.0%
Total, Lapse Reserve	**$8,500**	**$0**	**$500**	**$0**	**$500**	**$0**	**0.0%**
11.1 Full-time permanent	$320,603	$315,705	$335,083	$7,357	$354,064	$18,981	5.7%
11.3 Other than full-time permanent	7,454	6,174	6,962	0	7,153	191	2.7%
11.5 Other personnel compensation	4,641	5,361	6,429	0	6,596	168	2.6%
11.8 Special personal services payment	630	643	455	0	469	14	3.1%
12.1 Civilian personnel benefits	104,640	102,483	116,124	3,262	128,955	12,830	11.0%
13.0 Benefits for former personnel	171	119	162	0	164	2	1.0%
Total, Pay	**$438,140**	**$430,485**	**$465,216**	**$10,619**	**$497,401**	**$32,186**	**6.9%**
21.0 Travel & transportation of persons	$ 1,993	$ 1,527	$ 2,009	$0	$ 2,069	$60	3.0%
22.0 Transportation of things	628	270	459	0	473	13	2.9%
23.1 Rental payments to GSA	5,625	5,377	4,722	0	5,052	330	7.0%
23.2 Other Services	2,857	2,719	3,419	0	3,493	74	2.2%
23.3 Communication, utilities & misc charges	20,396	17,702	16,829	0	19,667	2,839	16.9%
24.0 Printing & reproduction	3,465	3,203	3,376	0	3,474	98	2.9%
25.1 Advisory & associate services	59,329	61,425	71,479	0	87,233	15,754	22.0%
25.2 Other services	37,032	32,775	36,162	0	48,754	12,592	34.8%
25.3 Other purch of goods & services from gov acc	27,269	25,846	35,168	(10,619)	25,783	(9,385)	-26.7%
25.4 Operation & maintenance of facilities	8,472	8,629	8,516	0	8,729	213	2.5%
25.5 Research and Development Contracts	1,105	1,553	515	0	528	13	2.5%
25.6 Medical Care	104	134	135	0	138	3	2.5%
25.7 Operation & maintenance of equipment	19,973	18,183	18,001	0	18,966	964	5.4%
25.8 Subsistence and Support of Persons	384	223	58	0	60	1	2.5%
26.0 Supplies & materials	7,052	6,799	8,311	0	8,536	225	2.7%
31.0 Equipment	70,248	75,400	69,263	0	63,929	(5,334)	-7.7%
41.0 Grants, subsidies & contributions	7,206	5,799	7,570	0	7,759	189	2.5%
42.0 Insurance claims & indemnities	19	17	0	0	0	0	0.0%
44.0 Refunds	5	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	62	222	0	237	15	6.8%
Total, Non-Pay	**$ 273,165**	**$ 267,644**	**$ 286,214**	**($10,619)**	**$ 304,879**	**$ 18,664**	**6.5%**
Total, Library of Congress	**$ 719,805**	**$ 698,129**	**$ 751,930**	**$0**	**$ 802,780**	**$ 50,850**	**6.8%**

Library of Congress
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**3,356**	**$751,930**
Appropriation Transfer:		
Information Technology Centralization	68	0
Total, Appropriation Transfer	**68**	**0**
Non-recurring Costs:		
Hosting Facilities Challenge		- 10,600
Warehouse Move Preparation		- 325
Total, Non-recurring Costs	**0**	**- 10,925**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		6,612
Annualization of January 2019 pay raise @ 1.9%		2,204
Within-grade increases		2,069
Transit subsidy monthly increase from $260 to $265		55
One extra day, 262 vs. 261		1,794
Foreign Service Nationals (FSN) pay adjustment		326
FERS pay increase		5,496
Total, Mandatory Pay and Related Costs	**0**	**18,556**
Price Level Changes		**7,868**
Program Increases:		
Enriching the Visitors Experience	3	10,000
Library Data Strategy	2	1,088
OCFO Optimization & Modernization	10	3,862
Personnel Security Case Management System		1,106
Congress.gov Enhancements & LIS Retirement	4	3,617
Enterprise Relationship Management Solution		1,250
Data Center Transformation & Modernization Phase II		7,000
Workstation Procurement		53
BARD Infrastructure Modernization	2	5,000
Braille eReader & Digital Talking Book Machine	0	2,375
Total, Program Increases	**21**	**35,351**
Net Increase/Decrease	**89**	**50,850**
Total Budget	**3,445**	**$802,780**
Total Offsetting Collections	**0**	**- 55,704**
Total Appropriation	**3,445**	**$747,077**

Library of Congress
Staffing Summary - On-Board/FTEs

Direct Funded by Appropriation/PPA	On-Board	FTEs					
	Fiscal 2018 Year-end Actual Staff	Fiscal 2018 Actual FTE Usage	Fiscal 2019 Funded FTE	Approp. Transfer	Fiscal 2020 Funded FTE Request	Fiscal 2020 Total FTE Request	Change
Library of Congress, S&E							
Office of the Librarian	369	214	203	0	5	208	5
Office of the Chief Operating Officer	0	0	286	0	10	296	10
Office of Chief Information Officer	283	274	289	68	4	361	72
Library Services	1,246	1,202	1,314	0	0	1,314	0
National and International Outreach	116	108	0	0	0	0	0
Law Library	76	74	87	0	0	87	0
Office of the Inspector General	13	11	14	0	0	14	0
Total, Library of Congress, S&E	**2,103**	**1,883**	**2,193**	**68**	**19**	**2,280**	**87**
Copyright Office, S&E							
COP Basic	408	384	400	0	0	400	0
COP Licensing	22	21	23	0	0	23	0
COP CRJ	6	6	6	0	0	6	0
Total, Copyright Office, S&E	**436**	**411**	**429**	**0**	**0**	**429**	**0**
Congressional Research Service, S&E							
CRS, S&E	**585**	**563**	**621**	**0**	**0**	**621**	**0**
Books for the Blind and Physically Handicapped, S&E							
BBPH, S&E	**118**	**107**	**113**	**0**	**2**	**115**	**2**
Total, Library of Congress							
Total, Library of Congress	**3,242**	**2,964**	**3,356**	**68**	**21**	**3,445**	**89**

Library of Congress
Fiscal 2020 Supplemental Data on Mandatory Pay Increases
(Dollars in Thousands)

Category	LC, S&E	CO, S&E	CRS, S&E	BBPH, S&E	Total
1. Jan. 2020 Locality-based Comparability Pay Raise	$ 4,252	$ 762	$1,405	$192	$ 6,612
2. Annualization of Jan. 2019 Raise	1,417	254	468	64	2,204
3. Within-grade increases	1,385	234	397	54	2,069
4. Transit Subsidy Increase	35	7	12	1	55
5. One Extra Day	1,165	141	388	99	1,794
6. Foreign Service Nationals (FSN) Pay Adjustment	326	0	0	0	326
7. FERS Pay Adjustment	3,709	322	1,292	175	5,496
Total Mandatory Pay Increases	**$12,289**	**$1,720**	**$3,962**	**$585**	**$18,556**

Explanation of Calculations

1. January 2020 pay raise calculated at 1.42% of pay base. (Pay Rate of 1.9% X 9 months or 75%).
2. Annualization of January 2019 pay raise calculated at .475% of pay base. (Actual rate of 1.9% X 3 months or 25%).
3. Within-grade (WIG) increases calculated against current on-board staff eligible for WIGs during fiscal 2019.
4. Increase in transit subsidy monthly maximum to $265, per IRS Revenue Procedure. The Library's current transit subsidy base is funded at a monthly maximum of $260.
5. One extra day. Fiscal 2019 has 261 days and fiscal 2020 has 262 days.
6. Pay adjustment for overseas foreign service nationals. Computation based on individual country inflation rates, provided by IMF DataMapper Dataset World Economic Outlook. Country rates used for fiscal 2020 are as follows: Brazil - 4.1%; Egypt – 10.9%; Kenya - 5%; India - 4.6%; Pakistan – 6.5%; and Indonesia - 3.8%.
7. FERS Contribution increase of 1.8%

Library of Congress
Fiscal 2020 Supplemental Data on Price Level Increases
(Dollars in Thousands)

Category	LC, S&E	CO, S&E	CRS, S&E	BBPH, S&E	Total
1. General inflationary increase	$3,840	$864	$661	$981	$6,347
2. Field Office inflationary increase	270	0	0	0	270
3. Acquisitions of library materials inflation	538	0	0	0	538
4. Software maintenance	0	34	28	3	64
5. Secure Guard	240	0	0	0	240
6. Rent	409	0	0	0	409
Total Price Level Increases	**$5,297**	**$898**	**$689**	**$984**	**$7,868**

Explanation of Calculations

1. General inflationary increase calculated using CBO rate of 2.5% of non-pay base for fiscal 2019 (except as noted below).

1. Inflationary non-pay increase for overseas field offices Computation based on individual country inflation rates, provided by IMF DataMapper Dataset World Economic Outlook. Country rates used for fiscal 2020 are as follows: Brazil - 4.1%; Egypt – 10.9%; Kenya - 5%; India - 4.6%; Pakistan – 6.5%; and Indonesia - 3.8%.

2. Inflationary rate for acquisition of library materials determined by annual study and/or actual historical rates. Rates used for fiscal 2020 are as follows: Books for the Law Library - 2.87%; Books for the General Collections (GENPAC) - 2.73%.

3. Software maintenance inflationary increase calculated using actual historical rate of 2.5% of software maintenance base.

4. Secure Guard: Based on annual negotiations with the Union, Secure Guard submits to the Department of Labor for approval collective bargaining agreement (CBA) wage adjustments. The Department of Labor is responsible for determining the increase submitted is within reason. Once approved the CBA is submitted to contract office and approved the approved increase is calculated in the contract option year price.

5. Rent: Recently the Office of Management and Budget (OMB) directed Federal Protective Services (FPS) to examine and readdress how it charges Federal agencies for FPS provided law enforcement and protective services. As a result, in July 2018 FPS notified the Library of Congress our fiscal 2020 assessment for Landover increased. Security increase is included in the overall request for rent inflationary costs.

Library of Congress

Total Funds Available - All Sources

(Dollars in Thousands)

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2020 Request
Total Appropriations			
Library of Congress	$669,890	$751,930	$802,780
AOC - Library Buildings and Grounds	74,873	68,525	121,489
Subtotal, Appropriations	**$744,763**	**$820,455**	**$924,269**
Receipts (Actual Collected and Estimated)			
Sales of catalog cards and publications	$ 3,764	$ 6,000	$ 6,000
Collections to Global Legal Information Network	0	0	0
Copyright fees	38,966	39,218	39,218
Copyright basic prior year unobligated balances	2,260	4,328	4,003
Licensing and CRJ fees	6,087	6,272	6,482
Subtotal, Receipts	**$ 51,077**	**$ 55,818**	**$ 55,703**
Non-Appropriated Funds			
Gift and Trust Funds [1]	$ 12,396	$ 14,129	$ 14,928
Revolving Fund Revenue (Actual & Estimated)	79,682	93,437	87,405
Reimbursable Activities (Actual & Estimated)	2,800	3,800	3,900
Subtotal, Non-Appropriated Funds	**$94,878**	**$111,366**	**$106,233**
Total Funds Available			
Total	**$890,718**	**$987,639**	**$1,086,205**

[1] Includes new gift and trust fund contributions and income realized: excludes prior-year carryover funds.

Library of Congress

Statement of Receipts

(Dollars in Thousands)

	Fiscal 2018 Actual	Fiscal 2019 Estimate	Fiscal 2020 Estimate
Statement of Receipts, Treasury Department General Fund Account			
Other miscellaneous receipts	$4,358	$250	$250
Total Receipts into General Fund Account	**$4,358**	**$250**	**$250**
Statement of Receipts, Payments to Copyright Owners			
Receipts from fees, Digital audio recording devices and media (DART)	$ 8	$ 8	$ 8
Receipts from interest on investments in public debt securities (DART)	-	-	-
Total Receipts into Special Fund Account	**$ 8**	**$ 8**	**$ 8**

LIBRARY OF CONGRESS,
SALARIES AND EXPENSES

Library of Congress, Salaries & Expenses
Resource Summary
(Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
Office of the Librarian	369	$ 97,916	214	$ 86,406	203	$ 42,914	$0	208	$ 55,374	5	$12,460	29.0%
Office of the Chief Operating Officer	0	0	0	0	286	78,021	0	296	86,006	10	7,985	10.2%
Office of the Chief Information Officer	276	119,211	274	116,527	289	117,528	13,556	293	136,571	4	19,043	16.2%
Library Services	1,252	211,464	1,202	213,075	1,314	220,900	0	1,314	229,196	0	8,296	3.8%
Law Library	77	15,624	74	16,145	87	17,343	0	87	17,959	0	615	3.5%
National and International Outreach	115	29,512	108	23,765	0	0	0	0	0	0	0	0.0%
Office of the Inspector General	13	3,291	11	3,177	14	3,346	0	14	3,465	0	119	3.6%
Total Budget, LC, S&E	**2,102**	**$477,017**	**1,883**	**$459,095**	**2,193**	**$480,052**	**$13,556**	**2,212**	**$ 528,570**	**19**	**$48,518**	**10.1%**
Cataloging Distribution Services		(6,350)				(6,000)			(6,000)	0	0	0.0%
Total Appropriation, LC, S&E	**2,102**	**$470,667**	**1,883**	**$459,095**	**2,193**	**$474,052**	**$13,556**	**2,212**	**$ 522,570**	**19**	**$48,518**	**10.2%**

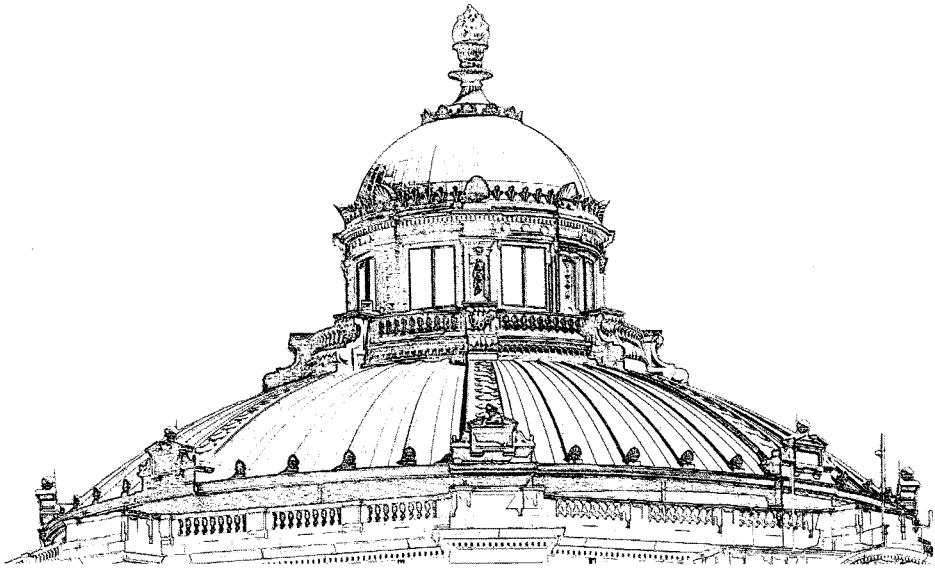
*Appropriation transfer supports IT centralization efforts by transferring $13.556M to the Office of the Chief Information Officer, including $10.619M to support 68 FTE and $2.937 of non-pay items. Appropriation transfer consists of: Copyright - $2.418M to support 16 FTE, and $0.290M of non-pay; CRS - $7.098M to support 44 FTE, and $1.669M of non-pay; and BBPH - $1.103M to support 8 FTE, and $0.978M of non-pay.

Library of Congress, Salaries & Expenses
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$8,500	$0	$500	$0	$500	$0	0.0%
Total, Lapse Reserve	**$8,500**	**$0**	**$500**	**$0**	**$500**	**$0**	**0.0%**
11.1 Full-time permanent	$203,261	$201,649	$218,201	$7,357	$233,760	$15,560	7.1%
11.3 Other than full-time permanent	5,317	4,229	4,878	0	5,011	133	2.7%
11.5 Other personnel compensation	3,135	3,528	3,397	0	3,485	88	2.6%
11.8 Special personal services payment	518	513	370	0	382	13	3.4%
12.1 Civilian personnel benefits	67,254	66,223	72,033	3,262	81,779	9,747	13.5%
13.0 Benefits for former personnel	100	54	100	0	100	0	0.4%
Total, Pay	**$279,586**	**$276,197**	**$298,978**	**$10,619**	**$324,518**	**$25,540**	**8.5%**
21.0 Travel & transportation of persons	$ 1,377	$ 985	$ 1,380	$0	$ 1,424	$44	3.2%
22.0 Transportation of things	584	235	383	0	395	12	3.0%
23.1 Rental payments to GSA	2,544	2,549	1,771	0	2,028	256	14.5%
23.2 Other Services	2,424	2,416	2,429	0	2,501	72	3.0%
23.3 Communication, utilities & misc charges	18,976	16,399	15,289	0	17,999	2,709	17.7%
24.0 Printing & reproduction	2,076	1,885	2,001	0	2,052	52	2.6%
25.1 Advisory & associate services	51,400	49,921	50,704	0	62,505	11,802	23.3%
25.2 Other services	24,569	19,971	21,089	0	33,271	12,182	57.8%
25.3 Other purch of goods & services from gov acc	12,080	11,756	13,316	0	14,062	746	5.6%
25.4 Operation & maintenance of facilities	8,464	8,616	8,508	0	8,721	213	2.5%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	104	134	135	0	138	3	2.5%
25.7 Operation & maintenance of equipment	15,762	14,661	14,668	0	15,057	389	2.7%
25.8 Subsistence and Support of Persons	6	4	8	0	8	0	2.5%
26.0 Supplies & materials	2,284	2,142	2,869	0	2,947	78	2.7%
31.0 Equipment	39,048	45,345	38,233	2,937	32,448	(5,785)	-15.1%
41.0 Grants, subsidies & contributions	7,206	5,799	7,570	0	7,759	189	2.5%
42.0 Insurance claims & indemnities	19	17	0	0	0	0	0.0%
44.0 Refunds	5	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	62	222	0	237	15	6.8%
Total, Non-Pay	**$ 188,931**	**$ 182,898**	**$ 180,574**	**$ 2,937**	**$ 203,552**	**$ 22,978**	**12.7%**
Total, Library of Congress, S&E	**$ 477,017**	**$ 459,095**	**$ 480,052**	**$ 13,556**	**$ 528,570**	**$ 48,518**	**10.1%**

Library of Congress, Salaries & Expenses
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**2,193**	**$480,052**
Appropriation Transfer:		
Information Technology Centralization	68	13,556
Total, Appropriation Transfer	**68**	**13,556**
Non-recurring Costs:		
Hosting Facilities Challenge		(10,600)
Total, Non-recurring Costs	**0**	**(10,600)**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		4,252
Annualization of January 2019 pay raise @ 1.9%		1,417
Within-grade increases		1,385
Transit subsidy monthly increase from $260 to $265		35
One extra day, 262 vs. 261		1,165
Foreign Service Nationals (FSN) pay adjustment		326
FERS pay increase		3,709
Total, Mandatory Pay and Related Costs	**0**	**12,289**
Price Level Changes		**5,297**
Program Increases:		
Enriching the Visitors Experience	3	10,000
Library Data Strategy	2	1,088
OCFO Optimization & Modernization	10	3,862
Personnel Security Case Management System		1,106
Congress.gov Enhancements & LIS Retirement	4	3,617
Enterprise Relationship Management Solution		1,250
Data Center Transformation & Modernization Phase II		7,000
Workstation Procurement		53
Total, Program Increases	**19**	**27,976**
Net Increase/Decrease	**87**	**48,518**
Total Budget	**2,280**	**$528,570**
Total Offsetting Collections	**0**	**(6,000)**
Total Appropriation	**2,280**	**$522,570**



Office of the Librarian

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Librarian
Resource Summary
(Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
LIBN_LB	369	$97,916	214	$86,406	132	$25,389	$0	134	$27,386	2	$1,997	7.9%
LIBN_CEI	0	0	0	0	32	$ 4,563	0	35	$14,672	3	10,109	221.5%
LIBN_CLLE	0	0	0	0	39	12,962	0	39	13,315	0	353	2.7%
Total, LIBN	**369**	**$97,916**	**214**	**$86,406**	**203**	**$42,914**	**$0**	**208**	**$55,374**	**5**	**$12,460**	**29.0%**

Office of the Librarian
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$8,500	$0	$500	$0	$500	$0	0.0%
Total, Lapse Reserve	**$8,500**	**$0**	**$500**	**$0**	**$500**	**$0**	**0.0%**
11.1 Full-time permanent	$35,786	$35,957	$23,431	$0	$24,585	$1,153	4.9%
11.3 Other than full-time permanent	802	440	544	0	557	14	2.5%
11.5 Other personnel compensation	397	404	259	0	265	6	2.4%
11.8 Special personal services payment	0	59	300	0	308	8	2.8%
12.1 Civilian personnel benefits	12,383	11,954	8,037	0	8,749	712	8.9%
13.0 Benefits for former personnel	100	50	0	0	0	0	0.0%
Total, Pay	**$49,469**	**$48,864**	**$32,570**	**$0**	**$34,464**	**$1,894**	**5.8%**
21.0 Travel & transportation of persons	$ 95	$ 78	$ 343	$0	$ 351	$9	2.5%
22.0 Transportation of things	16	3	12	0	13	0	2.5%
23.1 Rental payments to GSA	2,544	2,549	0	0	0	0	0.0%
23.2 Other Services	183	183	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	1,104	1,020	220	0	226	6	2.5%
24.0 Printing & reproduction	355	294	297	0	304	7	2.5%
25.1 Advisory & associate services	5,604	6,954	704	0	722	18	2.5%
25.2 Other services	13,010	9,645	1,116	0	11,464	10,348	927.4%
25.3 Other purch of goods & services from gov acc	3,301	3,193	175	0	179	4	2.5%
25.4 Operation & maintenance of facilities	8,457	8,610	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	104	134	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	2,342	1,824	172	0	177	4	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	483	419	145	0	149	4	2.5%
31.0 Equipment	2,329	2,619	189	0	193	5	2.5%
41.0 Grants, subsidies & contributions	0	0	6,471	0	6,632	162	2.5%
42.0 Insurance claims & indemnities	19	17	0	0	0	0	0.0%
Total, Non-Pay	**$ 39,947**	**$ 37,542**	**$ 9,844**	**$0**	**$ 20,410**	**$ 10,566**	**107.3%**
Total, Office of the Librarian	**$ 97,916**	**$ 86,406**	**$ 42,914**	**$0**	**$ 55,374**	**$ 12,460**	**29.0%**

*Table reflects actuals from the Chief Operating Officer, Financial Services Directorate, and Integrated Support Services that have since been reorganized to a separate PPA

Office of the Librarian
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**203**	**$42,914**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		441
Annualization of January 2019 pay raise @ 1.9%		147
Within-grade increases		144
Transit subsidy monthly increase from $260 to $265		2
One extra day, 262 vs. 261		93
FERS pay increase		299
Total, Mandatory Pay and Related Costs	**0**	**1,126**
Price Level Changes		**246**
Program Increases:		
Enriching the Visitors Experience	3	10,000
Library Data Strategy	2	1,088
Total, Program Increases	**5**	**11,088**
Net Increase/Decrease	**5**	**12,460**
Total Budget	**208**	**$55,374**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**208**	**$55,374**

Fiscal 2020 Program Changes: $ 11.088 million

Enhancing the Visitor Experience: $10.000 million/ 3 FTE

The Library requests $10 million of no-year funding for three years ($30 million total) in fiscal 2020 to support the visitor experience project in the Library of Congress' Thomas Jefferson Building (TJB) in the following areas: 1) a Treasures Exhibit Gallery; 2) the Youth Center & Lab spaces; and 3) the associated three personnel requested are three year NTEs to support the planning and development of the visitor experience enhancements. The full request of $10 million of no-year authority will non-recur in fiscal 2023. This request is for no-year funding because of the unique nature of this project, specifically the highly specialized nature of the contracts (design, audio-visual & interactives, and fabrication/installation) that are contingent on many content related variables in addition to the construction. The complex nature of the Statement of Work and contract could involve more time to get them completed and no-year money will provide the flexibility to smartly integrate the content development and the construction aspects of these projects.

This project is a public/private partnership and the Library is developing a resource plan which will serve as the roadmap for a private fundraising initiative. The resource plan will be completed the summer of 2019 and the current goal for private fundraising is $20 million.

The Treasures Gallery and Youth Center will address the following essential needs facing the Library:

- Make the most-prized artifacts, and important stories of the vast collection accessible to the public;
- Elevate the visitor experience to a level exceeding that of peer institutions in DC;
- Raise the Library's public profile and make it not only an aesthetic draw, but a destination for discovery, creating, and learning;
- Answer not only the most frequently asked visitor question, "Where are the books?" but explicate the importance and relevance of the books and other kinds of treasures; and
- Provide artifact casework with state-of-the-art display and preservation systems.

The requested funding will support planning, scripting, conserving, designing, fabricating, installing, a long-term "Treasures" exhibition on the second floor of the TJB. The Treasures exhibition will showcase what is remarkable and unique about the Library's collection: that its richness runs both wide and deep and it can thus showcase and share the valuable history and cultural production of the United States in an unparalleled fashion. The Treasures Gallery exhibit will be designed to rotate new artifacts into the casework so we will be able tell different stories and show more artifacts at a lower cost over time.

The Youth Center and Lab will be a place for discovery and inspiration, a space designed to provide young people with the opportunity to explore, learn, experiment, create, and collaborate. At the Lab, visitors will engage in projects across a variety of core content areas connecting them to opportunities at the Library that will lead to lifelong learning and skill building and empower them to learn beyond what they are receiving at school

Developing these spaces will entail advance lead times.

1) The Treasures Gallery lead times are required for content development. curatorial research, artifact conservation and preparation, and substantial lead times for specifying, contracting, prototyping, and conservation-testing of specialized casework.
2) The Youth Center will entail advance lead times for educational development and substantial lead times for specifying, contracting, prototyping, and testing specialized analog and digital interactives.

Each area (Treasures Gallery, Youth Center & Lab) will require three outside vendor contracts (Exhibit designer, Audio-visual & Interactives Producer and Systems Integrator, and Fabricator/Installer).

While the fully developed Master Plan will be completed in the summer 2019 timeframe, based on the initial planning information that has been developed to date, please find the following overview showing estimated, projected spending over the course of fiscal 2019 through fiscal 2022.

Estimated execution of funding assumes the Master Plan is congressionally approved and the $8 million of no-year funding in fiscal 2019 becomes available. Upon approval of the Master Plan it is anticipated the Library will go forward with two contracts for Exhibit Designer to commence both the Treasures Gallery and the Youth Center and Lab projects. The Architect of the Capitol will begin any necessary interior buildout of specific spaces (specified in the Master Plan), life safety design & construction as well.

The flow of funds from preliminary work on the Master Plan for this specific this specific request are:

Fiscal 2020

- Treasures Gallery: Audio-visual & Interactives contract - $2,700,000; Two Staff - $300,000; and
- Youth Center & Lab: Audio-visual & Interactives contract - $4,850,000; One Staff - $150,000; Ar-

chitect of the Capitol (AOC) (interior buildout of specific spaces, life safety design & construction) - $2,000,000.

Fiscal 2021

- Treasures Gallery: De-Installation of Existing Exhibit Space contract - $350,000. Fabrication and Installation contract - $3,000,000; Two Staff - $300,000; AOC (Lighting coordination, possible electrical and data cabling coordination) - $500,000; and
- Youth Center & Lab: Fabrication and Installation Contract - $5,700,000; One Staff - $150,000.

Fiscal 2022

- Treasures Gallery: Fabrication and Installation contract - $3,850,000; Two Staff - $300,000; and
- Youth Center and Lab: Fabrication and Installation contract - $5,700,000; One Staff - $150,000.

STAFF RESOURCES

The following three positions will provide the initial personnel resources needed to enhance the visitor experience for all of the Library's patrons:

1. **One Project Manager (one – GS 13)**

   The existing Production Officer position currently serves as an overarching project manager for all legacy and special exhibit projects. With the increase of gallery spaces, and the added complexity of developing new exhibit stories within existing legacy exhibits, a dedicated Project Manager would serve to oversee the development and implementation of Master Plan related exhibit projects. This position would work closely with Exhibits Office management, Exhibit Directors, Registars, the Production Officer and production team, in addition to liaising with Library management, Architect of the Capitol, and Master Plan contractors.

2. **One Learning Specialist (one – GS 13)**

   During the development phase, this will be the lead specialist helping to set the direction for conducting audience and program research, leading the development of outcomes and assisting in piloting, testing and delivering learning programs for different age groups and audience segments that will be addressed through the center. This person will be involved in designing the training for the volunteers and other learning specialists supporting the Center. When the Center opens to public audiences, this specialists will lead the other specialists in implement the programs and oversee the daily activities.

3. **One Preservation Specialist (one – GS 13)**

   In order for the Conservation Division to meet the demands for additional exhibition preparation services as part of envisioned exhibition expansion. Preservation Specialists will assess the condition and prepare Library collection items before they can safely go on display. These staff members will also be involved in review of exhibition cases and materials used, the review of exhibition spaces, and the work with the Architect of the Capitol (AOC) to maintain optimum environmental condition in the exhibition spaces.

Library Data Strategy: $1.088 million/ 2 FTE

In the Library's recently launched 2019-2023 Library of Congress Strategic Plan: *Enriching the Library Experience*, it has committed to both a user-centered direction forward and to applying a more data-driven approach to prioritizing investments to operationalize this strategy.

In addition, as encouraged by Congressional Members, staff and the 2017 Office of the Inspector General's (OIG) Annual Report to Congress, the Library has specifically set a strategic goal of measuring impact in its strategic plan. This is defined as "Using data to measure our impact on the world around us and share a powerful story." However, as also noted by the OIG, the Library does not have the processes, methodologies, or subject matter expertise needed to consistently and strategically identify, capture, analyze, and make decisions on data from its users' needs and quality of experiences. Gaining a robust capability in this area is essential to planning and executing a user-centered approach. Additionally, while discrete groups within the Library collect important data about the Library's collections and key workflows and usage, these activities and the data captured often do not contribute to workflow management or fully integrated into decision making. Data assimilated only at these levels is focused on the *outputs* of workflows rather than on *outcomes or impact*, thus curtailing the Library's ability to quantify and understand the return made on its varied investments and, therefore, optimizing where resources should be placed next.

To fulfill the commitments of its new strategic plan, the Library must become adept at measurement and evaluation, and is requesting $1.088 million in fiscal 2020 to establish the development of a data and analytics capability within the Library. This effort includes developing a data strategy to guide its approach to data and analytics programs moving forward, executing select data and analytics pilot projects from the strategy, and standing up a permanent, centralized data analytics group to support all agency units in design and execution of data strategy projects. The funding request includes funding of $0.304 million for two FTE to staff a new Data & Analytics team, and $0.784 million for temporary contracting support to develop the data strategy and execute select pilots. Temporary contracting support will non-recur in fiscal years 2021 and 2022, $522,500 and $261,250 respectfully.

The Value of Data & Analytics to the Library's and its Users

Beyond capturing and tracking data, a data analytics capability supports the discovery and communication of meaningful patterns in data, and the ability to develop 'actionable insights' that are applicable to management functions (e.g. collections development and management), improving services and meeting user requirements (e.g. recommendation services, collections discovery), and, ultimately, measuring an organization's impact (demonstrating value, improving outcomes).

In accordance with the new strategic plan, throughout the Library's operations, the Library is especially interested in a robust analytics capability to ensure:

- A deeper understanding and execution of Congressional Members and staff needs and preferences;
- The development of a deeper, more intimate understanding of users and non-users, and to better understand what is relevant and meaningful to inform action to improve in-person and remote experiences and services; as well as communicate in an interest based way, leading to stronger connections and more positive user responses;
- A robust priority setting capability for new offerings or treatments and to provide input for development of new platforms or optimization of existing channels; and identify and project trends, patterns, and shifts in behavior and determine how to respond;
- The development of more effective Library services and systems to identify how researchers get their information and engage with services and systems, and how they perceive their satisfaction and dissatisfaction with the services and systems;
- Determine what improvements to make for exhibition layouts and better use of space, and then measure the result of the actions taken to determine the return on investment by analyzing how visitors and users interact with and move through Library exhibits; understand the optimal integration of online and in-person experiences, for example through the interplay of pre-visit digital analytics, facility traffic monitoring, program participation, and satisfaction surveys; and report on the success and impact of programs, exhibits, and events to expand and engage the Library's funder base; and
- Better predict and prepare for visitor and user levels. For example, currently, the Capitol Visitor Center uses analytics to predict visitor numbers, allowing them to better prepare for visitor levels (e.g. ensure appropriate staffing levels).

Approach

Given this is a new area of expertise for the Library, and in keeping with peer organizations practices and the OIG's July 2018 report on the Library's strategic planning and performance management approach, external subject matter

expertise is necessary to develop the Library's path forward and launch this capability.

As such, the planned approach requires engaging expertise to perform a central, agency-wide study of current data and analytics practices; develop a data and analytics strategy that builds efficiencies across the Library service units' data needs while building awareness and understanding of data and analytics concepts and approaches throughout the Library; and design and pilot select projects from the plan to rapidly increase internal capability maturity.

Development of the Library's data strategy and executing pilot projects, is expected to take approximately 15 months, and includes activities over two phases of work. Phase I includes:

- Defining the current state of data, analytics, and metrics across the Library; inventory existing data, analytics, and metrics captured and used across the Library, including source, owners, description, reporting, use, and supporting platforms and systems;
- Identifying the desired state data and metric objectives collaboratively with service units, determining priorities based on the Library's new strategic plan and service unit directional plan priorities and timelines, and validate these priorities; and
- Developing the Library's Data, Analytics, and Metrics Strategy, including determining the effort needed to modify existing and build needed data and metric approaches, outlining performance measurement impact on employees and data collection recommendations, and creating the future state metrics; recommending data approaches and strategies important to the immediate, mid-term and long-term execution of the Library's Strategic Plan; determining the effort needed to modify or build metrics for these priori-ties in a data plan, to include recommendations for collecting, assessing, and responding to data, such as personnel, IT, and other needs, and recommending specific recommendations that the Library can take action on immediately.

The second phase of the work includes developing an execution plan based upon the key priorities as defined in the Data Strategy; and implementing Data Pilots identified in Phase I intended to rapidly increase internal capability maturity.

While an assessment of the Library's current state and then identification of opportunities and implications moving forward require the expertise of individuals familiar with the details, progress, and opportunities that come from this science, the Library cannot, continue to rely on outside expertise. Libraries, museums, archives, and other peer sectors with strong strategic data and analytic programs have determined that this capability must be a core competency. As such, in parallel to engaging external expertise to develop a plan and design and execute pilot projects, the Library will build internal capacity and skill capacity through by standing up a new group within the Office of the Librarian to manage the external work and develop this core competency.

Initial staffing and associated responsibilities are as follows:

1. **One Supervisory Data Analyst (one – GS 14)**

   Deep experience in data and analytics, to initiate the group, oversee the contract for the digital strategy and the hiring of additional an additional team member, and work with organizational units to create and lead an agency-wide community of practice.

2. **One Data Analyst (one – GS 13)**

   Responsible for designing, developing, and using data collection instruments; gathering data from external sources; integrating and analyzing data; and reporting trends, conclusions, and potential impacts.

This team will be a part of the Library's Strategic Planning and Performance Management (SPPM) unit, the Director of which reports directly to the Librarian of Congress.

The outcome of this investment is a strong, sound, value-added data and measurement analytics approach and capability for the Library. The data and analytics study and strategy development will result in a detailed understanding of the current state of the Library's many and varied data approaches and strategies; a plan for improving its data, analytics, and metrics approach for its immediate, mid, and long-term success; and experience with pilot projects. Non-value added data efforts will be curtailed, and resources will be focused on ensuring Library leadership has the user and operational data and information from analytics needed to lead the Library to fulfill and clearly communicate the user-centered commitments of its new strategic plan.

Librarian's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Librarian's Office
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$8,500	$0	$500	$0	$500	$0	0.0%
Total, Lapse Reserve	**$8,500**	**$0**	**$500**	**$0**	**$500**	**$0**	**0.0%**
11.1 Full-time permanent	$35,786	$35,957	$16,651	$0	$17,299	$648	3.9%
11.3 Other than full-time permanent	802	440	218	0	224	6	2.8%
11.5 Other personnel compensation	397	404	179	0	183	4	2.4%
11.8 Special personal services payment	0	59	0	0	0	0	0.0%
12.1 Civilian personnel benefits	12,383	11,954	5,738	0	6,237	499	8.7%
13.0 Benefits for former personnel	100	50	0	0	0	0	0.0%
Total, Pay	**$49,469**	**$48,864**	**$22,787**	**$0**	**$23,943**	**$1,157**	**5.1%**
21.0 Travel & transportation of persons	$ 95	$ 78	$ 174	$0	$ 178	$4	2.5%
22.0 Transportation of things	16	3	8	0	8	0	2.5%
23.1 Rental payments to GSA	2,544	2,549	0	0	0	0	0.0%
23.2 Other Services	183	183	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	1,104	1,020	180	0	185	5	2.5%
24.0 Printing & reproduction	355	294	191	0	196	5	2.5%
25.1 Advisory & associate services	5,604	6,954	591	0	606	15	2.5%
25.2 Other services	13,010	9,645	558	0	1,360	802	143.7%
25.3 Other purch of goods & services from gov acc	3,301	3,193	13	0	13	0	2.5%
25.4 Operation & maintenance of facilities	8,457	8,610	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	104	134	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	2,342	1,824	171	0	176	4	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	483	419	71	0	72	2	2.5%
31.0 Equipment	2,329	2,619	145	0	148	4	2.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	19	17	0	0	0	0	0.0%
Total, Non-Pay	**$ 39,947**	**$ 37,542**	**$ 2,102**	**$0**	**$ 2,943**	**$ 841**	**40.0%**
Total, Librarians Office	**$ 97,916**	**$ 86,406**	**$ 25,389**	**$0**	**$ 27,386**	**$ 1,997**	**7.9%**

*Table reflects actuals from the Chief Operating Officer, Financial Services Directorate, and Integrated Support Services that have since been reorganized to a separate PPA

Librarian's Office
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	132	$25,389
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		302
Annualization of January 2019 pay raise @ 1.9%		101
Within-grade increases		98
Transit subsidy monthly increase from $260 to $265		1
One extra day, 262 vs. 261		85
FERS pay increase		269
Total, Mandatory Pay and Related Costs	0	856
Price Level Changes		53
Program Increases:		
Library Data Strategy	2	1,088
Total, Program Increases	2	1,088
Net Increase/Decrease	2	1,997
Total Budget	134	$27,386
Total Offsetting Collections	0	0
Total Appropriation	134	$27,386

Librarian's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$27.386 million** for the Librarian's Office in fiscal 2020. This is an increase of $1.997 million, or 7.9 percent, over fiscal 2019. This increase represents $1.371 million for mandatory pay related and price level increases, and a program change of $1.088 million and two FTEs for Library Data Strategy.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
LIBN.LB	369	$97,916	214	$86,406	132	$25,389	$ -	134	$27,386	2	$1,997	7.9%

PROGRAM OVERVIEW

The Office of the Librarian provides leadership to the Library, overseeing the implementation and management of the Library's mission to support the Congress in fulfilling its constitutional duties and to further the progress of knowledge and creativity for the benefit of the American people. The Librarian of Congress and the Principal Deputy Librarian of Congress provide executive management to the subordinate Library units, which include the Center for Exhibits and Interpretation, Center for Literacy Learning and Engagement, Congressional Research Service, Library Collections and Services Group, and the U.S. Copyright Office. The Librarian of Congress chairs the Library's Executive Committee (EC).

The Office of the Librarian is directly responsible for the following offices:

Center for Exhibits and Interpretation (CEI): Established in fiscal 2019 in the reorganization of the National and International Outreach (NIO) service unit, CEI activities are coordinated through three directorates: the Design Office, the Exhibits Office, and the Publishing Office. These directorates make exhibits, publications and materials that create meaningful emotional and intellectual experiences and connections between the Library's users and the collections. Details of the CEI program can be found in a separate narrative later in this budget justification.

Center for Learning Literacy and Engagement (CLLE): Established in fiscal 2019 in the NIO reorganization, CLLE brings the Library's collections to life and deepens impact through educational and cultural programming, visitor engagement, and partnerships transforming visitors into regular users of the Library. Details of the CLLE program can be found in a separate narrative in this budget justification.

Congressional Relations Office (CRO): Develops and implements the Library's legislative and congressional outreach strategies for a majority of Library operations and events and coordinates a variety of services for the Congress. CRO serves as the Library's communications point of contact for congressional oversight committees.

Development Office (DEV/O): Develops and maintains a strong giving base at the Library of Congress to support priority initiatives. DEV/O translates fundraising priorities into compelling opportunities for philanthropic support. Fundraising initiatives are centered on growing and expanding access to the Library's unique collections and enhancing services by creating valuable experiences for every user to foster lifelong connections to the Library.

Equal Employment Opportunity and Diversity Programs (EEO/DP): Promotes an environment of fairness and inclusion in the workplace by providing Library-wide leadership and guidance on the implementation of equal employment opportunity (EEO), alternative dispute resolution, diversity management, and employee-related disability accommodations. The office also ensures access to Library training and programs by coordinating interpreting services for Library employees and patrons.

Multimedia Group (MMG): Provides digital creation and reformatting support to the Library's service units, offering complete production cycle services and assisting service unit personnel in the development of local capabilities. Specific services of the Multimedia Group include: high resolution still image scanning; digital format conversion; video capture, digitization and editing; and presentation integration.

Office of Communications (OC): Maintains, develops, enhances, and expands the Library's communications and public affairs functions with the Congress, the American public, news media, and Library employees.

Office of the General Counsel (OGC): Provides legal counsel to Library management on operations, programs, and initiatives; represents the Library in legal proceedings and negotiations; manages the Library's systems of regulations; and serves as the Library's ethics office.

Strategic Planning and Performance Management Office (SPPM): Facilitates and manages Library-wide strategic and annual planning, organizational performance management and assessment, and risk and internal control management activities, helping the Library better envision and manage to meaningful results.

Library Collections and Service Group (LCSG): Established in fiscal 2019, LCSG provides coordinated management of three separate service units responsible for acquiring, stewarding, describing, and serving library collections – Library Services, the Law Library, and the National Library Service for the Blind and Physically Handicapped. Under the direction of the Deputy Librarian for Collections and Services, the group identifies and implements a coordinated vision, leverages systems and expertise, creates economies of scale, and improves administrative functions across the group.

The Office of the Librarian also provides direct oversight to the Office of the Chief Information Officer (OCIO) and the Office of the Chief Operating Officer (OCOO).

Fiscal 2018 Accomplishments

The Office of the Librarian in fiscal 2018 provided leadership to the Library, including providing executive management to the subordinate Library chairing the Library's Executive Committee and providing direct oversight of OCIO and OCOO activities. Highlights from offices within the Office of the Librarian in fiscal 2018 are summarized here.

CRO engaged in numerous activities supporting the 115th Congress. During the year, the Library held 176 Member-attended events involving more than 2,500 visits by Members and their spouses. The office maintained effective relationships between Congress and the Library – engaging in more than 3,600 meetings, processing nearly 140 constituent inquiries (casework), providing space for nearly 140 Member-sponsored events, and leading 200 Member-requested tours of the Library. CRO worked with the Committee on House Administration, the Senate Rules and Administration Committee, and the Joint Committee on the Library on legislative initiatives, keeping congressional offices informed about the Library's activities, and providing timely responses to inquiries. The office provided social media templates, enabling congressional staff to communicate with constituents about Library programs and resources, generating 200 social media mentions. The social media templates, along with targeted outreach to Members and staff for Library programming, required CRO to initiate nearly 140,000 emails of correspondence. CRO supported the creation and implementation of a new constituent tour reservation system, which registered 859 congressional staff accounts in its first full year of operation, allowing staff to schedule more than 45,500 constituents on special tours of the Thomas Jefferson Memorial Building.

DEV/O led efforts to develop and maintain a strong giving base at the Library of Congress. The Library raised approximately $9 million for Library initiatives, exceeding fiscal 2017 private sector support by 17.5 percent.

Funding supported such signature initiatives as: the National Book Festival; key exhibitions (Baseball Americana, Women's Suffrage, Rosa Parks, and the Two Georges); Congressional Dialogues; literacy initiatives including the National Book Festival, the Literacy Awards and Letters About Literature; expansion of hours for the Young Readers Center; Kluge Center chairs, scholarly programming, and programming for Members and congressional staff; and the Gershwin Prize for Popular Song. The Library's leading private sector support group, the James Madison Council donated approximately $4.5 million to specific initiatives and $1 million in unrestricted funds. The total funds received from the Council increased by 25 percent over fiscal 2017.

EEO/DP developed the Equal Employment Opportunity Plan for Diversity and Inclusion for fiscal 2019 to fiscal 2021, presenting the plan to the EC and participating in bargaining the plan with the Library unions to ensure Library-wide buy-in for the plan goals. EEO/DP also provided technical assistance to the Library's employee resource groups in the provision of cultural awareness programs and heritage events. EEO/DP supported service unit compliance with EEO laws and regulations by providing numerous training and briefing sessions for supervisors and managers on EEO, Alternative Dispute Resolution (ADR) and the American's with Disabilities Act (ADA). In response to service unit requests, EEO provided training on conflict resolution as well as anti-harassment training to employees, supervisors, and managers.

EEO/DP provided all Library of Congress staff members with a non-adversarial forum to address workplace issues including offering confidential consultation services to all staff. In line with both the Administrative Dispute Resolution Act and the Library of Congress' strategic goals and objectives, EEO/DP is committed to facilitating solutions among the parties to a dispute on issues ranging from alleged discrimination to interpersonal conflicts among coworkers. EEO/DP conducted over 250 consultations regarding employee workplace and accommodation request issues. EEO/DP managed an inventory of 63 cases, with 20 cases carried over from fiscal 2017, 43 new cases filed in fiscal 2018, and 48 cases closed.

MMG fielded 447 requests (which included 50 live-streamed productions) to record events and produce special programs and promotions which highlight the Library's initiatives.

The Multimedia Group Digital Scan Center (DSC) produced approximately 250,000 Images. Digitization was performed

for the Office of the General Council, Law Library, Manuscript Division, Music Division, African Middle Eastern Division, Preservation Reformatting Division, Prints and Photographs Division, Publishing Office, Rare Book Division, Serials Division, the Veterans History Project (VHP) and the Interpretive Programs Office (IPO).

The DSC also led the production of many high-quality prints for the Interpretive Programs Office used in the Baseball Americana, Women's Suffrage, Gershwin, Early Americas, Birmingham Agile and World War I exhibitions.

OC provided public relations and media support to more than 40 Library initiatives, including major exhibitions, new online collections, and annual announcements and events such as the opening of the Baseball Americana Exhibition, the joint acquisition with the Smithsonian of a newly discovered Harriet Tubman portrait, the National Film and Recording Registries, the Gershwin Prize for Popular Song and the National Book Festival. The office issued approximately 150 news releases, published more than 200 blog posts, managed and grew social media accounts including Twitter, Facebook and Instagram, developed and executed paid media campaigns, and published the Library of Congress Magazine. Examples of the extensive earned media stories this year also include an NBC Nightly News story about Baseball Americana, a CBS Sunday Morning story about the Library's photo exhibit at the Annenberg Space for Photography and collaboration with PBS on the weekly fall series The Great American Read. The office far exceeded its goal of expanding its earned media outreach to more diverse publications, garnering more than 125 stories in outlets such as Univision, Telemundo, Metro Weekly, Capitol Pride, Ebony and Essence. The office manages the loc.gov home page content, published the Annual Report of the Librarian of Congress, managed two all-staff town hall meetings, published the weekly staff Gazette newsletter and managed transition of the Library to a new visual identity.

OGC responded to more than 1,700 requests for legal opinions from Library units and managers, including many sensitive and confidential questions posed by senior Library officials.

In fiscal 2018, the OGC supported many important Library initiatives, a sampling of which includes: centralization of Information Technology (IT) support in the OCIO and other IT modernization work; reorganization of the Library, including establishment of CEI and CLLE; major Library exhibits and events such as Baseball Americana, the Congressional Dialogues, National Book Festival, and the Gershwin Prize for Popular Song; online presentation of the papers of Alexander Hamilton, Woodrow Wilson, and Frederick Law Olmsted; acquisition of the Stephen A. Geppi Collection of Comic and Graphic Art; and copyright modernization, including contracting for agile development of the new electronic copyright system. OGC also worked with affected offices to implement the Office of Compliance's new concurrent jurisdiction over Library discrimination complaints and began managing labor relations for the Library.

SPPM facilitated the development and publication of the *Library of Congress Fiscal 2019-2023 Strategic Plan – Enriching the Library Experience*. The plan reflects leadership's commitment to a user-centered direction forward, seeking to enhance and enrich the Library experience for Congress, Creators and Connectors, and more actively engage Learners of all ages with what is truly a set of unique and trusted resources. The plan is centered on four goals that transcend the agency's organizational boundaries: Expand Access, Enhance Services, Optimize Resources, and Measure Impact. Consistent with best practices, the planning approach was highly participative, in all, actively engaging over 500 staff and managers both here on Capitol Hill and at our Packard campus; engaging Library users and stakeholders through surveys and interviews; and receiving input and sharing approaches from similar information-based organizations and peer agencies. The result is a Strategic Plan that will guide the agency in expanding our reach and deepening our impact with our users.

The office also worked with Library service units to strengthen the organizational performance management framework by improving the Library's approach to setting and tracking meaningful goals and targets. In fiscal 2018, Library service units identified 43 Library-level Annual Performance Goals (APGs) with 73 performance targets (PTs) to monitor the progress and impact of the Library's work. Eleven of the 43 goals were designated as Executive Committee-Priority goals, deemed most critical to be reviewed and discussed by the Library's EC and receive joint commitment of the committee members to ensure success. Five of the EC-Priority goals were shared by two or more service units, reflecting the importance of cross-service unit partnerships to drive success. The 11 Executive Committee-Priority APGs included 25 performance targets, which were monitored and discussed via quarterly performance meetings.

In addition, the SPPM facilitated the full transition to a Library-wide integrated risk management and internal control framework in fiscal 2018. Throughout the fiscal year, service units identified, assessed, and monitored their strategic and operational risks. On a quarterly basis, service units reported status of those risks, adding rigor to the Library's planning, performance management, and decision-making processes. Of note, the Library is an early adopter of the Executive Branch guidance published in July 2016 which focused on establishing an enterprise approach to managing risk.

Fiscal 2019 Priority Activities

The Office of the Librarian will continue to oversee Library management, programs and activities and track the progress made on established fiscal 2019 priorities.

CRO will engage in numerous activities to increase awareness

among Members about the Library's extensive holdings and resources. The office will build relationships with new Members by supporting orientation activities, including tours of the Library and the coordination and use of Library space for Members to host events related to congressional business. CRO will contact new Members to offer briefings on Library resources such as the reading rooms, researchers, and other specialists available to assist Members. In addition, an updated Library "Guide to Services" and quick-reference Services Card will be provided to Members and Committees. CRO will also maintain and strengthen existing relationships with current Members by continuing successful bipartisan initiatives like the Congressional Dialogues dinner series, Kluge Center policy breakfasts and events, and the Library of Congress Caucus. CRO is continuing to maintain and update its intranet site (LCnet), a resource available exclusively to Members and their staff for obtaining information and services from the Library. In addition, the office continues to facilitate congressional access to a variety of Member Services such as book loans, e-books, and foreign language learning materials, as well as maps, visual displays, historic prints, and photographs. As the Library's digital content grows, CRO is keeping Congressional Offices informed about new materials available online that may be of interest to Members and their constituents. The office will continue to provide social media templates, enabling congressional staff to communicate with constituents about Library resources and programming. CRO will continue to work with congressional oversight committees, including the Committee on House Administration, Senate Rules and Administration Committee, House and Senate Appropriations Committees, and Joint Committee on the Library, to provide expertise on legislative initiatives and the Library's implementation of strategic goals and plans.

DEV/O will continue to support the Librarian's efforts to raise funds for the Library's strategic initiatives and events, including, but not limited to, acquisitions and development of the collections, signature exhibitions, literacy initiatives, internships, scholarly programs, and music programs. The office will work to support the Librarian, the campaign director and director of development to implement a capital campaign in support of an enhanced visitor experience and to develop an endowment fund to fulfill future program needs. DEV/O will continue to ensure internal coordination of fundraising activities within the institution; strengthen the James Madison Council through increased diverse membership and contributions; and foster increased support for the Library among individuals, corporations, and foundations. The office will work to enhance the presence of fundraising opportunities on the Library's website and explore new campaigns to engage the Library's constituencies.

EEO/DP will continue to coordinate diversity programming events and learning sessions to promote a workplace environment of fairness and inclusion and ensure staff and managers are aware of EEO/DP services. EEO/DP will lead the EEO Diversity and Inclusion Working Group, using government wide best practices to set bench marks and goals for the group's initial sessions, focusing on working to achieve and preserve workforce diversity at the Library. EEO/DP will also continue to ensure compliance with applicable EEO laws and regulations through the processing of EEO complaints. The unit will continue to make Library programs and events accessible to employees and members of the public through its Interpreting Services Program and ADA accommodation services. The office is setting benchmarks for reporting trend analysis to Library leadership.

LCSG fiscal 2019 priorities for the Law Library and Library Services are outlined separately under their own Program, Project, Activity (PPA) narrative. The Kluge Center and Internship and Fellowship programs are part of the Office of the Librarian PPA. Their fiscal 2019 priorities are detailed below.

> The Kluge Center will continue to strengthen its position as a premiere destination for top scholars from around the world, leveraging and utilizing the extraordinary resources of the Library's collections and staff. The Center will invite ten prominent scholars to hold chair positions, complete six competitions for fellowships, and about two dozen public programs (available in-person and on the Web) that showcase to policymakers and the public the rich research conducted at the Library. In addition, the Center will continue its initiatives with Congress, holding dinners for New Members (a new initiative), off-the-record breakfasts for all Members, and various scholarly events for congressional staff.
>
> IFP will increase access to internship and fellowship opportunities for a diverse talent pool of students and emerging professionals through experiential learning, professional development, and mentoring at the Library of Congress. IFP will upgrade the Library of Congress' enterprise-wide, public-facing website (IFP Portal) for internships and fellowships to improve the user experience of applicants and staff in the recruitment, application, selection, and data reporting processes. In collaboration with the Development Office, IFP will establish a means of funding the Junior Fellows program in perpetuity. These priorities are well aligned with agency's new strategic goals to expand access, enhance services, optimize resources, and measure impact. The abovementioned priority activities accurately reflect the annual performance goals of the division, funded by a portfolio of annual appropriations and Library gift and trust funds.

MMG will focus on upgrading its production lab to keep pace with the growing demand for its services, as well as selectively replace end-of-life equipment. MMG will move the live production control room to its new office space.

This will allow MMG staff to have easier access to the live production area, and also moves to a space that will require less changes by the SUPD office and the AOC. MMG will be able to install two live production areas within the new space which will provide to ability to produce live and as-live events simultaneously. It will also allow MMG to produce simultaneous live events. The new control room will require several components to upgrade the infrastructure.

OC will continue to provide public relations and media support to Library programs and initiatives; produce publications and digital content for multiple channels, with special emphasis on managing the transition of the Library's magazine to the agency's new visual identity; manage internal communications efforts and provide Library-wide communications and oversight.

OGC will provide legal support as the Library begins to execute its new strategic plan and unit-specific directional plans. OGC will also continue to provide legal counsel on digital and physical collections, events, outreach, and other programming, contracts, facilities, funding and development, human capital management, IT modernization, privacy, and records; serve as the agency ethics office; manage labor relations; draft legislation and manage the system of Library regulations; and defend the Library in employment matters, discrimination complaints, contract protests and disputes, or other claims before administrative bodies and in federal court.

In fiscal 2019, SPPM will continue to work with service units as they complete the development and publication of unit-level directional plans, presenting the detailed initiatives and activities they will undertake to fulfill their mission and contribute to the agency's Strategic Plan. In the first quarter of fiscal 2019, the Library will launch an Implementation Roadmap to capture the aggregated priority initiatives, timelines, and targeted success planned for the agency over the duration of the strategic plan. For fiscal 2019, Library service units have identified 54 Annual Performance Goals (APGs) with 70 Performance Targets (PTs). Fifteen of these goals have been designated as Executive Committee-Priority goals. The office will track and report on performance metrics to the plan, as well as continue its multi-year work to strengthen the Library's overall organizational performance management framework. Complementing the work in planning and performance management, SPPM will continue to improve its risk management and internal control framework and enhance the Library's ability to prioritize and manage the most critical risks impacting mission delivery. With the strategic plan complete, the office will take on the review and expansion of its planning framework to fit what are expected to be more aligned Library-wide planning activities.

Fiscal 2020 Priority Activities

The Office of the Librarian will continue to oversee Library management, programs and activities and track the progress made on established fiscal 2020 priorities.

CRO will build on successful strategies from previous years increasing Member access to the Library's research services and holdings. In addition to facilitating congressional access to Member Services, CRO will help Members to strengthen their constituent outreach through the Surplus Books Program, the Folklife Center and Veterans History Project, the National Library Service for the Blind and Physically Handicapped, and classroom and teacher development programs. CRO will continue to coordinate use of Library space for Members of Congress to host events related to congressional business and work toward an enhanced visitor experience in the Jefferson Building. In supplementing the legislative and policy resources offered by the Congressional Research Service, the office will work to increase Member access to research services provided by the Law Library on matters related to international legal systems, as well as GIS mapping services to assist Members with policy analysis and advocacy. CRO will continue to promote and develop bipartisan policy discussions through the Congressional Dialogues dinner series and Kluge Center events that connect Members with leading authors and scholars. As the Library's digital content grows, CRO will explore new ways for Members to engage their constituents through the Library's digital collection. CRO will continue to work with congressional oversight committees to provide expertise on legislative initiatives and the Library's implementation of strategic goals and plans.

DEV/O will continue to support the Librarian's efforts to raise funds for the Library's strategic initiatives and events, including, but not limited to, acquisitions and development of the collections, signature exhibitions, literacy initiatives, internships, scholarly programs, and music programs. The office will work to support the Librarian to build further the capital campaign in support of an enhanced visitor experience and an endowment fund to fulfill future program needs. DEV/O will continue to ensure internal coordination of fundraising activities within the institution; strengthen the James Madison Council through increased diverse membership and contributions; and foster increased support for the Library among individuals, corporations, and foundations.

EEO/DP will continue to coordinate diversity programming events and learning sessions to promote a workplace environment of fairness and inclusion and ensure staff and managers are aware of EEO/DP services. EEO/DP will lead the EEO Diversity and Inclusion Working Group, implementing the plan to achieve and preserve workforce diversity at the Library, including reporting out on the various benchmarks and initiatives. EEO/DP will continue to serve as a non-adversarial forum to address workplace issues by providing alternative dispute resolution and EEO counseling services. EEO/DP will also continue to ensure compliance with applicable EEO laws and regulations through the

processing of EEO complaints. The unit will continue to make Library programs and events accessible to employees and members of the public through its Interpreting Services Program and ADA accommodation services. The office will report trend analysis to Library leadership.

LCSG fiscal 2020 priorities for the Law Library and Library Services are outlined separately under their own Program, Project, Activity (PPA). The Kluge Center and IFP programs are part of the Office of the Librarian PPA. There fiscal 2020 priorities are detailed below.

> The Kluge Center will strengthen its position as a premiere destination for top scholars from around the world by advancing new ways to leverage the extraordinary resources of the Library's collections and staff. The Center will continue to bring some of the best scholars in the world to the Library as senior chairs; welcome some of the brightest young scholars in the world through an array of fellowships; and present public programming that showcases to policymakers and the public the scholarly work conducted at the Library. In addition, the Center will work to ensure the research and knowledge of scholars is made more widely available to Members of Congress and their staff, as well to the public at large using the Web and new communications technologies.
>
> IFP will increase access to experiential learning for students and emerging professionals, and advance initiatives to support life-long learning at the Library of Congress. IFP will improve the utility of the agency's online portal through system enhancements to advance the Library's mission.

MMG will seek to upgrade key components of the production assembly that have exceeded end-of-life cycle. MMG will concentrate on making equipment compatible with other Library media specialists in order to greatly reduce or eliminate production complications. MMG will also look to upgrade the transcoding farm in order to add support for more multi-device use on the major operating systems. Additionally, MMG will upgrade the current file sharing system to improve collaboration and increase speed when transferring content.

OC will continue to provide public relations and media support to Library programs and initiatives; produce publications and digital content for multiple channels; manage internal communications efforts and provide Library-wide communications and oversight.

OGC will provide legal counsel on the fiscal 2020 activities the Library undertakes in support of its strategic plan and unit-specific directional plans and will continue to ensure the legal sufficiency of legal actions and to represent the Library's interests.

SPPM will continue to execute the direction of the *Fiscal 2019-2023 Strategic Plan – Enriching the Library Experience.* The Library has also set a strategic goal of "Measuring Impact: using data to measure our impact on the world around us and share a powerful story." To that end, in fiscal 2020, SPPM aims to launch a new data, analytics, and measurement capability for the Library, facilitating the development and publication of a data strategy and staffing a small team to guide the Library's approach to data and analytics programs moving forward. The office will also continue its multi-year work to strengthen the Library's overall organizational performance management framework. In addition, the Library will focus on expanding its risk management and internal control framework to incorporate an enterprise-wide view of risks to more fully support strategic planning and resource management decisions.

Center for Learning, Literacy, & Engagement

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Center for Learning, Literacy, and Engagement
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$0	$0	$3,617	$0	$3,708	$91	2.5%
11.3 Other than full-time permanent	0	0	251	0	257	6	2.4%
11.5 Other personnel compensation	0	0	49	0	50	1	2.5%
11.8 Special personal services payment	0	0	300	0	308	8	2.8%
12.1 Civilian personnel benefits	0	0	1,230	0	1,288	59	4.8%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	**$0**	**$0**	**$5,447**	**$0**	**$5,612**	**$166**	**3.0%**
21.0 Travel & transportation of persons	$0	$0	$ 127	$0	$ 130	$3	2.5%
22.0 Transportation of things	0	0	3	0	3	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	0	0	8	0	9	0	2.5%
24.0 Printing & reproduction	0	0	84	0	86	2	2.5%
25.1 Advisory & associate services	0	0	71	0	73	2	2.5%
25.2 Other services	0	0	545	0	559	14	2.5%
25.3 Other purch of goods & services from gov acc	0	0	160	0	164	4	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	0	0	1	0	1	0	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	38	0	39	1	2.5%
31.0 Equipment	0	0	7	0	7	0	2.5%
41.0 Grants, subsidies & contributions	0	0	6,471	0	6,632	162	2.5%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
Total, Non-Pay	**$0**	**$0**	**$ 7,515**	**$0**	**$ 7,703**	**$ 188**	**2.5%**
Total, Center for Learning, Literacy, & Engage	**$0**	**$0**	**$ 12,962**	**$0**	**$ 13,315**	**$ 353**	**2.7%**

Center for Learning, Literacy, and Engagement
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**39**	**$12,962**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		78
Annualization of January 2019 pay raise @ 1.9%		26
Within-grade increases		25
Transit subsidy monthly increase from $260 to $265		1
One extra day, 262 vs. 261		8
FERS pay increase		27
Total, Mandatory Pay and Related Costs	**0**	**165**
Price Level Changes		**188**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**$ 353**
Total Budget	**39**	**$13,315**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**39**	**$13,315**

Center for Learning, Literacy, & Engagement

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$13.315 million** for the Center for Learning, Literacy, and Engagement in fiscal 2020. This is an increase of $0.353 million, or 2.7 percent, over fiscal 2019.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
LIBN.CLLE	0	$ -	0	$ -	29	$ 4,107	$ -	29	$ 4,205	0	$98	2.4%
Teach with Primary Sources	0	0	0	0	10	8,855	0	10	9,110	0	255	2.9%
Total, LIBN.CLLE	**0**	**$ -**	**0**	**$ -**	**39**	**$12,962**	**$ -**	**39**	**$13,315**	**0**	**$353**	**2.7%**

PROGRAM OVERVIEW

Created in fiscal 2019 with the abolishment of the National and International Outreach (NIO) service unit to better align with the Library's user-centered focus, the Center for Learning, Literacy, and Engagement (CLLE) is one of two centers created in a new organizational structure that corresponds with the Library's user-centered strategic direction, emphasizing user experience and engagement. CLLE brings the Library's collections to life and deepens impact through educational and cultural programming, visitor engagement, and partnerships transforming visitors into regular users of the Library.

CLLE is directly responsible for the following offices:

Center for the Book (CFB): Conducts national programs aimed at promoting literacy, reading, and appreciation of the book. The Center works in close cooperation with a network of state Centers for the Book located in 53 states and U.S. territories. The Center for the Book also houses the Poetry and Literature Center, which administers the selection and activities of the congressionally mandated Poet Laureate of the United States.

Learning and Innovation Office (LIO): The Library's Teaching with Primary Sources (TPS) program provides educators across the grade spectrum, across the curriculum, and across the country with high-quality professional development programs and classroom materials. These opportunities and tools help them effectively use primary sources from the Library's vast digital collections in their teaching. TPS programmatic activities can be found separately in Appendix G.

Library Events Office (LEO): Coordinates and manages events that support the mission of the Library and showcase its programs, collections, and exhibitions to new and diverse audiences by providing accurate and timely scheduling, event planning, protocol, staffing, resources, and on-site services and guest relations.

Signature Programs Office (SPO): Coordinates and manages the Library of Congress's key programmatic initiatives that support the mission of the Library including: the Gershwin Prize for Popular Song, the National Book Festival, the Library of Congress presence at major conferences, and other signature events.

Visitor Engagement (VEO): Organizes and facilitates the visitor experience for all who visit the Library. VEO strives to engage, inform, guide and inspire all visitors, thereby encouraging the development of a deep, connected and long-term relationship with the Library.

Fiscal 2018 Accomplishments

CLLE did not exist as an organization in fiscal 2018, however, most of the divisions that were realigned have fiscal 2018 accomplishments from the previous organizational structure. In fiscal 2018 CFB, LIO (formerly Education Outreach), SPO, and VE (formally Visitor Services) were under the former NIO service unit. LEO (formerly Special Events) was under in the Librarian's Office. Below are their fiscal 2018 accomplishments.

CFB ran successful competitions and selection processes for two competitions, the annual Library of Congress Literacy Awards and the Letters about Literature student writing competition. The Poet Laureate, Tracy K. Smith, undertook a program of readings at settings in rural areas, beginning with Alaska, Kentucky, New Mexico, and South Carolina. She also announced a weekday podcast/radio program promoting poetry, to be syndicated across the country. The Poetry and Literature Center hosted the appointment ceremony for the seventh class of the National Student Poets, and with the National Endowment for the Arts and Poetry Coalition

organized a first-ever convening of organizations supporting youth poetry programming.

LIO engaged nearly 10,000 teachers in 329 Congressional districts in face-to-face and online programs focused on using the Library's primary sources in the K-12 classroom. More than 72,069 teachers viewed and/or downloaded online curricula or apps/online interactives developed by Teaching with Primary Sources (TPS) Consortium partners.

Educational Outreach also issued new two-year grants to find additional civics apps and online interactives grantees to join the TPS Consortium. Educational Outreach staff members offered five week-long Summer Teacher Institutes at the Library of Congress. The 128 participants were from 33 states, DC, Kenya and the Netherlands.

The TPS-managed Twitter account for the Library's K-12 audience (@TeachingLC) increased its audience by 15 percent with more than 33,000 followers. The Library's blog for teachers, *Teaching with the Library of Congress*, published 84 posts and was visited more than 187,000 times in fiscal 2018, and has more than has 30,473 subscribers. The Library's site for teachers, www.loc.gov/teachers, was visited more than five million times in fiscal 2018. The Library's teacher eBooks have been downloaded more than 113,000 times to date.

Lastly, the Young Readers Center staff and volunteers welcomed more than 50,000 visitors to the YRC in fiscal 2018.In February 2018, the Office of Special Events and Public Programs (OSEPP) was reorganized by merging the Public Program Services Section (PPS) therein and later renamed the Library Events Office (LEO). The primary reasons for their merger include facilitating better communication; increasing efficiency and reducing redundancy; streamlining processes and procedures; maximizing resources; and improving and expanding service to Congress, the Library, and external organization clients.

LEO marked its 15th year of operation under the authority of a revolving fund. During the year, the office coordinated 557 events representing a 17 percent increase from fiscal 2017. Some of these were either multi-day events or events involving additional sub-events in multiple locations. Highlights include the fall and spring James Madison Council events; programs related to the Literacy Awards; the Gershwin Prize for Popular Song concert honoring Tony Bennett; the National Film Preservation Board, the National Recording Preservation Board, and Trust Fund Board meetings; temporary exhibitions on Halloween Chambers of Mystery, Spring National Cherry Blossom Festival, Otakon Japanese Culture Anime, and Star Wars; 13 Congressional Dialogue dinners, six Kluge Conversation breakfasts, and State of the Union Address reception for Members of Congress. Throughout the year, LEO coordinated 136 congressional events for Members of Congress—including the Speaker of the House—and various committees and caucuses.

SPO coordinated the 18th National Book Festival (NBF). With an attendance of over 150,000 people, it was the largest program attendance in its history. The festival included over 100 authors featured on stage, book sales, and signings. Representatives from all over the United States, DC, U.S. territories, and abroad were in attendance. The contract for the 19th NBF was secured and the Festival will take place August 31, 2019.

In November 2017, the Gershwin Prize was awarded to Tony Bennet. Emillio and Gloria Estefan were have accepted the honor as being the next recipients, with the Award celebration scheduled to take place in March of 2019.

VEO welcomed 1.6 million visitors to the Thomas Jefferson Memorial Building and 1.9 million visitors to all three buildings in fiscal 2018. VEO interacted with 150,000 of those visitors providing 1,250 constituent tours, 1,700 reserved tours, 255 themed tours, and 42 Professional Visitor Program tours.

Fiscal 2019 Priority Activities

CLLE was launched at the beginning of fiscal 2019 with the hiring of a new director. In fiscal 2019, there will be three major priorities: 1) focusing on establishing this new Center which will include clarifying the vision, setting priorities, developing a directional plan, understanding the staff capabilities, building a cohesive unit and connecting with Library wide programming staff; 2) becoming savvier about Library audiences and involving more participation from stakeholders and public audiences in shaping offerings to build and maintain long term with our users; and 3) formalizing programmatic synergy across the Library and across and between its audiences, platforms and locations. The Center will continue to produce and scale unique programs that engage local, onsite and national Library users and future users while also focusing on strengthening programmatic quality, user experience and measuring impact.

CFB will administer competitions and select winners for the annual David M. Rubinstein Literacy Awards and the Letters about Literature student writing competition, using revamped procedures. CFB will continue to support The Poet Laureate, Tracy K. Smith, who will be continuing her program of readings in rural settings, traveling to Louisiana, Maine, South Dakota, and Puerto Rico and the launching of her podcast/radio show. Also, CFB will launch a new search and make recommendations for the 2019 Poet Laureate who will be appointed by the Librarian.

CFB will undertake a comprehensive review of all public programs, competitions, and other activities carried out by the center and develop a new plan to align all activities with the Library's strategic plan, with a new focus on users. CFB will also expand and systematize the collection of data about audiences and other stakeholders with which the CFB interacts.

LIO primary goals for fiscal 2019 will focus on measuring impact and will fall into three categories: programs and

professional development, educational resources and materials, and TPS Consortium and Regional Program.

In the area of programs and professional development, LIO will increase alignment of program areas and approaches, ensuring more "collection and expert connections". The office will also strengthen, scale and increase diversity of programs (both in terms of participants and content) to increase impact. LIO will expand programming to include serving music and science teachers, including hosting a Music Teacher in Residence and an Einstein Fellow. Lastly, LIO will pilot-test innovative collaborations with colleagues from across the Library for both teachers and students to meet the needs of users and enhance the quality of offerings.

In the area of educational resources and materials, LIO will seek to increase awareness, use, and sharing of all Library of Congress teacher and student resources by expanding access to educators and students by livestreaming events and expanding the Library's collection of live programming. Lastly, LIO will develop mobile and other non-Web products to increase awareness of the program and its' resources.

For the TPS Consortium and Regional Program, LIO will award fourth and fifth year grants to continuing Consortium members and award first year grants to new Consortium members that will fulfill strategic priorities. LIO will also support the creation and maintenance of collaborations between Consortium members, regional sub-grantees and other educational organizations focused on subject matter expertise, geographic distribution, and targeted teacher and student populations.

LEO will continue to manage and execute events that support the mission of the Library and provide opportunities for making connections between the Library of Congress and diverse constituencies. The office will assist in creating more seamless and efficient processes around program decision making by the Library Events Committee to achieve proactive event scheduling, audience-centric design, and tools to measure impact. LEO will create a master event and programming calendar both for internal and external audiences; conduct audience research to gather a better understanding of who is attending, when, and for what events and track this data as part of the official event record; and continue managing constituent records and tracking their event attendance.

SPO fiscal 2019 priorities include the coordination, management and execution of the Library's signature events: the Gershwin Prize for Popular Song and the National Book Festival. SPO will also focus on increasing understanding about audiences, capturing information on event attendees, and aligning programs more closely with the audiences. In addition, the SPO will identify ways of leveraging the work involved with these key events into a series of programmatic activities throughout the year.

VEO will focus on understanding audiences and assessing its current offerings to ensure that the Library exceeds visitor expectations upon their visit. VEO will develop protocols and staffing models to manage daily operations throughout the Library to meet the needs of the 1.6 million people who visit the Library each year. The office will also pilot a small number of specialized programs that may provide solutions to current audience needs and challenges. In fiscal 2019 VEO will assess its Volunteer Training program and management of the volunteer program.

Fiscal 2020 Priority Activities

CLLE will focus on building an audience research and evaluation program; a model for capturing information about users so that we can measure lifelong learning with the Library, and continue to develop programs that create meaningful impact with audiences.

CFB will revitalize the network of state Centers for the Book, focusing on developing and articulating a clear rationale for the centers and the nature of their relationship to the Library of Congress, along with quantitative and qualitative metrics to measure the impact of the centers. CFB will launch three or four well-defined series of readings/book talks, based on a clearly targeted audiences, intended impacts, with metrics to gauge impacts and complete the revamp of CFB/Poetry and Literacy Center Web properties.

In fiscal 2020, TPS will lead the Library's efforts to engage, inspire, and inform learners. Through primary source-based programs, publications, innovative on-site experiences, and creative online initiatives, the team will inform learners about the mission, functions, and collections of the Library; inspire a love of reading and research; and engage audiences in creating and sharing knowledge. TPS will be able to accomplish these objectives in close collaboration with TPS consortium members and regional TPS partners, as well as colleagues from across the Library.

LEO will continue to manage and execute events that support the mission of the Library. The office will determine who is coming to events and assist in strategizing to keep them engaged as well as determining what interested parties are not coming and creating a strategy to engage them. LEO will find new ways to organize programming, considering internal/external audience, budget/resources, source material, and technology; design a plan to build out self-service venues, resources, tools, and technology; and enhance physical spaces and integrate technology to elevate user experiences.

SPO will maximize the success on the Gershwin Prize for Popular Song and National Book Festival by creating a yearlong programmatic schedule in conjunction with, and in the support of these events.

VEO will continue engage visitors and guests in the various ways that have proven success. Expand offerings as time and resources allow and as they align with the new institutional approaches.

Center for Exhibits & Interpretation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Center for Exhibits and Interpretation
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
11.1 Full-time permanent	$0	$0	$3,163	$0	$3,578	$415	13.1%
11.3 Other than full-time permanent	0	0	74	0	76	2	2.4%
11.5 Other personnel compensation	0	0	30	0	31	1	2.4%
11.8 Special personal services payment	0	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	0	0	1,069	0	1,223	154	14.4%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	$0	$0	$4,337	$0	$4,909	$572	13.2%
21.0 Travel & transportation of persons	$0	$0	$ 42	$0	$ 43	$1	2.5%
22.0 Transportation of things	0	0	1	0	1	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	0	0	32	0	32	1	2.5%
24.0 Printing & reproduction	0	0	21	0	22	1	2.5%
25.1 Advisory & associate services	0	0	42	0	43	1	2.5%
25.2 Other services	0	0	13	0	9,544	9,532	75053.0%
25.3 Other purch of goods & services from gov acc	0	0	3	0	3	0	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	0	0	0	0	0	0	2.7%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	37	0	37	1	2.5%
31.0 Equipment	0	0	37	0	38	1	2.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
Total, Non-Pay	$0	$0	$ 226	$0	$ 9,763	$ 9,537	4213.1%
Total, Center for Exhibits and Interpretation	$0	$0	$ 4,563	$0	$ 14,672	$ 10,109	221.5%

Center for Exhibits and Interpretation
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**32**	**$4,563**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		61
Annualization of January 2019 pay raise @ 1.9%		21
Within-grade increases		20
Transit subsidy monthly increase from $260 to $265		1
One extra day, 262 vs. 261		0
FERS pay increase		0
Total, Mandatory Pay and Related Costs	**0**	**103**
Price Level Changes		**6**
Program Increases:		
Enriching the Visitors Experience	3	10,000
Total, Program Increases	**3**	**10,000**
Net Increase/Decrease	**3**	**10,109**
Total Budget	**35**	**$14,672**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**35**	**$14,672**

Center for Exhibits and Interpretation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$14.672 million** for the Center for Exhibits and Interpretation in fiscal 2020. This is an increase of $10.109 million, or 221.5 percent, over fiscal 2019. This increase represents $0.109 million for mandatory pay related and price level increases, and a program change of $10.000 million and three FTEs for Enriching the Visitors Experience.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
LIBN.CEI	0	$ -	0	$ -	32	$ 4,563	$ -	32	$ 4,672	0	$109	2.4%
Visitor Experience	0	0	0	0	0	0	0	3	10,000	3	10,000	0.0%
Total, LIBN.CEI	**0**	**$ -**	**0**	**$ -**	**32**	**$ 4,563**	**$ -**	**35**	**$14,672**	**3**	**$10,109**	**221.5%**

PROGRAM OVERVIEW

Created in fiscal 2019 in the reorganization of the National and International Outreach (NIO) service unit to better align the Library's user-centered focus, the Center for Exhibits and Interpretation (CEI) activities are coordinated through three directorates: the Design Office, the Exhibits Office, and the Publishing Office. These directorates make exhibits, publications and materials that create meaningful emotional and intellectual experiences and connections between the Library's users and the collections. CEI is one of two centers created in a new organizational structure that corresponds with the Library's user-centered strategic direction, emphasizing user experience and engagement.

CEI is directly responsible for the following offices:

Design Office (DO): Established in fiscal 2019, DO consists of two divisions, the newly organized Design division and Printing Management. The DO handles and assists all graphic design, wide-format, and print work needed by the Library's service units.

Exhibits Office (EO): Plans, conceptualizes, designs, develops, and installs immersive exhibitions and experiential public spaces. The exhibits are comprised of artifacts, casework, text, images, videos, and interactives.

Publishing Office (PO): Promotes the Library by creating, co-publishing, and disseminating books and related products that showcase the Library's collections. This work helps the Library fulfill its mission by making the treasures of its collections—including those too fragile or rare for public display—accessible to readers worldwide.

Fiscal 2018 Accomplishments

CEI was not an existing organizational unit in fiscal 2018. The Exhibits Office (formerly Interpretative Programs Office IPO) and Publishing Office operated under the former service unit NIO. Print Management (formerly the Printing Office) was an office under the OCOO. Below are their fiscal 2018 accomplishments from the previous organizational structure.

Print Management processed 1,122 jobs in fiscal 2018, with a revenue billing of $203,036. The office exceeded the fiscal 2018 budget goal by $23,035. Printing Management assisted Library staff with creating brochures, program literature, flyers, posters, invitations, newsletters, envelopes, business cards and name plates. Additionally, Printing Management created materials to support major Library events.

EO opened a major exhibition, "*Baseball Americana*," as well as a smaller exhibition in the Graphic Arts Galleries, *Drawn to Purpose*, featuring women cartoonists and illustrators. EO also mounted two rotations of new material into each of the following major exhibitions: *Echoes of the Great War: American Experiences of World War I*, *Exploring the Early Americas*, and *Hope for America: Performers, Politics & Pop Culture*. Additionally, EO put up two rotations in each of the Library's ongoing smaller exhibitions: *Mapping a Growing Nation: From Independence to Statehood*, *Here to Stay: The Legacy of George and Ira Gershwin*, and the Herblock Gallery, as well as the biannual changes to the *Thomas Jefferson's Library* exhibition.

EO maintained a program of regular education and outreach, exhibition-related programs, and spearheaded the design and implementation of two special "pop-up" exhibits: "Halloween" and "Spring Fling" and 13 short-term "agile displays" in the Great Hall and mezzanine of the Thomas Jefferson Building. These displays featured the papers of Alexander Hamilton paired with lyrics from the Broadway play *Hamilton*, the bicentennial of the birth of Frederick

Douglass, the commemoration of the 16th Street Baptist Church bombing in Birmingham, as well as other subjects.

In fiscal 2018, EO developed the requirements for the Library of Congress' visitor experience master plan. The plan will focus on visitor orientation; interior and exterior wayfinding; circulation; individual and group visitation to exhibitions, public programs, research spaces, and events spaces; physical security; and exhibition, programmatic, and event storage.

PO co-published four new books, one new paperback edition, three calendars, two sets of Knowledge Cards, and a notecard set. Highlights include America's Greatest Library: An Illustrated History of the Library of Congress, the first new history published by the Library in nearly twenty years; American Journal: Fifty Poems for Our Time, an anthology selected by Poet Laureate Tracy K. Smith; and three companion volumes to Library exhibitions: Drawn to Purpose: American Women Illustrators and Cartoonists, Game Faces: Early Baseball Cards from the Library of Congress, and Baseball Americana: Treasures from the Library of Congress.

Fiscal 2019 Priority Activities

CEI launched at the beginning of fiscal 2019 with the appointment of a new director. In fiscal 2019, there are three major priorities: 1) focusing on establishing this new Center which will include clarifying the vision, setting priorities, developing a directional plan, understanding the staff capabilities, and building a cohesive unit; 2) developing exhibits, publications, and visual designs that further the Library's goals to inspire, educate, and inform; 3) formalizing Library-wide synergies and procedures to produce collection driven narrative and visual storytelling across multiple platforms with broad stakeholder appeal.

DO will prioritize establishing itself within the Library and reaching out to all service units to inform them of the services offered and identifying how we can assist them with any of their design and graphic needs. The Design unit will continue to implement the new Library visual identity and branding. This will be a two-prong approach by designing all new requests to align with the new visual identity and messaging, and re-designing existing projects and printed materials as they become needed for updating. Printing Management will also meet with all our existing customers to discuss how the Library's re-alignment has affected their printing needs and priorities. The office will also work closely with the Design unit to assist with the specifications of print jobs, including inks, papers, and binding. Printing Management will recommend in-house solutions and suggest best practices in achieving the most effective use of customers design and print budgets.

EO will open two major exhibitions: *Shall Not Be Denied: Suffragists Fight for the Right to Vote* and the Small Press, Independent Comics exhibit. Additionally, EO will continue to plan and develop four forthcoming exhibitions: *Rosa Parks: Beyond the Bus*, *The Two Georges* (an exhibition about the parallel lives of George Washington and King George III) in partnership with the Georgian Papers Programme, part of the British Royal Collections Trust, and the Science Museum, London; an exhibition on the Mayflower Compact; and a new exhibition in the Bob Hope Gallery of American Entertainment, *That's Showbiz: Hope and Fame in America*.

EO will continue to oversee the development of the visitor experience master plan. In June 2019, the Library of Congress will present a comprehensive master plan to Congress for its approval. CEI will also continue to work with the contractor to meet the milestones necessary to achieve this goal.

PO will release a companion volume to the Library's exhibition on women's suffrage and new books highlighting the Jay I. Kislak Collection, the Michael Ford Collection in the American Folk Life Center, and Farm Services Administration photographer Russell Lee. PO will finalize concepts and co-publishers for two children's books about the Library and will announce Library of Congress Crime Classics, a reprint series of American crime novels originally published between 1860 and 1960.

Fiscal 2020 Priority Activities

CEI will focus on building upon the work in fiscal 2019 with developing major exhibits on Rosa Parks, the Two Georges (George Washington and George III) and producing compelling, collection driven publications and visual designs.

DO will continue to work towards building its customer base, support the Library's visual identity and messaging, and support all service units with any of their print and electronic design and graphic needs. The Design unit will also work with CEI and the Office of the Chief Information Officer to insure all electronic forms of design are consistent and represents the Library's outward facing messaging.

Printing Management will continue to strive to grow its revenues in fiscal 2020. Printing Management will continue to work closely with the Design unit to assist with the specifications of print jobs, including inks, papers, and binding.

EO will work to continue expanding the reach of the Library and strategic partnerships in fiscal 2020. EO will open two major exhibitions *Rosa Parks: Beyond the Bus* and *Two Georges* and will continue the development and design for the Mayflower Compact exhibition and *That's Showbiz: Hope and Fame in America*, both scheduled to open in fiscal 2021.

PO will release companion volumes to the Library's exhibitions on Rosa Parks and The Two Georges: George III and George Washington; a new book highlighting the Library's National Cherry Blossom Festival collection; the first titles in the LC Crime Classics Series; and a new children's book about the Library.

Office of the Chief Operating Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Chief Operating Officer
Resource Summary
(Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
OCOO_COO	0	0	0	0	142	34,205	0	142	36,511	0	2,306	6.7%
OCOO_FSD	0	0	0	0	50	13,350	0	60	17,688	10	4,338	32.5%
OCOO_ISS	0	0	0	0	94	30,467	0	94	31,808	0	1,341	4.4%
Total, OCOO_COO	**0**	**$0**	**0**	**$0**	**286**	**$78,021**	**$0**	**296**	**$86,006**	**10**	**$7,985**	**10.2%**

Office of the Chief Operating Officer
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$0	$0	$27,571	$0	$29,183	$1,612	5.8%
11.3 Other than full-time permanent	0	0	285	0	292	8	2.8%
11.5 Other personnel compensation	0	0	296	0	304	8	2.7%
11.8 Special personal services payment	0	0	38	0	38	0	0.5%
12.1 Civilian personnel benefits	0	0	9,325	0	10,371	1,046	11.2%
13.0 Benefits for former personnel	0	0	100	0	100	0	0.4%
Total, Pay	**$0**	**$0**	**$37,615**	**$0**	**$40,289**	**$2,675**	**7.1%**
21.0 Travel & transportation of persons	$0	$0	$ 49	$0	$ 50	$1	2.0%
22.0 Transportation of things	0	0	2	0	2	0	2.1%
23.1 Rental payments to GSA	0	0	1,771	0	2,028	256	14.5%
23.2 Other Services	0	0	200	0	205	5	2.5%
23.3 Communication, utilities & misc charges	0	0	1,236	0	1,336	100	8.1%
24.0 Printing & reproduction	0	0	153	0	157	4	2.5%
25.1 Advisory & associate services	0	0	8,595	0	11,756	3,161	36.8%
25.2 Other services	0	0	10,464	0	11,057	593	5.7%
25.3 Other purch of goods & services from gov acc	0	0	3,538	0	3,817	279	7.9%
25.4 Operation & maintenance of facilities	0	0	8,503	0	8,716	213	2.5%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	135	0	138	3	2.5%
25.7 Operation & maintenance of equipment	0	0	2,658	0	2,744	86	3.2%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	409	0	419	10	2.5%
31.0 Equipment	0	0	2,695	0	3,294	599	22.2%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	**$0**	**$0**	**$ 40,407**	**$0**	**$ 45,717**	**$ 5,310**	**13.1%**
Total, Office of the Chief Operating Officer	**$0**	**$0**	**$ 78,021**	**$0**	**$ 86,006**	**$ 7,985**	**10.2%**

*Table reflects realignment of the Chief Operating Officer, Financial Services Directorate, and Integrated Support Services from the Office of the Librarian to a separate PPA

Chief Operating Officer
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	286	$78,021
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		511
Annualization of January 2019 pay raise @ 1.9%		170
Within-grade increases		167
Transit subsidy monthly increase from $260 to $265		5
One extra day, 262 vs. 261		141
FERS pay increase		460
Total, Mandatory Pay and Related Costs	0	1,454
Price Level Changes		1,563
Program Increases:		
OCFO Optimization & Modernization	10	3,862
Personnel Security Case Management System		1,106
Total, Program Increases	10	4,968
Net Increase/Decrease	10	$ 7,985
Total Budget	296	$86,006
Total Offsetting Collections	0	(6,000)
Total Appropriation	296	$80,006

Fiscal 2020 Program Changes: $ 4.968 million

Financial Services Optimization & Modernization: $3.862 million/ 10 FTE

The Library requests $3.862 million to optimize and modernize the Financial Services Directorate's (FSD) policies, processes, and tools as well as add staff capacity and capability in data analytics, internal controls, budget, policy, and financial reporting. With the recent and anticipated near-term loss of expert, highly experienced personnel to retirement and attrition, FSD must acquire and develop the financial management workforce skills needed to operate within a modernized financial management framework. As work is further automated and systems are modernized, the workforce capabilities required are shifting from transactional to analytical.

The Library's goal remains an unqualified financial audit opinion. To support the unqualified opinion and improve financial management in the Library, FSD intends to review and overhaul policies, provide better reporting systems and analytics, better use financial data to inform decision-making, and shift financial workforce skills as financial systems evolve and a highly experienced workforce turns over. As the office automates and modernizes and the workforce reconstitutes, the opportunity exists to adapt to the future state and prevent future weaknesses and vulnerabilities by reinforcing staffing, processes, reporting systems, and data analysis.

Process Improvement/Data Analytics

As a key element in modernization, FSD needs to focus on financial analytics and improvement efforts, to include analysis of the Library's financial data, continuous business process improvement, and internal controls and compliance. Financial analytics and improvement efforts will focus on enhancements to the capabilities of systems and tools that enable improved FSD business process operations and analytics in the area of planning and management. Contractor support is specifically needed to implement recommendations from business process reengineering studies into the LBFMS (increase of $400,000, non-recurring in fiscal 2024), which will help to achieve efficiency and lower costs in operations long-term.

Relatedly, the need to document FSD processes and to develop guidance going out to the service units has become acute as highly experienced staff are retiring. The volume and complexity of the work, combined with long-serving staff who innately have the knowledge and experience to address difficult problems, has meant that processes now need to be documented for their successors. Processes that are changing with new technology or new federal requirements also need to be accounted for within FSD and the service units.

FSD also needs the resources and capacity to be proactive, to identify and resolve issues before becoming audit findings. Base funding for consultant studies ($400,000) to examine subjects such as indirect costs, Office of Management and Budget (OMB) data integrity and accountability standards that should be implemented in annual reporting, or the future of the Legislative Branch Financial Management System (LBFMS) which is the financial system for seven of the eight legislative branch agencies, will allow FSD to take measures to prevent and resolve problems. A separate contractor study is also needed to conduct a Digital Accountability and Transparency Act of 2014 (DATA Act) gap analysis ($350,000, non-recurring in fiscal 2021).

Cloud/Data Warehouse/Real-time Reporting

Among FSD's significant needs is a migration to the cloud of the data warehouse used for financial reporting (base increase $423,202). Although the current Financial Reporting System is an enterprise-wide tool managed by the Office of the Chief Information Office (OCIO), FSD owns the financial data to produce financial reports, currently run from the data warehouse. As a first step in preparation for a new financial reporting system, and to strategically position FSD for enhancements in data-driven decision-making, FSD needs the FRS data warehouse located with the Momentum data in the cloud. Changing to a cloud-based data warehouse will allow real-time reporting, not only to the Library but also to the other legislative branch agencies that use the financial reporting tool via interagency agreements.

Staff Capacity and Capability

After years of little turnover, FSD is now beginning to lose significant Library-specific business expertise in budget, accounting, financial reporting and financial systems to retirement. New skills in data analytics are needed in alignment with the Librarian's priority on data-driven decision-making. For this reason, FSD must reposition itself to drive planning and management business decisions based on data analysis for the office, the Office of the Chief Operating Officer (OCOO), and the Library as a whole. Dedicated capabilities are needed in risk analysis and management, and in policy documentation/internal control to support integrity in reporting and sound financial management governance.

Gaps in staffing are concerning, particularly those in accounting processes, financial reporting, and budget. Although succession planning has been actively underway since 2010, much of the analytic work in FSD has a long learning curve, requiring years on the job to perform at full capacity. The accounting, reporting and systems functions

in FSD have had or will soon have significant losses in experienced FTE that require a re-constitution of vital corporate knowledge capacity. In one example, by the second quarter of fiscal 2019, the Budget Division will lose two senior analysts with a combined 80 years' experience. There is a long learning curve for new analysts to build the necessary broad and deep knowledge of the Legislative Branch and the Library programs and operations, in addition to technical expertise and experience. Key staff with 30-plus years of experience and in-depth expertise enabled exceptional workloads that cannot be replaced one-for-one with new staff.

The service units are also losing experienced financial management staff and are facing competency gaps. FSD requires additional staff capacity to provide guidance and hands-on assistance to various service units as they regenerate skillsets. Non-pay requests for LBFMS and Financial Report System (FRS) training, to be developed and delivered under contract ($500,000 in fiscal 2020, with $300,000 non-recurring in fiscal 2021) along with other financial management-related instruction, will not only help to improve performance in FSD, but also in Library service units. Improvements made in FSD processes, systems, and governance benefit the entire Library as well as the other Legislative Branch agencies that are partnered with the Library in the LBFMS.

The request of $1.221 million for the following 10 positions will fill important human resource gaps in expertise needed currently and for the future:

1. **Two Systems Accountants (two – GS 14)**

   The first systems accountant will work in the Financial Systems Division to support and develop new reports for the FRS, a mission-critical system which serves the Library and the Congressional Budget Office, Office of Compliance, and Open World Leadership Center. The new position will provide capability in data modeling and support for the data warehouse. The second systems accountant will serve as liaison between FSD accounting and systems functions in the Financial Reports Division, and will monitor and ensure the integrity of posting models to the General Ledger as they affect the Library's external financial reporting to Treasury and OMB as well as financial reporting for several LBFMS partner agencies, the financial statement close process, and preparation of the financial statements.

2. **Program Analysts (two – GS 13)**

   One of the program analysts will provide analysis of internal controls in the context of the Library's risk analysis and management program, as well as monitor compliance with internal controls over financial management of centrally managed business processes, both specific to FSD and Library-wide, and in addition will revise or develop new controls. Support financial analytics and improvement efforts. The second program analyst will have a finance and audit background and will be responsible for the ongoing review of existing policies and directives and preparing new ones to fill gaps in internal controls, and for preparing guidance that will be disseminated Library-wide. The analyst will also document existing and reengineered business processes.

3. **Program Analyst (one – GS 12)**

   The position will coordinate initiatives to use data analytics, with a focus on improving business processes and integration, and assisting with the Enterprise Planning and Management (EPM) initiative to help drive improved planning and management business decisions for OCOO and the Library.

4. **Budget Analysts (two – GS 11)**

   The junior budget analysts will become the next generation of budget analysts in FSD. The current budget analysts are at the top of their performance ladders and are themselves the product of approximately six to eight years of on-the-job training. The junior budget analysts will work closely with senior analysts on teams responsible for formulation, presentation, and execution of the Library's budget. They will support the senior analysts as they learn about the Legislative Branch and their complex responsibilities as well as the Library's programs over a period of years, becoming the basis of succession planning.

5. **Administrative Specialist (one – GS 9)**

   The position will provide administrative support primarily in the areas of risk management, performance, and other types of reporting that are increasingly required, as well as managing audit task lists, recording meeting minutes, and performing other administrative and monitoring tasks. These tasks are currently performed by higher level professional staff, whose time is better used in performing professional work in the areas of accounting, financial reporting, and systems.

6. **Budget Technician (one – GS 7)**

   The budget technician will provide budget administrative support and assist budget analysts

in formulation, presentation, and execution of the Library's budget. The technician will perform non-professional, administrative-type tasks and free budget analysts' time to focus on analysis of the Library's budget formulation, presentation, and execution tasks.

7. **Program Analyst, rotational (one – GS 7)**

   The business analyst will rotate through FSD offices to learn budget, accounting, reporting, and systems functions with the objective of improving financial management practices by providing guidance and direct assistance to the Library's service units. Such assistance is becoming more critical in the service units as they are also losing financial management expertise while the work is becoming more complex, analytical, and overlapping among units.

Space Renovation

Finally, a physical renovation of the entire office ($568,500, non-recurring in fiscal 2021) is necessary to provide office space for new hires and contractors and to allow flexibility to accommodate increased telework and collaborative work. Current space is inefficiently configured and is strained to accommodate two or three contractors, with no space for 10 additional staff members, and the sole conference room is small, with a table that seats 10 personnel. The requested space renovation would provide a common workspace for collaborative work, a larger conference room, and additional workspace for staff and contractors.

Personnel Security Case Management System: $1.106 million

The Library requests $1.106 million to implement of a Commercial, Off the Shelf (COTS) software solution to automate the existing manual process used by the Library to perform personnel security functions. This alternative will support the entire lifecycle of the Library's personal security management functions including capturing data related to all aspects of pre-appointments, suitability determinations, security clearance processing, briefings, foreign travel, foreign contacts and other relevant data points of interest. The system will also be used to collect metrics to provide Library leadership with updates regarding the program's current standing. The system will have the capability to interface with existing internal Library systems such as EmpowHR, fingerprinting, and badge issuing system and the capability to interact with government-wide systems being developed by personnel security stakeholder agencies such as the e-QIP replacement and Continuous Evaluation systems.

The Personnel Security Division (PSD) is currently limited in its performance potential due to manual, paper-based processes that have been used since the program began in the 1940s. Because of this, the Library is unable to leverage current and future government-wide initiatives such as e-Delivery and web-based adjudication that would add process efficiencies, digital file security, workforce flexibility, and improved assessment of program effectiveness.

The PSD primary mission is to manage all activities involved in the Library's Personnel Security, Suitability/ Fitness, and Credentialing (SSC) eligibility program. These activities include designating position sensitivity and risk level; conducting investigation/adjudication history checks; collecting and reviewing security applications; initiating background investigations; and adjudicating those completed investigations to determine SSC eligibility. PSD also issues and manages security clearances for access to classified national security information, coordinates appeals of security clearance denials and revocations, and provides oversight of security clearance holder responsibilities.

Currently, PSD annually initiates over 400 full background investigations and reviews almost 1,000 criminal/credit checks. This workload will increase with the re-designation of federal positions, Public Trust reinvestigations, and initiation of investigations for contract staff. The automation of these security processes will greatly enhance the productivity of the office and increase the security of the Library.

Funding of $763,000 for the one-time procurement of the COTS system will non-recur in fiscal 2021, and $75,000 for the digitization and ingest of current paper records will be non-recurred in fiscal 2023, leaving an ongoing base of $0.268 million for operational and maintenance support.

Chief Operating Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Chief Operating Officer
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$0	$0	$13,395	$0	$13,735	$340	2.5%
11.3 Other than full-time permanent	0	0	107	0	110	3	2.8%
11.5 Other personnel compensation	0	0	122	0	125	3	2.6%
11.8 Special personal services payment	0	0	7	0	7	0	0.8%
12.1 Civilian personnel benefits	0	0	4,621	0	4,952	331	7.2%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	**$0**	**$0**	**$18,252**	**$0**	**$18,929**	**$677**	**3.7%**
21.0 Travel & transportation of persons	$0	$0	$ 20	$0	$ 20	$0	1.3%
22.0 Transportation of things	0	0	1	0	1	0	1.9%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	0	0	788	0	877	88	11.2%
24.0 Printing & reproduction	0	0	84	0	86	2	2.4%
25.1 Advisory & associate services	0	0	3,855	0	4,845	989	25.7%
25.2 Other services	0	0	5,651	0	6,104	453	8.0%
25.3 Other purch of goods & services from gov acc	0	0	1,840	0	1,880	39	2.1%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	0	0	1,710	0	1,752	43	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	285	0	292	7	2.5%
31.0 Equipment	0	0	1,719	0	1,726	7	0.4%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	**$0**	**$0**	**$ 15,953**	**$0**	**$ 17,582**	**$ 1,629**	**10.2%**
Total, Chief Operating Officer	**$0**	**$0**	**$ 34,205**	**$0**	**$ 36,511**	**$ 2,306**	**6.7%**

*Table reflects realignment of the Chief Operating Officer from the Office of the Librarian to a separate PPA - Office of the Chief Operating Officer

Chief Operating Officer
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**142**	**$34,205**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		239
Annualization of January 2019 pay raise @ 1.9%		80
Within-grade increases		78
Transit subsidy monthly increase from $260 to $265		2
One extra day, 262 vs. 261		66
FERS pay increase		212
Total, Mandatory Pay and Related Costs	**0**	**677**
Price Level Changes		**523**
Program Increases:		
Personnel Security Case Management System		1,106
Total, Program Increases	**0**	**1,106**
Net Increase/Decrease	**0**	**$ 2,306**
Total Budget	**142**	**$36,511**
Total Offsetting Collections	**0**	**(6,000)**
Total Appropriation	**142**	**$30,511**

Chief Operating Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$36.511 million** for the Chief Operating Officer in fiscal 2020. This is an increase of $2.306 million, or 6.7 percent, over fiscal 2019. This increase represents $1.200 million for mandatory pay related and price level increases, and a program change of $1.106 million for Personnel Security Case Management System.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
OCOO_COO	0	$ -	0	$ -	130	$28,205	$ -	130	$30,511	0	$2,306	8.2%
Cataloging Dist Services	0	0	0	0	12	6,000	0	12	6,000	0	0	0.0%
Total, OCOO_COO	**0**	**$ -**	**0**	**$ -**	**142**	**$34,205**	**$ -**	**142**	**$36,511**	**0**	**$2,306**	**6.7%**

PROGRAM OVERVIEW

The Chief Operating Officer (COO) organization provides comprehensive services, manages institutional programs, and oversees regulatory compliance in the areas of financial administration; human capital; contracting; facilities, safety and health services; asset management; and personnel security and emergency preparedness.

The Chief Operating Officer is responsible for the following directorates:

Financial Services Directorate (FSD): Provides policy direction, review, and coordination of all budgetary and financial activities of the Library. Responsibilities include formulation, presentation, and execution of the Library's budget; establishment of all budgetary and accounting standards; establishment and monitoring of financial systems controlling the expenditure and reporting of funds; management of the Library's travel program, and the purchase card and travel card programs; disbursement, collection, and investment of funds; accounts payable; and financial reporting. FSD's program activities and accomplishments are covered in a separate narrative within the budget justification.

Human Capital Directorate (HCD): Responsible for the development and evaluation of policies, procedures and systems designed to support the Library's mission and priorities through collaborative leadership. HCD leads efforts to attract and retain a diverse, talented and results driven workforce; administers the Library's compensation programs; provides benefits, employee assistance consultation, centralized training, and staff development; and provides Library leadership and staff with expert consultation and guidance on the full range of human capital tactics, strategies, and methods to ensure a high performing organization.

Contracts and Grants Directorate (CGD): Plans, organizes, and executes the activities required to maintain the Library's acquisition program, and provides guidance and oversight to ensure compliance with laws and regulations. The Contracts Division fulfills Library requirements through timely negotiation and award of cost effective contracts for goods and services. The Grants Division enables collaboration between Library service units and academic communities to advance knowledge, creativity, education, and research through negotiation and award of grants and other transactions.

Integrated Support Services Directorate (ISS): Provides labor support for facility operations; manages custodial, food services and recycling programs; and hazard abatement implementation. Develops and administers the Library's occupation health and wellness program; manages workers compensation; provides education and advice on public and workforce health issues, and serves as first responder to medical emergencies. ISS ensures proper utilization and disposal of Library property, manages warehouse operations, and provides transportation services. Plans, promotes, designs and provides oversight of construction and alterations of Library buildings including new construction, renovation, reconfiguration, and upgrades to work spaces, public places, and exhibit areas. ISS' program activities and accomplishments are covered in a separate narrative within the budget justification.

Security and Emergency Preparedness Directorate (SEPD): Provides policy direction, review, and coordination of all security and emergency preparedness activities of the Library. Administers the Library's program for the protection of staff, visitors, collections, and equipment; manages the Library's information security program for classified materials; administers electronic and physical security services; and

manages the Library's contract guard program. SEPD administers the Library's personnel security and suitability programs; initiates and adjudicates background investigations to determine the suitability of employees and contractors; and determines the security clearance eligibility of individuals requiring access to classified national security information.

Library Enterprises (LE): Serves users through the sales of products and services. LE is supported by offsetting collections, revolving and trust funds and is comprised of three business-oriented divisions: Business Enterprises (BE), Federal Research Division (FRD), and the Federal Library and Information Network (FEDLINK). BE operates the Library Gift Shop, distributes cataloging products, and makes reproductions of Library collection materials available. FRD leverages Library collections to provide research and reports for federal agencies. FEDLINK acquires commercial online information services, publications and library-supported services for federal libraries and other federal offices.

Fiscal 2018 Accomplishments

The Contracts and Grants Directorate (CGD) supported the Library's operations, facilities, technology, events, and collections awarding $223 million in contracts and $12 million in grants, awards and fellowships. Significant contracts were negotiated for a master plan for the new visitor experience; new acquisition processing; preservation including de-acidification and microform; migration to a new data center; agile software development for copyright modernization, integrated research information system (IRIS), and Congress.gov; and production of the next generation digital talking book reader. The office assessed and strengthened the proficiency of the Library's acquisition workforce by optimizing the number of contracting officer representatives across the Library and delivering a comprehensive training program tailored to Library needs. The office addressed procurement system performance and contract file management and established a plan and roadmap to transition to a digital environment.

Human Capital Directorate (HCD) improved efficiency and accuracy of its operations by documenting roles, responsibilities, and standard operating procedures for six of the 18 HCD functional areas including classification, employee relations, transit subsidy, hiring management, timekeeper roles, competency assessments and performance management. HCD developed a strategy to achieve greater Library-wide transparency, consistency, and effectiveness of workforce performance-related awards and recognition in coordination with the Principal Deputy Librarian. Assessments were completed of employee proficiency levels relative to the core competencies (knowledge, skills, abilities, and behavioral attributes) for the IT and acquisition workforces, and partnerships were forged with management to develop and implement training and hiring plans designed to remediate critical technical competency gaps and help fulfill succession planning efforts. Also HCD expanded leadership and supervisory training programs designed to build proficiency with the core leadership competencies that drive employee engagement, innovation, and productivity. Through a partnership with the Office of Personnel Management (OPM) to administer the Federal Employee Viewpoint Survey (FEVS) to measure employee engagement, and began rollout of an online workforce performance management system that links individual employee performance directly to agency strategic goals and also fully automates a paper process. Finally, in fiscal 2018, HCD focused on improving customer service by visiting customers across the Library to gain a better understanding of their work and acting on customer recommendations to improve the HCD user experience.

Security Emergency Preparedness Directorate (SEPD) continued to implement controls and measures to protect the Library's high-value collection areas and other assets. Security assessments were completed in six collection storage and processing areas: Serial and Government Publications Division collections storage, storage area assigned to CALM to relocate collections to and from Ft. Meade, area for accessioning Music Division collections. Three of the six assessments were in support of construction or renovation projects requiring temporary measures. The temporary measures either provided electronic counter measures to an entire area (swing space) or a wall to separate construction activity and personnel from collection storage or procession areas. The three areas modified were the Geography and Maps stacks, Manuscripts preparation section (swing space), and the Manuscripts preparation section (construction barrier). In partnership with the Office of the Chief Information Officer, SEPD upgraded emergency communications staff notifications by implementing the Joint Emergency Mass Notification System (JEMNS). The office implemented a new personnel security program initiative to enhance background investigations for employees and non-employees who access the Library's IT network, by ensuring that all network users are held to equivalent Library and national background investigations standards. To bolster personnel security program efficiency, plans were put into place to procure and utilize an off-the-shelf case management system to streamline workflow, and enable implementation of government-wide background investigation reforms. Improvements were made to the Library's Continuity of Operations Planning (COOP) programs by training and exercising 75 percent of essential personnel on COOP functions.

Fiscal 2019 Priority Activities

Effective October 1, 2018, OCOO was realigned from the Office of the Librarian to a stand-alone Plans, Programs and Activities (PPA) service unit. The establishment of a new Library Enterprises Directorate within OCOO accommodates the realignment of revolving funds from the National and International Outreach reorganization and will ensure all public-business operations leverage expertise in budget

forecasting, accounting and contracting. These realignments embrace the new strategic plan to better serve users.

CGD will continue to engage with the Library's service units to increase the proficiency and effectiveness of acquisition workforce through training and performance management, streamlined ordering, and enhanced fidelity and accessibility of acquisition information and records. CGD will execute strategic initiatives to begin transition to a digital records management system and automate routine administrative procurement tasks to enable employees to focus on value added work. The office will continue to streamline procurement processes by empowering Library activities to make direct purchases under Library contracts and expand use of purchase card ordering for low-risk goods and services.

HCD will perform its core functions to meet customers' needs, partnering with the Human Capital Advisory Board (HCAB) to ensure continued standardization of Library-wide human capital processes and procedures, and continuing to expand leadership and supervisory training programs designed to build Library-wide proficiency with the core leadership competencies needed to drive employee engagement, innovation, and productivity. HCD will finalize a human capital functional plan, in alignment with the OCOO directional plan and the Library's Strategic Plan for fiscal 2019 through 2023, and begin implementing the plan's priority initiatives, which include: developing procedures to decrease time-to-hire and otherwise improve the effectiveness of the hiring process; conducting a competency assessment for one Library organizational group and documenting lessons learned; and planning the rollout of a competency assessment for another organizational group in fiscal 2020. HCD will focus heavily on IT investments that mitigate existing IT security risks in fiscal 2019. This includes assessing the capabilities of the newly upgraded learning management system and developing recommendations to enhance access to training content and automate competency assessments; collaborating with the Office of the Chief Information Officer (OCIO) to upgrade the time and attendance system to improve accuracy of Library records; and beginning implementation of a data analytics tool by developing a dynamic, on-demand reporting capability that can be used to inform real-time management decisions related to management of human capital.

SEPD will sustain the Library's collections security program; conduct four assessments of high-security collections storage and processing areas; conduct 15 Site Assistance Visits to protect collections and other assets; strengthen the Library's emergency preparedness program; and continue to implement the personnel security employment suitability program initiative to enhance background investigations for employees and non-employees who access the Library's IT network by ensuring all network users are held to equivalent Library and national background investigations standards.

LE will pursue a business-focus in the Library's revolving funds that offer cost-effective services to other agencies.

Fiscal 2020 Priority Activities

CGD will continue to drive increased proficiency and effectiveness of the acquisition workforce through training and performance management, streamlined ordering, and enhanced fidelity and accessibility of acquisition information and records. The office will implement systems to operate in a fully digital environment and deploy information and visualization tools to enable leadership to make informed contract decisions and to develop staff expertise to positively impact the Library's future.

HCD will continue performing its core functions to meet customers' needs, partnering with the HCAB to ensure continued standardization of Library-wide human resources processes and procedures, and implementing the human capital functional plan for fiscal 2019 through 2023. Other fiscal 2020 priorities for HCD include continuing to streamline the hiring process and continuing to expand leadership and supervisory training programs designed to build Library-wide proficiency with the core leadership competencies needed to drive employee engagement, innovation, and productivity. HCD plans to reap the benefits of IT investments made in fiscal 2019: an upgrade to the learning management system will better position HCD in fiscal 2020 to inform strategic, data-driven hiring and training decisions to ensure the Library continues to maintain an expert, proficient workforce, and a fiscal 2020 capability review of the data analytics tool rolled out in fiscal 2019 will be used to determine whether the system can be scaled up to inform decision making related to management of other resources.

SEPD will continue to enhance the Library's collections security program; protect facilities, staff, and other assets, and strengthen the Library's emergency preparedness awareness and training and COOP programs. The office will further implement the personnel security employment suitability initiative to enhance background investigations for employees and non-employees. Working with OCIO, the Personnel Security Office will procure and implement the case management system to enhance personnel security program efficiency, streamline the workflow, and enable the implementation of government-wide background investigation reforms.

LE will continue to pursue a business-focus in the Library's revolving funds that offer services to other agencies.

Financial Services Directorate

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Financial Services Directorate
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$0	$0	$5,927	$0	$6,971	$1,045	17.6%
11.3 Other than full-time permanent	0	0	81	0	83	2	2.8%
11.5 Other personnel compensation	0	0	85	0	87	2	2.7%
11.8 Special personal services payment	0	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	0	0	1,968	0	2,464	497	25.2%
13.0 Benefits for former personnel	0	0	100	0	100	0	0.4%
Total, Pay	**$0**	**$0**	**$8,160**	**$0**	**$9,707**	**$1,546**	**18.9%**
21.0 Travel & transportation of persons	$0	$0	$ 4	$0	$ 4	$0	2.5%
22.0 Transportation of things	0	0	0	0	0	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	0	0	27	0	28	1	2.5%
24.0 Printing & reproduction	0	0	8	0	8	0	2.5%
25.1 Advisory & associate services	0	0	3,931	0	6,082	2,151	54.7%
25.2 Other services	0	0	403	0	433	30	7.5%
25.3 Other purch of goods & services from gov acc	0	0	3	0	3	0	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	0	0	790	0	829	39	5.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	10	0	11	0	2.5%
31.0 Equipment	0	0	13	0	582	569	4375.6%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	**$0**	**$0**	**$ 5,190**	**$0**	**$ 7,981**	**$ 2,791**	**53.8%**
Total, Financial Services Directorate	**$0**	**$0**	**$ 13,350**	**$0**	**$ 17,688**	**$ 4,338**	**32.5%**

*Table reflects realignment of the Financial Service Directorate from the Office of the Librarian to a separate PPA - Office of the Chief Operating Officer

Financial Services Directorate
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	50	$13,350
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		114
Annualization of January 2019 pay raise @ 1.9%		38
Within-grade increases		37
Transit subsidy monthly increase from $260 to $265		1
One extra day, 262 vs. 261		32
FERS pay increase		105
Total, Mandatory Pay and Related Costs	0	327
Price Level Changes		150
Program Increases:		
OCFO Optimization & Modernization	10	3,862
Total, Program Increases	10	3,862
Net Increase/Decrease	10	$ 4,338
Total Budget	60	$17,688
Total Offsetting Collections	0	0
Total Appropriation	60	$17,688

Financial Services Directorate

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$17.688 million** for the Financial Services Directorate in fiscal 2020, an increase of $4.338 million, or 32.5 percent, over fiscal 2019. This increase represents $0.476 million for mandatory pay related and price level increases, and a program change of $3.862 million and 10 FTEs for FSD Optimization & Modernization.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
OCOO_FSD	0	$ -	0	$ -	50	$ 13,350	$ -	60	$ 17,688	10	$4,338	32.5%

PROGRAM OVERVIEW

The Financial Services Directorate (FSD) is responsible for the formulation, execution, and presentation of the Library's budget; and provides accounting, travel, disbursing, financial systems, and financial reporting services for the Library's appropriated, gift, trust, revolving, and reimbursable funds. The office serves as liaison for the Library of Congress with the House and Senate Committees on Appropriations, Office of Management and Budget, Department of the Treasury, and Government Accountability Office in areas relating to financial functions. FSD hosts the Legislative Branch Financial Management System (LBFMS) for the Library of Congress, United States Capitol Police (USCP), Congressional Budget Office (CBO), Architect of the Capitol (AOC), Office of Compliance (OOC), Open World Leadership Center (OWLC), Medicare Payment Advisory Commission (MEDPAC), and the Government Accountability Office (GAO), and two congressional funds (Capitol Preservation Commission Fund and Senate Preservation Fund).

Fiscal 2018 Accomplishments

In October 2018, with migration of its financial data into the LBFMS, GAO became the eighth legislative branch shared services partner agency. The LBFMS now provides financial management system services to all but one of the legislative branch agencies, the U.S. Government Publishing Office, due to different business processes. An e-Travel interface for enhanced business travel processing was initiated and will be rolled out to the Library and shared services partners in fiscal 2019. Intragovernmental Payment and Collection (IPAC) transactions from Treasury were integrated into the LBFMS financial management system for the Library, CBO, MEDPAC, OOC, and OWLC to improve transaction data accuracy by eliminating manual data entry for incoming IPACs as well as by increasing transaction processing speed and efficiency. In addition, integration with Treasury's Collections Information Repository was initiated and will be implemented in early fiscal 2019 to automate the recording of cash collections. These integrations reduce the need for costly system customization and contribute to greater business process efficiency and functionality in the LBFMS (Momentum system) to effectively manage the financial and administrative operations of the Library and its shared services partners. In addition, FSD oversaw an assessment of the Momentum financial system acquisition module to identify improvements to increase efficiency.

Additional financial systems improvements related to financial reporting were procured to upgrade the Financial Reports System (FRS) to the Library's cloud database platform and to provide upgraded security and report comparison capability.

Collaboration with the Office of the Chief Information Officer (OCIO) continued to establish plans and concepts for an Enterprise Planning and Management system (EPM), formerly known as a Unified Planning Solution. The goal is to consolidate and integrate currently disparate financial and strategic planning workflows; performance management and reporting processes; IT investment planning, supporting automation tools across multiple service units into an integrated Library solution that more clearly aligns and articulates the Library's priorities, initiatives and program resources. Proposals received in response to a Request for Information were reviewed as part of the market research phase.

The Budget Division provided oversight of the Library's 2018 funding execution, navigating an extended continuing resolution to ensure the Library successfully resourced all missions and priorities, and coordinated the formulation, submission and congressional review of the fiscal 2019 budget request. In the fourth quarter, the Budget Division began initial work on the fiscal 2020 budget request. In an enhancement to improve formulation of the fiscal 2020 budget justification, the Budget Division initiated a pre-

review process for new and expanded program requests to ensure that they fit within the Library's priorities for the budget year.

Following completion of the audit of the 2017 financial statements, the Library received its 21st unqualified audit opinion.

Fiscal 2019 Priority Activities

Operation of the financial system and hosting the LBFMS will continue as a major focus. With congressional support in fiscal 2019, business process reengineering will begin to standardize business processes across legislative branch agencies and make other system improvements that in the long-term, will decrease system upgrade and production support costs. A fiscal 2019 base increase will also help to support increased hosting costs driven by LBFMS expansion.

An e-Travel interface configured in fiscal 2018 will be rolled out for use by the Library, CBO, MEDPAC, AOC, and OWLC to automate and streamline manual processes and provide a fully consistent application of agency travel policies and procedures. The performance efficiency and availability of the Momentum system will continue to be evaluated to ensure that service level standards are met for the Library and LBFMS agencies. In the second quarter, a new five-year support contract for the Momentum financial system will be awarded that will reduce operational risk and cost. Work will also begin on the planning, design, and initial configuration for the next upgrade of the LBFMS. Improvements in the existing FRS will be made in anticipation of an upgrade or replacement to the system beginning in fiscal 2020.

In continued collaboration with OCIO, FSD will conduct further analysis in fiscal 2019 to obtain a multi-year plan and costing information for the EPM.

The Budget Division will continue to work closely with Library service units to provide oversight on the execution of fiscal 2019 funding as well as prepare, submit, and present the fiscal 2020 budget. Initial preparations for the fiscal 2021 budget will begin late in the year. The Library will also complete an audit of the 2018 financial statements.

Fiscal 2020 Priority Activities

FSD will continue to perform the core functions of Library financial management and liaison with the House and Senate Committees on Appropriations and other federal agencies, and will continue to focus on operating the financial system and hosting the LBFMS. Configuration, testing, and implementation of an upgrade to the latest version of Momentum will take place in fiscal 2020. Business process standardization efforts will continue. FSD will work with OCIO to implement a new or upgraded FRS. FSD will continue collaborating with OCIO to devise and begin a multi-year implementation of the EPM.

A top priority for FSD is optimizing and modernizing policies, processes, and tools, and adding staff capacity and capability in data analytics, risk management, budget, policy, and financial reporting to rebuild expertise increasingly lost to retirement and adapt to new workforce skill requirements. A fiscal 2020 program request will meet strategic workforce needs to achieve a future scenario that involves increasing automation, standardizing and documenting business processes to a modernized framework, using analytic skills and data to inform decision making, and strengthening financial reporting and oversight. All of this will support the Library's strategic direction and strengthen FSD's workforce and capability to meet business requirements into the future as well as shore up financial management Library-wide. Without added funding, any resources FSD must use to position itself for the future will take resources away from the LBFMS, which is not a viable option since it serves the Library as well as the legislative branch. FSD's services and its capacity to support the service units could deteriorate, affecting its ability to provide timely financial data to support business decisions, meet Treasury mandates, and ensure regulatory compliance. The Library's unmodified audit opinion may be threatened by untimely financial data. Without optimized staffing and oversight, FSD will forego opportunities to strengthen monitoring of risks and internal controls for compliance and to increase the integrity of financial reporting. FSD's capacity to be proactive in identifying and resolving financial management issues across service units will be diminished, reducing the ability to fully address a growing need within the Library.

The Budget Division will continue to work closely with Library service units providing oversight in the execution of fiscal 2020 funding as well as prepare and submit the fiscal 2021 budget. Initial preparations for the fiscal 2022 budget will commence late in the year. The Library will also complete an audit of the fiscal 2019 financial statements.

Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Integrated Support Services
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$0	$0	$8,250	$0	$8,477	$227	2.8%
11.3 Other than full-time permanent	0	0	97	0	99	3	2.8%
11.5 Other personnel compensation	0	0	89	0	92	2	2.8%
11.8 Special personal services payment	0	0	30	0	31	0	0.4%
12.1 Civilian personnel benefits	0	0	2,737	0	2,955	218	8.0%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	**$0**	**$0**	**$11,203**	**$0**	**$11,653**	**$451**	**4.0%**
21.0 Travel & transportation of persons	$0	$0	$ 26	$0	$ 26	$1	2.5%
22.0 Transportation of things	0	0	1	0	1	0	2.5%
23.1 Rental payments to GSA	0	0	1,771	0	2,028	256	14.5%
23.2 Other Services	0	0	200	0	205	5	2.5%
23.3 Communication, utilities & misc charges	0	0	421	0	431	11	2.5%
24.0 Printing & reproduction	0	0	61	0	63	2	2.5%
25.1 Advisory & associate services	0	0	809	0	829	20	2.5%
25.2 Other services	0	0	4,410	0	4,520	110	2.5%
25.3 Other purch of goods & services from gov acc	0	0	1,695	0	1,934	239	14.1%
25.4 Operation & maintenance of facilities	0	0	8,503	0	8,716	213	2.5%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	135	0	138	3	2.5%
25.7 Operation & maintenance of equipment	0	0	158	0	162	4	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	113	0	116	3	2.5%
31.0 Equipment	0	0	963	0	987	24	2.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	**$0**	**$0**	**$ 19,264**	**$0**	**$ 20,155**	**$ 890**	**4.6%**
Total, Integrated Support Services	**$0**	**$0**	**$ 30,467**	**$0**	**$ 31,808**	**$ 1,341**	**4.4%**

*Table reflects realignment of the Integrated Support Services from the Office of the Librarian to a separate PPA - Office of the Chief Operating Officer

Integrated Support Services
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**94**	**$30,467**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		158
Annualization of January 2019 pay raise @ 1.9%		53
Within-grade increases		51
Transit subsidy monthly increase from $260 to $265		2
One extra day, 262 vs. 261		44
FERS pay increase		143
Total, Mandatory Pay and Related Costs	**0**	**451**
Price Level Changes		**890**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**1,341**
Total Budget	**94**	**$31,808**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**94**	**$31,808**

Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of $31.808 million for Integrated Support Services in fiscal 2020, an increase of $1.341 million, or 4.4 percent, over fiscal 2019, supporting mandatory pay and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		
	Operating Plan		Actual Obligations					Request Total				
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
OCOO_ISS	0	$ -	0	$ -	94	$ 30,467	$ -	94	$ 31,808	0	$1,341	4.4%

PROGRAM OVERVIEW

Integrated Support Services (ISS) is responsible for the day-to-day long-term management and oversight of facility operations, space utilization planning, occupational health, logistics, construction planning and management, asset management, and safety services. In partnership with the Architect of the Capitol (AOC), ISS ensures that Library buildings and grounds are maintained for staff, visitors, and the collections.

Fiscal 2018 Accomplishments

ISS successfully supported all service units by continuing to provide day-to-day and long-term management of facility operations, space utilization planning, occupational health, logistics, construction planning and management, asset management, and safety services.

Facility Operations included:

- In conjunction with the AOC, began move into Ft. Meade Module 5.
- In conjunction with the AOC, worked to award Ft. Meade Module 6 construction contract and conducted risk assessment review of Ft. Meade Module 7.
- Completed logistics operation relocation in the 1st quarter of fiscal 2018 from Landover Center Annex (LCA) to Cabin Branch, Maryland. The remaining LCA collections and deposits operations were consolidated to the upper level of LCA.
- Completed the first year on phase 1 of 4 compact shelving projects for Geography & Maps and phase 1 of 2 for Prints & Photographs. These are large multi-year replacement programs.
- Completed renovation of the National Library for the Blind and Physically Handicapped (NLS) at Taylor Street.
- Completed the Modernized Music Division's secure storage facility.
- Completed the second year of Quad C shelving replacement and installation of compact shelving. Quad C is one of four sub-basement quadrants in the James Madison Memorial Building (JMMB) for the Law Library. This is a three-year project.
- Completed the Veterans History Project move to the Thomas Jefferson Memorial Building.
- Provided support to the AOC construction of the Law Library secure storage vault, the last of the four secure storage vaults to be built in the JMMB.

Fiscal 2019 Priority Activities

ISS will continue to support all service units by providing day-to-day and long-term management of facility operations, space utilization planning, occupational health, logistics, construction planning and management, asset management, and safety services.

Facility Operations will:

- Complete the design of Ft. Meade Module 7 in preparation for future funding.
- Support the AOC's construction of Ft. Meade Module 6.
- Complete installation of the Law Library compact shelving in the final secure vault.
- Support the AOC's completion of requirement plans for the Copyright Office deposit storage.
- Complete Phase 2 of the Prints & Photographs and Geography & Maps compact shelving projects and initiate next phases.
- Evaluate the AOC's proposed plan for utilizing the Government Printing Office for potential NLS relocation.

- Create processing areas to support Library Services arrearage reduction project.
- Prepare for the final close out of LCA.
- Complete the Law Library Quad C compact shelving installation.
- Support the relocation of the African and Middle Eastern reading room.
- Complete the final phase of the Congressional Research Services Domestic Social Policy refurbishment.
- In conjunction with the operational consolidation project, initiate the redesign of the Office of the Chief Information Officer (OCIO) operations locations.
- Support the AOC's completion of the John Adams Building Rain Leader project.
- Complete Center for the Book and Publishing Office relocations to the John Adams Building.
- Initiate the Copyright Office design and subsequent reconfiguration.
- Plan the Library's Conservation Lab modernization.
- Continue supporting the AOC's efforts in planning and installing energy-efficient products throughout the Library buildings.

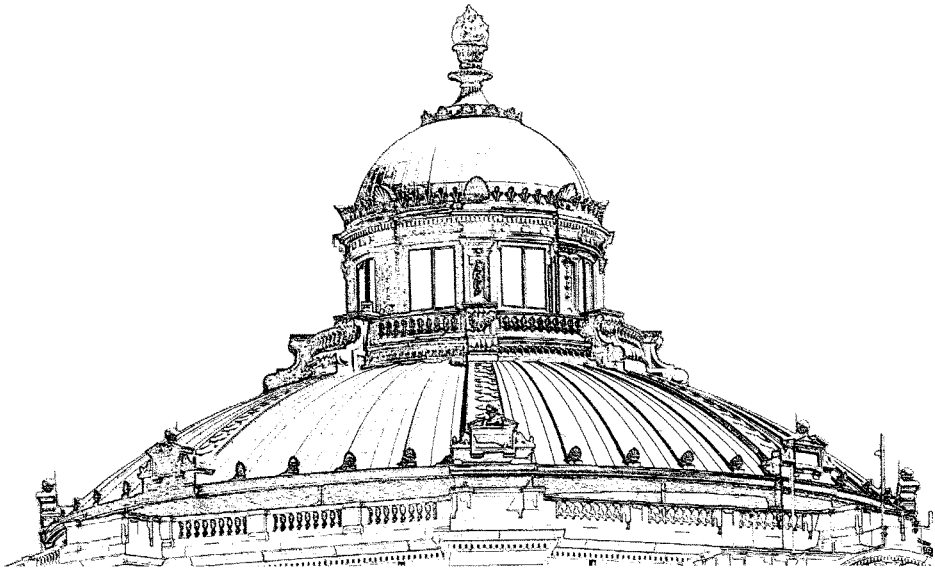
Fiscal 2020 Priority Activities

ISS efforts will continue to provide day-to-day and long-term management of facility operations, space utilization planning, occupational health, logistics, construction planning and management, asset management, and safety services. The additional focus on resolving storage capacity challenges throughout the Library buildings will continue as planned.

To ensure the Library's buildings are maintained in the best possible condition, ISS will utilize additional funds provided for custodial services to sustain an environmentally clean and healthy environment for staff and visitors.

The Library's current facility plan is in Appendix J of this budget justification. This provides further details on the Library's plans to update and modernized the facilities agency-wide.

- Continue to prepare for the final close out of LCA in fiscal 2021.
- Work with NLS on relocation.
- Redesign office and software development spaces for the OCIO.



Office of the Chief Information Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Chief Information Officer
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$ 0	$ 0	$ 0	$ 0	$ 0	$0	0.0%
Total, Lapse Reserve	$ 0	$ 0	$ 0	$ 0	$ 0	0	0.0%
11.1 Full-time permanent	$34,815	$34,789	$38,518	$7,357	$47,605	$9,087	23.6%
11.3 Other than full-time permanent	159	147	301	0	309	8	2.8%
11.5 Other personnel compensation	205	97	307	0	316	8	2.8%
11.8 Special personal services payment	60	41	0	0	1	1	0.0%
12.1 Civilian personnel benefits	11,095	11,147	12,430	3,262	17,087	4,655	37.5%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	$46,333	$46,221	$51,556	$10,619	$65,317	$13,760	26.7%
21.0 Travel & transportation of persons	$ 125	$ 40	$ 50	$0	$ 51	$1	2.5%
22.0 Transportation of things	148	5	0	0	0	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	1,870	1,870	1,840	0	1,886	46	2.5%
23.3 Communication, utilities & misc charges	15,634	14,598	12,991	0	15,565	2,575	19.8%
24.0 Printing & reproduction	58	58	77	0	79	2	2.5%
25.1 Advisory & associate services	34,510	33,066	32,298	0	40,830	8,532	26.4%
25.2 Other services	300	290	142	0	1,145	1,004	707.8%
25.3 Other purch of goods & services from gov acc	928	943	1,200	0	1,230	30	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	10,505	10,200	8,742	0	8,960	219	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	59	57	62	0	64	2	2.5%
31.0 Equipment	8,741	9,172	8,570	2,937	1,442	(7,128)	-83.2%
41.0 Grants, subsidies & contributions	0	6	0	0	0	0	0.0%
Total, Non-Pay	$ 72,878	$ 70,306	$ 65,972	$ 2,937	$ 71,254	$ 5,282	8.0%
Total, Office of the Chief Information Officer	$ 119,211	$ 116,527	$ 117,528	$ 13,556	$ 136,571	$ 19,043	16.2%

*Appropriation transfer supports IT centralization efforts by transferring $13.556M to the Office of the Chief Information Officer, including $10.619M to support 68 FTE and $2.937 of non-pay items. Appropriation transfer consists of: Copyright - $2.418M to support 16 FTE, and $0.290M of non-pay; CRS - $7.098M to support 44 FTE, and $1.669M of non-pay; and BBPH - $1.103M to support 8 FTE, and $0.978M of non-pay.

Office of the Chief Information Officer
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	289	$117,528
Appropriation Transfer:		
Information Technology Centralization	68	13,556
Total, Appropriation Transfer	68	13,556
Non-recurring Costs:		
Hosting Facilities Challenge		- 10,600
Total, Non-recurring Costs	0	- 10,600
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		881
Annualization of January 2019 pay raise @ 1.9%		294
Within-grade increases		287
Transit subsidy monthly increase from $260 to $265		7
One extra day, 262 vs. 261		242
FERS pay increase		788
Total, Mandatory Pay and Related Costs	0	2,499
Price Level Changes		1,668
Program Increases:		
Congress.gov Enhancements & LIS Retirement	4	3,617
Enterprise Relationship Management Solution		1,250
Data Center Transformation & Modernization Phase II		7,000
Workstation Procurement		53
Total, Program Increases	4	11,920
Net Increase/Decrease	72	$ 19,043
Total Budget	361	$136,571
Total Offsetting Collections	0	0
Total Appropriation	361	$136,571

Fiscal 2020 Program Changes: $11.919 million

Workstation Centralization Support: $0.053 million

The Library is requesting funding of $53,000 to obtain 21 workstations (including laptops) for the new FTEs requested in fiscal 2020 as part of a centralized, consistent approach to workstation procurement under the Office of the Chief Information Officer (OCIO). In addition to providing the initial workstations for the new FTEs, this funding will also provide the foundation for ongoing support for future technical refresh of all the Library's workstations.

A robust workstation replacement program will maintain an average age of four or five years. It will in addition support effective deployment of upgrades, allow a consistent procurement schedule, help the Library keep up with changing end-user technologies, reduce total inventory, and decrease the range of equipment that must be supported – all improving workstation management and accountability.

The funding requested for the workstation procurement program is associated with the following programmatic increase requests:

Service Unit	Programmatic Increase	Number of Staff	Associated Cost
Librarian's Office	Enriching the Visitors Experience	3	$ 7,500
Librarian's Office	Library Data Strategy	2	5,000
Off. Of Chief Operating Officer	OCFO Optimization & Modernization	10	25,500
Off. Of Chief Information Officer	Congress.gov Enhancements & LIS Retirement	4	10,000
Books for the Blind & Phys. Handicapped	BARD Infrastructure Modernization	2	5,000
Total		21	**$53,000**

Congress.gov Enhancements: $3.617 million/4 FTE

The Library is requesting $3.617 million and four staff to support congressionally requested enhancements and continuous development of Congress.gov, the official web site for legislative data. The request would allow the Library to quickly address critical near term issues such as the required full retirement of LIS.gov and meet the ongoing requests for development of enhancements and new features for the site. After addressing the critical near term items, the initiative is requesting to retain the funding to solidify a baseline budget and the four additional authorized staff positions to support the continuous development and maintenance required for enhanced functionality, reliability, and availability of the Congress.gov system.

The requested funding would initially enable the Library to make rapid progress in three broad categories over three years:

1. Full Retirement of the Legislative Information System (LIS)

To fully mitigate security and technical concerns associated with the legacy LIS system, and provide Congress.gov with more control over managing and publishing legislative data, the Library will work with stakeholders to provide the system with the capacity to directly receive legislative data from all of its sources – including the Office of the Clerk of the U.S. House of Representatives, the Office of the Secretary of the Senate, Government Publishing Office (GPO), and the Congressional Research Service (CRS). *Funding Request: $1,337,000*

2. Congress.gov High Priority Enhancements

Congress, the Library, and other stakeholders have identified a number of desired enhancements for the Congress.gov system that have not been within reach given available resources. Additional funding would allow increased near term efforts to achieve:

- **Enhanced Availability, Reliability, and Accessibility**

  Funding Request: $500,000

  Additional server hardware, software licenses and network upgrades are required to distribute the Congress.gov workload across two data centers to ensure high availability, reliability, and accessibility for congressional staff. The improvements will also better support the use of cloud infrastructure and improve continuity of operations (COOP) capabilities.

- **Enhanced Functional Capabilities**

  Funding Request: $350,000

In creating Congress.gov, a unified system for Congress and the public, the Library has received feedback from congressional users whose needs sometimes diverge from the public. Adding personalization for targeted aspects of the website will address many of these issues. Enhancements would include:

- Personalization of search form preferences;
- The ability to save preferences for user views of search results; and
- More customization of email alerts.

Congressional users also requested enhancements, including:

- Linking to specific points within full legislation and Congressional Record texts;
- Presenting web-friendly (USLM) law texts;
- Migrating Century of Lawmaking content to Congress.gov;
- Integration of the Congressional Record Index; and
- Improving access to committee hearings.

- **Mobile App**

  Funding Request: $750,000

  Nearly half of all Congress.gov traffic is from mobile devices. Development of a native iOS (Apple) and Android app would provide improved service and access to mobile users. The application would leverage the existing Congress.gov application and data interfaces to provide an experience that is tuned specifically for mobile users.

3. Congress.gov Legislative Data Management Staff for CRS

Funding Request: $680,000 per year for three years for 4 NTE staff

The continued development, implementation, and operations of Congress.gov, as well as its congressionally available API has significantly improved the ability of congressional staff to research and utilize legislative data. However, that increased use has also resulted in increased demand for CRS legislative data expert support for the system. In order to continue supporting LIS and to support the growing need for legislative data experts for Congress.gov, CRS will use increased funding to support four temporary (NTE) positions:

- **Two Legislative Data Specialists (two – GS 11)**

  These mid-level positions would provide a surge in capacity for subject tagging and other work to improve the findability and utility of the legislative data available through Congress.gov.

- **Two Legislative Data Analysts (two – GS 13)**

  These highly skilled positions would provide expanded capacity for both the collaborative work necessary to enhance Congress.gov Admin tools, modernize the ingest of legislative data into Congress.gov, coordinate with key congressional stakeholders and support the development of enhanced functional capabilities, as well as provide operational support for advanced congressional users of the legislative data itself.

Continuous Development to Meet Congressional Needs

Congress.gov is a mission-critical system for the entire Legislative Branch that requires continuous support. It was recently ranked third on the list of "Top 20 Essential US Government Web Sites" by *LifeWire*. Historically, the Library redirected substantial base operating funds each year to maintaining and improving the Congress.gov system, limiting capacity for the development work necessary to support other high-profile Library applications, like loc.gov.

Once the surge effort to meet critical near term needs is completed, retaining the funding in the base Library budget and the four additional authorized staff positions would support the continuous development and maintenance required to meet the expectations for enhanced functionality, reliability, and availability of the Congress.gov system by Congress and other stakeholders. Releases will include search enhancements, advanced tools for Congressional users, user interface improvements, and addition of new and historic legislative content. The team's dedication to the congress.gov platform will ensure swift resolution of data and performance issues, and provide readily available subject matter expertise for related systems and programs that use congress.gov. The resources would ensure sufficient Project Management, Application Development, User Experience/Design, Testing, Accessibility, Technical Operations ("DevOps"), and Security for full life-cycle sustainment of the Congress.gov platform and supporting applications.

Background

Congress.gov is the official public website for U.S. federal legislative information. Hosted by the Library of Congress (LOC), the site provides accurate and timely legislative information for Members of Congress and their staff, government agencies, and the public. It is presented by the Library using data from the Office of the Clerk of the U.S. House of Representatives, the Office of the Secretary of the Senate, the Government Publishing Office (GPO), Congressional Budget Office (CBO), and the Congressional Research Service (CRS).

Since September 2011, the Library has been working to replace two outdated legislative web sites—THOMAS and the congressional use only Legislative Information System (LIS)—with the new consolidated Congress.gov system. The new system provides a modern platform to host the

functionality of both THOMAS, which was created in 1994 as a public portal for information about legislative action, and LIS, which was created in 1997 to support congressional operations.

- **THOMAS:** As the first online database of congressional legislative information, THOMAS was the primary point of access for the public. THOMAS's functionality has been successfully migrated to Congress.gov followed by the THOMAS system retirement on July 5, 2016.
- **LIS:** As a legacy system based on technology no longer maintained or supported by the vendor, LIS presents both ongoing security and technical concerns for the entire CAPNET network. To address those security concerns, the user interface for LIS is slated for retirement by the end of calendar year 2018. It is a Library priority to ensure that Congress.gov will meet all legislative operational requirements supported by LIS at retirement. While the web interface will be retired from congressional view, the backend of LIS is currently the only tool available for the ingestion of legislative data from the House and Senate, so the system cannot be fully retired until a replacement capability is put in place.

Impact of Limited Funding

The Congress.gov team currently has an evolving backlog of high-priority work identified by Congress and other Congress.gov stakeholders. The Library is focused on providing a Congress.gov system that is secure, available, enhances the legislative process, and ensures an informed citizenry. If additional resources are not available for the development of Congress.gov and the retirement of LIS, the Library will implement most of these improvements over a longer time horizon. Longer system development time will result in:

- Continued expenditure of limited resources to maintain operation of the LIS backend system in addition to maintaining Congress.gov;
- Prolonged risk to the Legislative Branch data network from LIS operations;
- Longer implementation timelines for Congress.gov features and enhancements requested by stakeholders;
- Limited support for advanced congressional users;
- Indefinite delayed development of a Congress.gov mobile application; and
- Ongoing limited ability to meet constituent requests for Congress.gov enhancements.

Customer Relationship Management Solution: $1.250 million

The Library requests $1.250 million to implement an enterprise wide Customer Relationship Management (CRM) solution to ensure the most efficient management of the critical relationships between Library of Congress with current and future users and stakeholders. As the project is implemented $400,000 will non-recur in fiscal 2021, and an additional $600,000 will non-recur in fiscal 2022, keeping $250,000 for ongoing operating and maintenance expenses. One key outcome of modernization is better management of critical user and stakeholder relationships. The Library's IT Program Modernization Plan published March 2018 notes that service units require modernization of the business systems that support their unique missions. This includes modernization efforts to reduce the time required to deliver Congressional Research Service's products in formats most useful to Congress; modernization of the systems supporting the copyright community, governmental entities, and the public at large; and implementation of the Library's vision that all Americans be connected to the Library of Congress by engaging with more users with a variety of needs, maximizing and expediting access to collections, and ensuring enduring access to content.

The CRM tool provides a simple interface for the collection of data that helps businesses recognize and communicate with customers in a scalable way—in other words, it is a technology tool that would enable the Library to manage its user relations in a standard, cohesive manner.

The Library currently tracks information and interactions with internal and external users, stakeholders, and partners using a variety of methods—most commonly manual lists, but also a few customized software applications that are limited either in scope or capability. The current set of tools that the Library uses does not allow staff to collaborate across units or divisions, or interact in a consistent and coordinated manner with shared users. Moreover, the user information maintained in the manual methods (generally spreadsheets) is often outdated, and suffers from a lack of quality and version control. Additionally, the manual lists do not allow for advanced features, such as integration with calendaring and reminders, and require multiple entry into other Library systems, which can lead to data errors. Lastly, there is often no easy way to access this information from mobile systems, leading to Library personnel unable to access stakeholder information unless at their desks.

An enterprise CRM service will enable Library staff to efficiently manage contact and engagement information and improve relationships with Library users and stakeholders. An enterprise CRM will connect Library user information end-to-end with minimal IT involvement and set a path for sharing of information and services, better service to their users, and greater user satisfaction. Moreover, CRM systems allow very granular access control and auditing on

customer information. Implementing such a system would greatly improve the Library's ability to provide services to its stakeholders and extend its reach to additional stakeholders while improving efficiency and ensuring sensitive information is not inappropriately or inadvertently shared.

IT Network Security: $7.000 million

The Library of Congress maintains an extensive information technology (IT) network that supports the employees of the Library, Congress, federal agencies, the American public, and the global research and education communities. The network must provide robust high availability support for the growing collection and use of digital information, and resilient protection from increasingly complex and persistent cybersecurity threats.

In support of its continuing IT modernization initiatives, the Library has received substantial congressional support to upgrade and transform its data center environment (fiscal 2017) and modernize its IT network infrastructure (fiscal 2018). Initial planning for the modernization initiative did not fully identify the complete range of operational and security upgrades required to maintain and continuously protect a modernized networked hosting environment. The scope of the previous operational cost estimate was limited to funding recurring occupancy costs, as well as operations and management of the Library's new Tier III hosted data center only. It did not include estimates for needed operational support across the Library's broader modernized networked IT infrastructure.

Requesting and obtaining enough ongoing funding is key to ensuring a strong operational foundation for the hybrid data center environment and the IT network infrastructure.

To fully maintain and protect the Library's modernized IT network, an additional $7 million in base funding is requested to support IT infrastructure capacity in following two areas:

1. **Sustaining the Hybrid Hosting Environment** ($2 million)
   As part of the Data Center Modernization project, the Library is moving to a hybrid hosting environment, which allows applications and data to be hosted dynamically across the Library's owned data centers, the new hosted facility, and the cloud. The hybrid data center transformation activities to date have further informed the Library of the recurring operational costs that will be incurred to maintain a robust hybrid hosting environment to include: data center hosting facility lease costs, internet capability and bandwidth costs, network fiber lease costs, and other cloud-based hosting services costs. Therefore, an additional **$2,000,000** in recurring funding, beyond the initial estimate, is requested to operate and sustain the Library's robust, modernized, scalable hybrid hosting environment.

2. **Network Operations & Security Enhancements** ($5 million)
   The Library requires an advanced IT infrastructure and concurrent advanced security capabilities to support the increasing use of technology and data across all aspects of Library daily business and the rapid expansion of digital collections. In fiscal 2018, the Library received Congressional funding to support the planning and initial upgrade implementation of underlying network infrastructure to state-of-the-industry standards, thereby significantly improving network performance and service delivery. The Library will need to operate and maintain the upgraded connectivity among buildings, and connectivity beyond its campus complex to the outside via Internet and Internet II. A private Local Area Network (LAN) and a Wide Area Network (WAN) will ensure staff interconnectivity, access to cloud shared services, end-user enablement tools, and a Virtual Private Network (VPN) for remote workforce enablement. To operate and sustain these network improvements and secured operating environment, the Library requests recurring funding of **$5,000,000**.

   This request supports the network modernization begun in fiscal 2018 and provides the necessary funding to sustain those improvements. Specific planned operational activities include:

   - Operation and sustainment of a robust user wireless network that will provide full coverage, ample capacity, roaming capability, and Quality of Service (QoS);
   - Operation and sustainment of a Staff Wireless capability to the Library's Campus network leveraging state-of-the-industry infrastructure to facilitate improved collaboration among Library service units;
   - Operation and sustainment of enhanced metropolitan area network and wide area network capabilities including state-of-the-industry network technology infrastructure to support increasing facility operations and enhanced site contingency operations and recovery;
   - Operation and sustainment for a robust Zero Trust Security model for high value systems. With the Zero Trust Security model, only the necessary amount of access is provided and suspicious network activity is scrutinized; and

- Establishment of a Virtual Network Operations Center to provide 24/7/365 monitoring of network operations that will proactively identify operational and security issues so they can be promptly addressed.

Office of the Chief Information Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$136.571 million** for the Office of Chief Information Officer in fiscal 2020, an increase of $19.043 million, or 16.2 percent, over fiscal 2019. This increase represents $4.167 million for mandatory pay related and price level increases, an Appropriation Transfer for Information Technology Centralization of $13.556 million, non-recurring costs of $10.600 million for Hosting Facilities Challenge, and program changes of $11.920 million and four FTEs – [$3.617 million and four FTEs] for Congress.gov Enhancements and LIS Retirement, [$1.250 million] for Enterprise Relationship Management Solution, [7.000 million] for Data Center Transformation & Modernization Phase II, and [$0.053 million] for workstation procurement.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020 Net Change		
	Operating Plan		Actual Obligations		Operating Plan			Request Total				
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
OCIO	276	$119,211	274	$116,527	289	$117,528	$13,556	361	$136,571	4	$19,043	16.2%

PROGRAM OVERVIEW

The Library of Congress Office of the Chief Information Officer (OCIO) provides the leadership, services, and capabilities necessary to manage and execute the Library of Congress' information-technology (IT) vision as a strategic enabler for the attainment of the mission to Congress, the creative community, and the American. OCIO provides expert guidance for digital and IT business innovation and decision-making across the Library and serves as the strategic leader for the agency in the IT domain. It also serves as the provider of IT security, application and data management and IT operations.

Fiscal 2018 Accomplishments

IT Governance and Management

Fiscal 2018 saw significant changes in the Library's IT governance and operations. To realize the centralization of all Library technology activities, as directed by the Librarian of Congress in November 2016, OCIO completed two major reorganizations. OCIO implemented Reorganization Phase 1.5 in December 2017, merging service unit IT personnel into the newly created OCIO Customer Engagement Directorate while continuing to evaluate how to best structure OCIO to maximize efficiencies and reduce risks for the Library. Centralization culminated at the end of fiscal 2018 with OCIO Reorganization Phase 2.0, which: realigned Library IT staff according to their skill-sets and functional responsibilities; streamlined governance and delivery of Library IT services; and strengthened OCIO's ability to collaborate effectively.

To ensure transparency and clarity of vision for IT initiatives, OCIO crafted an IT Program Modernization Plan, released in March 2018, which articulates 15 key activities ongoing in OCIO that move the Library towards a more modern technology posture. The plan builds on the Library's 2016-2020 IT Strategic Plan and addresses key expectations from the Office of the Inspector General (OIG), the Government Accountability Office (GAO), and the Library's Congressional oversight committees.

OCIO continued to make significant progress addressing IT issues raised by OIG and GAO, successfully closing 82 audit recommendations, and submitting evidence on over 20 others during fiscal 2018. OCIO also continued to mature the Library's IT Governance and IT Financial Management (ITFM) processes, including Technology Businesses Management (TBM). In fiscal 2018, the Library adapted an agency-wide IT funding framework and IT procurement processes that leverage the TBM taxonomy to better inform IT planning and operations.

Digital Strategy and Innovation

In January 2018, OCIO hired a dynamic Digital Strategy Director who led an agency-wide planning effort that resulted in the Library publishing the first Digital Strategy at the end of fiscal 2018. The Strategy serves as a complement to the Library's new 2019-2023 Strategic Plan and provides a bold, holistic vision to guide the Library's digital transformation over the next five years focused on three main themes: *We Will Throw Open the Treasure Chest*, *We Will Connect*, and *We Will Invest in Our Future.*

To help drive innovation and focus attention on transformative ways for the Library to open access to content and engage with users, OCIO's reorganization centralized the Library's successful LC Labs team under the Digital Strategy Directorate. Among many successful events and experiments,

the team led a collaboration with Library Services and other stakeholders to launch the Library's most comprehensive crowdsourcing project to date. Titled "By the People" – the Web-based app allows the public to contribute and interact with digital collections in new ways while helping the Library process data to make collections more usable.

Stabilization, Optimization, and Modernization of IT Services and Operations

OCIO is steadily increasing the reliability of the Library's core IT systems by updating legacy hardware. In fiscal 2018, OCIO replaced over 100 servers, updated 10 petabytes of data storage and decommissioned more than 140 outdated databases.

Fiscal 2018 also saw significant achievements with the Library's Data Center Transformation Project, including the buildout of a new state-of-the-art data center, a new Cloud environment, and an initial inventory of applications that will be migrated out of the outdated James Madison Memorial Building Data Center. This transformation project began in 2017 and will continue over the next few years to ensure that the Library has a solid, scalable foundation for IT operations.

To better manage development and maintenance, OCIO has shifted fully to agile development and continuous delivery for major projects, including the Library's flagship loc.gov and congress.gov websites, with new content and improved functionality delivered every few weeks.

OCIO worked with stakeholders to enhance the Digital Library tools and services that enable the acquisition and delivery of digital content, including improved functionality for the deposit of eJournals, which, for the first time, surpassed print. These improvements allowed the Library to continue to enhance the annual throughput for digital collections, with nearly 195 million files and over 760 terabytes of content ingested in fiscal 2018. Over 7 million new items were added to loc.gov, including presidential papers, and significant rare books and manuscripts.

As required by the Consolidated Appropriations Act of 2018, OCIO worked with the Congressional Research Service (CRS) to create a new public CRS Report site. Accessible via congress.gov, the new site leverages crs.gov and congress.gov technology to provide a searchable home for research reports and other information CRS makes public.

In collaboration with the U.S. Copyright Office, OCIO started work in fiscal 2018 to implement the Copyright IT Modernization Plan. OCIO began development of a modernized Recordation system and will develop new applications in support of Registration, Public Catalog, and Licensing over the next several years. OCIO also developed a Virtual Card Catalog for the Copyright Office, making millions of cards more easily accessible to creative community and the public.

IT Security and Disaster Recovery

OCIO focused significant resources in fiscal 2018 to mature the Library's IT security and IT Business Continuity and Disaster Recovery (BCDR) programs, greatly improving network security and recoverability. Multifactor authentication was successfully implemented for all Library users; new IT contingency plans were developed for all Library IT systems; and the Library reached a milestone of 90 percent of its systems having a current Authority-to-Operate (ATO) on the Library's production network.

Fiscal 2019 Priority Activities

IT Governance and Management

With IT centralization completed, OCIO will continue to implement central governance and management improvements related to IT acquisition policies, data, and systems to identify duplications, reduce inefficiencies, and increase transparency. To advance IT investment transparency and accountability agency-wide, OCIO will further mature ITFM and expand TBM capabilities. OCIO will update the Library's IT Strategic Plan to align it with the Library's new strategic plan and the Digital Strategy, and continue to implement the IT Program Modernization Plan. OCIO will also expand investments in staff training to narrow identified IT skills gaps.

Digital Strategy and Innovation

In fiscal 2019, the Library will initiate implementation of the new digital strategy. The Digital Strategy Director will lead the assessment and adoption of innovation/emerging technologies, tools, and platforms with minimal operating risks, increased potential for improved cost efficiencies, and maximum customer value.

Stabilization, Optimization, and Modernization of IT Services and Operations

OCIO will continue to increase the reliability of the Library's core IT systems by updating legacy hardware and improving IT infrastructure and service operations, including adopting cloud-based services where beneficial (infrastructure, platform, and software), and supporting an increasingly mobile work force. With the Data Center Transformation project well underway, OCIO will begin implementing hybrid hosting services and migrate a subset of production IT systems to the new hosting environments by the end of the fiscal year.

OCIO will maintain agile development and continuous delivery for major projects, including the Library's flagship loc.gov and Congress.gov websites, with new content and improved functionality delivered every few weeks. OCIO will also support business application modernization efforts across a wide range of activities for the Library. In partnership with Library Services, OCIO will further enhance collections and archival management functionality to accommodate the growth of incoming digital content and implement a technical solution to manage access to rights restricted materials. With the Copyright Office, OCIO will provide technical leadership on Copyright IT modernization efforts,

including working on the development of new recordation and registration systems and improvements to the Copyright Virtual Card Catalog.

OCIO will oversee the development of a new Content Management System for CRS, the initial component of CRS's new Integrated Research and Information System (IRIS). OCIO will also provide technical support for CRS efforts to make more information publicly available and work with the National Library Services for the Blind and Physically Handicapped (NLS) to work towards a scalable, cost-effective enterprise cloud storage platform to better support patrons access needs for the BARD system.

IT Security and Disaster Recovery

To continue to improve IT security, OCIO will begin to implement Zero Trust architecture in fiscal 2019 – piloting single-sign-on for several Library applications. The IT Security division will maintain continuous monitoring to assure that systems are accurately protected. OCIO will also begin a comprehensive firewall modernization effort and enhance data security. Building on the extensive fiscal 2018 BCDR efforts, OCIO will continue to ensure that all Library IT systems maintain a current IT Contingency Plan and coordinate disaster recovery exercises for major IT systems.

Fiscal 2020 Priority Activities

IT Governance and Management

Looking ahead, OCIO will continue to improve IT governance and management to reduce inefficiencies and better support the Library mission to Congress, the creative community and the American public. OCIO will further mature ITFM and TBM capabilities, including the implementation of a TBM tool to provide agency-wide transparency and accountability for IT costs. Closing identified IT skills gaps will remain a high-priority.

Digital Strategy and Innovation

As the Library moves to further align with the Digital Strategy, the Digital Strategy Director will continue to lead the assessment and adoption of innovation/emerging technologies, tools, and platforms with minimal operating risks, increased potential for improved cost efficiencies, and maximum customer value.

Stabilization, Optimization, and Modernization of IT Services and Operations

OCIO will continue to increase the reliability of the Library's core IT systems by updating legacy hardware and improving IT infrastructure and service operations. OCIO will mature the use of cloud-based services where beneficial (infrastructure, platform, and software), and move to further empower a mobile work force. The Data Center Transformation project will culminate in fiscal 2020 with all production IT systems migrated to the new hybrid hosting environment. Pending resource availability, OCIO plans to further advance the Library's hybrid hosting operating environment with the modernization of older Library data centers and the Library's network, including a private Local Area Network (LAN) and a Wide Area Network (WAN) will ensure staff interconnectivity, access to cloud shared services, end-user enablement tools, and a Virtual Private Network (VPN) for remote workforce enablement. *For additional IT infrastructure modernization plan details, see Appendices A & B.*

In fiscal 2020, OCIO will maintain agile development and continuous delivery for major projects, including the Library's flagship loc.gov and Congress.gov websites, with new content and improved functionality delivered every few weeks. Pending resource availability, OCIO will expedite the modernization of Congress.gov data ingest to allow the full retirement of the legacy Legislative Information Service (LIS) system and reduce the backlog of congressionally requested user enhancements for the site. *For additional information about planned congress.gov enhancement, see Congress.gov Enhancements request on page 65.*

Fiscal 2020 will also see modernization efforts for the Digital Library, U.S. Copyright Office, CRS and NLS continue. Additionally, OCIO will take the first steps to build the next generation of Library Service Platforms for management of acquisition, descriptive metadata, holdings, circulation, and discovery of all collection formats. Pending resource availability, OCIO will also implement an enterprise-wide customer relationship management (CRM) solution, to help allow the Library to track and maintain user relations in a standard, cohesive manner. *See CRM reqeust on page 67.*

IT Security and Disaster Recovery

In fiscal 2020, OCIO will continue to mature Zero Trust architecture and complete the Library firewall modernization effort. The IT Security division will maintain continuous monitoring to assure that systems are accurately protected. OCIO will also continue to ensure that all Library IT systems maintain a current IT Contingency Plan and coordinate disaster recovery exercises for major IT systems. Pending resource availability, OCIO will establish and operate a Virtual Network Operations Center that would allow 24/7/365 monitoring of all Library systems, regardless of hosting environment. *For additional IT infrastructure modernization plan details, see Appendix A.*

Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Library Services
Resource Summary
(Dollars in Thousands)

Appropriation/PPA	Fiscal 2018 Operating Plan Funded FTE	Fiscal 2018 Operating Plan $	Fiscal 2018 Actual Obligations FTE Usage	Fiscal 2018 Actual Obligations $	Fiscal 2019 Operating Plan Funded FTE	Fiscal 2019 Operating Plan $	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total Funded FTE	Fiscal 2020 Request Total $	Fiscal 2019/2020 Net Change Funded FTE	Fiscal 2019/2020 Net Change $	Percent Change
Associate Librarian for Library Services (ALLS)												
ALLS	88	$ 20,312	67	$ 18,638	93	$ 20,957	$0	93	$ 21,691	0	$ 734	3.5%
American Folklife Center	23	3,071	20	3,046	25	3,739	0	25	3,881	0	142	3.8%
Veterans History Project	18	2,266	16	2,518	20	2,518	0	20	2,587	0	69	2.7%
Total, ALLS	**129**	**$ 25,649**	**103**	**$ 24,202**	**138**	**$ 27,214**	**$0**	**138**	**$ 28,159**	**0**	**$945**	**3.5%**
Acquisitions and Bibliographic Access (ABA)												
ABA	424	$ 70,027	415	$ 68,946	430	$ 73,728	$0	430	$ 76,737	0	$3,009	4.1%
Purch. Of Library Mater.		15,716		20,756		16,179	0		16,643	0	464	2.9%
Total, ABA	**424**	**$ 85,742**	**415**	**$ 89,702**	**430**	**$ 89,908**	**$0**	**430**	**$ 93,381**	**0**	**$3,473**	**3.9%**
Collection & Services (CS)												
Collections & Services	527	$ 71,490	533	$ 71,103	567	$ 72,819	$0	567	$ 75,650	0	$2,831	3.9%
Total, Coll & Services	**527**	**$ 71,490**	**533**	**$ 71,103**	**567**	**$ 72,819**	**$0**	**567**	**$ 75,650**	**0**	**$2,831**	**3.9%**
Preservation (PRES)												
Preservation	172	$ 23,083	151	$ 22,578	179	$ 25,459	$0	179	$ 26,506	0	$1,047	4.1%
Mass Deacid Prgm		5,500		5,491		5,500	0		5,500	0	0	0.0%
Total, Preservation	**172**	**$ 28,583**	**151**	**$ 28,068**	**179**	**$ 30,959**	**$0**	**179**	**$ 32,006**	**0**	**$1,047**	**3.4%**
Total, Library Services												
Total, Library Services	**1,252**	**$211,464**	**1,202**	**$213,075**	**1,314**	**$220,900**	**$0**	**1,314**	**$229,196**	**0**	**$8,296**	**3.8%**

Library Services
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$112,503	$111,219	$118,458	$0	$121,883	$3,425	2.9%
11.3 Other than full-time permanent	3,609	3,117	3,521	0	3,617	97	2.7%
11.5 Other personnel compensation	2,166	2,667	2,323	0	2,386	63	2.7%
11.8 Special personal services payment	98	177	0	0	2	2	0.0%
12.1 Civilian personnel benefits	37,237	36,628	38,887	0	41,948	3,060	7.9%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	**$155,612**	**$153,807**	**$163,190**	**$0**	**$169,836**	**$6,646**	**4.1%**
21.0 Travel & transportation of persons	$ 895	$ 710	$ 905	$0	$ 937	$33	3.6%
22.0 Transportation of things	412	225	368	0	379	11	3.0%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	371	363	389	0	410	21	5.4%
23.3 Communication, utilities & misc charges	549	460	829	0	858	29	3.5%
24.0 Printing & reproduction	1,479	1,424	1,417	0	1,454	37	2.6%
25.1 Advisory & associate services	7,658	7,747	8,181	0	8,249	68	0.8%
25.2 Other services	7,978	7,353	6,999	0	7,177	178	2.5%
25.3 Other purch of goods & services from gov acc	7,011	6,931	8,386	0	8,819	433	5.2%
25.4 Operation & maintenance of facilities	8	6	5	0	5	0	5.5%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	4.6%
25.7 Operation & maintenance of equipment	2,890	2,612	3,080	0	3,160	79	2.6%
25.8 Subsistence and Support of Persons	6	4	8	0	8	0	2.5%
26.0 Supplies & materials	1,596	1,541	2,221	0	2,283	62	2.8%
31.0 Equipment	24,904	29,734	23,601	0	24,257	656	2.8%
41.0 Grants, subsidies & contributions	95	95	1,099	0	1,126	27	2.5%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	62	222	0	237	15	6.8%
Total, Non-Pay	**$ 55,852**	**$ 59,268**	**$ 57,710**	**$0**	**$ 59,360**	**$ 1,650**	**2.9%**
Total, Library Services	**$ 211,464**	**$ 213,075**	**$ 220,900**	**$0**	**$ 229,196**	**$ 8,296**	**3.8%**

Library Services
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**1,314**	**$220,900**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		2,222
Annualization of January 2019 pay raise @ 1.9%		741
Within-grade increases		723
Transit subsidy monthly increase from $260 to $265		19
One extra day, 262 vs. 261		635
Foreign Service Nationals (FSN) pay adjustment		326
FERS pay increase		1,980
Total, Mandatory Pay and Related Costs	**0**	**6,646**
Price Level Changes		**1,650**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**$ 8,296**
Total Budget	**1,314**	**$229,196**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**1,314**	**$229,196**

Associate Librarian for Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Associate Librarian for Library Services
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$12,762	$12,648	$14,050	$0	$14,454	$404	2.9%
11.3 Other than full-time permanent	91	124	211	0	217	5	2.6%
11.5 Other personnel compensation	170	168	128	0	131	3	2.5%
11.8 Special personal services payment	50	0	0	0	1	1	0.0%
12.1 Civilian personnel benefits	4,045	4,096	4,552	0	4,877	324	7.1%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	**$17,117**	**$17,036**	**$18,941**	**$0**	**$19,680**	**$738**	**3.9%**
21.0 Travel & transportation of persons	$ 283	$ 188	$ 239	$0	$ 245	$6	2.5%
22.0 Transportation of things	180	104	110	0	113	3	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	176	130	275	0	282	7	2.5%
24.0 Printing & reproduction	417	403	413	0	424	10	2.5%
25.1 Advisory & associate services	823	821	1,027	0	1,052	26	2.5%
25.2 Other services	2,460	1,913	2,636	0	2,701	66	2.5%
25.3 Other purch of goods & services from gov acc	256	265	254	0	261	6	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	1,396	1,412	1,527	0	1,566	38	2.5%
25.8 Subsistence and Support of Persons	6	4	8	0	8	0	2.5%
26.0 Supplies & materials	150	87	155	0	159	4	2.5%
31.0 Equipment	2,289	1,744	1,529	0	1,567	38	2.5%
41.0 Grants, subsidies & contributions	95	95	99	0	101	2	2.5%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	0	0	0	0	0	0.0%
Total, Non-Pay	**$ 8,532**	**$ 7,166**	**$ 8,273**	**$0**	**$ 8,479**	**$207**	**2.5%**
Total, Associate Librarian for Library Services	**$ 25,649**	**$ 24,202**	**$ 27,214**	**$0**	**$ 28,159**	**$945**	**3.5%**

Associate Librarian for Library Services
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**138**	**$27,214**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		270
Annualization of January 2019 pay raise @ 1.9%		90
Within-grade increases		88
Transit subsidy monthly increase from $260 to $265		1
One extra day, 262 vs. 261		74
FERS pay increase		215
Total, Mandatory Pay and Related Costs	**0**	**738**
Price Level Changes		**207**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**$ 945**
Total Budget	**138**	**$28,159**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**138**	**$28,159**

Associate Librarian for Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$28.159 million** for Collections Services in fiscal 2020, an increase of $0.945 million, or 3.5 percent, over fiscal 2019. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
LS_ALLS	129	$ 25,649	103	$ 24,202	138	$ 27,214	$ -	138	$ 28,159	0	$945	3.5%

PROGRAM OVERVIEW

The Office of the Associate Librarian for Library Services (ALLS) plans, coordinates, and leads the activities of four Library Services (LS) directorates: Acquisitions and Bibliographic Access (ABA), General and International Collections (GIC), Preservation (PRES), and Special Collections (SC). Additionally, ALLS is the organizational location of the Collection Development Office (CDO); and the National Audio-Visual Conservation Center (NAVCC), which includes the Motion Picture, Broadcasting & Recorded Sound Division (MBRS). It is also the organizational location of the LS Office of the Chief Operations Officer (OCOO), which contains the ILS Program Office (ILSPO), the Digital Collections Management and Services Division (DCMS) as well as a Financial Management Team (FMT), Employee Resources Management and Planning Team (ERMP), and Business Analysis Team (BAT). During fiscal 2018, ALLS was also the organizational location for the American Folklife Center (AFC) and the Veterans History Project (VHP).

Under the leadership of the Associate Librarian, ALLS programs use a framework for LS program management to meet four service unit-specific core responsibilities regarding the Library's universal collection of knowledge and creativity:

- Building the National Collection – expanding the Library's universal collection through the selective acquisition of materials of enduring value in a wide range of formats, both physical and digital.
- Stewarding of the National Collection – attentively addressing the collection's storage, security, and preservation needs, serving as a trusted institution for the stewardship of the nation's cultural heritage for current and future users.
- Creating, Managing and Distributing National Collection Metadata – producing, maintaining and making available standards-based metadata to organize and describe Library collections and other content throughout their lifecycle, done in a way that allows for wide dissemination and use by partners and other organizations worldwide.
- Sharing the National Collection – ensuring that the Library's unparalleled universal collection of knowledge and creativity is easily available for both research and lifelong learning through on-site and online services.

ALLS also carries out activities related to enabling infrastructure, providing the operational support necessary to carry out core responsibilities and meet goals and objectives.

The Associate Librarian manages LS programs by providing cross-unit guidelines, goals, and performance standards and by working with the directors and other LS managers to develop and execute service unit policies. These efforts include leading and managing the formulation of the annual budget through an assessment of internal priorities and operational considerations, tracking trends and key indicators, and managing performance planning.

ALLS leadership and staff collaborate with the entire Library to execute its programs and represent the service unit in interactions with the Library's other service units as well as in the Executive, Operations, and other Library-wide committees. Outside of the Library, the Associate Librarian is a principal representative to both national and international library, information, and related industry groups.

LS OCOO provides accurate, efficient and effective planning, administrative and technical support to meet service unit objectives, and fulfill budgetary, logistical and personnel obligations. Through the ILSPO, the office manages the multiple systems that support basic library functions of acquiring, cataloging, inventorying, circulating, and providing access to materials in the collections or available through

subscriptions. Through DCMS, the office provides services and support for digital collections including establishing digital collections management policies and best practices, digitization support, metadata generation and remediation, preparing content for presentation, content ingest and transfer assistance, Web harvesting, and creation of format-specific preservation guidelines

CDO performs a variety of policy, administrative, coordination and analytical tasks to ensure that the Library's collections policies are in place and the resulting analog and digital collections acquired or selected reflect the appropriate breadth and depth of knowledge available in all media, languages, and regions of the world.

AFC preserves and presents American folklife by building and maintaining a multi-format ethnographic archive documenting traditional expressive culture. Staff efforts involve acquisitions, collection development, preservation, publication, and public programming. There are over five million items in AFC collections representing all 50 U.S. states, the District of Columbia, Guam, Puerto Rico, American Samoa, the U.S. Virgin Islands, as well as a wide range of international communities. VHP provides inspiration and instruction to foster a nationwide volunteer effort for individuals to donate oral histories of veterans, from World War I through the current conflicts. It also preserves and presents the materials that comprise this important national archive. VHP's collection contains submissions from every state, includes the US territories, and is the largest oral history project of its kind in the United States.
NAVCC, referred to as the Packard Campus and located in Culpeper, Virginia, preserves, provides access to a comprehensive collection of the world's audio-visual heritage of moving images, and recorded sound. This special facility, with dedicated systems for born-digital acquisitions, digital preservation reformatting, and playback-on-demand reference service, significantly increases the number of digitized audio-visual collections available each year. MBRS also supports reading rooms on Capitol Hill that provide access and information services to the moving image and recorded sound collections.

Fiscal 2018 Accomplishments

ALLS' highest priorities continued to be acquiring, describing, securing, serving and preserving the Library's record of America's creativity and the world's knowledge regardless of format, providing the most effective methods of connecting users to the collections and providing leadership and services to the library and information communities. ALLS continued to manage the assessment of funding priorities during the annual budget formulation process based on internal priorities and operational considerations.

The new Library of Congress Strategic Plan and its associated organizational realignment signaled a shift to a more deliberate user focus. ALLS has been leading an effort to develop a new five year Directional Plan for LS, aligned with the Library's Strategic Plan and guided by LS leadership, management, and staff. The Library's Strategic Plan also provided an opportunity to make significant organizational changes. As part of the realignment, the National Film Preservation Board and the National Recording Preservation Board returned to NAVCC from the National and International Outreach service unit, allowing those staff to work more closely with collections and curators in support of the Boards and the Library's National Film Registry and National Recording Registry. To coincide with the realignment, LS also submitted a reorganization of its Collections and Services Directorate to be effective October 1, 2018, splitting it into a new General and International Collections Directorate and a new Special Collections Directorate. Though all former Collections & Services Directorate divisions will meet together monthly, by splitting one directorate with fourteen divisions into two with seven each, the new directorates are more administratively balanced and can achieve efficiencies by being grouped by format type and primary focus. The Librarian of Congress approved the reorganization package, with implementation scheduled for the start of fiscal 2019.

In coordination with the U.S. Copyright Office (USCO), LS provided required business outcomes and test data for target digital content to be received by USCO and transferred to the Library's Office of the Chief Information Officer (OCIO). LS also provided funding to USCO to modify its eCO system to receive eBooks and Newspaper ePrints enabling group registration resulting in the acceptance of digital files into the Library's collections in lieu of microfilm deposits. In addition, after an extensive review and winnowing process, LS provided a list of 209 e-serial titles from 37 publishers in 10 countries to increase the titles on demand under the eDeposit Program to USCO.

Today's modern linked data environment requires new tools and systems. The Library is the leader of the bibliographic framework initiative (BIBFRAME), an effort to explore the transition from the long established Machine Readable Cataloging (MARC) format via the creation of a new bibliographic data model and vocabulary optimized for use on the Web. Therefore, the Library is preparing for future changes in communication of bibliographic information by continuing consultation with other libraries, disseminating tools, and training its staff. ALLS supports work done on this effort throughout the organization, which this year included analyzing the Pilot Phase 2 outcomes and fine tuning the BIBFRAME 2.0 model as a result. Input tools improved significantly, achieving a more realistic simulation of a cataloging environment and a stable platform and results have been shared throughout the library community.

Based on the fiscal 2017 Arrearage Assessment Report, Library Services submitted a fiscal 2018 budget request to mitigate risks associated with access and security of unprocessed collections. The funding request was approved effective October 1, 2018.

The Library continues to move collections into Ft. Meade Module 5. The new space is currently being filled with prepared volumes from the Landover Center Annex and special collections materials from multiple Library storage locations; almost 62,000 collection containers were moved into the space in fiscal 2018. Construction cost for Ft. Meade Module 6 was included and approved in the Architect of the Capitol (AOC)'s fiscal 2018 budget request for a planned contract award in late November 2018. The estimated 30 months construction time would make the facility available for the Library in the latter half of fiscal 2021. The design work for Ft. Meade Module 7 is completed. Working with other Library units and with AOC staff, LS has also focused on loading collections into the Cabin Branch interim collection storage facility, with over 719,000 volumes moved over the course of the year.

ALLS continues to manage its enabling infrastructure, including the assessment of funding priorities during the annual budget formulation based on internal priorities and operational considerations.

Effective January 21, 2018, the Administrative Services Office and the Technology Policy Directorate were realigned to create LS OCOO, comprised of two divisions and three teams. DCMS fulfilled the fiscal 2017 hiring plan by bringing in a Chief and 11 additional staff.

ILSPO completed the first phase of the Next Generation (Next Gen) Library Services Platform Project to perform the market research and identified the Library's business needs to plan for a Request For Information. The needs assessment covered nine different functional areas and incorporated input from 175 subject matter experts from across the Library. The office also completed the successful migration of the Electronic Resource Management System (ERMS) to a supported Linux/VM platform, and migrated more than 168,000 records from legacy data silos to the ILS.

DCMS began the development of the Digital Collections Management Compendium, designed to provide essential Library-wide guidance for the full lifecycle management of digital content in the Library's collections. Digitization Services coordinated digitization efforts in 43 separate projects, resulting in more than 4.37 million digitized master files. The Web Archiving Team, with assistance from OCIO and ABA staff, processed a significant backlog of web archives that were out of embargo but not yet described and searchable on loc.gov; 4,240 new web archives across 43 collections were released, the largest release of web archives to date.

CDO continued its ongoing program of cyclical reviews and updates of the Library's Collections Policy Statements. LS staff also continued to facilitate the continuing effort to customize collections acquisitions approval plans selection guidelines for individual foreign countries. The unit continued leading the implementation of the Library's multi-year Digital Collecting Plan. CDO issued a report, Library of Congress's Foreign Newspapers Holdings: Discovery Challenges and Recommended Actions, which included recommendations for addressing the finding that many existing foreign newspaper microfilm holdings do not appear in the Library's catalog.

AFC explored multiple ways to engage audiences and users, both on-site and off-site. AFC staff produced 16 concerts, nine lectures, and five significant collaborative events; awarded eight fellowships and launched a new paid internship program; produced 79 blog posts and 656 social media posts; and engaged fully in a range of reference and outreach activities. The Center acquired 64 new collections, totaling 415,281 items, which document expressive culture across the U.S. and around the world. Additionally, AFC worked with a contractor to produce an evaluative report on the status of legacy audio-visual media carriers in the Archive, resulting in a ten-year plan for digitizing audio-visual backlog.

VHP enhanced several collections development areas this year. Overall, VHP directly supported 86 member offices. A collaboration with the House Administration's Wounded Warrior Fellows Project boosted VHP efforts in several districts across the country, and connected constituents directly to the library with programs like VHP workshops within Representative Smith's (WA-9) district reaching high schools, and expansion of efforts with offices of Representatives: Delbene (WA-1) and Larson (WA-2). Fiscal 2018 saw the completion of the new VHP Information Center and Interview Alcoves, enabled VHP staff to conduct over 50 on-site interviews. VHP's efforts to grow Native American/Indian collections resulted in successful outreach events such as the Crow Fair in Montana with the office of Senator Daines. A collaboration with the National Museum of the American Indian enabled the inclusion of 78 new self-identified Native collections, when the previous 16 years had garnered only 288. In this second year of implementation of the Gold Star Family Voices Act, VHP has generated 26 designated collections, up from two in fiscal 2017.

Fiscal 2019 Priority Activities

As its primary focus, ALLS will continue to build, steward, and share the National Collection, as well as collect, manage and distribute related metadata. ALLS will also continue to manage its enabling infrastructure, including the assessment of funding priorities during the annual budget formulation based on internal priorities and operational considerations.

LS plans to achieve substantial completion of an orderly transfer of collections to Ft. Meade Module 5 preservation storage. Deliberate participation in the construction process for Ft. Meade Module 6 will begin, as well as pursuance of ways to optimize remaining storage spaces on Capitol Hill and reduce occupancy level at the Landover Center Annex.

LS intends to extend the reach of the collections, and an important part of that work is a continued effort to reduce arrearages. The work will involve planned collection processing, execution of the hiring, contracts and purchases

enabled by the approved fiscal 2019 Special Collection Arrearage Reduction request, a reallocation of storage space to accommodate upcoming processing, and implementation of submitted mitigation plans.

LS will work closely with USCO as copyright mandatory deposit is expanded to e-books. In addition, LS will support the preliminary steps to be taken to expand mandatory deposit to digital sound recordings. LS will coordinate with USCO as more publishers enter into Special Relief agreements and make their content available to the Library's users via their own platforms.

The Library will advance the work as the leader of the BIBFRAME initiative, continuing coordination and consultation with other libraries, disseminating tools, and training its staff. During the year, approximately 25 participants will be to the program pilot, broadening use of the product.

ILSPO will work with OCIO to provide assistance for its planned issuance of a Request for Proposal for a next generation Library Services Platform to replace legacy systems used to acquire, describe, and provide access to the Library's collections. ILSPO will expand online user requesting to additional custodial collections.

In support of the LS Directional Plan objectives, DCMS will be working with OCIO on supporting access to eDeposit materials. DCMS will continue work on the development of the Digital Collections Management Compendium of best practices and guidelines for the lifecycle management of digital collections, when possible citing relevant national and/or international standards, and share with the library community.

CDO will focus on projects of wide impact, including the continued implementation of the Digital Collecting Plan and the permanent program to review and update Collections Policy Statements. Aspects of the consolidated collections usage reporting system will be realized with routine, standardized reports being available for multiple segments of the collections, utilizing business intelligence software. Targeted actions will be taken based on approved recommendations from the fiscal 2018 foreign newspapers report.

NAVCC and others in Library Services will collaborate with OCIO on the delivery of and expanded access to Library collections and services for patrons. This collaboration will comprise a three-year effort to procure a replacement for the current end-of-life collections and workflow management system that is used by NAVCC, AFC, VHP and other parts of the Library. The effort will enhance collections and archival management processes and tools for audio-visual material to accommodate the growth of incoming digital content. The initiative will begin to modernize such efforts across the Library, and constitutes the Library's first deployment of next-generation systems solutions.

Fiscal 2020 Priority Activities

ALLS will continue to build, steward, and share the National Collection, as well as collect, manage and distribute metadata relating to it. ALLS will also continue to manage the assessment of funding priorities during the annual budget formulation process based on internal priorities and operational considerations.

The orderly transfer of collections to Ft. Meade Module 5 is scheduled to be complete and transfers to the Library's Cabin Branch interim collection storage facility will continue. The Library will continue to participate as needed in the construction process for Ft. Meade Module 6 and will prepare for a rapid and orderly exit from the Landover Collections Annex based on the timeline for occupancy of Ft. Meade Module 6.

Reduction of the service unit's arrearages will continue with newly approved resources in fiscal 2019, focusing on the largest and most significant collections held by the special collections divisions.

LS OCOO will continue to streamline operational processes to strive for increased operational efficiencies and develop a plan for succession planning, talent management, and assist with LS-wide training to support operational priorities.
ILSPO will work with OCIO to implement the next generation Library Services Platform to replace legacy systems used to acquire, describe, and provide access to the Library's collections. DCMS will continue to support its compendium of best practices and guidelines, while working with OCIO to support development of a comprehensive rights management system for digital content.
CDO plans to continue its focus on efforts that have a meaningful broad impact on the Library. Foremost will be its leadership in the continuing phased implementation of the Library's Digital Collecting Plan. Other CDO projects will include the review and updating of Collections Policy Statements and the full rollout of the consolidated collections usage reporting system, with interactive reports being made available to an expanded range of internal stakeholders.

While continuing work with OCIO on the second year of procuring the Library's next-generation audio-visual collections and workflow management system, the Packard Campus will also focus on refining current operational capabilities in fulfillment of its preservation and access missions. For the NAVCC's preservation laboratories, current production levels for the audio and video preservation labs will be maintained, and the Film Lab will continue to focus on building out the technologies and workflows for archival digital preservation at 2K and 4K resolutions. For the ongoing collaboration with WGBH, the Boston public broadcaster, on the American Archive of Public Broadcasting (AAPB) program, agreements with multiple public media contributors to the AAPB will be implemented to receive and preserve television and radio collections from across the country.

Acquisitions and Bibliographic Access

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Acquisitions and Bibliographic Access
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
11.1 Full-time permanent	$43,582	$42,777	$44,658	$0	$46,035	$1,378	3.1%
11.3 Other than full-time permanent	548	389	429	0	440	12	2.8%
11.5 Other personnel compensation	1,140	1,583	1,186	0	1,218	32	2.7%
11.8 Special personal services payment	16	72	0	0	0	0	0.0%
12.1 Civilian personnel benefits	13,752	13,400	14,118	0	15,224	1,106	7.8%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	$59,038	$58,221	$60,391	$0	$62,918	$2,527	4.2%
21.0 Travel & transportation of persons	$ 409	$ 354	$ 449	$0	$ 470	$21	4.7%
22.0 Transportation of things	222	120	258	0	266	8	3.3%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	370	362	389	0	410	21	5.4%
23.3 Communication, utilities & misc charges	276	243	399	0	419	20	5.0%
24.0 Printing & reproduction	66	55	64	0	68	3	4.9%
25.1 Advisory & associate services	670	706	761	0	780	20	2.6%
25.2 Other services	1,644	1,673	2,068	0	2,123	55	2.7%
25.3 Other purch of goods & services from gov acc	6,627	6,546	7,931	0	8,215	284	3.6%
25.4 Operation & maintenance of facilities	8	6	5	0	5	0	5.5%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	146	93	323	0	332	10	3.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	320	294	318	0	332	14	4.5%
31.0 Equipment	15,947	20,964	16,332	0	16,806	474	2.9%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	62	222	0	237	15	6.8%
Total, Non-Pay	$ 26,704	$ 31,481	$ 29,517	$0	$ 30,463	$ 946	3.2%
Total, Acquisitions and Bibliographic Access	$ 85,742	$ 89,702	$ 89,908	$0	$ 93,381	$ 3,473	3.9%

Acquisitions and Bibliographic Access
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**430**	**$89,908**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		766
Annualization of January 2019 pay raise @ 1.9%		255
Within-grade increases		249
Transit subsidy monthly increase from $260 to $265		7
One extra day, 262 vs. 261		235
Foreign Service Nationals (FSN) pay adjustment		326
FERS pay increase		689
Total, Mandatory Pay and Related Costs	**0**	**2,527**
Price Level Changes		**946**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**$ 3,473**
Total Budget	**430**	**$93,381**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**430**	**$93,381**

Acquisitions and Bibliographic Access

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$93.381 million** for Acquisitions and Bibliographic Access in fiscal 2020, an increase of $3.473 million, or 3.9 percent, over fiscal 2019. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
LS_ABA	424	$ 85,742	415	$ 89,702	430	$ 89,908	$ -	430	$ 93,381	0	$3,473	3.9%

PROGRAM OVERVIEW

The Acquisitions and Bibliographic Access (ABA) Directorate acquires digital and physical materials for the Library's collections and makes them accessible to the Congress, on-site researchers, and Library website users. ABA provides leadership, policy, standards, and training nationally and internationally and mitigates risks to the Library's collections through inventory and physical security controls. ABA administers the Books for the General Collections (GENPAC) funding that supports the acquisition of book and serial publications, online content, special format, and domestic and foreign materials of legislative and research value. For the Law Library, ABA serves as the purchasing agent for the separate fund for the purchase of law collections (Books Law) materials.

ABA's direct services to publishers and libraries include distributing surplus books to nonprofit institutions nationwide, leading the 600 plus member Program for Cooperative Cataloging (PCC), acquiring library materials from developing countries for United States libraries on a cost recovery basis, and managing the Cataloging-in-Publication (CIP) and Dewey Decimal Classification programs. ABA administers the Library's six overseas offices – located in Brazil, Egypt, India, Indonesia, Kenya, and Pakistan – that acquire, catalog, and preserve collections from over 75 countries with developing economies. During the past year, ABA has provided professional training and courseware to staff on-site and remotely for a variety of needs, such as training to apply the new cataloging data exchange standard Bibliographic Framework (BIBFRAME), training in subject analysis and cataloging, and in Internet searching skills to support reference service.

Fiscal 2018 Accomplishments

ABA continued to give priority to cross-training staff for increased efficiency and output in acquisitions and bibliographic access duties. During the year the staff acquired 1,025,291 items. ABA continued its progress in developing BIBFRAME to replace the Machine Readable Cataloging (MARC) standard for capturing online bibliographic data, the standard that the Library created more than 40 years ago and that is used by libraries worldwide. ABA solidified BIBFRAME version 2.0, based on feedback from internal and external constituents. ABA continued BIBFRAME Pilot 2 for testing the efficacy of BIBFRAME. Pilot 2 involved the original 45 cataloging staff responsible for a variety of languages and formats, with the addition of 20 more staff. Pilot 2 supported the Library's continued provision of technical support and leadership for BIBFRAME implementation within the library community. Notably, in fiscal 2018, using a $4 million Mellon grant to Stanford University, some 15 PCC libraries were selected to receive up to $50,000 each to test linked data, using the BIBFRAME model. These institutions will be using the Library of Congress created BIBFRAME editor for their data formatting. Bibliographic access efforts included staff's cataloging 236,584 items and fully executing the GENPAC and Books Law funding ($22.7 million). ABA continued its close work with the Collection Development Office (CDO) that manages the growth of the Library's collections to meet congressional and long-term research needs. ABA continued its work in helping CDO to annually review a portion of the Library's Collections Policy Statements. ABA continued revamping the CIP program, expanding its inclusion of e-books in the program, with 920 publishers participating (66 more than in fiscal 2017). The number of partner libraries that supply bibliographic records needed by the Library remained steady at 33. The PCC changed the way it counts its membership to provide a more accurate account of membership in multiple PCC programs. Under the new accounting method, the number of institutions was 659. ABA and its overseas offices executed the seventh year of a contract with the Council for American Overseas

Research Centers (CAORC) to provide an alternative and less costly approach to collecting materials from West Africa. During its seven years, CAORC acquired 32,427 items for the Library's West African Acquisitions Program, including analog and digital materials. The new Overseas Field Office Replacement System (OFORS), installed in all six offices over the past two fiscal years, continued to increase functionality across all offices, with continued retirement of their legacy systems. OFORS replaces more than 20 outdated systems with a single online system that supports collection development, collection acquisitions, initial bibliographic control, billing, and inventory for the Library and for its Cooperative Acquisitions Program (CAP) participants, and meets current standards for information technology security. The overseas offices also continued to expand their ability to acquire content and Web resources that are important to the Congress from less developed areas of the world. The offices were declared independent in their cataloging and are now authorized to ship to Capitol Hill fully cataloged items ready to add to the collections without further work by staff in Washington. This change also provides more direct support to CAP.

Fiscal 2019 Priority Activities

ABA will continue integrating new hires into the Directorate's mission work to cover voids resulting from staff attrition over the past five years. ABA will target acquisition of approximately 1,116,000 collection items by purchase, exchange, gift, copyright deposit, transfer from other agencies, and cataloging in publication. ABA will fully execute the GENPAC and Books Law funding and provide cataloging access to approximately 270,000 collection items. ABA will continue its alternative approach to collecting materials from West Africa. The analysis of the results of the seven-year collaboration with CAORC substantiated the feasibility of, the manageable costs, and the effectiveness of hiring commercial bibliographic representatives in West Africa directly. The overseas offices will continue to eliminate most of the remainder of their legacy systems while simultaneously implementing the replacement system, OFORS, for managing the offices' acquisitions work. ABA will complete its contract for OFORS functional design deliverables by the end of first quarter fiscal 2019. It will let a contract for support and maintenance of OFORS in the second quarter of the fiscal year. ABA will augment BIBFRAME Pilot 2 with approximately 25 additional staff to continue the Library's efforts to solidify BIBFRAME as the long-term replacement for the MARC format for cataloging data. ABA will continue working collaboratively with the Online Computer Library Center (OCLC), the largest bibliographic entity in the world, to assure that BIBFRAME data can be shared among libraries and on the Web. In addition, ABA will collaborate with various institutions testing BIBFRAME as their implementation of linked open data. Among these key institutions is Stanford University as well as a group of Ivy League universities (Columbia, Cornell, Harvard, and Princeton). Using funds from a Mellon Grant, 15 to 20 Program for Cooperative Cataloging institutions have been selected to test linked data, using the BIBFRAME model. ABA will train the catalogers at these institutions, using materials it developed to train the Library of Congress's Pilot 2 participants. ABA will also engage with the vendor community to expand BIBFRAME adoption. ABA will continue to support CDO's efforts to enable the Library better to assess the quality and depth of its collections.

Fiscal 2020 Priority Activities

In collaboration with CDO, ABA will continue to focus on judicious stewardship of funding and human resources to ensure successful acquisition and processing of relevant digital and non-digital materials in all formats from all parts of the world for the Library's collections and for use by the Congress. In fiscal 2020, practical steps will be taken in developing workflows for acquisition of digital content in various formats, using different acquisitions methods. These workflows stem from work co-led by ABA, "Routine Digital Content Acquisitions via Gift and Purchase." CDO and ABA will give continued attention to augmenting serial subscriptions, particularly in digital format, since periodicals offer latest content on cutting-edge topics well before books addressing the same topics can be issued. ABA will proceed with growing the intake of e-books, and increasing the number of CIP cataloging partner institutions, all with the goal of augmenting the availability of bibliographic data for the Library and beyond. ABA will continue its focus on BIBFRAME to help assure that the new standard takes hold and that the program meets the Library's need to accept and share bibliographic data between the library community and the Web community. ABA will continue forging partnerships with the vendor community and Stanford University and others (including the new cohort of 15 plus PCC libraries funded to test linked data using the BIBFRAME model) that will also pilot BIBFRAME to complement the Library's testing. ABA will offer more refined BIBFRAME tools with increased functionality for broader library community use. Training a larger group of staff will begin, including staff from the overseas offices, to take part in BIBFRAME activities. Infrastructure setups that will be necessary to expand BIBFRAME implementation will be considered, including possible special budgetary requests. The overseas offices will continue refining acquisitions processes to improve their fit with the Library's collecting policies that CDO is reviewing annually. The anticipation is that the offices will continue to gain efficiencies resulting from full installation of OFORS and the phase out of most of the remaining legacy systems.

Collections and Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Collection Services
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$45,926	$45,775	$48,043	$0	$49,364	$1,320	2.7%
11.3 Other than full-time permanent	1,770	1,547	1,405	0	1,444	39	2.8%
11.5 Other personnel compensation	795	793	884	0	909	24	2.7%
11.8 Special personal services payment	16	60	0	0	0	0	0.0%
12.1 Civilian personnel benefits	15,602	15,456	15,999	0	17,285	1,286	8.0%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	**$64,110**	**$63,631**	**$66,332**	**$0**	**$69,002**	**$2,670**	**4.0%**
21.0 Travel & transportation of persons	$ 180	$ 146	$ 172	$0	$ 177	$4	2.5%
22.0 Transportation of things	10	0	0	0	0	0	0.0%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	89	82	112	0	113	1	1.0%
24.0 Printing & reproduction	51	29	34	0	35	1	2.5%
25.1 Advisory & associate services	614	618	821	0	841	21	2.5%
25.2 Other services	1,970	2,036	801	0	821	20	2.5%
25.3 Other purch of goods & services from gov acc	27	19	96	0	98	2	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	959	743	779	0	799	20	2.6%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	598	616	983	0	1,007	25	2.5%
31.0 Equipment	2,881	3,183	1,690	0	1,732	42	2.5%
41.0 Grants, subsidies & contributions	0	0	1,000	0	1,025	25	2.5%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	0	0	0	0	0	0.0%
Total, Non-Pay	**$ 7,380**	**$ 7,472**	**$ 6,487**	**$0**	**$ 6,648**	**$ 161**	**2.5%**
Total, Collection Services	**$ 71,490**	**$ 71,103**	**$ 72,819**	**$0**	**$ 75,650**	**$ 2,831**	**3.9%**

Collection Services
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**567**	**$72,819**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		936
Annualization of January 2019 pay raise @ 1.9%		312
Within-grade increases		305
Transit subsidy monthly increase from $260 to $265		8
One extra day, 262 vs. 261		258
FERS pay increase		851
Total, Mandatory Pay and Related Costs	**0**	**2,670**
Price Level Changes		**161**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**$ 2,831**
Total Budget	**567**	**$75,650**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**567**	**$75,650**

Collections and Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$75.650 million** for Collections Services in fiscal 2020, an increase of $2.831 million, or 3.9 percent, over fiscal 2019. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		
	Operating Plan		Actual Obligations					Request Total				
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
LS_CS	527	$ 71,490	533	$ 71,103	567	$ 72,819	$ -	567	$ 75,650	0	$2,831	3.9%

PROGRAM OVERVIEW

The reorganization of the Collections & Services directorate in Library Services was effective October 1, 2018. The 14 divisions that made up the Collections & Services Directorate (CS) remain intact, but are now organized within two new directorates, with one division realigned to the office of the Associate Librarian for Library Services.

The new General and International Collections directorate (GICD) is home to the divisions with specific reference to the needs and priorities associated with our published, textual resources in the classified and international collections, including some rare materials. These divisions are: African & Middle Eastern Division; Asian Division; European Division; Hispanic Division; Researcher & Reference Services Division; Science, Technology & Business Division; and the Serial & Government Publications Division.

The new Special Collections directorate (SCD) directorate is home to the divisions with a specific focus on unpublished, unique or rare resources in many different formats. These divisions are Geography & Map Division; Manuscript Division; Music Division; Prints & Photographs Division; Rare Book & Special Collections Division (RBSCD); and the American Folklife Center (AFC), which includes the Veterans History Project (VHP).

AFC builds, preserves, and presents a multi-format ethnographic archive documenting traditional expressive culture. Staff efforts involve acquisitions, collection development, preservation, publication, and public programming. There are over five million items in AFC collections representing all 50 U.S. states, the District of Columbia, Guam, Puerto Rico, American Samoa, the U.S. Virgin Islands, as well as a wide range of international communities. VHP provides inspiration and instruction to foster a nationwide volunteer effort for individuals to donate oral histories of veterans, from World War I through the current conflicts. It also preserves and presents the materials that comprise this important national archive. VHP is the largest oral history project of its kind in the United States and the collection contains submissions from every U.S. state and territory. Appendix C provides additional information.

The Motion Picture, Broadcasting and Recorded Sound Division (MBRS), including the National Audio-Visual Conservation Center (NAVCC), is now part of the office of the Associate Librarian for Library Services (ALLS), with specific focus on the acquisition, cataloging and preservation of our audio-visual formats. The Center continues to preserve and provide access to a comprehensive collection of the world's audio-visual heritage of moving images and recorded sound. This special facility, with dedicated systems for born-digital acquisitions, digital preservation reformatting, and playback-on-demand reference service, significantly increases the number of digitized audio-visual collections available each year.

The reorganization is intended to provide Library Services and its staff with more manageable supervisory, operational, and administrative responsibilities as they continue to build, steward, and share the collections with researchers and the public. Organizationally, in order to thrive in a rapidly changing environment with evolving strategy and implementation needs, two smaller directorates and a realigned division will be more nimble and responsive than one large directorate in meeting the needs of our Library users in today's world of expanding online information services and increasingly diverse creators and life-long learners. Programmatically, the divisions will maintain an overarching and shared mission, ensuring the necessary communication, collaboration, and implementation of endeavors of mutual interest and benefit to the national collection in its entirety.

These two new directorates still have direct responsibility for more than 160 million of the 167 million items in the Library of Congress collections. International in scope, these collections represent a uniquely rich array of human experience, knowledge, creativity, and achievement, touching

on almost every realm of endeavor from government and science to the arts and history. The recommending officers within these directorates build these collections by selecting new material each year. As a result, Congress, federal agencies, and the public have access to up-to-date information through books, maps, newspapers, magazines, and electronic databases and also to such valuable historical content as rare books and manuscripts.

Archivists, catalogers, and collection managers in SCD and GICD are the primary stewards for the collection. These professionals organize, house, and describe the special-format materials, from the unique personal papers of national leaders and irreplaceable photographic documentation to singular sheet music, sound recordings, and moving images. These divisions continue to play a critical role in collection security and inventory control, which includes all aspects of preparing and transferring general and special collections from the overcrowded Capitol Hill buildings to the Library's state-of-the-art preservation storage modules at Ft. Meade and other off-site storage facilities.

Sharing the collections by providing timely reference services and research guidance is another major responsibility. This work involves answering questions on-site and off-site in a timely manner, guiding people to information resources that they did not know existed, and teaching people how to find relevant data. Steady participation in digitization projects also increases public access to the most fragile and heavily used research collections, with a priority placed on rights-free Americana. The knowledgeable librarians in SCD and GICD meet congressional, federal government, and public information needs by connecting people to collections through 17 research centers on Capitol Hill and through the Ask-A-Librarian email service, interlibrary loan, online research guides, and social media channels. These librarians are experts in many different subjects and languages and are leaders in such important fields as geographic information systems and audio and moving image preservation. CS also actively encourages new scholarship and inspires creative and innovative work by organizing public programs that connect users to the Library's collections and by hosting numerous interns and fellows each year who work with Library staff and collections.

Fiscal 2018 Accomplishments

In fiscal 2018, CS focused on the following areas:

- Building the National Collection;
- Collection stewardship;
- Metadata creation;
- Sharing the collections; and
- User outreach.

CS had a banner year building the National Collection. This year's acquisitions featured the Stephen A. Geppi Comic Art Collection; the Pearl Harbor damage assessment map prepared to brief Emperor Hirohito; manuscript items from nearly every form of human endeavor; Civil War photos; the Hamady Perishable Press Archive; Hispanic and LGBTQ collections and 1.75 million pages for Chronicling America. VHP staff expanded opportunities for the House Administration Committee's Wounded Warrior Fellowship Program, Gold Star Families and Native American veterans.

In stewarding the collections, more than 2.3 million special format items were processed for researchers in fiscal 2018. A multi-generational focus on reducing processing backlogs blossomed from an arrearage assessment report to final fiscal 2019 budgetary approval of the resources to address the backlogs. Manuscript Division (MSS) alone processed 1.8 million items and has reduced their arrearage nearly 4 percent since fiscal 2016. Significant inventory control advances also included 767 thousand item records added to the ILS. In addition, producing 4.37 million master digital files will expand online access to collections. Several million newspaper pages in African & Middle Eastern Division (AMED), European Division (EUR), and Serial & Government Publications Division (SER) were microfilmed eliminating a longstanding backlog. Multiple Music Division (MUS), MSS, and SER stack moves and two new secure storage facility resulted in significant improvements to collection security and access.

The long awaited retrospective conversion of the RBSCD card catalog has begun with ABA. This effort will add metadata for the RBSCD collections to the ILS increasing the visibility of these collections. EAD finding aids now provide researchers access to over 69 million items in the Library's collections.

CS continues to look for opportunities to share our collections. In fiscal 2018, there were multiple efforts to enhance on-site researcher services that included moving the James Madison Building reader registration station to the Newspaper & Current Periodicals Reading Room (NCPRR) and the consolidation of business and science reference service in the John Adams Building. Reader registration surveys indicated "very satisfied" for 86 percent. There were approximately 30 new online collections added, including Japanese censored books, Presidential papers of Theodore Roosevelt and Woodrow Wilson, and the MBRS National Screening Room is now available on the Library's website.

CS continues its successful presence with the various social media platforms and this, along with webinars, exhibits, publications and other programs, continued our outreach to help the public and researchers use the Library of Congress on-site and off-site. Some highlights include: Geography and Maps new Story Map data visualization service; Prints and Photograph's "Not an Ostrich" exhibit and "Drawn to Purpose: American Women Illustrators and Cartoonists;" RBSCD's "Imagining the Extraordinary: Scientific Illustration from the Renaissance to the Digital Age;" MUS' 100th Anniversary of Leonard Bernstein; MBRS' Audio Engineering

Conference; and AFC's Spanish and Mandarin translations of Folklife & Fieldwork.

In managing for results, CS completed the Collections Access, Loan and Management Division (CALM)/ Humanities and Social Sciences (HSS) reorganization resulting in the new division, Researcher & Reference Services (RRS) in January 2018. This reorganization transferred many of the collection management responsibilities to a new division in the Preservation Directorate, while transferring public service responsibilities to RRS. Planning for the CS reorganization was successful and the SCD and GICD directorates were established effective October 1, 2018. The design phase to combine the moving image, recorded sound, and music research centers into a single service point was completed and awaits construction funding.

The National Audiovisual Conservation Center achievements included the launch of two major new online collections: "Selections from the National Film Registry" in December 2017 and the "National Screening Room" in September 2018. Most of the films are available for download and reuse in high-resolution file formats. NAVCC also preserved 44,415 collection items, including 22,776 video items, 10,229 sound recordings, 2,421 reels of film, as well as 8,989 digitized television and radio programs added to the American Archive of Public Broadcasting collaboration with WGBH. Digitizing more than 4,000 sound recordings in the Les Paul Collection completed that special project. As part of the Library-wide reorganization, NAVCC resumed administrative responsibility for overseeing the national-level mandates of the National Film and Recording Preservation Boards and Registries.

Fiscal 2019 Priority Activities

SCD & GICD will contribute actively to the new Library Strategic Plan goals to expand access and enhance services. SCD & GICD will continue to focus on building the general, area studies, and special collections; organizing and describing both physical and digital information resources; securing and preserving these collections; and sharing the record of America's creativity and the world's knowledge. SCD & GICD will seek the most effective methods of connecting users to the collections regardless of location and format.

Congressional approval of the fiscal 2019 budget request to organize and describe the unprocessed special collections has made it possible to hire 40 additional staff, provide workstations and purchase housing supplies for these unique and rare collections in fiscal 2019. SCD has planned an accelerated pace for this work with a goal of processing more than 2.3 million items from the arrearage.

Working with Preservation Directorate during the construction of Ft. Meade Module 6 will remain a high priority for SCD & GICD; as will transferring hundreds of thousands of volumes from the special and general collections divisions to both the interim collection storage facility at Cabin Branch and Ft. Meade Module 5 and installing compact shelving to increase collection storage capacity on Capitol Hill. SCD & GICD staff will also actively assist in the building of the Library's digital collections by converting analog collections, identifying and acquiring electronic resources from external sources, receiving electronic-only serials through mandatory deposit, and identifying other electronic-only works. An estimated 30 new digital collections are due to be released.

SCD & GICD will align organizational structures and staff resources with strategic priorities to ensure efficient and cost-effective reference and research services, as well as access to collections, both on-site and via the Internet, and to improve the researcher experience. The creation of more research guides using a cloud-based Web content management tool called LibGuides is one example of how Library Services will connect with more users by making online information available. Both directorates will also continue to facilitate staff exposure to emerging research themes and methodologies to integrate these into best practices for archiving and reference services.

AFC will dedicate additional staffing resources to collection arrearage reduction using newly approved funding to organize and describe 100,000 items. Based on results of a fiscal 2018 survey of analog audio-visual materials, AFC will also actively pursue preservation digitization for its audio-visual collections. Additionally, AFC staff will prepare multiple collections from the "field survey" projects for online access; expand its digital presence through blog posts, social media, and podcasts; and produce innovative public programming both on-site and off-site.

Moving towards its 20th anniversary, VHP will focus on program planning that highlights past accomplishments as well as goals and priorities for future collection. As in the past, VHP will continue to engage in collecting and highlighting all U.S. veterans' experiences, particularly seeking out those that are underrepresented and identified to be of interest to researchers. Additionally, VHP will implement recommendations from the fiscal 2018 collections content management system assessment and explore tools to better incorporate born-digital collections and items, such as accessioning workflows to increase streams for voluntary participation in the project.

Fiscal 2020 Priority Activities

SCD & GICD will continue to contribute actively to the new Library strategic plan goals to expand access and enhance services. Expanding access begins by building the general, area studies, and special collections; organizing and describing both physical and digital information resources; securing and preserving these collections; and sharing the record of America's creativity and the world's knowledge. SCD & GICD will seek the most effective methods of connecting users to the collections regardless of location and format.

The program to organize and describe the unprocessed special collections arrearage will increase its processing goal to at least three million items, so that more of these unique historical resources are available through regular reference service.

Working with Preservation Directorate during the construction of Ft. Meade Module 6 will remain a high priority for SCD & GICD, as will installing compact shelving to increase collection storage capacity on Capitol Hill. SCD & GICD staff will also actively assist in the building of the Library's digital collections by converting analog collections, identifying and acquiring electronic resources from external sources, receiving electronic-only serials through mandatory deposit, and identifying other electronic-only works.

SCD & GICD will align organization structure and staff resources with strategic priorities to ensure efficient and cost-effective reference and research services, as well as access to collections, both on-site and via the Internet, and to improve the researcher experience. The continued creation of more research guides is one example of how we will connect with more users through making online information available.

Both directorates will also continue to facilitate staff exposure to emerging research themes and methodologies to integrate these into best practices for archiving and reference services.

AFC will continue to dedicate approved additional staffing resources to collection arrearage reduction to organize and describe 150,000 items. AFC will also continue preservation digitization for its audio-visual collections. Additionally, AFC staff will prepare multiple collections from the "field survey" projects for online access; expand its digital presence through blog posts, social media, and podcasts; and produce innovative public programming both on-site and off-site.

VHP will mark its 20th anniversary in fiscal 2020 with program planning that highlights past accomplishments as well as goals and priorities for future collections. As in the past, VHP will continue to engage in collecting and highlighting all U.S. veterans' experiences, particularly seeking out those that are underrepresented and identified to be of interest to researchers. Additionally, VHP will implement a content management system based on the fiscal 2019 plan.

Preservation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Preservation
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
11.1 Full-time permanent	$10,232	$10,020	$11,708	$0	$12,031	$323	2.8%
11.3 Other than full-time permanent	1,199	1,056	1,475	0	1,516	41	2.8%
11.5 Other personnel compensation	60	123	125	0	128	3	2.8%
11.8 Special personal services payment	16	44	0	0	0	0	0.0%
12.1 Civilian personnel benefits	3,839	3,676	4,218	0	4,562	344	8.1%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	$15,347	$14,919	$17,526	$0	$18,237	$711	4.1%
21.0 Travel & transportation of persons	$ 22	$ 22	$ 45	$0	$ 46	$1	2.5%
22.0 Transportation of things	0	0	0	0	0	0	0.0%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	8	5	43	0	44	1	2.5%
24.0 Printing & reproduction	945	937	905	0	928	23	2.5%
25.1 Advisory & associate services	5,550	5,601	5,573	0	5,574	2	0.0%
25.2 Other services	1,905	1,732	1,494	0	1,531	37	2.5%
25.3 Other purch of goods & services from gov acc	101	101	106	0	246	140	132.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	389	364	451	0	463	12	2.6%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	528	544	766	0	786	19	2.5%
31.0 Equipment	3,787	3,843	4,050	0	4,152	101	2.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	0	0	0	0	0	0.0%
Total, Non-Pay	$ 13,236	$ 13,149	$ 13,433	$0	$ 13,769	$ 336	2.5%
Total, Preservation	$ 28,583	$ 28,068	$ 30,959	$0	$ 32,006	$ 1,047	3.4%

Preservation
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**179**	**$30,959**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		250
Annualization of January 2019 pay raise @ 1.9%		83
Within-grade increases		81
Transit subsidy monthly increase from $260 to $265		2
One extra day, 262 vs. 261		68
FERS pay increase		227
Total, Mandatory Pay and Related Costs	**0**	**711**
Price Level Changes		**336**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**$ 1,047**
Total Budget	**179**	**$32,006**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**179**	**$32,006**

Preservation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$32.006 million** for the Preservation in fiscal 2020, an increase of $1.047 million, or 3.4 percent, over fiscal 2019. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020 Net Change		
	Operating Plan		Actual Obligations		Operating Plan			Request Total				
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
LS_PRES	172	$ 28,583	151	$ 28,068	179	$ 30,959	$ -	179	$ 32,006	0	$1,047	3.4%

PROGRAM OVERVIEW

The Preservation (PRES) Directorate is responsible for the stewardship of the Library's collections, ensuring their availability in the present and into the future. PRES accomplishes this through direct treatment of collection items in a diverse array of formats, reformatting materials when their original formats become unusable or obsolete, and through a coordinated program of collections management activities. PRES staff operate collections storage activities at the Library's preservation repository at Ft. Meade, the interim storage facilities at Cabin Branch and Landover Collections Annex, in collaboration with the custodial divisions throughout the Library to manage the storage and security of collections in the Thomas Jefferson Memorial Building (TJMB), John Adams Memorial Building, and the James Madison Memorial Building. Staff perform item-level corrective treatment of rare or at-risk special collection materials including photographs, manuscripts, maps, prints, books, audio-visual works and other collection items; treat general and reference collections materials; prepare newly acquired collections for use through collation, binding, labelling, and inventory management; support microform, paper facsimile, and digital reformatting programs; and administer the Mass Deacidification Program (see Mass Deacidification Appendix F). PRES also conducts preventive conservation activities involving housing and stabilization of collections of all kinds across all of the Library's sites. This includes support of the National Audio Visual Conservation Center (NAVCC) in caring for its physical collections, reformatting programs in the Overseas Offices (OVOP), and collaboration with the Digital Collections Management and Services Division (DCMS) in developing standards and practices for the preservation of digital collections materials, as well as engagement with other Service Units to advise on care of their records and heritage assets.

All program activities are executed in the context of large-scale preservation strategies to mitigate deterioration and extend the lives of collection items, including environmental monitoring and control of collection storage spaces; inventory control and storage management; safe transportation, packaging, and materials handling; collection security assessments and surveys; and oversight for the care and handling of collections, which includes a continuous 365 day program for collections emergency response and recovery. PRES scientists support these efforts through testing and quality assurance programs; conducting research and forensic analysis to identify and reduce risks to collection materials; and developing standards and specifications to increase the longevity and usability of the Library's collections.

Fiscal 2018 Accomplishments

Realignment of staff created a new Collections Management Division (CMD) in PRES during fiscal 2018. This realignment places end-to-end responsibility for the care and good stewardship of collections within a single directorate and PRES was able to benefit from economies of scale in several areas of core work, such as collections storage, housing, security, and inventory management. Cross-divisional teams worked to eliminate backlogs of materials requiring treatment, establish expedited workflows for the treatment and digital reformatting of at-risk materials, and unify standards and practices to achieve more consistent outcomes.

In total, more than nine million standard preservation actions kept the Library's high value, high use, or at-risk items accessible through binding, conservation, mass deacidification, and reformatting, and over 734,000 items were inventoried and transferred to the Library's off-site facilities, a 20 percent increase over the annual target of 610,000 items. This was accomplished through enhancement and automation of Library workflows, replacement of materials handling equipment, and a redesign of the New

Acquisition Program contract to provide the Library with additional flexibility in its off-site transfer operations. PRES is responsible for chain of custody operations that ensure that all circulating collections are accounted for and in fiscal 2018, CMD charged over 103,000 items for internal and external circulation, including 11,196 Congressional loans, and played a central role in launching a new program that enables direct borrowing from the Library to the U. S. Military Services Academies.

The Binding and Collections Care Division (BCCD) continued to streamline its services and funding for new technicians enabling several key service improvements. "Just-in-time" conservation treatments were expanded from a pilot phase as a Congressional support program to a standing program for all general collections users, and the expanded workforce eliminated several treatment arrearages to ensure this service level can continue into the future. This effort reduced the wait time for access to damaged materials from over one month to under one week. BCCD provides core support for PRES through maintenance of the Research and Reference Collection and extensive collaborative support in digitization, assessment, emergency response, and collection housing projects. A partnership with the Copyright Office helped to preserve the Library's historic copyright registration books and create digital versions of these artifacts for online access in the future. PRES completed the first option year under the Library's Mass Deacidification contract and initiated the second option year, which includes treatment options for bound volumes and manuscript sheets. In fiscal 2018, PRES deacidified 193,977 book equivalent volumes and 1,214,800 sheets.

The Preservation Reformatting Division (PRD) reformatted 8 million pages in fiscal 2018, including just over 6.2 million pages through its contract vendors and by division staff on-site and an additional 2.1 million pages reformatted by the overseas offices. PRD reduced the Library's backlog of brittle materials and transferred master negatives from Capitol Hill to Ft. Meade. PRD continued to expand its digital reformatting capability and integrate with workflows in CMD and BCCD. PRD digitized and made available over 12 thousand pages of public domain material whose exceptionally brittle condition prevented them from being used, a 32 percent increase over fiscal 2017, and concluded a pilot project for production scale digitization of foreign newspapers. PRD's tangible media project grew substantially and fills an important role by capturing digital data of a variety of obsolescent media including optical disks, magnetic media, and flash drives, and transferring the data into the Library's storage servers. During the course of the year, over 34.7 million individual files from over 20 different collections were preserved through this effort.

The Preservation Research and Testing Division (PRTD) provided analytical, quality assurance services, and conducts scientific research into numerous aspects of preservation. In fiscal 2018, PRTD deepened its collaborations with national and international research programs, partners in industry, and colleagues in the cultural heritage sector to advance the expertise and skills of new preservation researchers. Development of the Center for Library Analytical Scientific Samples (CLASS) continued, with a goal to facilitate exchange of scientific research data and reference sample sets.

The Conservation Division (CD) completed over 25,000 treatments and housed more than 12,000 items in preservation enclosures. Noteworthy treatments included the "Danbury Baptist Letter," where the phrase "separation of church and state" is first used in a letter addressed to the Danbury Baptist Association by Thomas Jefferson, and the Emily Howland Album, which contains both the earliest known image of Harriet Tubman and the only known image of John Willis Menard, the first African American man elected to the U.S. Congress. CD plays an important role in the assessment and stewardship of the Library's most prominent collections, such as the National Treasures collection. The National Treasures received significant use by Members and distinguished scholars throughout the year and in fiscal 2018, CD oversaw the final phases of construction of a new permanent exhibition case for the Library's Gutenberg Bible. In addition to actively improving the condition of the collections through treatment and housing, CD coordinates collection emergency response services for the Library and provides archival processing supplies used by all custodial divisions. During fiscal 2018, CD supported the acquisition and treatment planning for a number of important new acquisitions, as well, including the Autobiography of Omar bin Said and the Geppi Entertainment Museum collection.

CD and PRTD worked closely with Architect of the Capitol (AOC) on the design of Ft. Meade Modules 6 and 7, completion of the Music Instrument and Treasures Secured Storage Facility, and optimization of Library storage environments. These collaborations have established environmental targets that are tailored to the preservation needs of the collections and the mechanical capability of the Capitol Hill historical buildings. The environmental data collected and analyzed over many years have identified mechanical systems in need of upgrade and created opportunities for substantial energy savings. To help realize those savings, PRES commenced work with AOC's Energy Savings Performance Contract (ESPC) to ensure that the Library's facilities can achieve the greatest possible preservation benefits at reduced overall cost during the course of this initiative.

PRES advanced the Library's leadership role in cultural heritage preservation through a variety of programs and its extensive support of internships and fellowships. These award winning programs support a diverse range of participants from High School through post-doctoral studies, and in fiscal 2018, a new initiative was launched with the Historically Black Colleges and Universities Library Alliance (HBCU

LA). PRES serves as the International Federation of Library Association (IFLA)'s Preservation Regional Center for North American Institutions; presented at meetings of the American Library Association (ALA), American Institute for Conservation (AIC), and other professional organizations; and provided a variety of lectures and symposia, including participation in ALA's Preservation Week and frequent Topics in Preservation Science (TOPS) lectures that are webcast to a broad audience of preservation and conservation professionals. Preservation Week in fiscal 2018 focused the partnership between PRES and the Veteran's History Project(VHP), and included a series of talks, collections displays, and open forums for PRES staff to meet with the community to discuss care of personal history collections, and the Library's role in supporting preservation efforts nationwide. The PRES web site continued to serve as the primary means for sharing information off-site, and updates over the past year included information useful to libraries recovering from natural disasters, such as guidelines for handling water damaged materials and collections insurance valuation tables. PRES sent representatives to a variety of interagency efforts to support cultural heritage in the United States and abroad, including the Federal Emergency Management Association (FEMA)'s Heritage Emergency National Task Force (HENTF) and the State Department's Cultural Heritage Coordinating Committee (CHCC). PRES staff participated in the first CHCC public forum, where the Library's engagement with the Ambassador's Fund for Cultural Preservation was especially noted. Under the auspices of this program and with sponsorship from the State Department, PRES offered preservation workshops at the National Library of Moldova in fiscal 2018.

Fiscal 2019 Priority Activities

With the established funding levels, PRES will continue to fulfill its responsibilities for the stewardship of the Library's collections, by taking approximately 9 million preservation actions and transferring over 530,000 items to the Library's off-site facilities, keeping these collections available to users through a selective program of preventative and corrective treatments, reformatting, and circulation, that rests of a broad program of inventory control and secure, environmentally optimized storage.

PRES will coordinate major conservation and collections care efforts throughout the Library, in addition to preparing collection items for display or digitization, training custodial staff in safe handling of collections, and providing the preservation supplies required for custodial divisions to address collection arrearages. Staff in all PRES divisions will be engaged with the development or refinement of services to support the Library's new Strategic Plan, *Enriching the User Experience*. PRES will provide services to facilitate access to collections in the reading rooms, online, or through exhibitions, and will focus on developing expedited and efficient workflows to support the Library's emerging set of strategic initiatives. The preservation supplies program will support a major new initiative intended to reduce the Library's processing arrearage, starting with an anticipated 2 million items to be processed in fiscal 2019. Mass deacidification efforts will maintain sustained treatment of both bound volumes and manuscript sheets, given the large number of archival collections held by the Library.

PRES will expand the Library's consultative work with the AOC to ensure that the Library's facilities play an integral role in the life of the collections. A significant investment of PRES time and expertise will focus on the AOC's ESPC to ensure that the Library's facilities obtain the greatest possible preservation benefits from this program, and PRES will work with AOC to find points of integration between ESPC and ongoing environmental monitoring of collection storage and exhibition spaces. Construction of Ft. Meade Module 6 commences in fiscal 2019 and PRES will coordinate the Library's collections storage planning for the new module, to deploy its collections management resources with a focus on preparing for occupancy of Ft. Meade Module 6. This entails a reduced presence at the Landover Collections Annex and the optimal usage of space at Cabin Branch so that the Library can quickly transition out of the Landover Collections Annex when Ft. Meade Module 6 opens for occupancy in the latter part of fiscal 2021, and in turn, fully establish Cabin Branch as a flexible link in the Library's collections management system that buffers between the preservation repository program at Ft. Meade and the growing array of user-centered services that are envisioned on the Capitol Hill campus through the proposed Visitor Experience initiative and the Library's new Strategic Plan.

PRES will process, inventory, and manage general collection materials at all Library facilities and the growing number of special collections materials stored off-site. Priority programs for CMD include substantial completion of the collections transfer plan to fill Ft. Meade Module 5; transferring approximately 500,000 items from Capitol Hill to Cabin Branch; and relocations of collections within the Capitol Hill campus. The Capitol Hill projects support mandated construction of new egress stairways in the TJMB and continue the Library's efforts to reduce overloaded stacks and use the on-site stacks in the most efficient manner possible. The coordination of these programs to optimize space usage, shift collections into purpose-built preservation repositories, and develop services that maximize the value of each type of facility position the Library to model best practices among peer libraries and adopt industry knowledge about logistics and supply chain management. Throughout fiscal 2019, PRES will engage with the Office of the Chief Information Officer (OCIO) and the Library Services modernization effort to develop the requirements for new inventory management systems that will improve inventory control and support the Library's user-centered services.

PRD will initiate a new contract for reformatting services, based on the outcomes of the pilot project for digital reformatting of foreign newspapers, which will support PRD's

transition to a fully digital reformatting process across all materials types. PRD will work with DCMS Division and OCIO to transition each major production flow as storage and end-user delivery systems are made available. Market research indicates several cost savings as the industry for reformatting services trends to digital products and as PRD transitions to digital services; however, initial cost savings in production services will be repurposed to support systems modernization and storage upgrades in fiscal 2020. PRES will plan for reformatting activities, including the combined efforts of PRD and the Library's overseas offices, to include approximately 8.3 million pages, in line with fiscal 2018.

PRTD will continue to advance the scientific understanding of collections and use this knowledge to mitigate risks through the three main program areas of long-term research, analytical service requests, and the quality assurance program for housing supplies and building materials. Industry and academic partnerships will continue, and the results of this research and analytical work will expand and enhance the CLASS database. PRES will work with OCIO to make this resource accessible online so that it can have the greatest possible benefit to scientists and conservators worldwide. Partnerships within government and with major American library consortia will serve to promulgate consistent and coordinated standards for conservation documentation, preservation materials and analytic methods.

PRES will continue its international leadership role in cultural heritage preservation by sharing developments with professional organizations, such as ALA, AIC, IFLA, and the Federal Library and Information Network (FEDLINK), as well as through participation in FEMA HENTF and CHCC to support interagency goals for the protection of cultural heritage in the wake of armed conflict or natural disaster. PRES expertise in this area is built on a long-standing program that provide year round, 24 hour per day, collections emergency response services for the Library's collections. In fiscal 2019, PRES will engage in a special project to improve emergency response capabilities for the Library's off-site facilities and promulgate this information to help address an area of broad concern for American research libraries. PRES will continue to offer educational programs that support the preservation and conservation needs of American cultural heritage institutions, including participation in Preservation Week, new installments in TOPS, and providing preservation information through the Library's web site and a new set of social media channels focused on preservation information and awareness.

Fiscal 2020 Priority Activities

PRES will continue to engage in major conservation and collections care efforts throughout the Library, in addition to preparing collection items for display or digitization, training custodial staff in safe handling of collections, and providing the preservation supplies required for custodial divisions to address collection arrearages. Expanded and expedited services that facilitate access to collections in the reading rooms, online, or through exhibitions will be essential to supporting Library's emerging set of strategic initiatives. The preservation supplies program and CMD will be engaged in support for a major initiative intended to reduce the Library's processing arrearage, with an anticipated 2 million items to be processed in fiscal 2020. Mass deacidification efforts will target treatment of both bound volumes and manuscript sheets, given the large number of archival collections held by the Library.

PRES will continue the Library's consultative work with the AOC to ensure that the Library's facilities play an integral role in the life of the collections. PRES will support the rollout of the AOC's ESPC to ensure that the Library's facilities obtain the greatest possible preservation benefits from this program, and PRES will work with AOC to find points of integration between ESPC and ongoing environmental monitoring of collection storage and exhibition spaces. As construction of Ft. Meade Module 6 passes its midpoint and moves towards substantial completion in fiscal 2020, PRES will continue to coordinate the Library's collections storage planning for the new module. A reduced presence at the Landover Collections Annex will focus on materials ready for transfer to Ft. Meade Module 6 and space at Cabin Branch will be carefully managed so that the Library can make best use of Cabin Branch as a flexible link in the Library's collections management system in order to buffer between the preservation repository program at Ft. Meade and Capitol Hill's user-centered services.

PRES will process, inventory, and manage general collection materials at all Library facilities and the growing number of special collections materials stored off-site. With Ft. Meade Module 5 filled and an exit plan is established for the Landover Collections Annex, CMD will focus on transferring approximately 500,000 items from Capitol Hill to Cabin Branch and on rebalancing collections storage in support of arrearage processing. Capitol Hill projects may include additional mandated construction of egress stairways in the TJMB and will continue the Library's efforts to reduce overloaded stacks and use the onsite stacks in the most efficient manner possible. Throughout fiscal 2020, PRES will continue working with OCIO and the Library Services modernization effort to develop or deploy new inventory management systems that will improve inventory control and support the Library's user-centered services. Through these initiatives, PRES will continue to offer support and services that allow the Library to maximize the value proposition of each of its facility and help the Library to adopt relevant industry knowledge in areas such as lean operations, logistics, and supply chain management.

PRD will continue its shift to fully digital reformatting processes across all materials types and will work with the DCMS and OCIO to transition each major production flow as storage and end-user delivery systems are made available. Market research indicates a net decrease in cost per unit as

this transition occurs. In fiscal 2020, PRES expects to divide cost savings between systems modernization and expanded production in support of Library's strategic digitization goals, so the goal for preservation reformatting, including the combined efforts of PRD and the Library's overseas offices, will be approximately 8.6 million pages, approximately 5 percent more than in fiscal 2019.

PRES will continue to advance the scientific understanding of collections and use this knowledge to mitigate risks through the three main program areas of long-term research, analytical service requests, and the quality assurance program for housing supplies and building materials. Industry and academic partnerships will continue, and the results of this research and analytical work will expand and enhance the CLASS database. PRES will work with OCIO to make this resource accessible online so that it can have the greatest possible benefit to scientists and conservators worldwide. Partnerships within government and with major American library consortia will serve to promulgate consistent and coordinated standards for preservation materials and analytic methods.

PRES will continue its international leadership role in cultural heritage preservation by sharing developments with professional organizations, such as ALA, AIC, IFLA, and FEDLINK, as well as through participation in FEMA HENTF, CHCC, and other groups focused on protection of cultural heritage in the wake of armed conflict or natural disaster. PRES expertise in this area is built on long-standing program to provide collections emergency response services for the Library's collections. PRES will continue to offer educational programs that support the preservation and conservation needs of American cultural heritage institutions, including participation in Preservation Week, new installments in TOPS, and providing preservation information through the Library's website.

National and International Outreach

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

National and International Outreach
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$10,927	$10,702	$0	$0	$0	$0	0.0%
11.3 Other than full-time permanent	504	403	0	0	0	0	0.0%
11.5 Other personnel compensation	154	241	0	0	0	0	0.0%
11.8 Special personal services payment	335	179	0	0	0	0	0.0%
12.1 Civilian personnel benefits	3,485	3,501	0	0	0	0	0.0%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	**$15,404**	**$15,026**	**$0**	**$0**	**$0**	**$0**	**0.0%**
21.0 Travel & transportation of persons	$ 221	$ 118	$ -	$ -	$ -	$0	0.0%
22.0 Transportation of things	6	1	0	0	0	0	0.0%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	1,673	307	0	0	0	0	0.0%
24.0 Printing & reproduction	126	55	0	0	0	0	0.0%
25.1 Advisory & associate services	2,664	1,089	0	0	0	0	0.0%
25.2 Other services	1,214	527	0	0	0	0	0.0%
25.3 Other purch of goods & services from gov acc	823	678	0	0	0	0	0.0%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	16	11	0	0	0	0	0.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	114	94	0	0	0	0	0.0%
31.0 Equipment	134	160	0	0	0	0	0.0%
41.0 Grants, subsidies & contributions	7,111	5,698	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	5	0	0	0	0	0	0.0%
Total, Non-Pay	**$ 14,108**	**$ 8,739**	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**
Total, National and International Outreach	**$ 29,512**	**$ 23,765**	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**

National and International Outreach

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018 Operating Plan Funded FTE	Fiscal 2018 Operating Plan $	Fiscal 2018 Actual Obligations FTE Usage	Fiscal 2018 Actual Obligations $	Fiscal 2019 Operating Plan Funded FTE	Fiscal 2019 Operating Plan $	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total Funded FTE	Fiscal 2020 Request Total $	Fiscal 2019/2020 Net Change Funded FTE	Fiscal 2019/2020 Net Change $	Percent Change
NIO	90	$14,859	83	$14,619	0	$ -	$ -	0	$ -	0	$0	0.0%
Teach with Primary Sources	11	8,653	11	6,851	0	0	0	0	0	0	0	0.0%
Cataloging Dist Services	14	6,000	14	2,294	0	0	0	0	0	0	0	0.0%
Total, NIO	**115**	**$29,512**	**108**	**$23,765**	**0**	**$ -**	**$ -**	**0**	**$ -**	**0**	**$0**	**0.0%**

PROGRAM OVERVIEW

National and International Outreach (NIO) comprised many of the public programs and activities that advanced the role of the Library of Congress as a national cultural institution and a major asset for learners of all ages. Through its three directorates—Scholarly and Educational Programs, National Programs, and National Enterprises—NIO developed, managed and oversaw a broad array of programs and services that showcased the Library and made it accessible to everyone. NIO also facilitated collaboration among the Library's public engagement efforts, fostered partnerships with other prominent cultural and academic institutions and promoted the use of the Library and its collections to Congress and the public.

In conjunction with the Library's "2018 Realignment - Enriching the User Experience", NIO was dissolved as a Service Unit and the program functions and activities realigned to other organizations of the Library.

Fiscal 2018 Accomplishments

In fiscal 2018, NIO worked to expand and strengthen the Library's public and scholarly functions. Highlights of the work done across NIO include:

The Visitor Services Office (VSO) leveraged its highly trained volunteer docents to welcome the nearly 2 million visitors to the Library, deliver 8,100 guided tours and answer more than 345,000 inquiries. To showcase the Library's treasures, the Interpretative Programs Office (IPO) opened a major exhibition titled *Baseball Americana*, a pop-up exhibition, and 10 agile display cases. It also rotated objects in the exhibition, *Echoes of the Great War: American Experiences of World War I*, and launched two other major exhibitions: *Drawn to Purpose: American Women Illustrators and Cartoonists*, and *Not an Ostrich*, which featured about 1,000 previously unpublished photographs from the Prints and Photographs Division.

Expanding awareness of, and access to, the Library's collections remained a top priority. The National Film Preservation Board and the National Recording Preservation Board expanded the National Film Registry and the National Recording registry to 725 and 500 titles, respectively. The Library's Educational Outreach team supported K–12 teachers and students through its *Teaching with Primary Sources* program and through other programs, publications, on-site experiences, and online initiatives. The unit's Young Readers Center and professional resources for teachers engaged teachers and learners in creating and sharing a passion for knowledge.

The John W. Kluge Center—the Library's scholar in-residence center—hosted and supported 75 scholars, 21 research interns, and more than 300 additional scholars and congressional staff, who took part in public events and private seminars, co-hosted with partner organizations. In fiscal 2018, the Kluge Center mounted a record 42 events, welcomed 3,279 audience member, and averaged at least 100 audience members per public event. Attendees included dozens of Members of Congress and their staffers, representatives from popular media outlets and local think tanks and nongovernment organizations, ambassadors, and university faculty, staff and students. The Internship and Fellowship Program managed several programs that engaged students and others with the work of the Library. Chief among these was the Junior Fellows Program that placed 40 fellows in dozens of Library divisions.

Promoting reading and literacy remained another high priority. NIO spearheaded the acclaimed 18th annual Library of Congress National Book Festival—with an increased focus on children and family programing—inviting and scheduling more than 110 authors and illustrators. The Center for the Book continued its successful Literacy Awards program and the popular *Letters About Literature* writing campaign, which received 46,877 letters, an 11 percent increase over fiscal 2017. The Poetry and Literature Center, home of the Poet Laureate Consultant in Poetry, reappointed Tracy K. Smith as the 22nd Poet Laureate, and promoted the written and

spoken word through its many public events.

Seeking to expand the Library's role as a cultural leader in the digital realm, National Digital Initiatives (NDI) worked to increase the visibility of the Library's digital activities and resources and enhance digital innovation. NDI launched *Make Your Mark*, a crowd-sourced transcription and tagging platform that will be widely released in October 2018. The Digital Scholarship Working Group submitted a report entitled, "Digital Scholarship: A Proposal for the Library of Congress," to senior Library leadership. The NDI team also co-hosted major events that brought together library and archives professionals, including *HTRC (HathiTrust Research Center) Text Mining Workshop*, *Inside Baseball*, *Memory Lab Network Bootcamp*, *International Image Interoperability Framework (IIIF)*, Code4Lib, and *ADE (*architecture, design, and engineering) *summit*.

National Library Services for the Blind and Physically Handicapped (NLS) through the Braille and Audio Reading Download (BARD) site, continued to provide easy access to more than 50,000 patrons with individual accounts and nearly 1,700 institutional accounts. In fiscal 2018, NLS passed the 100,000 book milestone for the BARD collection, hosting 104,229 books and 16,061 magazine issues. The growth of the BARD mobile app was key to greater patron use of personal devices.

The Office of Business Enterprises (OBE) supported the Library in its outreach efforts by providing a cohesive approach to marketing and distribution services for several user groups, including on-site visitors, the cataloging and metadata staff and content creators (such as publishers and documentarians).

Fiscal 2019 Priority Activities

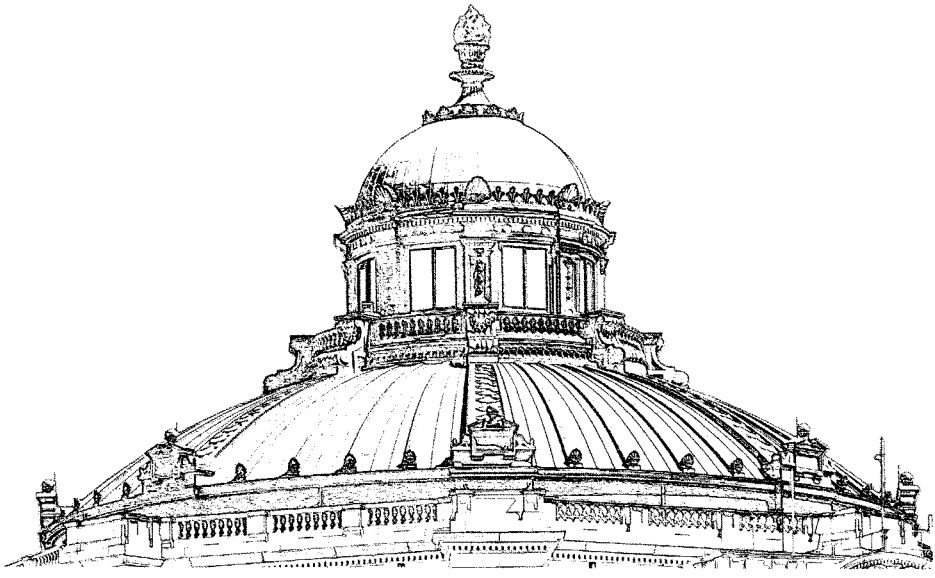
In conjunction with the Library's "2018 Realignment - Enriching the User Experience", NIO was dissolved as a Service Unit and the program functions and activities realigned to other organizations of the Library. In keeping with the new Fiscal Year 2019-2023 Strategic Plan of the Library of Congress, the realignment will provide the structure to become more user-centered, enriching the Library experience for Congress, creators and connectors, while more actively engaging learners of all ages with our unique and trusted resources. The new organizational structure of the Library includes the following:

The establishment of two centers for education and interpretation to engage users: The Center for Exhibits and Interpretation (CEI) and the Center for Learning, Literacy, and Engagement (CLLE) will work directly on user engagement. CEI will include the Design Office (which will incorporate the Print Shop), Exhibits Office (formerly Interpretive Programs Office), and Publishing Office. CLLE will include the Center for the Book, Learning and Innovation Office (formerly Educational Outreach), Library Events Office (formerly Office of Special Events and Public Programs), Signature Programs Office, and Visitor Engagement (formerly Visitor Services Office). Together, these centers will activate and animate the collections, enhancing access both physically and digitally. The centers are now within the Office of the Librarian PPA (see Office of the Librarian for more details).

An elevation of the Library's digital strategy to engage users by establishing the new Digital Innovation Lab (formerly National Digital Initiatives). The Digital Innovation Lab will be led by the Digital Strategy Director in OCIO. The lab team will partner with service units to incubate innovative digital projects and facilitate engagement with digital communities in support of the Library's digital strategy.

A focused alignment of core library activities to ensure a more consistent user experience with the establishment of the new Library Collections and Services Group (LCSG). The LCSG will bring together the three separate units that are responsible for acquiring, stewarding, describing, and serving library collections—Library Services, the Law Library, and the National Library Service for the Blind and Physically Handicapped. LCSG will also include The John W. Kluge Center and Internship and Fellowship Programs. Led by a new Deputy Librarian for Library Collections and Services, this group will report to the Principal Deputy Librarian of Congress. Central management of these units will increase efficiency and consistency in meeting a user-focused vision.

The establishment of the new Library Enterprises directorate in the OCOO to better serve users through sales of products and services. The Library Enterprises directorate will ensure all public business operations leverage expertise in budget forecasting, accounting, and contracting. This directorate will include the Office of Business Enterprises, Federal Research Division, and FEDLINK.



Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Law Library
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$7,627	$7,555	$8,520	$0	$8,755	$235	2.8%
11.3 Other than full-time permanent	217	122	175	0	180	5	2.8%
11.5 Other personnel compensation	104	56	83	0	85	2	2.8%
11.8 Special personal services payment	25	57	32	0	33	1	2.3%
12.1 Civilian personnel benefits	2,490	2,437	2,809	0	3,035	226	8.1%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	**$10,463**	**$10,227**	**$11,619**	**$0**	**$12,089**	**$469**	**4.0%**
21.0 Travel & transportation of persons	$ 35	$ 31	$ 25	$0	$ 26	$1	2.5%
22.0 Transportation of things	2	1	2	0	2	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	10	9	10	0	10	0	2.5%
24.0 Printing & reproduction	48	46	48	0	49	1	2.5%
25.1 Advisory & associate services	69	22	113	0	115	3	2.5%
25.2 Other services	2,042	2,129	2,332	0	2,390	58	2.5%
25.3 Other purch of goods & services from gov acc	16	10	16	0	17	0	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	0	0	0	0	0	0	0.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	20	19	20	0	20	0	2.5%
31.0 Equipment	2,920	3,649	3,158	0	3,240	82	2.6%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	0	0	0	0	0	0.0%
Total, Non-Pay	**$ 5,161**	**$ 5,918**	**$ 5,724**	**$0**	**$ 5,870**	**$ 146**	**2.6%**
Total, Law Library	**$ 15,624**	**$ 16,145**	**$ 17,343**	**$0**	**$ 17,959**	**$ 615**	**3.5%**

Law Library
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**87**	**$17,343**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		164
Annualization of January 2019 pay raise @ 1.9%		55
Within-grade increases		54
Transit subsidy monthly increase from $260 to $265		2
One extra day, 262 vs. 261		45
FERS pay increase		150
Total, Mandatory Pay and Related Costs	**0**	**470**
Price Level Changes		**146**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**$ 616**
Total Budget	**87**	**$17,959**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**87**	**$17,959**

Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$17.959 million** for the Law Library program in fiscal 2020, an increase of $0.615 million, or 3.5 percent over fiscal 2019. This requests supports mandatory pay and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
Law Library	77	$ 12,922	74	$ 12,693	87	$ 14,519	$ -	87	$ 15,060	0	$541	3.7%
Purch of Lib Mater.		2,702		3,452		2,825	0		2,898		74	2.6%
Total, LAW	**77**	**$ 15,624**	**74**	**$ 16,145**	**87**	**$ 17,343**	**$ -**	**87**	**$ 17,959**	**0**	**$616**	**3.5%**

PROGRAM OVERVIEW

Drawing on its unparalleled collection of domestic, foreign, and international legal material, the Law Library of Congress (Law Library) provides Congress with timely, comprehensive research on questions concerning foreign, comparative, international, and U.S. law. The staff of experienced foreign and American-trained lawyers and law librarians also serve the federal judiciary and executive branch agencies, as well as the practicing bar, state and local governments, American businesses, scholars, journalists, and anyone with legal research and reference needs.

The Law Library has amassed the world's largest collection of legal material, representing more than 240 foreign and international jurisdictions. The collection consists of authoritative legal sources in original languages, with more than 2.95 million volumes and 3.1 million pieces of microfiche. The Law Library acquires, maintains, organizes, preserves, and provides access to this collection in print, micro-format, and digital formats. The massive collection, along with a skilled and multilingual staff enable the Law Library to provide a wealth of unique legal research and reference products and services for government and the entire nation.

Many of the Law Library's lawyers trained outside of the U.S., completed advanced degrees from U.S. law schools, and maintain American bar memberships. Their work products incorporate knowledge of the various legal systems, vernacular languages, and socio-cultural contexts of the countries and regions of the world for which they are responsible. Law Library professionals provide timely legal analysis, research, testimony, and training on federal and legal legislative history research. Additionally, Law Library professionals provide briefings and orientations in response to requests by Members of Congress and committee staff, justices of the Supreme Court, other federal and state judges, and attorneys at federal agencies.

Law Library staff are instrumental in maintaining and expanding the Law collection. The Law collection is carefully built to incorporate necessary research materials through purchase, copyright deposit, exchange agreements, and federal or state transfer, with an emphasis on those countries and regions of strategic importance to Congress. The collection supports legal research done by both the Law Library and the Congressional Research Service.

The Law Library is a collaborative partner in developing and maintaining the currency of content in Congress.gov, the authoritative legislative information system for Congress and the public. The Law Library also develops electronic information products that provide access to historical and contemporary legal, legislative, administrative, and judicial documents. The Library creates research and collection guides that focus on legal research techniques, issues, and events. Ensuring accuracy, authenticity, authoritativeness, and comprehensiveness of legal documents is a challenge the Law Library manages on a daily basis.

Organizationally, the Law Library realigned under the Library Collections and Services Group (LCSG), taking effect October 1, 2018. The LCSG provides organizational oversight to the Law Library in regards to operational strategy, however the Law Library is a self-standing service unit with its specialized program activities.

Fiscal 2018 Accomplishments

In fiscal 2018, the Law Library prepared 395 legal research reports, special studies, and memoranda for the legislative branch, of which 333 were in response to direct inquiries from Congress. Foreign law specialists provided Members of Congress with reports related to many pressing U.S. legislative

issues. These reports include: erasure laws and counteracting online defamation; legislation on cryptocurrencies; anticorruption requirements for companies domiciled in European Union member states when they conduct business abroad; alternative sentencing in Muslim-populated countries; maritime laws and interdiction of narcotics in the Caribbean; national laws related to enforcing sanctions against North Korea; standards for air pollution; regulation of lead concentration in paint; laws on religious animal slaughter; data localization laws; analysis of foreign legislation and a review of best practices for the collection of customer satisfaction feedback by government agencies around the world; a worldwide survey of laws granting immunity from prosecution for heads of state for crimes committed during and after their terms of office; and the application of cabotage laws for railways.

In addition to Congress, the Law Library prepared 1,270 research or reference reports for executive and judicial branch agencies, the U.S. bar, and members of the public around the world. The Law Library answered 18,654 inquiries in person in its reading room, on the phone, or electronically. Its Public Services division answered 3,680 inquiries through "Ask a Librarian," the Library's virtual reference service. The Law Library also conducted 173 seminars and orientations on legal and legislative research for nearly 5,260 participants.

The Law Library launched a multi-year, collaborative project to archive all Global Legal Research Directorate (GLRD) reports. This collection includes born-digital reports and those reports awaiting digitization. The goal is to better comply with the Library's archiving and collections policies, and to enlarge the number of reports that are publicly available. These reports include responses to requests from Congress, federal agencies, federal courts, and other individuals, and are on the topic of foreign, comparative, and international law.

In fiscal 2018, the Law Library established metadata for Public Laws in *United States Statutes at Large* for the 1st through 18th Congresses and U.S. treaties from 1950 through 1984. This makes these materials more discoverable and accessible for researchers and Library patrons when published to the Library's web site. The Public Laws of the *Statutes at Large* for the 68th through 81st Congresses were added to the Law Library's web site. Additionally, 23,522 pages of National Transportation Safety Board case findings were digitized and will be available on the Law Library's web site in fiscal 2019.

The Law Library's social media presence flourished in fiscal 2018. Law Library Twitter followers increased to 69,800 and the @Congress.gov Twitter account grew to 53,900 followers, up 52 percent from the previous year. The Law Library's Facebook page followers reached 38,000 as the Law Library continued to offer Rich Site Summary (RSS) feeds and email alerts to notify subscribers about the availability of selected resources, upcoming events, and trainings. The Law Library's blog, *In Custodia Legis*, published 172 posts and recorded 626,358 page views. *In Custodia Legis* routinely receives some of the highest number of page views each month among all Library blogs. The *Global Legal Monitor*, a continually updated online publication covering legal news and developments worldwide, received 781,148 page views. The *Guide to Law Online*, an annotated portal of internet sources of interest to legal researchers, had 759,798 page views.

The Law Library made significant progress toward the replacement of shelving in the James Madison Memorial Building sub-basement stacks in Quad C (one of four sub-basement quadrants). This upgrade to Quad C is necessary to replace current shelving systems in place beyond their predicted lifespan. The new shelving will increase access and solve personnel safety issues. Future requests will be submitted to replace compact shelving in the remaining two quadrants. Significant progress was also made on the construction of the Law Library's secure storage facility to house rare legal materials in a temperature- and humidity-controlled environment.

Fiscal 2019 Priority Activities

In fiscal 2019, the Law Library will continue providing support to the time-sensitive and complex needs of Congress, the Supreme Court, and other key constituents including executive branch agencies and other federal and state courts. The fiscal 2019 enacted budget included funding and additional FTEs for the Law Library to enhance capacity to address increasingly complex questions requiring foreign-language and foreign-law expertise. Likewise, increased funding provides the ability for the Law Library to address increased demands for legal and legislative research training sessions.

In the fiscal 2019 enacted budget, Congress appropriated funding for the Law Library to develop a digitization strategy in alignment with the Library's overall digitization strategy of increasing online access to major parts of its collection. This initiative included digitizing and providing access to the *U.S. Serial Set* and *Supreme Court Records and Briefs*. The Law Library will complete a proof-of-concept pilot digitizing 1,000 volumes of the *U.S. Serial Set* in fiscal 2019. To prepare and convert critical items from physical collections to digital format, the Law Library is increasing capacity and dedicated staff in its Digital Resources Division to ensure the success and long-term sustainability of this project.

By March 2019 the Library and the Architect of the Capitol will complete construction of a secure storage facility to house more than 50 percent of Law Library's rare legal materials in a temperature and humidity-controlled environment. With completion targeted in fiscal 2020, the Law Library will continue efforts during fiscal 2019 to inventory and control the remaining 42,120 volumes of its rare material collection.

The Law Library will continue improving access to the law collection by bringing insufficiently classified volumes up to modern classification standards (K Class). Until classification is complete, legal material does not meet current discovery standards and therefore is less accessible to scholars, practitioners, and the general public. The expanded

K Class cataloging schedule has been completely developed to reclassify remaining Law Library titles to the expanded K Class and sub-classes. Enhanced K Class cataloging will improve discovery and access to materials, previously difficult to find in the world's largest collection of domestic, foreign, and international legal materials. At the current level of effort, the goal is to complete the Law collection re-classification by country, subject, and form of material before fiscal 2027.

The Law Library's curriculum of online and in-person classes for Congressional staff, executive-branch staff, federal librarians, and academic and other public researchers will continue to focus on Law Library collections and services, Congress.gov, Law.gov, other federal legislative and legal information systems, and on how to perform legal research using U.S. and foreign law resources.

Fiscal 2020 Priority Activities

In fiscal 2020, the Law Library will continue providing support to the time-sensitive and complex needs of the Congress, Supreme Court, executive branch agencies, courts, practicing bar, state and local governments, American businesses, scholars, journalists, and anyone with legal research needs. By early fiscal 2020, the Law Library is on schedule to complete Phase 3 of its project to archive all of the Law Library's Global Legal Research Directorate (GLRD) reports. This work involves digitization and archiving of all paper-based reports, some dating back to the 1940s. Upon completion, Phase 4 of the project, which involves creating a digital collection of all publicly available GLRD reports, will launch with a target completion date of September 2020.

The Law Library will initiate a pilot Comparative Law Institute aimed at introducing the Law Library's collection of foreign law materials and comparative law expertise to emerging faculty members of Washington DC area law schools. The two-week initiative will consist of seminars, trainings and group discussions on various aspects of foreign and comparative law and legal/legislative research conducted by GLRD staff members. This is to increase awareness of the Law Library collection and resources among program participants, with hope of forming a professional, life-long relationship with the Law Library. Also, it will spread information about Law Library resources and services among students and local faculty.

Through the generosity of private donors, the Law Library of Congress and the Library of Congress Interpretive Programs Office will develop a major public exhibition to commemorate the 400th anniversary of the Mayflower Compact, scheduled for November 2020. The Mayflower Compact records the decision of the passengers of the Mayflower to create their own government upon disembarking the vessel that carried them to the New World. The purpose of the exhibition is twofold: to highlight Library of Congress collections, and to educate visitors about the impact of the Mayflower Compact on the tradition of self-governance in America. The Law Library will continue to host a variety of presentations and commemorative events, marking Human Rights Day, Constitution Day, and Law Day.

The Law Library will focus its digitization efforts on historical Congressional and other public domain materials to better meet the demand for online access to these collections. The Law Library will begin the first full-year of a multi-year effort to digitize the *U.S. Serial Set,* with a target of two million pages per year. The other, ever-important initiative to digitize the *U.S. Supreme Court Records and Briefs* contract will be developed. During the year the Law Library will begin assessing the feasibility of digitizing the collection, including determining its size, condition, complexity, and costs.

The Law Library will investigate potential uses of the transcription and metadata tagging capabilities in the Library's new crowdsourcing platform, and propose pilot collections to be included for transcription or tagging purposes. The Law Library intends to recruit new remote interns to contribute metadata to new digital collections to assist in efforts to improve access to the Law Library's digitized collections. However, the application and creation of metadata requires human intervention. For that reason, applying metadata takes times when publishing large collections online. The Law Library will join and support library-wide efforts to explore solutions to automate metadata generation and tagging of digitized material.

Scheduled for completion in fiscal 2020, replacement of Quad C shelving (second of four compact shelving quadrant spaces in the James Madison Memorial Building sub-basement) will modernize the systems and improve retrieval times and access to the law collection. It will enable retrieval of collection materials that cannot currently be served because of being stored on broken or inaccessible shelving carriages.

In support of the Library's strategic objective to "Use Connectors to Extend Reach," the Law Library will seek to expand its presence at professional association conferences, positioning Law Library experts as scheduled speakers and representing the institution as an exhibitor. The Law Library will establish its presence at the annual meetings of the American Association of Law Libraries, Association of American Law Schools, American Society of International Law, and related international conferences.

The Law Library will continue its robust teaching/training efforts, providing seminars and orientations on legal and legislative research to a varied group of patrons, including Congress, government agencies, professional organizations, academic institutions, and the public. Teaching staff conduct four different classes (Introduction to Legislative Research, Legislative History Research, Statutory Research, and the newly introduced Tracing Federal Regulations) for Congressional staff attending the Congressional Legal Instruction Program (CLIP) 24 times per year. Also, teaching staff will

conduct classes related to varied issues of drafting U.S. legislation for visiting groups of foreign scholars. The Law Library will continue to provide live interactive webinars featuring enhancements to Congress.gov and Law.gov, and "how to" do legal and legislative research.

Staff will continue presenting the seminar "How to Conduct FREE Legal Research Online" at the ABA mid-year and annual meetings as part of the ABA Division for Public Services presentation schedule. Likewise, staff will provide educational presentations and briefings at local law schools and federal government agencies in the D.C. metro region.

Office of the Inspector General

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Inspector General
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$ 0	$ 0	$ 0	$ 0	$ 0	$0	0.0%
Total, Lapse Reserve	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0**	**0.0%**
11.1 Full-time permanent	$1,603	$1,427	$1,702	$0	$1,749	$47	2.8%
11.3 Other than full-time permanent	27	0	53	0	55	1	2.8%
11.5 Other personnel compensation	110	65	129	0	129	1	0.4%
11.8 Special personal services payment	0	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	565	555	544	0	591	48	8.6%
13.0 Benefits for former personnel	0	4	0	0	0	0	0.0%
Total, Pay	**$2,306**	**$2,051**	**$2,428**	**$0**	**$2,523**	**$96**	**3.9%**
21.0 Travel & transportation of persons	$ 7	$ 8	$ 7	$0	$ 7	$0	0.0%
22.0 Transportation of things	0	0	0	0	0	0	0.0%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	5	4	3	0	3	0	0.0%
24.0 Printing & reproduction	10	8	9	0	9	0	0.0%
25.1 Advisory & associate services	896	1,043	813	0	834	20	2.5%
25.2 Other services	25	26	37	0	38	1	2.5%
25.3 Other purch of goods & services from gov acc	0	1	0	0	0	0	0.0%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	10	15	16	0	17	1	6.3%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	12	11	11	0	11	0	2.5%
31.0 Equipment	20	10	20	0	21	1	5.0%
Total, Non-Pay	**$ 985**	**$ 1,126**	**$ 918**	**$0**	**$ 942**	**$ 23**	**2.5%**
Total, Office of the Inspector General	**$ 3,291**	**$ 3,177**	**$ 3,346**	**$0**	**$ 3,465**	**$ 119**	**3.6%**

Office of the Inspector General
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**14**	**$3,346**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		33
Annualization of January 2019 pay raise @ 1.9%		11
Within-grade increases		11
Transit subsidy monthly increase from $260 to $265		0
One extra day, 262 vs. 261		9
FERS pay increase		32
Total, Mandatory Pay and Related Costs	**0**	**96**
Price Level Changes		**23**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**$ 119**
Total Budget	**14**	**$3,465**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**14**	**$3,465**

Office of the Inspector General

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$3.465 million** for the Office of the Inspector General in fiscal 2020, an increase of $0.119 million, or 3.6 percent, over fiscal 2019. This requests supports mandatory pay and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020 Net Change		
	Operating Plan		Actual Obligations		Operating Plan			Request Total				
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
OIG	13	$ 3,291	11	$ 3,177	14	$ 3,346	$ -	14	$ 3,465	0	$119	3.6%

PROGRAM OVERVIEW

The Office of the Inspector General (OIG) serves as an advisor to the Library on issues related to financial management, internal control, operations, and investigations. Semiannually, the OIG reports formally to the Congress while interacting with congressional committees on an ongoing basis. The *Library of Congress Inspector General Act of 2005* established the Library's OIG as an independent, objective office within the Library to conduct and supervise audits and investigations. The Act directs the OIG to provide leadership and to coordinate and recommend policies to promote economy, efficiency, and effectiveness at the Library.

The OIG divides its work organizationally into two units: the Audits and the Investigations Divisions. The Inspector General (IG) plans, manages, and directs the operations of the OIG with the assistance of a full-time legal counsel and a full-time administrative assistant. The Audits Division conducts financial and performance audits of Library programs and operations and responds to special requests about Library operations from congressional committees. The Investigations Division performs administrative, civil, and criminal investigations concerning fraud, conflict of interest, and other misconduct involving Library employees, contractors, and grantees. It also operates a confidential hotline, for both Library staff and the public, to report fraud, waste, and abuse.

Fiscal 2018 Accomplishments

During fiscal 2018, the IG testified with the Librarian of Congress before the Committee on Administration on the Library's strategic planning activities. The Audits Division issued a report on the Library's strategic planning and performance management, an area the OIG considers to be one of the six ongoing Top Management Challenges (*TMCs*) for the Library. Other TMCs include Information Technology (IT) infrastructure; collections storage; digital strategic planning and execution; and contracting. This year the OIG added financial management and reporting as a *TMC* given the combination of reportable conditions on its fiscal 2018 financial statements audit opinion indicating that there has been a deterioration in the Library's ability to process, record, and manage its reporting of financial data over the past three fiscal years. The Audits Division completed six IT-related reports that identified areas needing improvement. Those reports included an assessment of the Library's most critical business systems' availability, documentation, risk and business impact analysis, accessibility and completeness of business continuity and disaster recovery documentation, and compliance with Library policy for disaster recovery testing. Organizationally, the IG filled one vacant auditor position.

In other work, the Audits Division issued a second in a series of reports on the Library's purchase card program that identified several areas that required stronger oversight by the Library's gift shop. These areas included split-purchases; independent receipt and acceptance practices; activities that prevent and detect fraudulent, improper, and abusive transactions; and internal controls for the proper functioning of the obligation reconciliation process. The OIG also completed a follow-up audit of the Library's procurement function to evaluate the actions taken by Library management to remedy previously identified deficiencies. The audit results determined that the Library made incremental progress and that further steps are needed to achieve a modernized procurement operation. The report made 20 recommendations for long-term improvement to the procurement function. Recommendations included that the Library articulate a strategic, integrated, and agency-wide vision for the procurement function by defining short-, mid-, and long-term goals; focusing on reducing position-vacancy terms and attrition; installing critical quality assurance and control processes, and implementing an effective contract filing system.

The Audits Division initiated an annual audit of the Copyright Office Licensing Division's fiduciary funds, along with successfully completing its statutorily required oversight of the Library's financial statements audit for fiscal 2017, and provided oversight for the Open World Leadership Center's (OWLC) fiscal 2017 financial statements audit contract under an interagency agreement. In total, the Audits Division issued 15 reports.

The Investigations Division's efforts included issuing 13 reports, opening 11 investigations and closing 16, while forwarding three investigations to Library management for administrative action. In addition, 103 hotline communications were acted upon. Organizationally, the Investigations Division staffing includes three full-time equivalents, and finalized the hiring of a permanent Assistant IG for Investigations and filled one vacant special agent position. To maintain its investigative coverage while filling vacancies, the Division contracted with a highly experienced retired annuitant from the OIG of a large executive agency.

Fiscal 2019 Priority Activities

During fiscal 2019, the Audits Division will continue to emphasize the Library's *TMCs* by concentrating its efforts on two *TMCs*, collections storage, and financial management and reporting. Given the importance of IT to the Library at both the strategic and operational levels, the IG believes it must continue its oversight of this area to ensure that the Library continues its momentum in improving IT services. During fiscal 2019, the Audits Division will initiate audits of the modernization efforts in Copyright and the Library's IT security information and event management. The IG in consultation with Audits Division managers will construct a new risk-based audit plan for the three-year period fiscal 2019-2021. Carryover projects from the prior audit plan that OIG will conduct include the last in a series of audits on the Library's purchase card program, another targeted review of improper payments; and evaluating hotline complaints received concerning the Library's Federal Library and Information Network. Additionally, the Audits Division will continue performing the annual audit of the Copyright Office Licensing Division's fund balance as well as its mandated oversight of the Library's financial statements audit.

The Investigations Division will continue its work to fight fraud, waste, and abuse at the Library, pursue hotline complaints and employee misconduct, and identify and prevent the misuse of Library resources. It looks to identify mismanagement and increase recoveries from employee misuse of Library funds and resources. To increase employee and management awareness of Investigations' role at the Library, it will embark on an agency awareness program involving visiting service units on a revolving basis to inform employees about the Investigation Division's presence at the Library and to instill awareness of OIG's efforts to attack fraud, waste, and abuse.

Fiscal 2020 Priority Activities

During fiscal 2020, the Audits Division will continue to focus its efforts on the areas it has identified as the Library's *TMCs*. Based on OIG's historical and ongoing audit planning and budgetary analysis, it will continue to strive to expend the greatest share of its discretionary contract funding on IT-related audits. By operating in 2020 with two full-time IT audit staff (IT Audit Director and IT Auditor) and the majority of its discretionary contract funds allocated to IT auditing, OIG will function under the organizational and budgetary design it envisioned at the time the Library established its Office of the Chief Information Officer. Additionally, the Audits Division will conduct the statutorily required oversight of the independent public accountant's audit contract for the Library's annual financial statements audit as well as oversight of the Copyright Office Licensing Division and OWLC's annual financial statements audit contract. The Audits Division will round out its fiscal 2020 agenda by conducting the designated performance audits and evaluations from its newly updated triennial audit plan. In its capacity as the congressionally designated lead agency, the IG with the cooperation of the other participating IGs from agencies serviced by the Library's financial management system will negotiate a new five-year competitively solicited Legislative-branch financial statement audit contract.

The Investigations Division will continue to focus on combating contracting and computer crimes at the Library. It will also continue to address waste, fraud, and abuse in all areas of Library operations. The Division will continue to emphasize and employ its hotline program to pursue employee misconduct, mismanagement, and unethical activities. The Investigations Division expects the pace of investigations activity to increase based on its outreach to Library staff and increased employee awareness about its programs.

COPYRIGHT OFFICE,
SALARIES AND EXPENSES

Copyright, Salaries & Expenses
Resource Summary
(Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
COP Basic	391	$ 64,658	384	$ 62,957	400	$ 85,823	$ (2,708)	400	$ 85,142	0	($681)	-0.8%
COP Licensing	21	5,680	21	5,432	23	5,755	0	23	5,952	0	197	3.4%
COP Royalty Judges	6	1,673	6	1,596	6	1,829	0	6	1,898	0	69	3.8%
Total, COP, S&E	**418**	**$ 72,011**	**411**	**$ 69,985**	**429**	**$ 93,407**	**$ (2,708)**	**429**	**$ 92,992**	**0**	**($415)**	**-0.4%**
COP Basic Off. Coll.		(35,218)		(33,680)		(39,218)	0		(39,218)		0	0.0%
COP Basic Unobligated Bal.		(2,260)		(2,260)		(4,328)	0		(4,003)		325	-7.5%
COP Licensing Off. Coll.		(5,680)		(5,432)		(5,755)	0		(5,952)		(197)	3.4%
COP Royalty Judges Off. Coll.		(407)		(355)		(517)	0		(530)		(13)	2.5%
Total Appropriation, COP, S&E	**418**	**$ 28,446**	**411**	**$ 28,258**	**429**	**$ 43,589**	**$ (2,708)**	**429**	**$ 43,289**	**0**	**($300)**	**-0.7%**

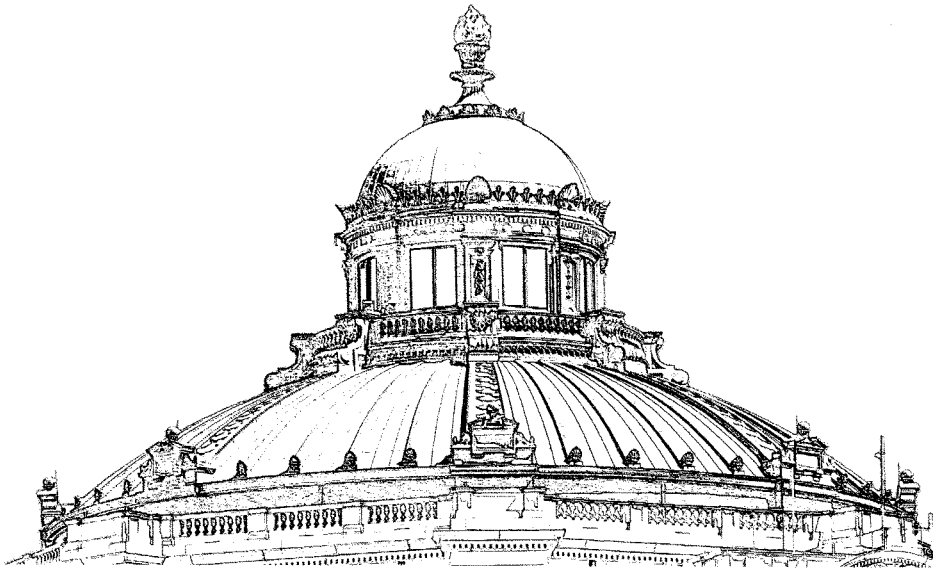
*Appropriation transfer supports IT centralization efforts by transferring the following from the Copyright Office to the Office of the Chief Information Officer - $2.418M to support 16 FTE, and $0.290M of non-pay.

Copyright Office, Salaries & Expenses
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$36,170	$35,486	$33,195	$0	$34,052	$856	2.6%
11.3 Other than full-time permanent	591	387	392	0	403	11	2.7%
11.5 Other personnel compensation	890	1,130	2,089	0	2,143	54	2.6%
12.1 Civilian personnel benefits	12,088	11,636	17,783	0	18,581	799	4.5%
13.0 Benefits for former personnel	31	8	22	0	23	1	2.3%
Total, Pay	**$49,770**	**$48,646**	**$53,482**	**$0**	**$55,203**	**$1,720**	**3.2%**
21.0 Travel & transportation of persons	$ 178	$ 125	$ 181	$0	$ 186	$5	2.5%
22.0 Transportation of things	4	0	16	0	16	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	433	303	990	0	992	2	0.2%
23.3 Communication, utilities & misc charges	619	534	690	0	700	11	1.5%
24.0 Printing & reproduction	415	424	411	0	434	23	5.6%
25.1 Advisory & associate services	2,304	2,468	7,603	0	7,740	137	1.8%
25.2 Other services	3,203	3,798	8,624	0	8,872	249	2.9%
25.3 Other purch of goods & services from gov acc	8,682	7,624	13,165	(2,418)	11,016	(2,148)	-16.3%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	1,636	1,382	1,405	0	1,462	57	4.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	270	115	311	0	329	19	6.0%
31.0 Equipment	4,497	4,565	6,530	(290)	6,043	(487)	-7.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	**$ 22,241**	**$ 21,339**	**$ 39,925**	**$ (2,708)**	**$ 37,789**	**$ (2,135)**	**-5.3%**
Total, Copyright Office, S&E	**$ 72,011**	**$ 69,985**	**$ 93,407**	**$ (2,708)**	**$ 92,992**	**$ (415)**	**-0.4%**

Copyright Office, Salaries and Expenses
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**429**	**$93,407**
Appropriation Transfer:		
Information Technology Centralization		(2,708)
Total, Appropriation Transfer	**0**	**(2,708)**
Non-recurring Costs:		
Warehouse Move Preparation		(325)
Total, Non-recurring Costs	**0**	**(325)**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		762
Annualization of January 2019 pay raise @ 1.9%		254
Within-grade increases		234
Transit subsidy monthly increase from $260 to $265		7
One extra day, 262 vs. 261		141
FERS pay increase		322
Total, Mandatory Pay and Related Costs	**0**	**1,720**
Price Level Changes		**898**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**($415)**
Total Budget	**429**	**$92,992**
Total Offsetting Collections & PY Unobligated Balances	**0**	**(49,703)**
Total Appropriation	**429**	**$43,289**



Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Basic
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
11.1 Full-time permanent	$33,397	$32,769	$30,060	$0	$30,820	$760	2.5%
11.3 Other than full-time permanent	570	371	392	0	403	11	2.7%
11.5 Other personnel compensation	855	1,086	2,053	0	2,105	53	2.6%
12.1 Civilian personnel benefits	11,207	10,772	16,788	0	17,504	716	4.3%
13.0 Benefits for former personnel	31	8	22	0	23	1	2.3%
Total, Pay	$46,060	$45,005	$49,315	$0	$50,855	$1,540	3.1%
21.0 Travel & transportation of persons	$168	$117	$171	$0	$175	$4	2.5%
22.0 Transportation of things	3	0	15	0	15	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	433	303	990	0	992	2	0.2%
23.3 Communication, utilities & misc charges	611	530	683	0	693	10	1.5%
24.0 Printing & reproduction	330	314	322	0	343	21	6.4%
25.1 Advisory & associate services	1,996	2,325	7,603	0	7,740	137	1.8%
25.2 Other services	1,774	1,724	7,935	0	8,166	231	2.9%
25.3 Other purch of goods & services from gov acc	7,310	6,842	11,534	(2,418)	9,346	(2,189)	-19.0%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	1,419	1,178	1,187	0	1,237	51	4.3%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	248	108	268	0	285	17	6.5%
31.0 Equipment	4,306	4,510	5,800	(290)	5,294	(506)	-8.7%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	$18,598	$17,952	$36,508	($2,708)	$34,287	($2,221)	-6.1%
Total, Copyright Basic	$64,658	$62,957	$85,823	($2,708)	$85,142	($681)	-0.8%

Copyright Basic
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**400**	**$85,823**
Appropriation Transfer:		
Information Technology Centralization		(2,708)
Total, Appropriation Transfer	**0**	**(2,708)**
Non-recurring Costs:		
Warehouse Move Preparation		(325)
Total, Non-recurring Costs	**0**	**(325)**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		703
Annualization of January 2019 pay raise @ 1.9%		234
Within-grade increases		215
Transit subsidy monthly increase from $260 to $265		7
One extra day, 262 vs. 261		110
FERS pay increase		271
Total, Mandatory Pay and Related Costs	**0**	**1,540**
Price Level Changes		**812**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**(681)**
Total Budget	**400**	**$85,142**
Total Offsetting Collections & PY Unobligated Balances	**0**	**(43,221)**
Total Appropriation	**400**	**$41,921**

Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$85.142 million** for Copyright Basic in fiscal 2020, a decrease of $0.681 million, or -0.8 percent, change from fiscal 2019, offset by $39.218 million in offsetting collection authority and $4.003 million in authority to use prior year unobligated balances, for a net appropriation of $41.921 million. This decrease represents $2.352 million for mandatory pay related and price level increases, non-recurring costs of $0.325 million for Warehouse Move Preparation, and an Appropriation Transfer for Information Technology Centralization of $2.708 million.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020 Net Change		
	Operating Plan		Actual Obligations		Operating Plan			Request Total				
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
COP_Basic	391	$ 64,658	384	$ 62,957	400	$ 85,823	$ (2,708)	400	$ 85,142	0	($681)	-0.8%
Offsetting Coll.		(35,218)		(33,680)		(39,218)			(39,218)		0	0
PY Unobl. Bal.		(2,260)		(2,260)		(4,328)			(4,003)		325	-7.5%
COP_Basic	391	$ 27,180	384	$ 27,017	400	$ 42,277	$ (2,708)	400	$ 41,921	0	($356)	-0.8%

PROGRAM OVERVIEW

The U.S. Copyright Office (USCO) administers the nation's copyright laws for the advancement of the public good; offers services and support to authors and users of creative works; and provides expert impartial assistance to Congress, the courts, and executive branch agencies on questions of copyright law and policy. This work is critical to promoting and disseminating American works of authorship and sustaining large and small businesses in the arts, information, entertainment, and technology sectors.

The Register of Copyrights directs the USCO and is, by statute, the principal advisor to Congress on issues of domestic and international copyright policy. USCO staff work to sustain an effective copyright law by balancing the rights of copyright owners with the legitimate use of copyright-protected works. The USCO participates in important trade negotiations of the United States relating to intellectual property (e.g., treaties and free trade agreements) at both the bilateral and multilateral levels, and works with the White House and other executive branch agencies, including the Department of Justice and the United States Trade Representative, on national copyright matters and enforcement policy.

The Copyright Basic funding applies to the following specific activities:

- Examining, certifying, and registering legal claims in creative works of authorship;
- Recording assignments, security interests, and other documents pertaining to copyright status and ownership;
- Creating, preserving, and publishing the central public database of copyright records;
- Administering the legal deposit of certain published works into the collections of the Library of Congress;
- Conducting expert, impartial studies on complex areas of copyright law or emerging areas of copyright policy, both domestic and international;
- Providing ongoing advice and support to the Congress and expert analysis and support to the White House, the Department of Justice, the United States Trade Representatives, the Department of Commerce, and other executive branch agencies; and
- Providing copyright education and assistance to the public, including through a public information office and a variety of publications.

Over half of the USCO's annual budget comes from fees collected for copyright registration and related public services. The USCO sets fees in accordance with its fee authority under Title 17, taking into account both the voluntary nature of its public services and the objectives of the overall copyright system. This includes the goal of facilitating or incentivizing as complete and useful a database of copyright information as possible, for use by the general public and by those engaged in marketplace transactions of assigning, licensing, and investing in copyrighted works.

The remainder of the budget is an annual appropriation. This funding mix reflects the historical ratio by which the Office is funded. The appropriated dollars are less than the estimated $47 million in value of the deposits provided by copyright owners to the USCO and transferred to the Library

of Congress' collections. Appropriated dollars ensure the availability of the public database of copyright information that is essential to new and established businesses and facilitates ongoing transactions in the global marketplace.

Fiscal 2018 Accomplishments

Fiscal 2018 marked the first year of USCO IT modernization under the collaborative shared-services framework established by the USCO and the Library's Office of the Chief Information Officer (OCIO) in September 2017. In partnership with the Library's OCIO, the USCO was able to significantly reduce the amount of funding needed for legacy system stabilization in favor of accelerated development of the USCO's Enterprise Copyright System (ECS) Recordation application. The contract issued for this development in fiscal 2018 is anticipated to deliver a "Minimum Viable Product" (MVP) Recordation application that includes a minimum set of required features to allow for early feedback from internal and external users for future product development. As part of overall technology modernization, in fiscal 2018, USCO's historical records program completed the conversion of over 40 million card catalog images to internet ready, and released a Virtual Card Catalog proof of concept, providing the public with the ability to search over 17 million registration records covering the period 1951-1977 online.

The USCO used funding approved for fiscal year 2018 for staffing to supplement priority operational needs. The registration program was able to onboard 15 registration specialists using funds approved for fiscal year 2018, and after extensive training those specialists will be assigned to one of three Registration Program divisions to conduct the legal examination of copyright claims submitted for registration. The USCO also hired staff to provide additional customer support through the USCO's Public Information Office, and legal staff to address the increasing volume of policy and regulatory work.

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, including an assessment of economic trends that affect stakeholder value, statutory restrictions, and policy goals.

Since the 2013 adoption of the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled, the Copyright Office has worked with the Congress, stakeholders, the Library, and other U.S. government agencies to revise the Copyright Act so that the United States could join the treaty. These efforts resulted in the Marrakesh Treaty Implementation Act (MTIA), which amended the existing exception for the blind or other people with disabilities in Section 121 and created a new Section 121A addressing cross-border issues. Congress passed this in September 2018, and the law entered into force of October 10, 2018. The United States is working on its formal accession to the treaty, which will represent a critical step toward increasing the number of accessible works for persons who are blind or print disabled around the world.

In December 2017, Congress introduced what would become the Orrin G. Hatch-Bob Goodlatte Music Modernization Act (the "Act"), one of the most significant updates to copyright law in decades. The Act, which adopts many of the proposals outlined in previous Copyright Office policy studies and passed both chambers of Congress in fiscal 2018, updates the music licensing landscape to better facilitate legal licensing of music by digital services and to address creators' needs. Among other things, the Act creates a blanket license for certain digital uses of musical works and sound recordings, and brings sound recordings fixed before February 15, 1972 partially into the federal copyright system by extending remedies for copyright infringement to owners of these works.

The bulk of the Office's seventh triennial rulemaking proceeding under section 1201 of the copyright law was carried out during fiscal 2018. Section 1201 provides that, upon the recommendation of the Register of Copyrights, the Librarian of Congress may designate certain classes of works as exempt from the prohibition against circumventing technological measures that control access to copyrighted works. In response to stakeholder feedback, and following a comprehensive policy study, this cycle, the Office introduced new rulemaking procedures aimed at both making the process clear and accessible and to streamline the process for renewing previously adopted exemptions. In April 2018, the Office held public hearings in Los Angeles and Washington, D.C., at which 77 witnesses testified. These hearings were also webcast on the internet. In September 2018, the Copyright Office provided recommendations to the Librarian of Congress, which were adopted in full and issued as final regulations in October.

In fiscal 2018, the USCO registered 560,013 copyright claims; transferred to or facilitated online access of 717,599 works to the Library; recorded an estimated 21,668 documents affecting tens of thousands of titles; and responded to nearly 198,000 in-person, telephone, and email requests for information.

Fiscal 2019 Priority Activities

The USCO continues to prioritize its office-wide modernization initiatives, and with the funding received in fiscal 2019 USCO employees are partnering across the Library and with other federal agencies to achieve the aggressive goals set for this fiscal year.

The USCO received $12.1 million in fiscal 2019 for modernization of its IT systems. The USCO and the Library's OCIO are leveraging that funding, as well as other shared resources, to launch a closely-coordinated set of technical and non-technical activities that support the multi-year modernization plan. Using the modernization funding, the USCO will complete the staffing of the

Copyright Modernization Office (CMO), which coordinates USCO IT modernization from a business, rather than technical perspective. Initiatives scheduled by the CMO for fiscal 2019 include ongoing stakeholder outreach, business process reengineering, data management, and training for USCO employees to prepare them for upcoming activities. Application development is ongoing under the direction of the Library's OCIO and that office has instituted agile methodologies to ensure new functionality is released as efficiently as possible. An output of the current Copyright IT Modernization effort will be the creation of the ECS. One component of the ECS, the Recordation MVP project, is serving as a key milestone spanning fiscal 2018 through fiscal 2020 (Sep 2018 – Feb 2020). The USCO is also preparing to award contracts for the continuation of the Office's historical records project. This project received $5 million in fiscal 2019 and that funding will support contracts for ongoing records scanning efforts and a new initiative to use crowdsourcing to transcribe the metadata needed for a fully digitized, searchable collection.

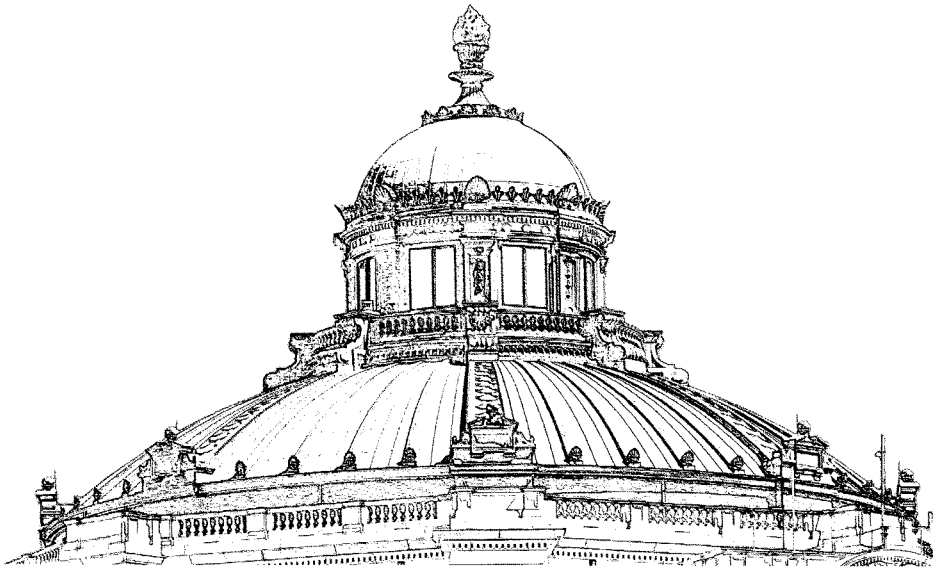
Modernization of the Office will encompass non-IT initiatives as well, and the USCO will use funding received in fiscal 2019 for a number activities that enhance the ability of the USCO to more efficiently accomplish its mission. The USCO will complete the hire of an additional 15 registration specialists. Once fully trained, these specialists will provide the additional capacity to reduce processing times without compromising the integrity of the examination process. The USCO is also pending award of a contract for temporary support to reduce the volume of work on hand in the Recordation program as the permanent Recordation staff transitions to the ECS Recordation application. To prepare for a pending future move to new warehouse space, the USCO has already scheduled a comprehensive inventory of its physical copyright materials holdings. That inventory will be used to evaluate the materials that will need to be moved and inform the analysis for future physical storage needs.

The USCO is tasked with a number of duties relating to implementation of the Music Modernization Act (referenced in Fiscal 2018 Accomplishments, above), including establishing new filing mechanisms, conducting multiple rulemakings, studying best practices in music data management, and education and outreach. The USCO will also continue its domestic law and policy support for both the House and Senate, including work on ongoing legislative studies and legislative drafting. On the international front, the USCO will continue to work on issues before the World Intellectual Property Organization (WIPO), as well as participating in interagency work involving copyright developments in other countries.

Fiscal 2020 Priority Activities

The USCO will continue to prioritize the modernization of its IT systems, with the focus in fiscal 2020 on continuing development of the most complex aspects of the ECS and the registration processes. Ongoing stakeholder outreach will continue to be emphasized, and the USCO and Library's OCIO will provide opportunities for broad involvement in the agile processes for rapid, incremental development and evaluation of ECS functionality. The historical records project will continue its ongoing digitization activities, and pending the scope of the success of the crowdsourcing initiative the USCO intends to leverage those partnerships to accelerate the planned timeline for project completion. In fiscal 2020, the USCO will have completed activities necessary to allow for the move of physical copyright materials, and the Office plans to be well positioned to consolidate materials from multiple warehouses into a single, consolidated warehouse space. The volume of materials and complexity of that move will require supplemental funding, which the USCO has requested in anticipation of the fiscal 2020 move.

The USCO will continue its domestic law and policy support for both the House and Senate, including work that focuses on facilitating the USCO modernization efforts.



Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Licensing
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$1,894	$1,838	$2,224	$0	$2,292	$68	3.1%
11.3 Other than full-time permanent	21	18	0	0	0	0	0.0%
11.5 Other personnel compensation	30	27	29	0	30	1	3.1%
12.1 Civilian personnel benefits	604	577	707	0	766	59	8.3%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	**$2,550**	**$2,459**	**$2,961**	**$0**	**$3,089**	**$128**	**4.3%**
21.0 Travel & transportation of persons	$8	$7	$8	$0	$8	$0	2.5%
22.0 Transportation of things	1	0	1	0	1	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	6	3	5	0	5	0	2.5%
24.0 Printing & reproduction	14	4	14	0	14	0	2.5%
25.1 Advisory & associate services	308	143	0	0	0	0	0.0%
25.2 Other services	1,264	1,926	421	0	432	11	2.5%
25.3 Other purch of goods & services from gov acc	1,313	728	1,570	0	1,609	39	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	16	109	16	0	16	0	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	15	3	35	0	36	1	2.5%
31.0 Equipment	187	50	725	0	743	18	2.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	**$3,130**	**$2,973**	**$2,794**	**$0**	**$2,863**	**$69**	**2.5%**
Total, Copyright Licensing	**$5,680**	**$5,432**	**$5,755**	**$0**	**$5,952**	**$197**	**3.4%**

Copyright Licensing
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**23**	**$5,755**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		42
Annualization of January 2019 pay raise @ 1.9%		14
Within-grade increases		13
Transit subsidy monthly increase from $260 to $265		0
One extra day, 262 vs. 261		21
FERS pay increase		38
Total, Mandatory Pay and Related Costs	**0**	**128**
Price Level Changes		**69**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**$ 197**
Total Budget	**23**	**$5,952**
Total Offsetting Collections	**0**	**(5,952)**
Total Appropriation	**23**	**$0**

Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$5.952 million** in offsetting collection authority for the Copyright Licensing division in fiscal 2020, an increase of $0.197 million, or 3.4 percent, over fiscal 2019. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
COP_Licensing	21	$ 5,680	21	$ 5,432	23	$ 5,755	$ -	23	$ 5,952	0	$197	3.4%
Offsetting Coll.		(5,680)		(5,432)		(5,755)			(5,952)		(197)	3.4%
COP_Licensing	21	$ -	21	$ -	23	$ -	$ -	23	$ -	0	$0	0.0%

PROGRAM OVERVIEW

The U.S. Copyright Office (USCO), through its Licensing Division, assists in the administration of certain statutory license provisions of the Copyright Act (Title 17 U.S.C.). The Licensing Division collects royalty fee payments and maintains public records filed by cable operators for retransmitting television and radio broadcasts (section 111), satellite carriers for retransmitting television broadcasts (section 119), and importers or manufacturers that distribute digital audio recording technology products (DART) (section 1003). The Division also has administrative responsibilities related to other statutory licenses, including the filing of notices of use of sound recordings under the statutory license for public performances of sound recordings by means of certain non-interactive digital audio transmissions (section 114), and certain notices of intention to obtain compulsory licenses for making and distributing phonorecords (section 115).

The Licensing Division's primary clients are copyright owners and users of the copyrighted works that are subject to such statutory copyright licenses. The Licensing Division is responsible for collecting and investing royalty fees for later distribution to copyright owners, examining related documents, providing information to various constituencies as part of its public affairs program, and recording documents for several licenses whose royalties are handled by outside parties.

All Licensing Division activities are fully funded through filing and royalty fees collected through its operations.

Fiscal 2018 Accomplishments

In fiscal 2018, the Licensing Division collected over $223 million in royalty payments and licensing filing fees from cable systems, satellite carriers, and importers and manufacturers of digital audio recording equipment and media. As of September 30, 2018, the total amount of royalty fees and investment earnings held on behalf of copyright owners exceeded $1.3 billion. The Division made distributions involving nine funds and totaling over $102 million to copyright owners during the year. Through two filing periods, the USCO again exceeded its performance goal of processing and examining 93 percent of Statements of Account (SOA) within 12.5 months of receipt for the SA 3 form, and within four months of receipt for the SA 1-2 forms, achieving 99-100 percent throughput for some accounting periods.

The Division entered into an agreement with a contractor to accelerate the digitization of Licensing Division records for easier public access. The Division also executed a project to upgrade the aging examining and processing database. The Division partnered with the Library of Congress's Office of the Chief Information Officer (OCIO) to develop a searchable database of section 115 notices of intention filed with the USCO. Additionally, the Division entered into an agreement with a contractor to explore possibilities for improving its royalty investment and accounting processes.

Fiscal 2019 Priority Activities

In fiscal 2019, the Licensing Division will continue the digitization of SOAs. The Division also plans to use the contractor recommendations for royalty investment and accounting improvements, to refine the modernization plans for the Division as part of the overall USCO modernization plan. The Division will continue to work with the Library of Congress's Office of the Chief Financial Officer (OCFO) and

its Office of the Inspector General (OIG) to facilitate annual audits of the Division and its stewardship of amounts held on behalf of copyright owners.

Fiscal 2020 Priority Activities

In fiscal 2020, the Licensing Division will continue to evaluate all Licensing applications and business processes and will implement and refine royalty management improvements.

Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Royalty Judges
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$878	$878	$911	$0	$939	$28	3.1%
11.3 Other than full-time permanent	0	0	0	0	0	0	0.0%
11.5 Other personnel compensation	5	16	7	0	7	0	3.0%
12.1 Civilian personnel benefits	277	287	288	0	312	24	8.3%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	**$1,160**	**$1,181**	**$1,206**	**$0**	**$1,259**	**$52**	**4.3%**
21.0 Travel & transportation of persons	$2	$1	$2	$0	$2	$0	2.5%
22.0 Transportation of things	0	0	0	0	0	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	2	2	2	0	2	0	2.5%
24.0 Printing & reproduction	71	106	75	0	77	2	2.5%
25.1 Advisory & associate services	0	0	0	0	0	0	0.0%
25.2 Other services	165	148	268	0	274	7	2.5%
25.3 Other purch of goods & services from gov acc	59	54	61	0	62	2	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	200	95	202	0	208	6	2.9%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	8	4	8	0	8	0	2.5%
31.0 Equipment	5	5	5	0	5	0	6.8%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	**$513**	**$415**	**$623**	**$0**	**$639**	**$17**	**2.7%**
Total, Copyright Royalty Judges	**$1,673**	**$1,596**	**$1,829**	**$0**	**$1,898**	**$69**	**3.8%**

Copyright Royalty Judges
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**6**	**$1,829**
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	**0**	**0**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		17
Annualization of January 2019 pay raise @ 1.9%		6
Within-grade increases		5
Transit subsidy monthly increase from $260 to $265		0
One extra day, 262 vs. 261		9
FERS pay increase		15
Total, Mandatory Pay and Related Costs	**0**	**52**
Price Level Changes		**17**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**$ 69**
Total Budget	**6**	**$1,898**
Total Offsetting Collections	**0**	**(530)**
Total Appropriation	**6**	**$1,368**

Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$1.898 million** for the Copyright Royalty Judges in fiscal 2020, an increase of $0.069 million, or 3.8 percent, over fiscal 2019, offset by $0.530 million in offsetting collection authority, for a net appropriation of $1.368 million. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
COP_CRJ	6	$ 1,673	6	$ 1,596	6	$ 1,829	$ -	6	$ 1,898	0	$69	3.8%
Offsetting Coll.		(407)		(355)		(517)			(530)		(13)	2.5%
COP_CRJ	6	$ 1,266	6	$ 1,241	6	$ 1,312	$ -	6	$ 1,368	0	$56	4.3%

PROGRAM OVERVIEW

Chapter 8 of the Copyright Act establishes the Copyright Royalty Judges (CRJ) program. The three Copyright Royalty Judges (Judges), appointed by the Librarian for staggered six-year terms, determine royalty rates and terms for certain statutory copyright licenses (e.g., those authorizing licensees to transmit copyrighted sound recordings via cable, satellite, or over the internet). The Judges also adjudicate proceedings to determine the appropriate allocation among copyright owners of certain royalties that statutory licensees deposit with the U.S. Copyright Office (USCO). The CRJ program facilitates the USCO's administration of statutory licenses for the use of copyrighted works. The CRJs are newly tasked with determining the amount and terms of an administrative assessment related to the phonorecords statutory copyright license covering production and distribution of musical works. The Copyright Royalty Board staff comprises two attorneys and a program specialist.

In fulfilling their responsibilities under the Copyright Act, the Judges, among other things, conduct quasi-judicial rate-setting and royalty allocation proceedings, including adversarial hearings. At the conclusion of a hearing, the Judges issue a determination that resolves disputed questions of fact and law. The Judges must consult with the USCO on novel questions of substantive copyright law and regarding any determination or ruling that might affect the USCO operations. Under the Copyright Act, the Register of Copyrights may publish an opinion regarding the Judges' resolution of material questions of substantive copyright law if the Register determines the Judges have made an error of law. The Register's opinion is binding prospectively on the Judges. Parties may appeal the Judges' final determination to the U.S. Court of Appeals for the D.C. Circuit.

Fiscal 2018 Accomplishments

In fiscal 2018, the Judges issued determinations of royalty rates and terms for the years 2018-2022 for satellite radio and preexisting music subscription services transmitting sound recordings and for services making and distributing phonorecords embodying copyrighted musical works. The Judges received settlement proposals for 2018-2022 rates for the statutory license applicable to public broadcasting entities pursuant to Section 118 of the Copyright Act and the statutory license for making ephemeral copies of sound recordings for transmission to business establishments for the license period 2019-2023. They continued, where appropriate, to facilitate the prompt and efficient distribution of royalties by issuing partial distributions of funds and by ordering final distributions to certain categories of settling claimants in pending proceedings where distribution allocation issues remain in dispute.

The Judges promulgated and finalized new regulations regarding electronic filing of claims and litigation documents. The Judges exercised a contract option with their electronic filing contractor to begin the task of uploading their voluminous legacy records, including digital and paper records, to the electronic filing and litigation management system to enable public access to the full record of their proceedings. In addition, they contracted for enhancements to the new system. The Judges project that modernization of the systems and processes will be completed and access fully implemented in fiscal 2019.

The Judges published Cost of Living Adjustment notices relating to three statutory licenses.

Fiscal 2019 Priority Activities

In fiscal 2019, the Judges will continue to facilitate the prompt and efficient distribution of royalties by issuing partial distributions of funds, where appropriate, and completing those pending proceedings in which distribution allocation issues remain in dispute. As required by the Copyright Act, the Judges will publish notice of commencement of proceedings to set rates and terms for use of sound recordings by internet music streaming services (Webcasting V). The Judges will publish the four rate determinations issued in fiscal 2018. They will also publish modifications and amendments to regulations following the enactment of the Orrin G. Hatch-Bob Goodlatte Music Modernization Act. In the summer, the Judges will commence the first-ever proceeding to establish the initial administrative assessment that music licensors must pay to the new Music Licensing Collective. They anticipate publishing regulations regarding disciplinary sanctions for lawyer misconduct before the CRJ and revised rules regarding reports of music used by public radio stations known as "cue sheets." The Judges also anticipate completion of their records digitization in fiscal 2019 with the assistance of a contract paralegal. Successful completion of modernization and ingestion of legacy records in the system will provide for a more efficient operation, reducing backlogs and increasing access. The Judges will collaborate with Copyright Office and Library attorneys to amend chapter 8 of the Copyright act to create some flexibility in CRB staffing. The Judges will participate in the upgrading of the audio-visual system for the room where they conduct hearings.

Fiscal 2020 Priority Activities

In fiscal 2020, the Judges will continue to facilitate the prompt and efficient distribution of royalties by issuing partial distributions of funds, where appropriate, and completing those pending proceedings in which distribution allocation issues remain in dispute. They will publish an initial assessment that licensees must pay to the new Music Licensing Collective. The CRJ also anticipate working with the Library to complete the planning phase for updating/ renovating a new hearing room to accommodate an increased and more complicated workload. These plans may be included in a future budget request. Additionally, a request for additional staffing and associated language changes may be sought in a future budget.

CONGRESSIONAL RESEARCH SERVICE,
SALARIES AND EXPENSES

Congressional Research Service, Salaries and Expenses
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$0	$0	$0	$0	$0	$0	0.0%
Total, Lapse Reserve	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**
11.1 Full-time permanent	$72,097	$69,117	$73,774	$0	$75,762	$1,988	2.7%
11.3 Other than full-time permanent	1,065	1,117	1,289	0	1,324	35	2.7%
11.5 Other personnel compensation	569	570	817	0	839	22	2.7%
11.8 Special personal services payment	112	100	85	0	87	2	1.9%
12.1 Civilian personnel benefits	22,463	21,621	23,234	0	25,148	1,914	8.2%
13.0 Benefits for former personnel	30	46	30	0	31	1	1.9%
Total, Pay	**$96,337**	**$92,571**	**$99,229**	**$0**	**$103,191**	**$3,962**	**4.0%**
21.0 Travel & transportation of persons	$201	$216	$234	$0	$240	$6	2.5%
22.0 Transportation of things	0	0	0	0	0	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	433	460	600	0	615	15	2.5%
24.0 Printing & reproduction	28	24	28	0	29	1	2.5%
25.1 Advisory & associate services	710	4,073	6,536	0	6,700	163	2.5%
25.2 Other services	4,944	4,771	2,067	0	2,119	52	2.5%
25.3 Other purch of goods & services from gov acc	5,433	5,352	7,202	(7,098)	284	(6,918)	-96.1%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	2,046	1,981	1,795	0	1,867	73	4.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	4,283	4,339	4,855	0	4,976	121	2.5%
31.0 Equipment	4,864	3,944	3,142	(1,669)	1,551	(1,591)	-50.6%
Total, Non-Pay	**$22,942**	**$25,161**	**$26,459**	**($8,767)**	**$18,381**	**($8,078)**	**-30.5%**
Total, CRS, S&E	**$119,279**	**$117,732**	**$125,688**	**($8,767)**	**$121,572**	**($4,116)**	**-3.3%**

*Appropriation transfer supports IT centralization efforts by transferring the following from the Congressional Research Service to the Office of the Chief Information Officer - $7.098M to support 44 FTE, and $1.669M of non-pay.

Congressional Research Service
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**621**	**$125,688**
Appropriation Transfer:		
Information Technology Centralization		(8,767)
Total, Appropriation Transfer	**0**	**(8,767)**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		1,405
Annualization of January 2019 pay raise @ 1.9%		468
Within-grade increases		397
Transit subsidy monthly increase from $260 to $265		12
One extra day, 262 vs. 261		388
FERS pay increase		1,292
Total, Mandatory Pay and Related Costs	**0**	**3,962**
Price Level Changes		**689**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**(4,116)**
Total Budget	**621**	**$121,572**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**621**	**$121,572**

Congressional Research Service

CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$121.572 million** for the Congressional Research Service in fiscal 2020, a decrease of $4.116 million, or -3.3 percent, change from fiscal 2019. This decrease represents an Appropriation Transfer for Information Technology Centralization of -$8.767 million, and $4.651 million for mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020 Net Change		
	Operating Plan		Actual Obligations		Operating Plan			Request Total				
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
CRS	570	$119,279	563	$117,732	621	$125,688	$ (8,767)	621	$121,572	0	($4,116)	-3.3%

PROGRAM OVERVIEW

The Congressional Research Service (CRS) provides the Congress with timely, objective, nonpartisan and confidential research and analysis to support its legislative, oversight and representational functions. Members of the House and Senate, personal office staff and committee staff are the beneficiaries of CRS's work; in fiscal 2018, 99 percent of Member and Standing Committee offices received at least one custom service from CRS.

CRS analysts and information professionals provide tailored, confidential memoranda; personalized briefings and consultations; expert testimony; and seminars and targeted materials in response to individual requests. CRS also prepares reports, briefing documents, short analytical pieces, and fact sheets for Congress on relevant policy, procedural and legal issues. These products and services assist Congress at every stage of the legislative process, from consideration of policy and the bill drafting process to committee hearings and floor debate through the oversight of enacted laws.

Congress relies on CRS to organize authoritative interdisciplinary resources, apply critical thinking and create innovative frameworks to assist legislators in developing and evaluating policy options. In order to ensure that Members and congressional staff have 24/7 access to CRS expertise, CRS maintains a website that provides Congress with reports, information resources, podcasts and program videos as well as event scheduling and request functions. Members and their staff can also follow the CRS Twitter account for alerts of new and relevant CRS products.

Fiscal 2018 Accomplishments

CRS experts provided a broad range of services to the Congress during the second session of the 115th Congress, responding to over 62,000 individual requests. Work continued on updating the "Constitution of the United States of America: Analysis and Interpretation" (CONAN) in anticipation of its new user-friendly and dynamic online publication. As directed by recent statute, the Service developed a publicly accessible web site for non-confidential CRS products, increasing access to those materials for Members, staff and constituents. CRS Reports were publicly released on Congress.gov on September 18, 2018 which generated over 20,000 page views by nearly 9,000 unique users on day one.

Additionally, the Service bolstered its research and analytical capacity in areas of heavy congressional demand and interest; flexible, short-term appointments were made in the areas of income security, healthcare, education, military and defense, and natural resource policy. Congressional support of CRS has resulted in improved staffing levels, which in turn allows CRS to more readily serve Congress' need for highly complex analysis on current and emerging issues in an increasingly fast-paced legislative environment.

During fiscal 2018, CRS participated in a Library-wide effort that included reviews of its operations. As part of the Library's strategic planning effort, CRS established working groups to inform its directional plan for fiscal years 2019-2023. The directional plan provides for enhancing service and access for Congress and the development of innovative and exciting product enrichments and offerings. The Service also laid out a plan to optimize resource utilization by building and retaining a professional workforce with the skills and expertise to support Congress, as well as leveraging institutional knowledge to enhance service, expedite work and inform CRS decision-making.

CRS also executed preliminary steps to modernize the Service's mission-specific information systems. Having received Congressional support for the Integrated Research and Information System (IRIS), CRS collaborated with

the Library of Congress's Office of the Chief Information Officer to analyze the Service's business processes, identify requirements, and compete and award a contract to develop a new content management and authoring and publishing system.

Fiscal 2019 Priority Activities

The Service's strength is the depth and breadth of research capabilities of its staff. With congressional demand for custom research expected to remain high, CRS will continue to diversify staff expertise. CRS remains committed to providing timely, authoritative and innovative support to the Congress; thus, hiring continues to focus on analysts and information professionals with expertise and up-to-date technical knowledge who can directly serve Congress. Research positions addressing: economic development policy and legislative process support; security and intelligence issues related to cybersecurity; agricultural and energy policy; and constitutional, environmental, tax, and bankruptcy law are of the utmost priority.

Beginning in fiscal 2019, CRS will oversee the transformation of its information technology into the flexible IRIS. Technology is critical to the service CRS provides Congress, and IRIS will leverage the latest advances in web-based technologies to provide an infrastructure designed to modernize the Service's approaches to information research, content creation, policy and data analysis, and product delivery.

Fiscal 2020 Priority Activities

In fiscal 2020, CRS will continue to modernize and upgrade its technology as part of the IRIS project. The operational phase of the content management system and the launch of new authoring and publishing tools and processes are expected to positively impact the timeliness and innovation of CRS products. CRS will continue to build its analytical workforce, developing robust research capabilities that will strengthen the Service's ability to analyze highly complex issues. CRS will leverage this increased research capacity to expand the product and service options available to Congress.

Meeting the legislative needs of Members and their staff is the Service's highest priority and CRS is committed to the timely delivery of its research products and services. Working groups will continue to identify new product enhancements and offerings to serve the Congress. CRS will also implement a comprehensive outreach strategy to raise Members' and congressional staff's awareness of the breadth of CRS's capabilities, products and events.

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED,
SALARIES AND EXPENSES

Books for the Blind and Physically Handicapped, Salaries and Expenses
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Operating Plan	Fiscal 2018 Actual Obligations	Fiscal 2019 Operating Plan	Fiscal 2020 Approp. Transfer	Fiscal 2020 Request Total	Fiscal 2019/2020 Net Change	Percent Change
00.0 Lapse Reserve	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	0.0%
Total, Lapse Reserve	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	0.0%
11.1 Full-time permanent	$9,075	$9,453	$9,914	$0	$10,490	$577	5.8%
11.3 Other than full-time permanent	481	441	402	0	415	13	3.2%
11.5 Other personnel compensation	47	133	125	0	129	4	2.8%
11.8 Special personal services payment	0	30	0	0	0	0	0.0%
12.1 Civilian personnel benefits	2,835	3,003	3,075	0	3,446	371	12.0%
13.0 Benefits for former personnel	10	11	10	0	10	0	2.3%
Total, Pay	**$12,447**	**$13,071**	**$13,526**	**$0**	**$14,490**	**$964**	**7.1%**
21.0 Travel & transportation of persons	$ 237	$ 200	$ 214	$0	$ 220	$5	2.5%
22.0 Transportation of things	40	34	60	0	62	2	2.5%
23.1 Rental payments to GSA	3,080	2,828	2,950	0	3,024	74	2.5%
23.3 Communication, utilities & misc charges	368	309	249	0	353	104	41.6%
24.0 Printing & reproduction	946	870	936	0	959	23	2.5%
25.1 Advisory & associate services	4,914	4,963	6,636	0	10,288	3,652	55.0%
25.2 Other services	4,316	4,235	4,383	0	4,492	110	2.5%
25.3 Other purch of goods & services from gov acc	1,074	1,114	1,486	(1,103)	420	(1,066)	-71.7%
25.4 Operation & maintenance of facilities	8	13	8	0	8	0	2.5%
25.5 Research and Development Contracts	1,105	1,553	515	0	528	13	2.5%
25.7 Operation & maintenance of equipment	529	158	134	0	579	446	333.6%
25.8 Subsistence and Support of Persons	378	219	50	0	51	1	2.5%
26.0 Supplies & materials	216	203	277	0	283	7	2.5%
31.0 Equipment	21,839	21,547	21,359	(978)	23,888	2,529	11.8%
Total, Non-Pay	**$ 39,061**	**$ 38,246**	**$ 39,257**	**$ (2,081)**	**$ 45,156**	**$ 5,899**	**15.0%**
Total, BBPH, S&E	**$ 51,498**	**$ 51,317**	**$ 52,783**	**$ (2,081)**	**$59,646**	**$ 6,863**	**13.0%**

*Appropriation transfer supports IT centralization efforts by transferring the following from the Books for the Blind and Physically Handicapped to the Office of the Chief Information Officer - $1.103M to support 8 FTE, and $0.978M of non-pay.

Books for the Blind and Physically Handicapped, S&E
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	**113**	**$52,783**
Appropriation Transfer:		
Information Technology Centralization		(2,081)
Total, Appropriation Transfer	**0**	**(2,081)**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		192
Annualization of January 2019 pay raise @ 1.9%		64
Within-grade increases		54
Transit subsidy monthly increase from $260 to $265		1
One extra day, 262 vs. 261		99
FERS pay increase		175
Total, Mandatory Pay and Related Costs	**0**	**585**
Price Level Changes		**984**
Program Increases:		
BARD Infrastructure Modernization	2	5,000
Braille eReader & Digital Talking Book Machine		2,375
Total, Program Increases	**2**	**7,375**
Net Increase/Decrease	**2**	**$ 6,863**
Total Budget	**115**	**$59,646**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**115**	**$59,646**

Fiscal 2020 Program Changes: $7.375 million

The Library of Congress' National Library Service for the Blind and Physically Handicapped (NLS) vision is to expand both its patron base and content. To achieve this, NLS will adapt its current service model including outreach, content, devices, distribution channels, patron support, with an emphasis on digital content, distribution, increased capacity for patron use of personal devices, and self-service. NLS seeks to grow from approximately 450,000 to 1,000,000 patrons and increase its number of titles from approximately 3,200 to 9,550 annually, across multiple content formats. Over the next six to ten years, NLS will execute an implementation plan to adapt its service model and underlying operations. The transformation is complex, with changes to the number and profile of patrons served, devices and distribution channels used, methods for producing content, skills needed in NLS staff, underlying technology, and operational architecture of NLS.

BARD Infrastructure Modernization: $5.000 million/2 NTEs

The Library of Congress' National Library Service for the Blind and Physically Handicapped (NLS) seeks to modernize its technical infrastructure to address recommendations made in the 2016 GAO-16-355 report. Among these recommendations is a primary need to serve an expanded NLS patron base efficiently and in a cost-effective manner, which requires scalable systems to allow increased digital access via the Internet for current and future patrons. NLS requests $5 million in annual funding and two Not-To-Exceed (NTE) positions, recurring for three years ($15 million total), to complete the infrastructure modernization effort within the time constraints recommended by the GAO report.

Internet delivery currently takes the form of the NLS Braille and Audio Reading by Download (BARD) web site. BARD presently supports 50,000 active users but it is not scalable, and is limited by various technical factors that make the system incapable of supporting internet delivery to the target patron levels of approximately 800,000 users.

This modernization effort will consist of replacing the BARD web site with a cloud based, scalable, microservice based infrastructure to deliver talking and braille books and magazines to NLS patrons via the Internet.

The work will be done in phases during the three-year effort, with each year's work building upon the previous year's accomplishments. Collaboration between the Library of Congress' Office of the Chief Information Officer and NLS will enable the Library to employ an iterative, agile based approach, consistent with industry best practices. The agile build will utilize new and evolving technologies as part of the modernization effort. NLS will also assure that use cases and requirements are refined and that market research informs the technical work. The modernization effort and schedule will be adjusted and optimized to incorporate these findings. The infrastructure modernization effort is a necessary first component of a NLS long-term strategic transformation, which relies on delivering the majority of the NLS content via the Internet.

The following two NTE will provide project management oversight to the modernization initiative.

1. **Two Program Managers (two – GS 14)**

   Provide oversight on the modernization effort, including developing uses cases for the various IT microservices; managing all IT security-related work; and completing design, development, and implementation for all IT systems.

Payroll funding of $378,659 will support the program manager positions and non-pay funding of $4.6 million will support software development, cloud-computing expenses, and data management. A total of $4.56 million and the two NTE positions will be non-recurred in fiscal 2023, providing NLS with an ongoing $440,000 base increase for operation and maintenance expenses.

Braille eReaders and Talking Book Machines: $2.375 million

The National Library Service for the Blind and Physically Handicapped (NLS) is a free braille and talking book library service for people with temporary or permanent low vision, blindness, or a physical disability that prevents them from reading or holding the printed page. Through a national network of cooperating libraries, NLS circulates books and magazines in braille or audio formats, delivered by postage-free mail or instantly downloadable.

NLS is requesting a total of $2.375 million in annual funding recurring for the next five years, 2020 through 2024 ($11,875 million total), to purchase braille eReaders and to supplement the digital talking book machine supply with either commercial off the shelf (COTS) or custom devices. NLS is requesting the flexibility within this five-year base funding request of $2.375 million per year to purchase both braille eReaders and digital talking book machines, and, if warranted, to reengineer and restart manufacturing of custom devices, as needed to meet stated goals.

NLS is engaged in modernizing its programs with the goal of improving service and reducing costs. This modernization

will affect both of NLS's flagship programs—talking books and braille. This technology will shift from a physically based service, relying on hard-copy braille and physical-media-based talking books into a wireless delivery system utilizing digital braille files and optimizing the delivery and use of existing digital talking book files. The benefits to NLS users will include a more efficient and rapid delivery, a greater selection of titles to choose from both in audio and braille formats, and expanded access with the ability to serve more than twice as many patrons. This initiative will transpire over several years. In particular, the braille program modernization will require acquisition of braille eReaders (refreshable braille devices capable of rendering NLS's digital content). NLS intends to roll out between 2,000 and 4,000 braille eReaders each year over the next five years.

The NLS shift to digital delivery and COTS devices will replace its current, legacy talking book system. However, as the program transitions to digital over the next five to ten years, the legacy talking book program will require some additional acquisition of physical media-based playback equipment to meet users' needs as current inventory declines.

As it stands, in fiscal 2020, eReader procurement totaling $2.375 million is planned for fiscal 2020 through 2022. Overlapping with the eReader procurement, NLS estimates that, beginning in 2022, it will need to supplement the current stock of talking book machines by adding 5,000 units annually at an expected average cost of $275 per unit. Therefore, NLS will transition the funding to procure $1.375 million worth of digital talking book machines and $1 million worth of eReader procurement during fiscal years 2022 through 2024 to meet this need and transition smoothly into the anticipated wireless paradigm. The requested funding of $2.375 million will non-recur in fiscal 2025.

Books for the Blind and Physically Handicapped

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **$59.646 million** for the National Library Service for the Blind and Physically Handicapped in fiscal 2020, an increase of $6.863 million, or 13.0 percent, over fiscal 2019. This increase represents $1.569 million for mandatory pay related and price level increases, an Appropriation Transfer for Information Technology Centralization of $2.081 million, and program changes of $7.375 million and two NTEs – [$5.000 million and two NTEs] for BARD Infrastructure Modernization and [$2.375 million] for Braille eReader & Digital Talking Book Machine.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		
	Operating Plan		Actual Obligations		Operating Plan			Request Total		Net Change		
Appropriation/PPA	Funded FTE	$	FTE Usage	$	Funded FTE	$	Approp. Transfer	Funded FTE	$	Funded FTE	$	Percent Change
BBPH	111	$51,498	107	$51,317	113	$52,783	$ (2,081)	115	$59,646	2	$6,863	13.0%

PROGRAM OVERVIEW

The Library of Congress, as directed by Title 2 U.S.C. 135a-135b as amended, administers a free national reading program for residents of the United States and for U.S. citizens living abroad who cannot use standard print materials because of blindness and visual, physical, or other disabilities. This is the only fully accessible public library service that is available to these patrons. The National Library Service for the Blind and Physically Handicapped (NLS) directs the production of books and magazines in braille and recorded formats as well as specially designed playback equipment. It also manages the distribution of these materials through a network of 55 regional libraries, 31 sub-regional libraries, 14 advisory and outreach centers, and four separate machine-lending agencies throughout the United States. The network serves approximately 410,000 individual readers through more than 765,000 reader accounts and circulates more than 21 million books and magazines annually. The NLS staff is comprised of librarians, engineers, technical specialists, and support staff, which includes temporary and intermittent employees in addition to full-time employees. Although NLS is funded through a separate appropriation, NLS is a service unit under the strategic oversite of Library Collections and Service Group (LCSG).

Fiscal 2018 Accomplishments

NLS continued adding to its collections, including both NLS and network-produced braille and talking book titles, and through converting commercially recorded audio titles to the talking book format. During fiscal 2018, NLS completed a small pilot project with the Perkins Library for the Blind to assess the acceptance of braille eReaders by library patrons. The project garnered valuable information which will be used to refine the next phase of the braille eReader pilot in fiscal 2019 and 2020.

Other NLS fiscal 2018 activities include:

- Piloted wireless delivery of digital braille and talking books;
- Concluded study of options for development of a next-generation NLS service in response to Government Accountability Office recommendations;
- Solicited to introduce refreshable braille devices (eReaders) to network library patrons in cooperation with network libraries;
- Completed initial pilot of duplication on demand system for WebREADS libraries;
- Continued to further develop infrastructure to support wireless delivery of braille and talking books;
- Continued public education and outreach activities at a national level through new web site, social media channels, partner organizations, and public service announcements;
- Implemented a multimedia campaign utilizing radio, television, print, and web-based media outlets to expand awareness and use of NLS services by older Americans experiencing vision loss;
- Supported network library staff through training opportunities, consultant visits, and ongoing communication;
- Completed the renovation project to modernize NLS facility to address health, safety and workflow issues; and
- Continued consultations with Architect of the Capitol (AOC) and contractors on architecture and engineering plans for renovation of new permanent location for NLS.

Fiscal 2019 Priority Activities

NLS will continue adding titles to its collections, including network-produced braille and talking book titles, NLS-produced narration and transcription, and commercially recorded audio titles converted to the talking book format.

NLS has occupied rented space for the past 50 years. The Library is exploring possibilities for the relocation of NLS, including rented space in the building currently housing the Government Publishing Office (GPO) located at 732 North Capitol, Washington DC. During fiscal 2019, NLS will continue to work with the AOC on studies and related plans to determine GPO facility acceptability.

NLS has initiated the next phase of a pilot to introduce braille eReaders into the NLS program. During fiscal 2019, NLS will purchase an additional 1,000 units – bringing the total number to 2,000 and begin distribution to eight NLS network libraries to study all aspects of implementation before a full-scale distribution. The pilot is expected to run through most of fiscal 2019.

In fiscal 2019 NLS will begin implementation of priority Strategic Plan recommendations, starting the migration to the next generation platform of service delivery. NLS will study use cases for wireless content delivery, voice command and other elements for the next generation of NLS services. In addition, the Braille & Audio Reading Download (BARD) application will be moved to cloud storage for greater resilience and scalability, and NLS will begin requirements documentation for the redevelopment of BARD for next generation services.

Other NLS fiscal 2019 activities include:

- Complete projects to modernize Production Information Control System (PICS). PICS is a legacy Production Inventory Control System that monitors the assignment, creation, submission, validation and invoicing of braille and audio materials – the new system will allow for more efficient work processes as well as better tracking and utilization of program inputs;
- Continue work on information technology infrastructure to support wireless delivery of braille and talking books including Wireless options (Mobile Cartridge – MOCA) and modernized digital file management tools in the next generation of PICS currently are in development planning;
- Continue multi-year, multimedia advertising campaigns to raise awareness and use of NLS services; and
- Plan development and implementation of next-generation talking book services.

Fiscal 2020 Priority Activities

In fiscal 2020, NLS will evaluate the results of the braille eReader pilot for the program, and will proceed with the introduction of additional braille eReader devices into the NLS program. NLS will continue adding titles to its collections, including network-produced braille and talking book titles, NLS-produced narration and transcription, and commercially recorded audio titles converted to the talking book format.

Other NLS fiscal 2020 priority activities include:

- Continue to work with the Library to determine future sites that would be acceptable for the program;
- NLS will evaluate the results of the demographic survey from Gallup and determine next steps if necessary;
- NLS will explore implementation of an internal reorganization to better reflect current roles and responsibilities within the program;
- NLS will continue to work with Accenture on the refinement and development of the Strategic Plan, incorporating developments from pilots in fiscal 2019 and 2020 as necessary;
- NLS will operationalize the distribution, maintenance and support of Duplication on Demand systems throughout the NLS network;
- With newly requested funding, NLS will address infrastructure needs necessary to grow the NLS patron base by replacing the current BARD website with a scalable, cloud-based infrastructure to increase delivery of talking and braille resources; and
- Procure new braille eReaders and digital talking book machines for projected increase in user base using the requested program increase in this justification.

REIMBURSABLE FUNDS

Reimbursable Funds
Summary by Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Actual Obligations	Fiscal 2019	Fiscal 2020 Request	Fiscal 2019/2020 Net	Percent Change
11.1 Full-Time Permanent	$ 504	$ 445	$ 457	$12	2.8%
11.3 Other than Full-Time Permanent	0	20	20	0	0.0%
11.5 Other Personnel Compensation	5	50	50	0	1.0%
11.8 Special Personnel Services Payment	16	0	0	0	0.0%
12.1 Civilian Personnel Benefits	173	160	149	(12)	- 7.6%
Total Pay	**$ 698**	**$ 675**	**$ 676**	**$ 0**	**0.1%**
21.0 Travel and Transportation of Persons	7	26	11	(15)	- 57.7%
22.0 Transportation of Things		1	1	0	0.0%
23.3 Communication, Utilities, & Misc Charges	36	54	0	(54)	- 100.0%
24.0 Printing and Reproduction	7	16	4	(12)	- 75.0%
25.1 Advisory and Assistance Services	1,544	1305	1,658	353	27.0%
25.2 Other Services	482	564	618	54	9.6%
25.3 Other Purch of gds & services from gov acc	0	400	179	(221)	- 55.2%
25.4 Operation and Maintenance of Facilities	0	2	2	0	0.0%
25.7 Operation and Maintenance of Equipment	20	58	10	(48)	- 82.8%
25.8 Subsistence and Support of Persons		4	1	(3)	0.0%
26.0 Supplies and Materials	19	11	21	10	95.2%
31.0 Equipment	120	684	719	36	5.1%
44.0 Refunds	9	0	0	0	0.0%
Total Non-Pay	**$2,244**	**$3,125**	**$3,224**	**100**	**3.2%**
Total, Obligational Authority	**$2,942**	**$3,800**	**$3,900**	**100**	**2.6%**

Reimbursable Funds
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2019	5	$3,800
Program/Project/Activity Increases/Decreases	3	100
Net Increases/Decreases	3	100
Total Obligational Authority, Fiscal 2020	8	$3,900

Overview

Under authority of the Economy Act (31 U.S.C. 1535-1536), or other more specific authority providing for transfers of funds between agencies, the Library provides reimbursable services to other federal government agencies when the Library can provide the service in a more economical and cost-effective manner or to leverage the specific expertise or knowledge of Library staff. In each instance, the Library and the customer enter into an interagency agreement which sets forth the scope and cost of the service. Funds are transferred from the customer agency and credited to the Library's accounts to pay for all of the direct and indirect costs. Any funds transferred to the Library in excess of the actual costs are returned to the customer-agency at the end of the performance period.

Obligational Authority

In fiscal 2020, the Library is requesting obligational authority of **$3.9 million** for its reimbursable program. The requested authority is for the Library's interagency agreements.

The Library's interagency reimbursable customers include:

- The **Congressional Budget Office** and the **Office of Compliance** – The Library provides financial management support, data warehousing, and centralized computer processing services from the Library's support organizations.
- The **Open World Leadership Center Trust Fund** – The Library provides financial management support, data warehousing, legal assistance, event planning, administrative support, and centralized computer processing services from the Library's support organizations.
- The **U.S. Bureau of Engraving and Printing** – The Library coordinates the distribution of currency readers to the visually impaired.
- The **U.S. Capitol Police**, the **Architect of the Capitol**, **MEDPAC**, and **General Accountability Office** – The Library provides financial and asset management support, data warehousing, and centralized computer processing services from the Library's support organizations.
- The **National Endowment for the Humanities**, **Institute of Museum and Library Services**; and the **National Endowment for the Arts** – The Library provides support and promotes the participation of these and other government agencies in the annual National Book Festival event spearheaded by the Library of Congress.

REVOLVING FUNDS

Revolving Funds
Summary by Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018 Actual Obligations	Fiscal 2019 Base	Fiscal 2020 Request	Fiscal 2019/2020 Net Change	Percent Change
11.1 Full-Time Permanent	$ 5,115	$ 10,079	$ 9,655	($424)	- 4.2%
11.3 Other than Full-Time Permanent	399	1,090	1,121	31	2.9%
11.5 Other Personnel Compensation	355	657	688	31	4.7%
12.1 Civilian Personnel Benefits	1,782	3,423	3,300	(124)	- 3.6%
Total Pay	**$ 7,652**	**$ 15,249**	**$ 14,764**	**($486)**	**- 3.2%**
21.0 Travel and Transportation of Persons	76	432	467	35	8.1%
22.0 Transportation of Things	547	767	814	48	6.2%
23.3 Communication, Utilities, & Misc Charges	251	709	699	(10)	- 1.4%
24.0 Printing and Reproduction	151	626	542	(83)	- 13.4%
25.1 Advisory and Assistance Services	703	2,127	1,812	(315)	- 14.8%
25.2 Other Services	36,499	101,093	167,981	66,889	66.2%
25.3 Other Purch of gds & services from gov acc	1,599	3,468	3,388	(80)	- 2.3%
25.5 Research and Development of Contracts	0	5	15	10	200.0%
25.7 Operation and Maintenance of Equipment	1	317	316	(1)	- 0.3%
25.8 Subsistence and Support of Persons	0	2		(2)	- 100.0%
26.0 Supplies and Materials	1,075	1,698	1,680	(18)	- 1.1%
31.0 Equipment	18,005	64,207	35,387	(28,820)	- 44.9%
44.0 Refunds	204	108	208	100	93.0%
Total Non-Pay	**$59,112**	**$175,559**	**$213,311**	**$37,754**	**21.5%**
Total, Obligational Authority	**$66,764**	**$190,808**	**$228,075**	**$37,268**	**19.5%**

Revolving Funds
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2019 Base	123	$190,808
Mandatory Pay and Related Costs	0	(486)
Program/Project/Activity Increases/Decreases	9	37,754
Net Increase/Decrease	9	$ 37,268
Total Obligational Authority, Fiscal 2020	132	$228,075

Overview

The Library of Congress administers several revolving fund activities under the authority of 2 U.S.C. §§ 182a – 182c, 20 U.S.C. § 2106(a)(2) and 2 U.S.C. § 160. These activities support the acquisition of library materials, preservation and duplication of the Library's audio-visual collections, special events and programs, classification editorial work, research and analysis, and retail sales. All of these activities further the work of the Library and its services to its customers and the general public.

In fiscal 2020, total obligational authority of **$228.075 million** is requested for the Library's revolving fund programs, a net increase of $37.268 million over fiscal 2019. This reflects a net decrease of $486,000 in pay and a net increase of $37.754 million in non-pay.

Obligational Authority

Obligational authority is requested as follows:

2 U.S.C. 182

- The Cooperative Acquisitions Program secures hard-to-acquire research materials on behalf of participating U.S. research libraries. These materials are obtained by the Library's six overseas offices, which purchase additional copies of items selected for the Library's own collections based on the individual subject and language profiles supplied by the participating institutions. Each program participant pays for the cost of the publications, shipping, binding, and a surcharge that recovers the Library's administrative costs of providing this service. Materials are acquired from 76 countries on behalf of more than 100 research institutions. Approximately 293 thousand pieces were acquired through this program in fiscal 2016. In fiscal 2020, the Library is requesting obligational authority of **$8.978 million** for the Cooperative Acquisitions Program.

2 U.S.C. 182a

- The Duplication Services Revolving Fund provides preservation, duplication, and delivery services for the Library's audio-visual collections, including motion pictures, videotapes, sound recordings, and radio and television broadcasts. The fund is associated with the expanded service capabilities of the Packard Campus of the Library's National Audio-Visual Conservation Center in Culpeper, VA, and provides a range of audio-visual preservation and access services to other archives, libraries, and industry constituents in the public and private and sectors. In fiscal 2020, the Library is requesting obligational authority of **$332,000** for the activities of the Duplication Services Revolving Fund.

2 U.S.C. 182b

- Gift Shop Operations supports retail sales activities of the Library. In fiscal 2020, the Library is requesting obligational authority of **$4.098 million** for retail sales.
- Document Reproduction and Microfilm Services provides preservation microfilming services for the Library's collections. It also provides photocopy, microfilm, photographic, and digital services to other libraries, research institutions, government agencies, and individuals in the United States and internationally. In fiscal 2020, the Library is requesting obligational authority of **$2.2 million** for these activities.

- The Special Events Revolving Funds (OSEPP) support staff salaries and benefits and other costs associated with the coordination of Congressional, outside organization, and Library-sponsored events, such as the annual National Book Festival Gala, meetings of the James Madison Council, the American Society of Composers, Authors and Publishers (ASCAP) event, the Kluge Center Scholarly Programs, Exhibition Opening events, the Congressional Dialogues Series on Great Americans, and the award ceremony for the Gershwin Prize in Popular Music. In fiscal 2020, the Library is requesting obligational authority of **$7.235 million** for Library of Congress special events and public programs.
- The Verner W. Clapp Revolving Fund supports the creation of publication of books and similar products that showcase the Library's collections, scholarships, and services. In fiscal 2020, the Library is requesting obligational authority of **$150,000**

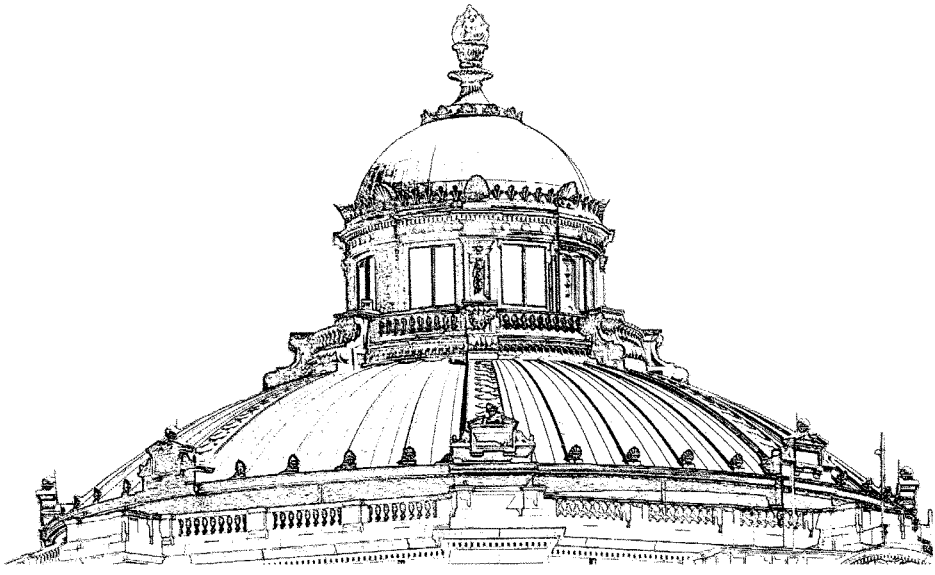
2 U.S.C.182c

- The Federal Library and Information Network (FEDLINK) supports more than 1,200 federal offices, providing cost-effective training and a centralized procurement process for the acquisition of books, library support services, serials, and computer-based information retrieval services. The consolidated purchasing power permits the Library to negotiate economical contracts with more than 130 vendors. In fiscal 2020, the Library is requesting obligational authority of **$198.372 million** for the FEDLINK program.
- The Federal Research Program (FRP) provides customized research reports, translations, and analytical studies for entities of the Federal Government and the District of Columbia on a cost-recovery basis. Program staff draws upon research expertise and analytic experience to support analysts, program managers, and policy makers across a range of domestic and international concerns, thereby directly furthering the Library's mission of making the vast collections and resources available and useful to the federal government and the American people. In fiscal 2020, the Library is requesting obligational authority of **$6.482 million** for FRP.

- **20 U.S.C. 2106**
- The Elizabeth Hamer Kegan Fund promotes the activities of the American Folklife Center through publication and/or distribution of folklife-related publications, recordings, crafts and art objects. In fiscal 2020, the Library is requesting obligational authority of **$10,000** for the Center's activities.

2 U.S.C. 160

- The Traveling Exhibition Fund supports the loan and display of select, major exhibitions, prepared by the Library, to municipal and private museums and cultural institutions throughout the world. In fiscal 2020, the Library is requesting obligational authority of **$119,000** for these touring exhibition activities.
- The Cafritz Foundation Scholarly Activities Fund covers expenses related to the publication of the Library's exhibit catalogs, posters, and related materials. In fiscal 2020, the Library is requesting obligational authority of **$6,000** for publication activities.
- The DaCapo Fund supports publications, concerts, lectures, and other special projects, using the Music Division's collections. In fiscal 2020, the Library is requesting obligational authority of **$93,000** for Music Division activities.



LIBRARY OF CONGRESS FISCAL 2020 APPROPRIATIONS LANGUAGE

LIBRARY OF CONGRESS

SALARIES AND EXPENSES

For all necessary expenses of the Library of Congress not otherwise provided for, including development and maintenance of the Library's catalogs; custody and custodial care of the Library buildings; special clothing; cleaning, laundering and repair of uniforms; preservation of motion pictures in the custody of the Library; operation and maintenance of the American Folklife Center in the Library; preparation and distribution of catalog records and other publications of the Library; hire or purchase of one passenger motor vehicle; and expenses of the Library of Congress Trust Fund Board not properly chargeable to the income of any trust fund held by the Board, **$528,570,000**, of which not more than **$6,000,000** shall be derived from collections credited to this appropriation during fiscal year 2020, and shall remain available until expended, under the Act of June 28, 1902 (chapter 1301; 32 Stat. 480; 2 U.S.C. 150): *Provided*, That the Library of Congress may not obligate or expend any funds derived from collections under the Act of June 28, 1902, in excess of the amount authorized for obligation or expenditure in appropriations Acts: *Provided further*, That the total amount available for obligation shall be reduced by the amount by which collections are less than **$6,000,000**: *Provided further*, That of the total amount appropriated, not more than $12,000 may be expended, on the certification of the Librarian of Congress, in connection with official representation and reception expenses for the Overseas Field Offices: *Provided further*, That of the total amount appropriated, **$9,110,000** shall remain available until expended for the digital collections and educational curricula program: *Provided further*, That of the total amount appropriated, **$1,350,000** shall remain available until expended for upgrade of the Legislative Branch Financial Management System: *Provided further*, That of the total amount appropriated, **$2,586,000** shall remain available until expended for the Veterans History Project to continue digitization efforts of already collected materials, reach a greater number of veterans to record their stories, and promote public access to the Project: *Provided further*, That of the total amount appropriated, **$10,000,000** shall remain available until expended for the development of the Library's Visitor Experience project.

COPYRIGHT OFFICE

SALARIES AND EXPENSES

For all necessary expenses of the Copyright Office, **$92,992,000**, of which not more than **$43,221,000**, to remain available until expended, shall be derived from collections credited to this appropriation during fiscal year 2020 under section 708(d) and 1316 of title 17, United States Code: Provided, That the Copyright Office may not obligate or expend any funds derived from collections under such section, in excess of the amount authorized for obligation or expenditure in appropriations Acts: Provided further, That not more than **$6,482,000** shall be derived from collections during fiscal year 2020 under sections 111(d)(2), 119(b)(3), 803(e), 1005 of such title: Provided further, That the total amount available for obligation shall be reduced by the amount by which collections are less than **$49,703,000**: Provided further, That not more than $100,000 of the amount appropriated is available for the maintenance of an "International Copyright Institute" in the Copyright Office of the Library of Congress for the purpose of training nationals of developing countries in intellectual property laws and policies: Provided further, That not more than $6,500 may be expended, on the certification of the Librarian of Congress, in connection with official representation and reception expenses for activities of the International Copyright Institute and for copyright delegations, visitors, and seminars: Provided further, That, notwithstanding any provision of chapter 8 of title 17, United States Code, any amounts made available under this heading which are attributable to royalty fees and payments received by the Copyright Office pursuant to sections 111, 119, and chapter 10 of such title may be used for the costs incurred in the administration of the Copyright Royalty Judges program, with the exception of the costs of salaries and benefits for the Copyright Royalty Judges and staff under section 802(e).

CONGRESSIONAL RESEARCH SERVICE

SALARIES AND EXPENSES

For all necessary expenses to carry out the provisions of section 203 of the Legislative Reorganization Act of 1946 (2 U.S.C. 166) and to revise and extend the Annotated Constitution of the United States of America, **$121,572,000**: *Provided*, That no part of such amount may be used to pay any salary or expense in connection with any publication, or preparation of material therefor (except the Digest of Public General Bills), to be issued by the Library of Congress unless such publication has obtained prior approval of either the Committee on House Administration of the House of Representatives or the Committee on Rules and Administration of the Senate: *Provided further*, That this prohibition does not apply to publication of non-confidential Congressional Research Service (CRS) products: *Provided further*, That a non-confidential CRS product includes any written product containing research or analysis that is currently available for general congressional access on the CRS Congressional Intranet, or that would be made available on the CRS Congressional Intranet in the normal course of business and does not include material prepared in response to Congressional requests for confidential analysis or research.

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED

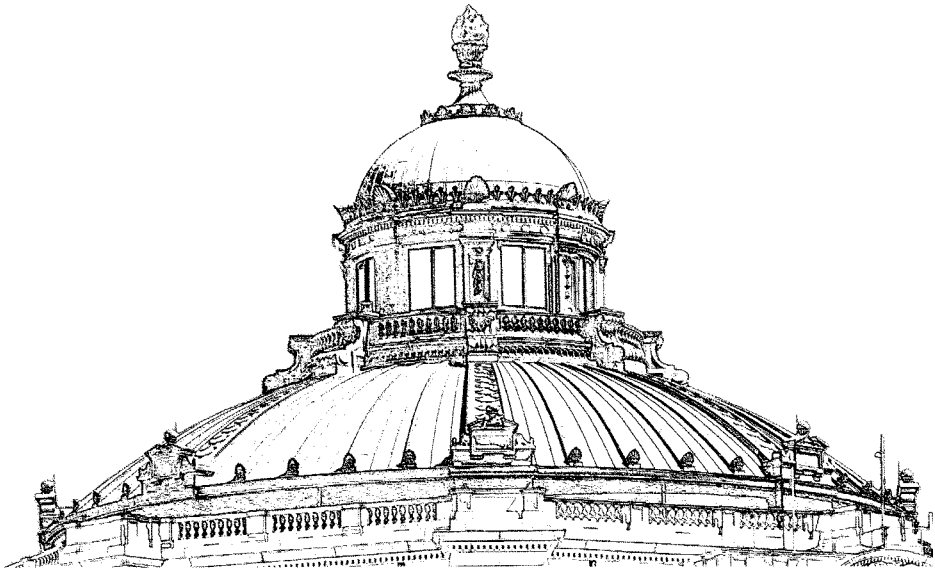
SALARIES AND EXPENSES

For all necessary expenses to carry out the Act of March 3, 1931 (chapter 400; 46 Stat. 1487; 2 U.S.C. 135a), **$59,646,000**: *Provided*, That of the total amount appropriated, $650,000 shall be available to contract to provide newspapers to blind and physically handicapped residents at no cost to the individual.

REIMBURSABLE AND REVOLVING FUND ACTIVITIES

SEC. 1201. (a) IN GENERAL.—For fiscal year 2020, the obligational authority of the Library of Congress for the activities described in subsection (b) may not exceed **$231,975,000**.

(b) ACTIVITIES.—The activities referred to in subsection (a) are reimbursable and revolving fund activities that are funded from sources other than appropriations to the Library in appropriations Acts for the legislative branch.



APPENDICES

Appendix A: Information Technology Modernization Update 152
Appendix B: Hosting Facilities Challenge – Data Center Migration Plan Update 154
Appendix C: American Folklife Center and Veterans History Project 156
Appendix D: Overseas Offices, Cooperative Acquisitions Program 157
Appendix E: Acquisition of Library Materials by Source Fiscal 2014 – Fiscal 2018 165
Appendix F: Library of Congress Mass Deacidification Project 166
Appendix G: Teaching with Primary Sources (TPS) 168
Appendix H: Copyright Office – Estimated Value of Materials Transferred to the Library in Fiscal 2018 171
Appendix I: Copyright Office Modernization 173
Appendix J: Fiscal 2019 – 2024 Facility Project Plan 175
Appendix K: Storage Collection Modules 180
Appendix L: Strategic Plan 181

APPENDIX A:
Information Technology Modernization Update

The Library of Congress made significant strides in the modernization of its information technology (IT) capabilities during fiscal year 2018. The Library has been approaching modernization from multiple angles: restructuring the organization; centralizing management and operations; modernizing processes; and moving forward with IT infrastructure, networking, and new system development projects.

The Librarian of Congress addressed the need to maximize value from the Library's investment in technology by directing that all technology activities be centrally coordinated through the Office of the Chief Information Officer (OCIO) and approved by the Chief Information Officer. The move to enterprise-wide coordination of IT operations followed a realignment of OCIO as a separate Program Project Activity (PPA) reporting directly to the Librarian.

During fiscal 2018, all IT personnel from the Library's service units were centralized into OCIO, completing a key element of centralization. OCIO implemented Reorganization Phase 1.5 in December 2017, merging service unit IT personnel into the newly created OCIO Customer Engagement Directorate, while continuing to evaluate how to best structure OCIO to maximize efficiencies and reduce risks for the Library. Centralization culminated at the end of the fiscal year with OCIO Reorganization Phase 2.0, which: realigned Library IT staff according to their skill-sets and functional responsibilities; streamlined governance and delivery of Library IT services; and strengthened OCIO's ability to collaborate effectively.

Centralization benefits include:

- A single authoritative IT information source;
- IT spending transparency;
- More service unit focus on internal operations and responsibilities;
- Increased IT workforce professionalization;
- Reduced hardware and software costs;
- Efficient use of personnel, contractor labor, and hardware and software resources;
- Increased overall IT security posture; and
- Reduced duplication of software, hardware, and overhead.

Centralized IT activities will enable more efficient IT project management and control over making the best use of limited resources. The Library's goal is to achieve an enterprise-wide focus on IT investment planning, oversight and cost optimization in order to realize anticipated benefits and efficiencies of coordinated infrastructure and development modernization efforts. Coordination efforts focus on governance, hiring, acquisition of IT goods and services, planning, and project and program management, among other activities (operations and development).

Centralization is now allowing positive IT governance and management initiative changes such as the IT investment management process, the Technology Business Management (TBM) initiative, improved IT security, the centralization of IT acquisitions, and the creation of a centralized Project Management Office (PMO). All initiatives are intended to better manage and maximize investments in technology in support of the Library strategic mission.

The Library's IT modernization efforts continue to build from one fiscal year to the next. The fiscal 2017 enacted budget provided funding for hosting and storage challenges, cyber security and system migration analysis. Fiscal 2018 saw increases to the reliability of the Library's core IT systems through replacement of over 100 servers, updates to 10 petabytes of data storage and decommissioning of more than 140 outdated databases. Fiscal 2018 also saw significant achievements with the Library's Data Center Transformation Project, including the buildout of a new state-of-the-art data center, a new Cloud environment, and an initial inventory of applications that will be migrated out of the outdated James Madison Memorial Building Data Center.

Also in fiscal 2018, OCIO hired a dynamic Digital Strategy Director who led an agency-wide planning effort that resulted in the Library publishing its first Digital Strategy at the end of fiscal 2018. The Strategy serves as a complement to the Library's new 2019-2023 Strategic Plan and provides a bold, holistic vision to guide the Library's digital transformation over the next five years focused on three main themes - *We Will Throw Open the Treasure Chest*, *We Will Connect*, and *We Will Invest in Our Future.*

In fiscal 2019, work will continue on the data center transformation, begun in fiscal 2017. That transition will culminate in fiscal 2020, with the Library's storage and compute capabilities in a truly hybrid hosting environment. OCIO will begin to implement Zero Trust architecture in fiscal 2019 – piloting single-sign-on for several Library applications. The IT Security division will maintain continuous monitoring to assure that systems are accurately protected. OCIO will also begin a comprehensive firewall modernization effort and enhance data security.

Copyright IT Modernization provides for business

requirements analysis for a next generation registration system, digitization of historic copyright records to create a searchable database, and maintaining the stability, security, and reliability of legacy IT systems while modernization efforts are underway. Fiscal years 2017 and 2018 budget requests properly position the Library to begin system development in fiscal 2019. The Copyright Modernization Enterprise solution provided in the fiscal 2019 appropriation will begin the five year project to analyze workflow, reengineer business processes and develop the recordation system, the next generation registration system, and the enterprise document management system. It will also assist the Copyright Modernization Office (CMO). System development is expected to last through fiscal 2023, when completed operational systems will shift to operations and maintenance status.

IT modernization is also critical to the Congressional Research Service. The implementation of the Integrated Research and Information System (IRIS) will modernize CRS' mission-specific information systems to reduce the time needed to research, analyze, create, and deliver CRS products and services in the formats most useful to the Congress, while protecting the security and confidentiality of congressional data. IRIS will leverage the latest advances in web-based technologies to provide an agile and flexible infrastructure that will enable efficient plug-and-play technologies for rapid deployment and use by CRS and the Congress.

In fiscal 2019, OCIO work with the National Library Services for the Blind and Physically Handicapped (NLS) to establish a scalable, cost-effective enterprise cloud storage platform to better support patrons access needs for the Braille & Audio Reading Download (BARD) system. NLS has two programmatic increase requests for IT modernization of their programs – eReader, talking book and BARD. If approved OCIO will play a key role in the development of the next generation platform for service delivery, wireless content delivery, voice command and cloud storage. These developments will enable faster, more efficient delivery, resilience and scalability of NLS services.

Fiscal 2020 will also see modernization efforts for the Digital Library, U.S. Copyright Office, CRS and NLS continue. Additionally, OCIO will take the first steps to build the next generation of Library Service Platforms for management of acquisition, descriptive metadata, holdings, circulation, and discovery of all collection formats

APPENDIX B:
Hosting Facitlies Challenge - Data Center Migration Plan Update

The Office of the Chief Information Officer (OCIO) successfully awarded a multi-year data center transformation support contract for application rationalization and migration planning in fiscal 2017. This contract supports the implementation of key projects to transition data center operations from the aging James Madison Memorial Building Primary Computing Facility (DC1) to a hybrid hosting model, directly supporting all service units. Specific deliverables of the contract include the procurement and installation of data center core equipment and the application rationalization required to develop the migration roadmap.

Fiscal 2018 – Analyze All IT Systems and Applications to Provide Recommended Target Hosting Environment

The planning for application rationalization provided a comprehensive plan for migration to hosting environments that support cost-effective, secure and agile Information Technology (IT) management. The plan analyzed IT systems and applications to determine the appropriate hosting destinations, migration readiness and needed updates. The migration will transition the Library's data center operations to a flexible and scalable hybrid hosting model that includes the Library managed data center, cloud services and shared services.

Fiscal 2018 – Plan and Build the Library's Managed Data Center

The basic infrastructure and IT security components were operational at the new data center before the first application was migrated in fiscal 2018. The data center core equipment provides the initial rack, network, server, and storage capability at the new facility. The components of the initial build out are:

- A high speed data center core network at the new data center site consisting of core, storage area network, and ancillary switches; domain name service appliances; firewalls; taps for the IT security appliances; and other infrastructure equipment
- Mandatory network IT security appliances and processes
- Server and storage components to handle the monitoring, diagnostic and IT security requirements of the environment
- A design for long haul transmission lines between the new facility (Redstone-Turner), DC1, the Alternate Computing Facility (DC2), and the Culpeper Computing Facility (DC3) and an analysis for increased bandwidth between DC1, DC2, and the DC3

Fiscal 2018 - 2020 –Migrate Library Production IT to Target Hosting Environments

The Library began occupation in fiscal 2018 and will expand its capabilities at the Redstone-Turner facility, implement new and enhanced network communications between the Library's data facilities, and migrate production IT systems out of DC1.

This has entailed:

- Entering into the lease for the facility and transferring pre-configured data center core equipment to the site.
- Installation of rack capacity at the Redstone-Turner facility (based on the rationalization of systems, applications, workflows and data).

This will entail:

- Installation and implementation of long haul transmission lines between the Redstone-Turner facility, DC1, DC2, and DC3 in fiscal 2019.
- An increase in bandwidth between DC1, DC2, and DC3 in fiscal 2019.
- Set up of additional hardware and services to assist with migrating systems and digital content while minimizing operational disruption
- Acquisition of contracting support services, as well as equipment and software for the Redstone-Turner while continuing all production operations at DC1.
- Performing migrations in monthly waves of tested and approved systems, applications, and data services to the Library managed data center, cloud services and shared services.
- Transition of DC1 operations once all production systems, application and data services are migrated to the new target hosting environments and all operational requirements are met

Fiscal 2020 – Operations and Maintenance (O&M) of the Redstone-Turner facility and other target hosting environments

After the migration, the Library will use the Library-managed data center, cloud services and shared services. The Library expects the following:

- Operations and maintenance for the Redstone-Turner facility and other target hosting environments, while supporting normal technical refresh cycle for infrastructure

and application components

- Multiple hosting environments. The Redstone-Turner facility and other hosting environments are being assessed to determine the correct mix of hosting environments. These facility occupancy costs will include monthly rack rental and other associated occupancy fees charged by the external facility operator (based on the current contract for the shared legislative data center). At DC1, these costs have historically been absorbed by the Architect of the Capitol budget and have never been included in the Library's IT budget. Other related facility operating costs will include long-haul transmission lines to meet operational bandwidth needs and hardware/software support costs associated with telecommunications equipment.
- As technology evolves, the most efficient mix of hosting environments could change. Future operational costs and rack requirements may deviate as changes in technology and mission needs affect storage capacities and server configurations.

APPENDIX C:
American Folklife Center and Veterans History Project

American Folklife Center

The American Folklife Center (AFC) explored multiple ways to engage audiences and users, both on-site and off-site. Examples include participatory jam sessions anchored in collections, collaborative programming with heritage partners in Chicago, and use of the new LibGuides platform to reach a research consortium affiliated with the Gullah Geechee National Heritage Corridor.

The Center acquired 64 new collections in fiscal 2018, totaling 415,281 items ,which document expressive culture across the U.S. and around the world. Additionally, AFC worked with a contractor to produce an evaluative report on the status of legacy audio-visual media carriers in the Archive. This report resulted in a ten-year plan for digitizing audio-visual backlog.

AFC staff produced 16 concerts, nine lectures, and five significant collaborative events; awarded eight fellowships and launched a new paid internship program, awarding two paid internships in fiscal 2018; produced 79 blog posts and 656 social media posts; and engaged fully in a range of reference and outreach activities.

Veterans History Project

The Veterans History Project (VHP) enhanced several collections development areas fiscal 2018. A refined collaboration with the House Administration's Wounded Warrior Fellows Project boosted VHP efforts in several districts across the country, and connected constituents directly to the library. Building on the Fellows' monthly training sessions at the Library, VHP staff continued engagement with Fellows following their assignments to district offices. An example is the new series of VHP workshops within Representative Smith's (WA-9) district reaching high schools, and expansion of efforts with offices of Representatives: Delbene (WA-1) and Larson (WA-2).

The new VHP Information Center and Interview Alcoves were completed in fiscal 2018. The completed Alcoves enabled VHP staff to conduct over 50 on-site interviews - from Representatives Denham (CA -10) and Pearce (NM-2) to a female Afghanistan War veteran, the first female doctor embedded with the Navy Seals. Overall, VHP directly supported 86 member offices. VHP's efforts to grow Native/ American Indian collections resulted in successful outreach events such as the Crow Fair in Montana with the office of Senator Daines.

A collaboration with the National Museum of the American Indian enabled the inclusion of 78 new self-identified Native collections. The previous 16 years had garnered only 288 collections. Work with Native tribal governments and Nations extended VHP's reach to include greater representation from Alaska, Washington, Montana, Oklahoma, Illinois, and North Dakota. In this second year of implementation of the Gold Star Family Voices Act, VHP has generated 26 designated collections, up from two collections in fiscal 2017.

APPENDIX D:
Overseas Offices, Cooperative Acquisitions Program

Overseas Offices, Cooperative Acquisitions Program

The Library of Congress operates six overseas field offices in Brazil (Rio de Janeiro), Egypt (Cairo), India (New Delhi), Indonesia (Jakarta), Kenya (Nairobi), and Pakistan (Islamabad). These regional offices acquire, catalog, and preserve publications from regions around the world where conventional acquisitions methods are inadequate. They perform these functions directly for the Library of Congress and for over 100 research and academic libraries in the United States and other countries through the Library's Cooperative Acquisitions Program (CAP). The Library's overseas offices cover 76 African, Asian, Middle Eastern, and South American countries.

The overseas offices have established direct communications over the years with select congressional staff and units that support congressional needs for immediate information from the areas of the world where the offices are located. These submissions of information include daily news summaries from local media and non-government organizations, translations of contemporary reports, and data related to countries and areas of interest to Congress. Beyond providing information directly to congressional offices and operations that support them, the offices supply contemporaneous information to the Congressional Research Service, Law Library, and Federal Research Division. Feedback from these Capitol Hill partners has enabled the field offices to develop tighter selection parameters for the materials acquired for the Library that better meet the needs of Congress.

The overseas offices were declared independent for whole book cataloging at the end of fiscal 2017. This independence is saving time and effort allowing completed cataloging production to move directly to the stacks on Capitol Hill, without additional review by Washington staff. The change is also saving time and effort of Washington staff and is benefiting CAP participants. Staff in the offices are increasing their skills and taking responsibility for working at a higher level for more efficient productivity.

The offices continued to fine tune the installation of the Overseas Field Office Replacement System (OFORS). This new system will enable greater processing efficiencies for materials acquired for the Library and CAP participants.

Fiscal 2018 statistics representing the work of the six offices are as follows:

- Acquired 45,979 books for the Library of Congress;
- Acquired 112,394 books for CAP participants;
- Acquired 123,658 serials and newspaper issues for the Library of Congress;
- Acquired 135,208 serials and newspaper issues for CAP participants;
- Created or upgraded 49,266 bibliographic records for the Library and CAP participants;
- Reformatted 2,146,446 pages of newspapers, periodicals and gazettes; and
- Produced 2,022 master negatives, 2,018 positives, and 2,214 printing negatives.

While managed centrally by the Library Services Acquisitions and Bibliographic Access Directorate, each of the overseas offices has a unique, regionally-based focus and specific areas of specialization and accomplishment, as described below.

Cairo, Egypt, Field Office

The Library of Congress office in Cairo, Egypt, was established in 1962 and functions as a regional center for processing materials acquired from countries in the regions of the Middle East and North Africa. Countries covered are Algeria, Bahrain, Egypt, Gaza, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Sudan, Syria, Tunisia, Turkey, United Arab Emirates, West Bank, and Yemen. Political unrest, censorship, war, poverty, and a general lack of standards in publishing regularly challenge the Office as staff carry out its mission. The Office has a staff of 34 including an American Director. In addition to collecting for the Library, the Cairo Office collects materials for the 47 research libraries participating in the Office's Middle East Cooperative Acquisitions Program (MECAP).

The Office acquires recently published books on all subjects as well as materials in other formats, such as maps, DVDs, and CDs. In addition to Arabic, other languages that the Office covers include Turkish, Kurdish, and Armenian. Materials are selected for the quality of scholarship, importance of subject, and extent to which the titles add to the knowledge of a subject or an event. The Office collects government documents, non-commercial publications, newspapers, magazines, and academic journals. These materials provide the Congress, researchers, and faculty of the MECAP research libraries with vital primary and secondary research material to enable them better to understand the history, politics, and culture of these countries.

In addition to site visits and acquisitions travel, the Office uses an extensive network of vendors and representatives to acquire materials from the countries it covers. The Office processes and catalogs materials acquired before sending them to Washington, DC, and to the 47 MECAP participants.

During fiscal 2018, the U.S. Embassy worked with Cairo Office staff to refurbish its workspace, including replacement of all major infrastructure items like air conditioning, lighting and flooring. The Office's IT staff shared their expertise with their counterparts from other overseas offices in a face-to-face meeting to establish best practices in using the new book ordering and financial management system OFORS as well as to ensure that local systems were following high standards of security. For acquisitions, the Cairo Office acquired 13,273 monograph pieces and 32,632 serials pieces for Library divisions, including the Law Library. This was on-target with the final statistics for acquisitions in fiscal 2017, which was 13,564 monographs and 33,498 serials pieces for the for the Library's divisions. Significant acquisitions included a large number of Turkish law titles, and publications from southern Iraq, a traditionally challenging place from which to collect. More significant was a number of books and serials from Kuwait following a major acquisitions trip there, as well as colorful additions to the collection in the form of locally-produced graphic novels and comic arts from Arab countries. Amidst this was a visit from the Principal Deputy Librarian of Congress. In terms of cataloging production, and despite a shortage of staff in the Monograph Section, the entire Office production for fiscal 2018 reached 10,189 items cataloged, a decrease from 12,791 items cataloged in fiscal 2017. However, in line with the request for increased shelf-ready production, the Office produced 4,977 shelf-ready items as compared to 4,052 in fiscal 2017. New name authorities reached 1,368 in fiscal 2018 (compared to 1,615 in fiscal 2017) while modified authorities dropped to 34 (compared to 312 in the previous fiscal year). In the last quarter of fiscal 2018, the Embassy began a long-term and disruptive refurbishment of Cairo Office workspace, expected to be completed in February 2019.

Islamabad, Pakistan, Field Office

The Library of Congress Office in Pakistan was established in 1962 in Karachi, Pakistan, and in 1995 the Office moved operations to Pakistan's capital, Islamabad. The Office serves as a regional center for processing materials acquired from Pakistan, Afghanistan, and Iran. Political unrest, the high-threat security situation, censorship, war, poverty, and a general lack of standards in publishing regularly challenge the Office as staff carry out the mission to collect and preserve resources. The Office has a staff of 21, including its American Director (residing in New Delhi). The Office acquires materials for 41 other U.S. and international libraries through the Cooperative Acquisitions Program (CAP).

The Office acquires newly published books and journals in all subjects and formats, including posters, maps, DVDs, CDs, and electronic resources. Librarians direct the acquisitions effort, using acquisitions trips when possible as well as an extensive network of vendors to acquire materials. In addition to English, the Office acquires materials in Urdu, Punjabi, Pushto, Sindhi, Persian, Balochi, Seraiki, Brahui, Kashmiri, Hindko, Khowar, Gujuri, Burushaski, Arabic, Tajik, Shina, Potohari and Kalami. Commercial publications are supplied by 17 dealers and three bibliographic representatives. This year, all outstation acquisitions trips within Pakistan had to be cancelled due to the poor security conditions.

The Office selects materials based on the quality of scholarship, importance of subject, and extent to which the titles add to the knowledge of a subject or an event. The Office collects government documents, non-commercial publications, newspapers, magazines, and academic journals. These materials provide the Congress, researchers, and faculties of CAP research institutions with vital primary and secondary research material to enable them to understand better the history, politics, and culture of these countries. Over the past few years, the Office has collected an in-depth array of religious materials of interest to scholars and analysts seeking a better understanding of the religious-political-regional landscape. All materials are cataloged directly into the Library's online catalog system making the records available to the public in a very timely manner.

In fiscal 2018, the Office provided 48,011 documents to the Library and CAP participants from Iran, Pakistan, and Afghanistan. The Office preserved 113 websites harvested to cover the presidential election in Pakistan held on July 24. Staff cataloged 3,883 new items. The Islamabad Office's quarterly acquisitions lists featured print and non-print titles that represent unique or interesting titles of use to policy makers and scholars.

The Office continued to collect born-digital working papers and other monographic works for the Library's research collection and added another 78 items to the project. The Office continued to contribute to the *Bibliography of Asian Studies*, enabling indexing of 85 scanned issues from Pakistani serials.

The Office successfully completed the application of secure socket layer (SSL) certificates to secure the OFORS web modules (Drupal, Chamo and Infostation). The goal of this endeavor is to provide secure access to OFORS web modules to Pakistan, Iran & Afghanistan Cooperative Acquisitions Program (PIACAP) participants in the future. The Library of Congress Islamabad Office was the second overseas office (after the New Delhi office) to complete this initiative. The Office also successfully acquired an estimated $32,000 of information technology hardware at no cost to the Library, from the U.S. Agency for International Development (U.S. Embassy, Pakistan) as a result of the Office's Computer Management Specialist's efforts.

Jakarta, Indonesia, Field Office

The Library of Congress Office in Jakarta, Indonesia, opened in 1963. The Jakarta Office serves as a regional center for the acquisition, cataloging, and reformatting of materials from Southeast Asia: Brunei, Burma (Myanmar), Cambodia, Indonesia, Laos, Malaysia, the Philippines, Singapore, Thailand, Timor Leste, and Vietnam. The Jakarta Office operates offices in Bangkok, Kuala Lumpur, Manila, and Rangoon (Yangon). Expert librarians acquire and catalog books in the national and sub-national languages of the region including Burmese, Cambodian, Cebuano, Chinese, English, Indonesian, Javanese, Lao, Malay, Tagalog, Thai, Vietnamese, and other minority languages. The Office has 55 local staff positions with one American Director based in Jakarta. The office serves 42 U.S. and international libraries through the Southeast Asia Cooperative Acquisitions Program (CAPSEA).

The Office acquires newly published materials in all the national and sub-national languages in all subjects and formats. Expert librarians acquire resources through an extensive network of vendors, local contacts, and acquisitions travel targeted at areas of significant importance. Although the region is a major source for international business, scientific, and technical information, the knowledge and entertainment industries remain decentralized with little bibliographic control making it a challenge to identify primary sources and new research publications.

In order to obtain the best in publishing, cinema, and recordings, the Office maintains a network of 79 book vendors and bibliographic representatives who assist with the identification and acquisition of new research, government publications, and trade publications. To supplement these acquisitions and ensure the acquisition of non-commercial materials, librarians travel throughout the region acquiring government, think-tank, and non-governmental organization (NGO) resources, as well as monitor and report on trends in publishing and educational development. The growth of the publishing sector across the region challenges the acquisitions librarians to select only materials that meet the information and scholarly needs of government and academia. A new challenge is the rise of e-publishing especially in the government and academic journal publishing sectors. The Office distributes quarterly highlights to clientele in the Library and to participants.

All materials acquired in the region are cataloged prior to shipping to Washington. The Jakarta Office and sub-offices increased shelf-ready materials to 4,146 (24 percent), of which 57 percent received whole book cataloging; another five percent were e-resources. In fiscal 2018, catalogers created 8,890 records, of which only 2,203 (25 percent) were in English. The Office enhanced access to monographs by creating digital contents pages for 600 titles.

Most government agencies, think tanks, and NGOs publish working and discussion papers on their websites in PDF format. The Office has integrated the collection and cataloging of this gray literature into its regular workflow, adding approximately 15 titles monthly.

The Jakarta Preservation Section produced 268 high-quality negative microfilm reels for 33 national gazettes and newspaper titles from the region. As part of its ongoing preservation efforts, the Section bound 3,009 volumes.

Nairobi, Kenya, Field Office

The Library of Congress Office in Nairobi, Kenya, established in 1966, acquires and catalogs publications in all subjects except clinical medicine and technical agriculture, from commercial, government, and nontrade sources in 30 sub-Saharan countries: Angola, Botswana, Burundi, Cameroon, Comoros, Congo (D.R.), Djibouti, Eritrea, Ethiopia, Gabon, Ghana, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mayotte, Mozambique, Namibia, Reunion, Rwanda, Senegal, Seychelles, Somalia, South Sudan, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe. The Office is staffed with 23 employees, including an American Director, and engages 24 bibliographic representatives in the countries it covers. The Office acquires publications for two national libraries (the Library of Congress and National Library of Medicine) and for 30 institutions that participate in the African Cooperative Acquisitions Program (AfriCAP), primarily university libraries in the U.S.

Sub-Saharan Africa is perhaps the most challenging world region in which to undertake library acquisitions work, making AfriCAP an especially critical service to the U.S. academic community. Commercial book vendors and distributors are virtually non-existent, and non-trade publications are generally printed in limited runs due to scarce resources. Successful acquisitions work relies heavily on travel to ensure acquisitions during narrow windows of availability, as well as intensive face-to-face communication with sources in order successfully to navigate the bureaucracies. Materials collected are in Amharic/Tigrinya, Somali, Kiswahili, English, French, German, Portuguese, and more than 40 indigenous African languages. In some countries, political instability poses significant challenges to collection efforts. For more than 20 years, coverage in Somalia was limited to a number of newspapers collected on a daily basis by the bibliographic representative in Mogadishu. In fiscal 2017, however, the Office initiated an arrangement whereby a diaspora Somalia publisher utilizes its in-country network to collect new publications of research value to be sent to the Nairobi Office. Approximately 200 Somali publications have been received, demonstrating the breadth of new publishing actually taking place. From all countries covered, the Nairobi Office acquired 75,766 documents for the Library and AfriCAP participant libraries, representing increases of 25 percent and nine percent, respectively over fiscal 2017.

The Nairobi Office catalogs all monographs and new serial

titles that are acquired and maintains records of all issues of newspapers and other serials received. Nairobi catalogers created or updated 3,685 bibliographic records for mono graphs, serials, maps, CDs, and DVDs. Additionally, they created or updated 2,102 name authority records, and submitted proposals for five new subject headings and seven new classification numbers. Ongoing work of the Nairobi Office includes serials check-in into the Library's Integrated Library System for all categories except Law; and whole book cataloging in all subjects except Music and Law. The Nairobi Office continued to contribute to the Digitized Table of Contents project, selecting and scanning 131 titles. In addition, more than 500 electronic news clippings from Kenya and 304 electronic copies of the Namibia National Gazette were sent to the Congressional Research Service, Federal Research Division, and Law Library.

A significant activity of the Office remains the preservation of African newspapers. In fiscal 2018, 53 newspaper titles (approximately 630,000 pages) were collated and shipped to the New-Delhi Office, and Center for Research Libraries (CRL) for film processing. At the beginning of fiscal 2018, the Office submitted two microfilm funding proposals to the Cooperative Africana Materials Project (CAMP), one of which was approved and funded as a digital project. CAMP approved $25,785 for the digitization of *NewsDay* (Harare, Zimbabwe) issues from June 2010 to December 2016, comprising approximately 82,000 pages.

New Delhi, India, Field Office

The Library of Congress Office in New Delhi, India, established in 1963, is the regional center for the acquisition, cataloging, preservation and shipping of print and non-print materials published in India, Bhutan, and the Maldives, as well as Bangladesh, Nepal, and Sri Lanka, where it maintains sub-offices. Its mission is to respond to the information needs of the Congress, other U.S. agencies, and the scholarly community by: 1) adding to the depth and comprehensiveness of the Library's South Asia collections; 2) providing complete online bibliographic access to these publications; 3) preserving "at risk" publications; and 4) administering the South Asia Cooperative Acquisitions Program (SACAP). The office has a staff of 73, 12 contract staff, and an American Director and Deputy Director. SACAP has 49 participants from universities and institutional libraries.

A challenge to accomplishing the mission is the lack of a developed book trade that impedes the identification and acquisition of new research quality publications without having a local presence in each Indian state. The situation is further aggravated by the large volume and uneven quality of the commercial, non-commercial, and government publishing sectors, all of which reflect the active social, political, and economic environment in the world's largest democracy.

The six sections in the New Delhi Office are: Acquisitions, Cataloging, Serials, Microfilm, Management Services and Information Technology. Three suboffices in Colombo, Dhaka, and Kathmandu are located in American Embassies. Staff acquire publications and create bibliographic records in a wide range of languages. Approximately, 11,618 bibliographic records were created for publications in: Assamese, Bengali, Diwehi, Dogri, English, Gujarati, Hindi and Hindi dialects, Kannada, Khasi, Konkani, Lushai, Malayalam, Manipuri, Marathi, Nepali, Newari, Oriya, Pali, Panjabi, Prakrit, Rajasthani, Sanskrit, Sindhi, Sinhala, Tamil, Telugu, Tibetan, Tulu, and Urdu. The Office sent approximately 98 percent of all publications cataloged by office staff as "shelf-ready." These are print monographs cataloged as minimal level and those receiving whole book cataloging.

Commercial publications are supplied on approval by 24 dealers. The office uses services of bibliographic representatives in states with minimal, but important, publishing activity. Commercial and non-commercial publications are supplied by eight bibliographic representatives: in Bhutan and six North Eastern states in India that constantly experience communal, social, religious and ethnic unrest. Staff members carry out local and distant acquisitions trips to obtain non-commercial, controversial, underground, and hard-to-acquire publications that are not available to commercial dealers.

The Microfilm section, in fiscal 2018, reformatted 1,838,196 pages of newspapers, periodicals and gazettes. It produced 2,022 master negatives; 2,214 print negatives; and 2,018 positives. Its master list consists of 197 newspapers, 17 periodicals, and 178 gazettes from 412 countries covered by New Delhi (and its sub-offices), and Library offices in Cairo, Islamabad, and Nairobi, and the Library representative in Mongolia.

OFORS Phase I was implemented in New Delhi in fiscal 2015. Development by Innovative Interfaces Inc., the OFORS contractor, and testing by the Delhi Team of Phase II continued through fiscal 2018. The Delhi Team and the OFORS Program Manager/COR in the Library of Congress, Washington, worked with the vendor to resolve performance issues in Phase I and II of the contract.

Rio de Janeiro, Brazil, Field Office

The overseas office in Rio de Janeiro, Brazil, established in 1966, acquires and processes materials from five countries: Brazil, French Guiana, Guyana, Suriname and Uruguay. The Rio de Janeiro Office acquisitions librarians collect elusive academic materials for use by the Congress, the Library's Hispanic Division (for its *Handbook of Latin American Studies*) and the international scholarly community through their detailed field work. The Office has a staff of 15, including an American director. Thirty-nine research libraries participate in the Office's CAP.

In addition to acquiring materials for the Library, the Rio Office acquires serials, cordel literature, and CDs for its CAP participants. Cordels are inexpensively printed pamphlets containing folk tales, poems, and songs that are unique to Brazil. The Brazil CAP started in 1990 with serial subscriptions; music CDs were added in 1999 and a cordel package was added in 2012. The 209 serial titles offered include scholarly journals and newspapers in economics, history, culture, and law. The office acquired 86 biomedical serial titles for the National Library of Medicine (NLM). Brazil's medical research is important to NLM because the country is well known for its advances in such areas as tropical medicine, dentistry, plastic surgery, phytomedicine and antibiotics research.

For the five countries covered by the Rio Office, it is difficult to acquire materials through book dealers or aggregators. Supplying research library materials from the area covered is not a profitable commercial venture due to problems such as poor distribution of published materials, lack of advertising by publishers/sources, scant print runs, legal barriers and geographic inaccessibility. Business practices in these countries require frequent personal visits and close monitoring of standing purchase orders. Because of the dearth of vendors, the office must rely on its four acquisitions librarians for the resident expertise to identify new publications, develop relationships with publishers and other sources, travel widely to book fairs, and meet with exchange partners. In fiscal 2018, staff traveled to 10 cities for acquisitions, making a total of 441 visits to government agencies, NGOs, publishers, university presses, and bookstores while collecting 4,130 items. In fiscal 2017, two bibliographic representatives in São Paulo and Brasilia were forced to terminate their agreements to comply with a new Brazilian labor code. Therefore, both agreements were rewritten and processed in fiscal 2018. In all, the Office acquired and cataloged some 21,770 items for both the Library and CAP.

Web archiving has been a high priority in recent years, with the ongoing collection Brazil Cordel Literature Online, preserving 34 blogs and sites since its inception in 2011. Previous projects include web archives about the 2016 Olympics and Paralympics and various election campaigns and political turmoil. During fiscal 2018, the Office started a new web project for the Brazilian elections with 62 sites to be harvested. Input was solicited from the National Library of Brazil and the Hispanic Division's Brazil specialist in addition to the Office's experts. The Office laid to rest the *Brazil's Popular Groups* microfilm project in favor of collaborating with Princeton University's Library that is digitizing and ingesting Library of Congress acquired pamphlets into its longstanding Digital Archive of Latin American Ephemera. This greatly facilitates the use of these ephemeral documents for Brazilian Studies scholars and students.

Library of Congress
Cooperative Acquisitions Program Participants by State and Country

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
United States:							
Arizona	Arizona State University					X	
	University of Arizona		X				
California	Defense Language Institute			X		X	
	Stanford University	X		X	X		X
	Standford Law Library						
	UC, Berkeley	X	X	X	X	X	X
	UC, Berkeley, East Asia	X					
	UC, Berkeley, Law Library			X	X	X	
	UC, Irvine						
	UC, Los Angeles	X	X	X	X	X	X
	UC, Riverside					X	
	UC, San Diego						X
	UC, Santa Cruz						
	University of Southern California						X
Colorado	University of Colorado	X					
Connecticut	Yale Divinity Library					X	
	Yale University	X		X	X	X	X
	Yale University Law Library	X	X	X	X		
District of Columbia	Inter-American Development Bank						
	Open Source Center					X	
Florida	University of Florida						X
Georgia	Emory University	X			X		X
	University of Georgia						X
Hawaii	University of Hawaii	X		X		X	
Illinois	Center for Research Libraries	X	X	X	X	X	
	Northern Illinois University					X	
	Northwestern University	X			X	X	
	University of Chicago	X	X	X	X		
	University of Illinois	X	X	X	X		X
Indiana	Indiana University	X	X	X	X	X	
	University of Notre Dame						X
Iowa	University of Iowa	X		X	X	X	X
	University of Iowa Law library	X	X	X	X	X	X
Kansas	University of Kansas				X		
Louisiana	Tulane University						X
Maryland	National Agricultural Library	X				X	
	National Library of Medicine	X	X	X	X	X	X
	University of Maryland						

Library of Congress
Cooperative Acquisitions Program Participants by State and Country

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
Massachusetts	Boston University				X		
	Harvard University	X		X	X	X	X
	Harvard Law Library	X	X	X		X	
	Harvard Middle Eastern Division	X	X	X			
Michigan	University of Michigan	X	X	X	X	X	X
	Michigan State University				X	X	X
Minnesota	University of Minnesota	X		X			X
Missouri	Washington University	X	X	X			
Montana	Tibetan Language Institute	X					
New Jersey	Princeton University	X	X	X	X		X
	Rutgers University						X
New Mexico	University of New Mexico						X
New York	Columbia University	X	X	X	X	X	X
	Columbia University Law Library	X		X	X		
	Cornell University	X	X	X	X		X
	Cornell University Echols Collection	X				X	
	Cornell University Law Library	X		X			
	New York Public Library	X	X		X		X
	New York University	X	X	X			X
	SUNY, Binghamton		X				
	Syracuse University	X					
North Carolina	Duke University	X	X	X	X		X
	North Carolina State University	X		X			
	University of North Carolina	X	X	X		X	X
	University of North Carolina - South Asia Collection	X					
Ohio	ITSC Library						
	Ohio State University		X				X
	Ohio University				X	X	
	Wooster College	X					
Oregon	Portland State University		X				
Pennsylvania	Pennsylvania State University				X	X	
	Temple University		X			X	
	University of Pennsylvania	X	X	X	X	X	
	University of Pennsylvania -- Biddle Law Library	X					
	University of Pittsburgh						X
	University of Pittsburgh Law Library		X				
Rhode Island	Brown University	X	X	X			X
Tennessee	Vanderbilt University						X
Texas	Rice University						X

Library of Congress
Cooperative Acquisitions Program Participants by State and Country

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
	University of Texas	X		X		X	X
Utah	Brigham Young University		X				X
	University of Utah		X				
Virginia	University of Virginia	X	X	X			
Washington	University of Washington	X	X	X		X	X
Wisconsin	University of Wisconsin	X		X	X	X	X
	University of Wisconsin Law Library					X	
Subtotal, United States	**80 participants**	**46**	**32**	**36**	**30**	**33**	**37**
Foreign Countries:							
Australia	Murdoch University Library					X	
	National Library of Australia					X	
Canada	McGill University	X	X	X		X	
	Royal Ontario Museum					X	
	University of British Columbia	X				X	
	University of Toronto	X	X	X			
Egypt	American University, Cairo		X				
Germany	Ibero-Amerikanisches Institut						X
	Universitäts Bibliothek, Frankfurt-am-Main				X		
	Universitäts und Landesbibliothek Sachsen-Anhalt			X			
Indonesia	American Institute for Indonesian Studies					X	
Japan	Kyoto University, Center for Southeast Asian Studies					X	
	National Diet Library					X	
Lebanon	American University of Bierut						
Morocco	King Abdul Aziz al-Saood Foundation		X				
The Netherlands	Peace Palace Library		X				
	Leiden University					X	
Qatar	Northwestern University in Qatar Library		X				
	Qatar National Library		X				
Singapore	Institute for South East Asian Studies					X	
	Singapore National Library Board					X	
United Arab Emirates	American University of Sharjah		X				
United Kingdom	Bodleian Libraries	X					
	British Library		X	X			
	The Joint Library IIS-ISMC		X				
	University of Essex						X
	University of Exeter		X				
Subtotal, Foreign	**26 participants**	**4**	**11**	**4**	**1**	**11**	**2**
Total	**106 participants**	**50**	**43**	**40**	**31**	**44**	**39**

APPENDIX E:
Acquisition of Library Materials by Source
Fiscal 2014 - Fiscal 2018

Acquisition of Library Materials by Source Fiscal 2014 - Fiscal 2018

Source	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018
Purchases:					
Appropriated - GENPAC/LAW	634,727	630,829	564,984	634,425	549,962
Appropriated Other	75,627	14,089	3,827	11,164	7,073
Gift and Trust Funds	6,985	5,375	27,055	2,238	1,492
Total Purchases	717,339	650,293	595,866	647,827	558,527
Non-Purchases:					
Exchange	91,710	80,199	72,298	54,041	55,650
Government Transfers	81,976	196,657	69,033	58,631	66,706
Gifts	1,657,764	983,220	1,726,739	936,110	955,459
Cataloging in Publication/PCN	98,310	100,710	96,120	94,386	94,165
Copyright Deposits	700,964	615,146	636,479	658,045	736,833
Total Non-Purchases	2,630,724	1,975,932	2,600,669	1,801,213	1,908,813
Total All Acquisitions	3,348,063	2,626,225	3,196,535	2,449,040	2,467,340

Daily Average Receipts and Items Added to Collections

Fiscal Year	Items Received	Items Added to Collections
2009	12,009	10,861
2010	15,052	10,233
2011	22,061	18,863
2012	16,034	14,379
2013	13,724	10,599
2014	14,928	11,183
2015	11,818	9,190
2016	14,443	8,319
2017	11,654	10,991
2018	10,952	5,340
2009-2018 Average	**14,268**	**10,996**

APPENDIX F:
Library of Congress Mass Deacidification Project

Deacidification

Deacidification is a preservation treatment process used to keep print paper materials, mostly general collection bound volumes and manuscript sheets, in usable condition. This treatment is applied to acidic papers before they become brittle, in order to increase their pH and create an alkaline reserve that helps to extend their useful life by a factor of two or more. In 2013, the Library estimated a maximum level of need for Mass Deacidification at 7.5 million book equivalent volumes. (A book equivalent, two pounds of bound material, is the unit of measure used in contract pricing for deacidification of bound volumes of various sizes.) At the close of fiscal 2018, the Library had completed treatment of approximately 4.8 million book equivalent volumes, 64 percent of the projected total, and 15.6 million sheets of manuscript materials. Current estimates indicate that approximately 2.4 million candidate book equivalent volumes will remain at the end of fiscal 2020.

Evaluation of future Mass Deacidification needs reveal several positive trends and one area of continued need. Thirty years ago, at the inception of this program, there were unquantified risks predicated on American publishers shifting production to overseas printers who would not have access to acid free paper, and from the growing number of works from foreign publishers acquired by the Library. However, titles produced overseas in recent years generally conform to the acid free paper standards common to American printers, and the overall rate at which new acidic materials enter the collection remains well below initial projections. Conversely, manuscript accessions are growing in scope and often include acidic papers. The Library continues to study these trends in order to make good projections of the required funding levels for a sustainable program, one that addresses the majority of the initial estimated need as well as the Library's preservation needs as the profile of its collecting activities develops.
In fiscal 2018, the Library deacidified 193,977 book equivalent volumes (167,138 physical volumes) and 1,214,800 manuscript sheets with equipment installed in the James Madison Building. This was ahead of the annual goal to treat 170,000 book equivalent volumes and 1 million sheets of manuscript materials. Some vendor equipment issues and contractor re-staffing complicated and delayed manuscripts sheet production during the first contract option year, however, work was completed on an extended period of performance. The Library is working with the vendor to address these issues and return to a normal production schedule through fiscal 2019 and fiscal 2020.

The anticipated production goal for fiscal 2020 will be deacidification of approximately 170,000 book equivalent volumes and 1 million sheets of manuscript materials, consistent with the demonstrated capabilities of the vendor during the preceding option years of the current contract. As the Mass Deacidification program reaches a level of substantial completeness of bound volumes, overall labor for selection of viable treatment candidates and cost per unit of treatment increases. The Library expects to revisit the role of deacidification services in its overall portfolio of preservation methods based on the availability of environmentally optimized collection storage, results of the cost benchmarking studies, the advancement of reformatting alternatives, and other high-priority collection preservation needs.

Deacidification Treatment Fiscal 2002 - Fiscal 2018
(Dollars in Thousands)

Fiscal Year	Collections Treated			Total Obligations
	Books*		Manuscripts	
	Physical Volumes	Book Equivalents		
^1996-1997		92,000		
^1997-2001		306,258		
2002		170,600	0	$ 2,748
2003		215,319	696,000	3,687
2004		299,064	1,219,500	4,681
2005		296,119	1,012,500	5,445
2006		298,826	1,069,500	6,614
2007		292,648	1,086,000	5,551
2008		345,937	1,066,500	4,329
2009		325,830	736,500	6,284
2010		330,497	1,365,000	5,444
2011		288,334	1,013,400	5,664
2012		258,087	846,900	6,681
2013	214,825	249,874	851,450	6,098
2014	195,027	240,070	903,461	7,451
2015	183,191	232,105	1,025,686	5,500
2016	158,615	188,737	998,669	5,500
2017	168,969	192,660	589,857	5,500
2018	167,138	193,977	1,214,800	5,500
Totals		4,816,942	15,695,723	
Total, Actuals 2002-2018				$ 92,677
Total, Estimated 2019-2031				$ 71,500
Total, Actual and Estimated Thirty-Year Mass Deacidification Program Cost				**$164,177**

*A book equivalent (BE) is a volume weighing two pounds. This unit of measure is used to manage the contract pricing for deacidification of many different sized volumes. Physical volumes is the actual number of books deacidified, which the Library started recording in 2013.

^The number of BE's the Library treated prior to the start of the 2002 Deacidification program.

APPENDIX G:
Teaching with Primary Sources (TPS)

Overview

The Library's *Teaching with Primary Sources* (TPS) program provides educators across the grade spectrum, across the curriculum, and across the country by providing easily accessible, high-quality professional development programs and classroom materials. These opportunities and tools help educators effectively use primary sources from the Library's vast digital collections in their teaching.

In fiscal 2018, the program continued to serve tens of thousands of teachers from all parts of the country, helping them achieve curricular standards while engaging students in authentic inquiry experiences and encouraging original student research. The TPS team also took important steps to broaden the reach and the scope of the program.

Fiscal 2018 was the first fiscal year in which the Library's Young Readers Center became a part of the Educational Outreach Division. Resulting opportunities to incorporate TPS resources and strategies into the Library's on-site programs grew, enabling thousands of visitors to learn about and participate in TPS inspired activities.

Professional Development

Education resource specialists at the Library of Congress and TPS Consortium partners in other institutions and organizations across the country provided a wide variety of professional development opportunities for educators. Through workshops, institutes, conferences, and webinars, TPS efforts served thousands of teachers nationwide.

The Educational Consortium

In fiscal 2018, after a year of work on their proposed projects, the 30 TPS Consortium members hit their stride. Their activities under the program included offering professional development, writing curricula, creating apps and online interactives and research, all focused on using the Library's primary sources in K-12 classrooms. Together, they and Educational Outreach staff engaged nearly 10,000 teachers in robust face-to-face and online programs in 329 Congressional districts. More than 72,069 teachers viewed and/or downloaded online curricula or apps/online interactives developed by Consortium partners. Partners, who provided these numbers in mid-August reported that they expected to reach another 2,837 before the end of the fiscal year.

During fiscal 2018, Educational Outreach issued a notice of finding availability to find additional civics apps and online interactives grantees to join the TPS Consortium. Staff from Educational Outreach and elsewhere in the Library, along with other government agencies and universities identified three proposals worthy of funding. The new two-year grants went to FableVision, PBS NewHour and Second Avenue. In addition, two of our existing app partners launched their products in fiscal 2018.

Also, the TPS Teachers Network website (hosted by a TPS partner), a professional networking site for educators using Library of Congress primary sources in their classrooms, continued to grow in popularity and use. By the end of the fiscal year, more than 7,747 educators were enrolled on the site.

Educational Outreach Staff

In fiscal 2018, Educational Outreach staff members offered five week-long Summer Teacher Institutes at the Library of Congress. Educators from diverse educational settings—library/media specialists, classroom teachers, school administrators, and curriculum developers—took part. The 128 participants were from 33 states, DC, Kenya and the Netherlands. One of the institutes had a science focus while another focused on World War I (WWI). The primary goal of the institutes was to provide participants with tools and resources to integrate the Library's digitized primary sources into classroom teaching. Participants expressed great satisfaction with the degree to which this goal was met and reported significant gains in learning specific teaching strategies, skills for navigating the Library's website and the value of collaboration with other educators. During the institutes, the LOC Open House was again included, increasing the exposure of more than two-dozen Library divisions to the educators who take what they have learned and share it with colleagues.

Educational Outreach staff worked in partnership with colleagues in the Library's Music Division and the DC Commission on the Arts and Humanities (See: www.youtube.com/watch?v=MA5xDHhOYYc) to facilitate a full day Music Education Symposium. TPS also collaborated with the Music Division, as well as with our TPS music education partner – National Education for Music Educators (NEfME) – to offer a one-day Teaching with Music-related Primary Sources workshop for 25 educators. The outreach staff also offered two, one-day Teaching with WWI-related primary sources workshops for approximately 40 educators. In addition, a one-day training for 12 Einstein Fellows was

offered – leading K-12 educators in the fields of science, technology, engineering, and mathematics specially selected to serve one year in various Federal agencies and U.S. Congressional Offices. Finally, staff offered presentations and exhibited at the annual conferences of the National Council for the Social Studies (NCSS), the National Science Teachers Association (NSTA), the American Association of School Librarians (AASL), and participated in both the American Library Association's annual conference and mid-winter meeting. In doing so, TPS met tens of thousands of educators and alerted them to the Library's resources and programs as well as effective strategies for teaching with primary sources.

Digital Initiatives, Publications and Teaching Tools

Twitter: TPS-managed Twitter account for the Library's K-12 audience (@TeachingLC) continued to enable the Library not only to promote its materials and programs to the nation's teachers, students, and administrators, but also to develop original teaching activities for the medium. By the end of fiscal 2018, the account had more than 33,000 followers, increasing its audience from fiscal 2017 by an additional 15 percent. The account's followers include teachers, librarians, authors, educational organizations and thought leaders, and Members of Congress.

Blog: The Library's blog for teachers, Teaching with the Library of Congress, published 84 posts. The blog promotes practical strategies for the effective use of the Library's online collections and spotlighted items from the collections that are especially well suited for classroom use, as well as promoting Library programs and initiatives that support the work of educators. The blog was visited more than 187,000 times in fiscal 2018, and has more than has 30,473 subscribers.

Articles for Professional Journals: In addition to collaborating with The History Channel on an Idea Book for Educators related to World War I, Educational Outreach continued to build Library-centered teacher resources, publishing a new primary source set and a set of resources for the 50,000 participants in National History Day. TPS continued publishing regular features in the NSTA journal, The Science Teacher, the NCSS journal, Social Education, and the NAfME Music Educators Journal. All totaled, 19 original articles were contributed to publications whose combined readership is more than 300,000.

Teachers' Page: The Library's site for teachers, www.loc.gov/teachers, continued to be an active hub for the Library's educator audience. The site, which provides teacher resources on a wide range of topics as well as free professional development, was visited more than 5 million times in fiscal 2018.

eBooks: Educational Outreach continued to address the needs of the growing tablet-based educational community by offering free educational eBooks, the Student Discovery Sets. These interactive eBooks allow students to draw on, analyze, and explore primary sources from the Library's collections. The Library's teacher eBooks have been downloaded more than 113,000 times to date.

Teacher in Residence

Since 2000, TPS has recruited teachers in residence to work on-site as they advise and make direct contributions to resources and programs developed for educators by the Library's staff. During fiscal 2018, the Library hosted our first World History Teacher-in-Residence, Matthew Poth, from Virginia. He authored or co-authored several articles for education publications, wrote blog posts, presented at conferences; partnered with the Library's Young Readers Center on multiple initiatives; and engaged in Library explorations of 3D scanning and printing possibilities associated with Library collections.

Young Readers Center (YRC)

Through the Young Readers Center, the Library provides our youngest visitors and their parents, caregivers, and teachers with on-site and online opportunities to connect with the Library, its collections and the larger literary world. In fiscal 2018, YRC programs and activities further incorporated TPS strategies and approaches, took greater advantage of technology to reach broader audiences and welcomed more than 50,000 visitors.

Author/Illustrator Programs

In fiscal 2018, the YRC hosted 21 programs with authors and illustrators for student audiences, of which all of the programs were either livestreamed or recorded and were made available to off-site audiences through the Library's YouTube Channel and web site. Programs featuring Rick Riordan and John Cena drew significant attention. A program for Veteran's Day featuring an author and an illustrator enabled a collaboration with Internet2 to broaden our audience; and a program to celebrate the Library's acquisition of a new photograph of Harriett Tubman began with a welcome by Senator Chris Van Hollen (D-MD). TPS collaborated with Dolly Parton's Imagination Library and presented six live-streamed story time events featuring special guest readers. Additionally, TPS launched a partnership with the Library's Prints and Photographs Division to help build the Library's collection of original artwork from children's books. Five illustrators who presented in the YRC this year donated original works to the Library.

Teen Board

The YRC Teen Board, now in its fourth year, engaged 30 students from four different DC public schools. At each of the Board's eight meetings, a guest speaker from one of the Library's divisions, introduced the students to his/her job at the Library and shared items from the collections to pique student curiosity.

TPS-YRC Internship

Educational Outreach launched a TPS-YRC Internship opportunity in fiscal 2018 to enable college students from across the country, familiar with the TPS program, to serve a semester-long internship in the Library's YRC, working with

staff to develop primary source-based, hands-on activities for visitors.

LOC Box
In its eighth season, the LOC Box (pronounced "Lock Box") fieldtrip program was again booked to capacity. Students from grades four to six and their teachers/chaperones worked in teams to explore the Library's historic Thomas Jefferson Memorial Building. The program served students from schools in the DC metropolitan area. Programmatic changes that will enable greater participation in future years began.

National Book Festival Participation
Educational Outreach staff and volunteers engaged thousands of visitors in hands-on activities and games featuring facsimiles of primary sources from the Library's collections at the 2018 National Book Festival.

Future Growth and Development

As part of the Library's new Center for Learning, Literacy and Engagement (CLLE), in fiscal year 2019, TPS will continue to be a leader and key participant in the national conversation on K-12 education, and TPS will continue to contribute to conference panels, program boards, educational publications, and wherever primary-source-based learning and student research are topics of discussion. Effective October 1st, 2018, TPS was realigned under CLLE within the Office of the Librarian.

The program's primary goals for fiscal 2019 will focus on measuring impact and will fall into three categories:

Programs and Professional Development

- Increase alignment of program areas and approaches, ensuring more "collection connections";
- Increase the diversity of programs (both in terms of participants and content), to reach a larger audience;
- Emphasize work with music and science teachers, including hosting a Music Teacher in Residence and an Einstein Fellow;
- Pilot-test innovative collaborations with colleagues from across the Library for both teachers and students; and
- Expand the Library's online outreach to educators and students through livestreaming of events and posting edited recordings of on-site programs.

Educational Resources and Materials

- Increase awareness, use, and sharing of all Library of Congress teacher and student resources;
- Develop teacher resources that address the needs of specific audiences: Music, and Science, Technology, Engineering, Math, and the Arts; and
- Develop mobile and other non-web products to increase awareness.

TPS Consortium and Regional Program

- Make fourth and fifth year grants to continuing Consortium members, and first year grants to new Consortium members, that will fill programmatic gaps;
- Create strategies for discerning the impact of the TPS program on students; and
- Support the creation and maintenance of collaborations between Consortium members, regional sub grantees and other educational organizations focused on subject matter expertise, geographic distribution, and targeted teacher and student populations.

In fiscal 2020, TPS will lead the Library's efforts to engage, inspire, and inform learners. Learners will include visitors to the `YRC (children, parents, caregivers, educators), as well as classroom teachers and their students who may never visit the Library of Congress. Through primary source-based programs, publications, innovative on-site experiences, and creative online initiatives, the team will inform learners about the mission, functions, and collections of the Library; inspire a love of reading and research; and engage audiences in creating and sharing knowledge. TPS will be able to accomplish these objectives in close collaboration with TPS consortium members and regional TPS partners, as well as colleagues from across the Library.

APPENDIX H:
Copyright Office - Estimated Value of Materials Transferred to the Library Fiscal 2018

Copyright Office, Salaries and Expenses
Estimated Value of Materials Transferred to the Library of Congress in Fiscal 2018

Category of Work	Registered Works Transferred	Non-Registered Works Transferred	Total Works Transferred	Average Unit Price	Value of Works Transferred
Books [1,2]	**155,760**	**121,428**	**277,188**		**$22,779,548**
Book - hardbound	65,080	17,472	82,552	$100.19	8,270,885
Book - softbound	90,680	9,529	100,209	50.58	5,066,571
e-books (Pro Quest)	0	12,367	12,367	5.50	68,019
e-books (special relief)	0	82,060	82,060	114.21	9,372,073
Serials [1,3]	**92,337**	**321,293**	**413,630**		**22,164,278**
Periodicals [4]	92,075	221,509	313,584	55.17	12,110,300
Newspapers [1]	262	28,080	28,342	1.50	29,759
eSerials [5]	0	71,704	71,704	139.80	10,024,219
Microforms	**2,209**	**3,349**	**5,558**		**823,381**
Microfilm	2,135	3,349	5,484	150.00	822,600
Microfiche	74	0	74	10.55	781
Motion Pictures	**3,679**	**2**	**3,681**		**795,309**
Film - 35 mm/70 mm/IMAX [1]	18	1	19	13,864.26	263,421
Film - 16 mm	52	1	53	1,500.00	79,500
Videotape	3,609	0	3,609	125.35	452,388
CD/DVDs	**32,721**	**997**	**33,718**	**25.00**	**842,950**
Printed Music	**1,870**	**299**	**2,169**	**67.27**	**145,909**
Maps	**222**	**96**	**318**	**51.02**	**16,224**
Prints, Posters, Photographs, and Works of Art	**510**	**61**	**571**	**42.71**	**24,387**
Total	**289,308**	**447,525**	**736,833**		**$47,591,986**

[1] As of 2010, categories were changed to match format codes in the Copyright Office's eCO system. Newspapers and Film-35mm/70mm/MAX that year showed substantially fewer works than in previous years where an arithmetical calculation was used. Books and serials showed an increase, partly due to counting published Dramas under Books, as well as increased productivity in that year.

[2] 60 percent of "Books" are selected for the collections; 40 percent are used for the Library's exchange program.

[3] In the "Serials" category, 70 percent of periodicals and newspapers are selected for the collections; 100 percent of e-serials are selected.

[4] The figure for non-registered "Periodicals" includes: (1) an estimate based on average loads in hampers delivered to Library processing and custodial divisions and (2) a count of serials issues checked in through the Copyright Acquisitions Division. For the estimated portion, there was an earlier change in physical method of delivery, which decreased the average amount per hamper. The figures above reflect a reasonable estimate of current receipts per hamper and are periodically reviewed.

[5] Totals include certain e-books and e-serials for which online access is negotiated with publishers for the Library of Congress under section 407.

Copyright Office, Salaries and Expenses
Receipt Authority and Obligations, Fiscal 2015 – Fiscal 2020

(Dollars in Thousands)

Authority/Obligations	2015 Actual	2016 Actuals	2017 Actuals	2018 Actuals	2019 Estimate	2020 Estimate
Receipt Authority:						
Offsetting collections	$27,971	$30,000	$33,619	$35,218	$39,218	$39,218
Offsetting Collections - Prior Year Unobligated Balance	...	...	$6,179	2,260	4,328	4,003
Royalties credited to Licensing appropriation from Cable, Satellite, and DART	5,230	5,388	5,531	5,680	5,755	5,952
Royalties credited to CRJ appropriation from Cable, Satellite, and DART	381	389	398	407	517	530
Estimated value of materials transferred to the Library	29,304	35,629	40,821	47,592	48,000	48,000
Total Receipt Authority	**$62,886**	**$71,406**	**$86,548**	**$91,157**	**$97,818**	**$97,703**
Obligations:						
Pay	$42,171	$45,301	$47,071	$48,645	$53,482	$54,753
Other Obligations	10,973	12,004	17,687	21,339	39,925	37,784
Total Obligations	**$53,144**	**$57,305**	**$64,758**	**$69,984**	**$93,407**	**$92,537**
RATIO of Receipt Authority to Obligations	**118%**	**125%**	**134%**	**130%**	**105%**	**106%**

APPENDIX I:
Copyright Office Modernization

The Library of Congress and U.S. Copyright Office (USCO or "Office") continue to implement the *Modified USCO Provisional IT Modernization Plan: Analysis of Shared Services, Support Requirements, and Modernization Efforts* ("Modified IT Plan"), submitted to the House and Senate Committees on Appropriations on September 1, 2017.

A critical link to Copyright modernization efforts was the establishment of the Copyright Modernization Office (CMO) on January 21, 2018, to provide direction, collaboration and coordination with all stakeholders on behalf of the USCO ensuring that modernization activities are continuously aligned with USCO and Library of Congress strategic goals. CMO serves as the primary liaison with the Library of Congress Office of the Chief Information Officer (OCIO), and the two organizations collaborate closely on IT-related modernization activities. CMO also provides oversight of USCO program management, project management, data management, and business analysis.

The USCO and OCIO are updating the timeline for technical activities during the full five-year modernization period, including development of new systems to support Document Recordation, Registration, Statutory Licensing and Public Records searches. The updated timeline will identify milestones, clearly delineate roles and responsibilities, and coordinate the availability of resources.

In accordance with the Modified IT Plan and the Library's centralization of all IT resources and oversight, CMO has now transitioned all IT operations and maintenance (O&M) activities formerly performed by USCO staff to the OCIO. This includes O&M for the Office's major system, the Electronic Copyright Office (eCO). This transition allows the USCO to focus on directing and coordinating modernization.

The USCO is pleased to report on the progress of the following projects currently underway.

Document Recordation

Development work is in progress on a new recordation system that will replace the current paper-based process. The USCO's goal is to fully automate the intake, sorting, assignment, and examination of recordation claims. Under the direction and oversight of the OCIO, the recordation project is being developed using an agile software development methodology - an iterative development approach that typically delivers a functional system more quickly than traditional software development methods.

In fiscal 2018, multiple internal releases successfully delivered discrete, limited functionality for demonstration purposes. In September 2018, work began on a Recordation Minimum Viable Product (MVP), an application version with basic features. The USCO is hopeful that the MVP will be available for limited release in accordance with the updated timeline so that feedback can be obtained for use in guiding continuing development.

Access to Historical Public Records

The USCO has the largest collection of records of copyright ownership in the world. The USCO is undertaking a comprehensive review of all of its pre-1978, i.e., physical, public records to determine how to best to preserve them digitally and make them searchable to the public online.

Virtual Card Catalog. The physical Copyright Card Catalog contains records of registrations, renewals, and transfers dating from 1870 through 1977. The USCO has scanned the entire catalog, resulting in approximately 41.5 million imaged records. The Virtual Card Catalog (VCC) makes full-color scans of cards available online for public searching with drawer-level browsing. The VCC proof of concept went live in January 2018 with a subset of the imaged records covering the period 1955 to 1977 to provide the public with a glimpse of the digitized card catalog and to solicit feedback. VCC Phase II, released in July 2018, added enhanced search features and functionality, and the current plan is to have the entire collection of imaged records loaded into the VCC by March 2019.

Scanning of Record Books. The USCO entered into an agreement through the Federal Library and Information Network (FEDLINK) to scan its collection of Copyright Record Books, approximately 26,000 bound volumes of original copyright applications, hand-written ledgers and other pre-1978 records. The initial goal is to scan a representative set of 1,500 Record Books, which vary widely in content and dimension across the entire collection, in order to determine the resource commitment that will be required to scan the remainder of the collection.

The USCO and FEDLINK will also collaborate to scan paper and microfilmed Statements of Account (SOAs) submitted

to the USCO Licensing Division from 1978 to 2017, with a goal of digitizing SOAs for preservation and online access.

Enterprise Copyright System Development

The cloud-hosted Enterprise Copyright System (ECS) will provide a more user-friendly platform for the public to transact in services with the USCO, will offer streamlined processing internally for faster service delivery, and will be flexible enough to allow the USCO to continue to update its technology through time. It is the USCO's intent that the ECS is not limited to a particular system, technology, or methodology, but that it is fluid, flexible, and scalable.

In coordination with OCIO, the USCO prepared and issued a Request for Information (RFI) soliciting creative solutions from industry for the development of the ECS. As part of the RFI process, the USCO conducted an Industry Day that allowed it to present Office operations and needs directly to vendors. The RFI process culminated in multiple responses from interested vendors and laid the groundwork for a possible Request for Proposals (RFP) follow-on process.

The RFP will be developed based on RFI submissions and is expected to be issued in fiscal 2019. The USCO and OCIO are planning to partner with the General Services Administration (GSA) to leverage GSA's acquisition expertise, including the use of existing Federal agile contracting vehicles and creative contracting strategies.

Enterprise Copyright System User Interface

In fiscal 2018, the USCO engaged in a robust user outreach and research initiative focused on capturing feedback from actual USCO customers to inform the design of a user-centric interface for the ECS. Outreach was conducted in phases, beginning with a heuristic analysis of the current system to identify high-level themes and issues to address with the new interface. Subsequent phases of outreach used a range of discovery activities—including surveys, interviews, and focus groups—to collect feedback from users conducting business tasks in the current system, such as the submission of works for registration. Information gathered from users then informed the definition of the new interface's requirements and information architecture.

Outputs completed during fiscal 2018 include a system style guide and a clickable prototype, both of which will inform all future ECS development and provide a consistent and satisfying user experience. Development of workflows and interfaces for the submission of additional types of work for registration is expected to be completed in the first quarter of fiscal 2019.

Copyright Data Management

Data is critical to the USCO's role as an office of public record. Strategic management of that data is necessary to meet the copyright community's needs for information that is authoritative, easily found, well described, secured, and managed across the entire enterprise. In fiscal 2018, the USCO collaborated with OCIO and the Library Services unit of the Library to create documents that address data as a strategic asset, including the first-ever USCO Data Management Plan, Data Model, and Data Dictionary. The USCO also identified and documented data management processes to ensure that the Office's data is managed and used in a way that meets organizational goals. The USCO continues to increase the visibility and utility of data, and to facilitate the development of informative analytics through business intelligence and reporting.

Additional Modernization Activities

In addition to IT development and related activities, USCO is undertaking major efforts to address the process, organization, and people aspects of modernization.

Business Process Re-engineering. To focus on the process aspect of modernization, the USCO will conduct Business Process Re-engineering (BPR) in fiscal 2019. BPR involves identifying and reviewing business processes and staff responsibilities, and subsequently recommending new work flows and processes to improve efficiencies and reduce operational costs. BPR will be conducted by a team of vendors and staff members who will collaboratively redesign core business processes. BPR is planned to finish in fall 2019.

Organizational Analysis. To consider the organization and people aspects of modernization, the USCO has partnered with the Office of Personnel Management's Human Resources Solutions (OPM) to perform an organizational analysis and workload assessment. OPM's engagement began in fiscal 2018, and involves a strategic alignment analysis to ensure that workforce and organizational structure are in sync with the vision of the USCO and modernization; a workload analysis to recommend optimized FTE allocations; and position classification to achieve optimal position management.

Space Utilization Study. The USCO has partnered with the Library's Integrated Support Services unit to conduct a space utilization study. This study will evaluate current and future James Madison Building space needs based on evolving business requirements and processes, with the goal that USCO's physical infrastructure is configured to fully support modernization.

APPENDIX J:
Fiscal 2019 - 2024 Facility Project Plan

The below five year list of facilities projects is a result of the strategic planning of the Architect of the Capitol (AOC) and Integrated Support Services (ISS) as to the facilities needs of the Library of Congress. These facility projects support the strategic direction of the Library through a methodical planning process for facility sustainment, modernization, new construction and, when necessary facility leasing. The AOC supports the planning and execution of the work presented here.

ISS is responsible for the day-to-day long-term management and oversight of facility operations, space utilization planning, occupational health, logistics, construction planning and management, asset management, and safety services. In partnership with the AOC, ISS ensures that Library buildings and grounds are maintained for staff, visitors, and the collections.

Multi-Year Facility Project Plan FY 2019-2024

Category	Service Unit	Project Name	Project Scope	Stage
			Fiscal 2019	
Collection Storage	USCO	COP Landover Center Annex (LCA)	Relocate materials at LCA	Evaluation
	LAW	LAW Quad C Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Installation
	LS	Ft. Meade Module 6	Received full funding for construction.	Construction
	LS	Ft. Meade Module 7	Design and 100% construction documents for Module 7.	Design
	LS	JMB-B01 Geography & Maps Room Phase II	2204 SF, remove existing static shelving and replace with approx. 7,900 LF of compact mobile shelving. Project will require a raised floor and HAZMAT floor drilling.	Installation
	COO	LS Prints & Photographs South Vault Phase 1	Collection Storage Area approximately 10,000 SF: Phase 1 of 2. Replace stationary shelving with large format compact mobile shelving to increase storage capacity in existing space.	Design/Installation
	COO	LS Serials Newspaper Shelving	Replace exiting stationary shelving with new. 4900 SF	Installation
	COO	Assessment for Compact Shelving	Evaluation and Selection -50K SF/yr.	Design
Infrastructure	AOC	Elevator Modernization	JMB/JAB: MC 1-4, 13 & 14, JAB 13-14 (Red Core)	Construction
	AOC	Emergency Lighting Upgrade, JAB	Upgrade emergency lighting and exit signage to comply with fire and life safety codes	Installation
	AOC	Energy Savings Performance Contract - design/build	To support the AOC's energy savings efforts, the jurisdiction is pursuing an Energy Savings Performance Contract to install high-efficiency facility infrastructure and equipment for minimal upfront investment.	Design
	AOC	JAB Garage Structural Repairs & Entry Improvement	Repair East and West entries to mitigate structural challenges associated with water infiltration.	Construction
	AOC	JMB 6th Floor Terrace Roof Replace-ment	Replace Madison balcony roof with rubberized membrane type roofing system covered by pavers.	Design
	AOC	TJB North Exit Stair	New exit stair in the northeast stacks extending from the cellar to the top floor of the building and corrects common paths of travel violations and dead-end conditions to ensure that occupants are able to exit the building in an efficient and rapid manner.	Construction
	LS	LS Conservation Lab Renovation Design	Specialty design completed for modernized laboratory facilities in the Madison Building. Funds required for construction.	Construction
	LCSG	NIO/NLS Relocation	NLS relocation to GPO feasibility study.	Evaluation
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Design
	COO	Master Key System Upgrades	Replace existing key systems across Capitol Hill	Installation

Multi-Year Facility Project Plan FY 2019-2024

Category	Service Unit	Project Name	Project Scope	Stage
	AOC	East Pavilion Roof Replacement	Replace copper on pavilion roof.	Construction
	LS	African and Middle East Division Reading Room (AMED)	Relocate the reading room from LJ 220 to LJ 229.	Construction
	LS	Performing Arts Reading Room - Design	Update furniture, furnishings, and configuration of the Performing Arts Reading Room to consolidate and improve work functions and the patron experience	Design
	COO	Gift Shop Renovation	Update, expand, and reconfigure interiors.	Design
	LBN	TJB Visitors Experience	Master Plan	Evaluation
Work Environment	CRS	CRS Domestic Social Policy (DSP) Phase III	Design the reconfiguration and refurbishment of DSP offices and staff common areas in LM-320,323,329. ~21,658 SF is impacted.	Design/Construction
	CRS	CRS FDT Renovation	Update and reconfigure interiors.	Design
	USCO	COP Public Information and Education (PIE)	Expansion and renovation to accommodate additional staff for the Education Office	Design
	USCO	COP Reconfigure	Multi rooms to accommodate the install of digitization equipment.	Design/Installation
	USCO	COP Program of Requirements Study	Provide a program of requirements (POR) and directions and planning for improved utilization of assigned space for the U.S. Copyright Office	Evaluation
	CIO	CIO Centralization Support	Multi; Develop high-level strategy for the centralization of CIO offices and provide and executable design.	Evaluation
	CIO	CIO Renovation - Design	Redesign office space for CIO staff in LM-G51 to develop improved workflow and upgrade furniture and furnishings	Design
	LS	Deck 37 Renovation	Upgrade lighting, fire safety devices/systems, existing perimeter heating and cooling system. General office space upgrade with modular wall offices and systems furniture. Install new carpet and vinyl flooring.	Evaluation
	LS	LS Consolidate CALM (LM-G39)	Consolidation of CALM from LM-G39 to LM G28. Move USAN from LM G28 to LM G39.	Construction
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Design
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Construction
			Fiscal 2020	
Collection Storage	USCO	COP Landover Center Annex (LCA)	Relocate materials at LCA	Plan Move
	LAW	LAW Quad C Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Installation
	LS	Ft. Meade Module 6	Design and 100% construction documents for Modules 6. Funds required for construction are included in FY 2018 budget request	Construction
	LS	Ft. Meade Module 7	Design and 100% construction documents for Module 7.	Design
	LS	JMB-B01 Geography & Maps Room Phase III	2204 SF, remove existing static shelving and replace with approx. 7,900 LF of compact mobile shelving. Project will require a raised floor and HAZMAT floor drilling.	Installation
	COO	LS Prints & Photographs South Vault Phase 2	Collection Storage Area approximately 10,000 SF: Replace stationary shelving with large format compact mobile shelving to increase storage capacity in existing space.	Design/Installation
	COO	Assessment for Compact Shelving	Evaluation and Selection - 50K SF/yr.	Design
	COO	Installation of Compact Shelving	Installation of selected compact shelving	Installation
Infrastructure	AOC	Energy Savings Performance Contract - design/build	To support the AOC's energy savings efforts, the jurisdiction is pursuing an Energy Savings Performance Contract to install high-efficiency facility infrastructure and equipment for minimal upfront investment	Installation
	AOC	Elevator Modernization	JMB/JAB: MC 1-4, 13 & 14, JAB 13-14 (Red Core)	Construction
	AOC	TJB Emergency Generator, Replacement	Replacement of emergency power generator and supporting infrastructure.	Construction

Multi-Year Facility Project Plan FY 2019-2024

Category	Service Unit	Project Name	Project Scope	Stage
	AOC	JMB 6th Floor Terrace Roof Replacement	Replace Madison balcony roof with rubberized membrane-type roofing system covered with pavers.	Construction
	AOC	TJB North Exit Stair	new exit stair in the northeast stacks extending from the cellar to the top floor of the building and corrects common paths of travel violations and dead-end conditions to ensure that occupants are able to exit the building in an efficient and rapid manner.	Construction
	LS	LS Conservation Lab Renovation Design	Specialty design consultation and design of modernized laboratory facilities in the Madison Building.	Construction
	LCSG	NIO/NLS Relocation	NLS relocation to GPO feasibility study.	Construction
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Design
	COO	Master Key System Upgrades	Replace existing key systems across Capitol Hill	Installation
	LBN	TJB Visitors Experience	Master Plan	Design
	LS	Performing Arts Reading Room - Design	Update furniture, furnishings, and configuration of the Performing Arts Reading Room to consolidate and improve work functions and the patron experience.	Construction
Work Environment	CIO	CIO Centralization Support	Multi; Develop high-level strategy for the centralization of CIO offices and provide and executable design.	Evaluation
	CIO	CIO Renovation - Design	Redesign office space for CIO staff in LM-G51 to develop improved workflow and upgrade furniture and furnishings	Construction
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Design
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Construction
			Fiscal 2021	
Collection Storage	USCO	COP Landover Center Annex (LCA)	Relocate materials at LCA	Execute Move
	LAW	LAW Quad B Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Design
	LS	JMB-B01 Geography & Maps Room Phase IV	2204 SF, remove existing static shelving and replace with approx. 7,900 LF of compact mobile shelving. Project will require a raised floor and HAZMAT floor drilling.	Installation
	LS	Ft. Meade Module 6	Received full funding for construction.	Construction
	LS	Ft. Meade Module 7	Design and 100% construction documents for Module 7.	Construction
	LS	Ft. Meade Module 8	Design and 100% construction documents for Module 8.	Design
	COO	Assessment for Compact Shelving	Evaluation and Selection -50K SF/yr.	Design
	COO	Installation of Compact Shelving	Installation of selected compact shelving	Installation
Infrastructure	AOC	Energy Savings Performance Contract - design/build	To support the AOC's energy savings efforts, the jurisdiction is pursuing an Energy Savings Performance Contract to install high-efficiency facility infrastructure and equipment for minimal upfront investment	Installation
	AOC	Elevator Modernization	JMB/JAB: MC 1-4, 13 & 14, JAB 13-14 (Red Core)	Construction
	AOC	Rain leader Replacement	Develop construction documents to complete the final phase of the leader replacement projects.	Design
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Construction
	COO	Master Key System Upgrades	Replace existing key systems across Capitol Hill	Installation
	LBN	TJB Visitors Experience	Master Plan	Design
	LS	Performing Arts Reading Room - Design	Update furniture, furnishings, and configuration of the Performing Arts Reading Room to consolidate and improve work functions and the patron experience	Construction

Multi-Year Facility Project Plan FY 2019-2024

Category	Service Unit	Project Name	Project Scope	Stage
Work Environment	CIO	CIO Centralization Support	Multi; Develop high-level strategy for the centralization of CIO offices and provide and executable design.	
	CIO	CIO Renovation - Design	Redesign office space for CIO staff in LM-G51 to develop improved workflow and upgrade furniture and furnishings	Construction
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Design
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Construction
			Fiscal 2022	
Collection Storage	LAW	LAW Quad B Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Installation
	LS	Ft. Meade Module 7	Design and 100% construction documents for Module 7.	Construction
	LS	Ft. Meade Module 8	Design and 100% construction documents for Module 8.	Design
	COO	Assessment for Compact Shelving	Evaluation and Selection - 50K SF/yr.	Design
	COO	Installation of Compact Shelving	Installation of selected compact shelving	Installation
Infrastructure	AOC	Rain leader Replacement	Develop construction documents to complete the final phase of the leader replacement projects.	Design
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Construction
	LBN	TJB Visitors Experience	Master Plan	Construction
	LS	Performing Arts Reading Room - Design	Update furniture, furnishings, and configuration of the Performing Arts Reading Room to consolidate and improve work functions and the patron experience	Construction
	LBN	JBM Atrium and Foyer Refurbishment - Design	Madison Atrium and Foyer Refurbishment options	Design
Work Environment	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Design
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Construction
			Fiscal 2023	
Collection Storage	Law	LAW Quad D Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Evaluation
	LAW	LAW Quad B Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Installation
	LS	Ft. Meade Module 7	Design and 100% construction documents for Module 7.	Completion
	LS	Ft. Meade Module 8	Design and 100% construction documents for Module 8.	Construction
	COO	Assessment for Compact Shelving	Evaluation and Selection - 50K SF/yr.	Design
	COO	Installation of Compact Shelving	Installation of selected compact shelving	Installation
Infrastructure	LBN	TJB Visitors Experience	Master Plan	Construction
	AOC	JMB Book Conveyor	Removing the book conveyor system and pneumatic messenger systems, and repairing all systems as required.	Design
	AOC	JMB Fire Alarm	Design for a new, networked, distributed application, voice evacuation system and the completion of the addressable detection and monitoring device installations.	Design
	LBN	JMB Atrium and Foyer Refurbishment - Design	Madison Atrium and Foyer Refurbishment options	Design

Multi-Year Facility Project Plan FY 2019-2024

Category	Service Unit	Project Name	Project Scope	Stage
Work Environment	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Design
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Construction
			Fiscal 2024	
Collection Storage	LAW	LAW Quad D Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Design
	LAW	LAW Quad B Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Installation
	LS	Ft. Meade Module 7	Design and 100% construction documents for Module 7.	Completion
	LS	Ft. Meade Module 8	Design and 100% construction documents for Module 8.	Construction
	COO	Assessment for Compact Shelving	Evaluation and Selection - 50K SF/yr.	Design
	COO	Installation of Compact Shelving	Installation of selected compact shelving	Installation
Infrastructure	LBN	TJB Visitors Experience	Master Plan	Construction
	AOC	JMB Book Conveyor	Removing the book conveyor system and pneumatic messenger systems, and repairing all systems as required.	Design
	AOC	JMB Fire Alarm	Design for a new, networked, distributed application, voice evacuation system and the completion of the addressable detection and monitoring device installations.	Design
	LBN	JMB Atrium and Foyer Refurbishment - Design	Madison Atrium and Foyer Refurbishment options	Design
Work Environment	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Design
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Construction

APPENDIX K:
Collection Storage Modules

Ft. Meade Module 5: Construction is complete. The facility became fully operational in October 2017 and placement of collections is in progress. Module 5 provides approximately 12,750 SF of secure, environmentally optimized storage of collections. The Library continues to move collections into Ft. Meade Module 5. The new space is currently filled with prepared volumes from the Landover Center Annex (LCA) and special collections materials from multiple Library storage locations; almost 62,000 collection containers were moved into the space in fiscal 2018.

Ft. Meade Module 6: Design and construction documents are complete. The entire $45,000,000 program amount was included in the Architect of the Capitol (AOC) fiscal 2018 appropriation. Award of a contract for construction is anticipated November or December of 2018. The estimated 30 months construction time would make the facility available for the Library in the latter half of fiscal 2021.

Module 6 will be the first double module constructed at Ft. Meade, providing approximately 24,500 SF of permanent storage for processed and unprocessed collections and approximately 2,200 SF for general storage for collections support. Once construction is completed and Ft. Meade Module 6 is operational it is anticipated the remaining Landover Collections Annex (LCA) collections will be transferred and the Library will exit LCA in fiscal 2021.

Ft. Meade Module 7: Design and construction documents are complete. Third-party reviews required by the Government Accountability Office (GAO) for major projects are complete. The AOC anticipates submission of final documents and cost estimates in November 2018.

When funded, Module 7 will be the second double module to be constructed at Ft. Meade and will complete the facility build-out to the west.

Cabin Branch Interim Storage: The temporary collections facility (CALM) and the logistics facility share the same building at the Cabin Branch Interim Storage site. Working with other Library units and with AOC staff, Library Services has also focused on loading collections into the Cabin Branch interim collection storage facility, with over 719,000 volumes moved over the course of fiscal 2018.

Logistics Services Division: Manages the Library's receiving and warehousing operations: receiving, storing, and delivering bulk merchandise (equipment, furniture and supplies) managing inventory, and disposing of surplus property.

The Library completed logistics operation moving plan and preparation for the move in the 1st quarter of fiscal 2018 from Landover Annex (LCA) to Cabin Branch, Maryland, consolidating the remaining Landover collections and deposits operations to the upper level of LCA.

Landover Collections Annex: The Library intends to vacate LCA in 2021 assuming the construction of Ft. Meade Module 6 and the possible Copyright facility at Cabin Branch evolves as planned.

APPENDIX L:
Strategic Plan

With the recent launch of *Enriching the Library Experience: the Library of Congress 2019-2023 Strategic Plan*, the Library has committed to a user-centered and digitally enabled direction forward, and to applying a data-driven approach to prioritizing investments to reach its stated goals:

- *Goal 1 – Expand Access:* making our unique collections, experts, and services available when, where and how users need them, whether visiting Capitol Hill or accessing the Library remotely.
- *Goal 2 – Enhance Services:* creating meaningful experiences for every user by elevating digital experiences, transforming in-person experiences, and developing more user-centered content.
- *Goal 3 – Optimize Resources:* continuing to modernize, strengthen, and streamline operational capabilities, invest in staff for the future, and to diversify and expand funding to do even more to connect more people to the collections and services.
- *Goal 4 – Measure Impact:* strategically gathering and using data to better understand our users, understand the impact of our investments, and to share the powerful story of the impact we have on the world around us.

New Planning Activities

To support this commitment, the Library has refreshed its planning and performance management model, most critically with the introduction of two planning efforts that together provide the foundation and approach moving forward to track progress to the *Strategic Plan*: unit-level *Directional Plans* and a central, agency-level *Implementation Roadmap*.

Unit *Directional Plans* -- Each unit within the agency is developing a *Directional Plan* to make clear its specific role in the Library's strategy, and put forward the priority initiatives to be carried out over the next five years to fulfill its own unit mission and contribute to the agency's *Strategic Plan*.

Directional Plans help the units work through and communicate where they're headed, the priority work that will drive to the agency's goals, and how the value of the work will be measured. These plans are defined to include higher-level concepts found in previous unit strategic plans, such as a unit's mission, vision, goals, and objectives. Importantly, these plans also provide helpful detail on the near- and long-term initiatives that will support the unit's objectives. Initiatives are described in terms of desired impact, projected timeline, measures to track progress, ownership, dependencies, collaboration needed, and funding status.

A *Directional Plan* is a unit's living management document, and is the source for other planning, reporting, data, and documentation needs, such as formulating the budget, determining the need for and preparing new and expanded funding requests, and projecting IT investment needs and proposals. Select initiatives included in the *Directional Plans* will be the basis for setting Library-level annual performance goals and targets, as well as the source for tracking and reporting progress to the *Strategic Plan*. As such, the Library's annual performance goals and targets will reflect these initiatives from 2020 on.[1]

Because plan projections extend over a five-year period, *Directional Plans* will be dynamic. Near-term efforts and expectations will be more detailed and concrete than those towards the latter end of the timeframe, which are more likely to shift over time. The five-year timespan is of benefit even with this expected level of change, as understanding where the unit is headed directionally is of value both to unit management's decision making and to the Library's central functions' support planning efforts.

Library *Implementation Roadmap*: Given the complexity and extent of information captured in unit *Directional Plans*, the Library requires a means of identifying and tracking progress for its highest-priority initiatives. Within the Office of the Librarian, the Strategic Planning and Performance Management Office (SPPM) is working from units' directional planning efforts to capture, summarize, and present the highest-priority initiatives from across the agency into the Library's *Implementation Roadmap*.

The roadmap will ensure leadership stays up-to-date on the organization's aggregated highest-priority initiatives, tracking timelines, desired impact, and measures of success.

1 Note: Library units developed a good understanding of the *Strategic Plan's* focus by the third quarter of fiscal 2018, and thus there is strong alignment of the fiscal 2019 annual performance goals and fiscal 2020 budget submission to the new *Strategic Plan*.

Directional Plan & Implementation Roadmap Timeline

The Library's service unit *Directional Plans* are scheduled to be submitted to the Principal Deputy Librarian in February. The *Directional Plans* for the Library's two new Centers – the Center for Exhibits and Interpretation (CEI) and the Center for Learning, Literacy, and Engagement (CLLE) – will be submitted in March. As plans are submitted, OCIO will have the information needed assess the collective long-term projection of business technology needs, and determine the optimal scope and sequence to support these needs.

An early draft of the *Implementation Roadmap* was developed from the units' early work on priority initiatives, and will be revised to reflect the units' *Directional Plan* content once approved.

ARCHITECT OF THE CAPITOL - LIBRARY BUILDINGS AND GROUNDS

Overview

The Library Buildings and Grounds (LB&G) jurisdiction is responsible for the maintenance, repair, and operations; mechanical and electrical infrastructure; heating, ventilation and air conditioning (HVAC); plumbing; painting; grounds maintenance; snow removal; and any construction related to the Library of Congress (LOC) buildings and grounds. Facilities include: Thomas Jefferson Building (TJB); James Madison Memorial Building (JMMB); John Adams Building (JAB); the LOC Special Facilities Center, which includes the Little Scholars child development center; the 100 acre Congressional campus at Ft. Meade, Maryland; and the 45 acre Packard Campus of the National Audio-Visual Conservation Center (NAVCC) located in Culpeper, Virginia.

Fiscal 2020 Library Buildings & Grounds Budget Request

The Architect of the Capitol (AOC) is requesting $121.489 million in fiscal 2020 for the LB&G account. The fiscal 2020 Operating Budget Request shows an increase of **$2,567K** from the fiscal 2019 enacted level. It includes **$1,354K** in price increases, and **$1,213K** in program increases. The funding transfer of **$568K** is a realignment from Facilities Maintenance to Payroll program group. This realignment will provide operational support services related to the buildings located in Fort Meade, Maryland. Of particular note, much of the increase includes the funding request, $48.8 million, for the emergency generator replacement in the JMMB.

The AOC presents the LB&G budget request in terms of two types of funding: (1) the Operating Budget (annual) and (2) the Capital investment multi-year project budget (5 years).

The following highlights both types of funding for 2020:

Operating Budget: **$30.689 million**

The Operating Budget of the LB&G appropriation funds all costs associated with the daily care, maintenance and operation of the Library Buildings and Grounds with the exception of cleaning services. The budget is divided into functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program needs and price changes. Increases that cannot be absorbed are requested through the budget process.

Facilities Maintenance Program **[$1.213 Million]**

LB&G is requesting a program increase to improve operations and maintenance needs that continue to arise for over 4.3 million square feet of LOC property. Currently, the backlog for deferred maintenance and capital renewal is estimated at over $371 million. This increase will address client services, planned maintenance, corrective maintenance, grounds care, and an array of materials and equipment purchases to support these requirements. The LOC has recently implemented a new Strategic Plan which focuses on expanding their reach and deepening their impact with their users while also enhancing the overall visitor experience. In support of this new strategic plan, there will be a heightened interest in the condition of our facilities and the influx of new visitors while accommodating collections which grow annually by 250,000. The aging infrastructure that supports operations for the LOC facilities continues to deteriorate. Some equipment and systems are past there useful life and will need to be replacement or major maintenance performed to keep the systems operational. These systems include electrical, HVAC, plumbing, structural and fire & life safety systems. The LB&G will utilize the additional funds to ensure indoor air quality is maintained at the highest standards possible by reducing contaminants that affect both building occupants and collection preservation. Filters are used to remove both particulate materials, volatile organic compounds (VOCs) and other emissions. The acquisition of air filters are a significant cost and are critical in reducing contaminants in the buildings. Without the additional funding the LB&G will be unable to take necessary corrective actions in order to maintain and repair our infrastructure and critical systems and equipment to maintain the buildings on a daily basis for visitors, staff and support the LOC's mission.

Capital Investment Multi-Year Projects: **$90.800 million**

The Capital Investment Budget consists of major construction or system replacement requirements to address fire, life safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs; with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees, and other AOC clients.

Projects include the following:

Emergency Generator Replacement, JMMB **[$48.800 million]**

The JMMB houses primary administrative offices for the LOC, the Law Library, and Data Center, therefore adequate emergency power is a necessity. A previously completed emergency generator study for the LOC determined that in order to meet current and future emergency electrical loads, the existing emergency generator and associated distribution systems need to be replaced within the JMMB. The existing generators and systems do not have sufficient capacity to accommodate existing life safety and security needs, and they also lack adequate fuel storage capacity to meet 24-hour runtime requirements. This project installs two new, code compliant generators on the roof to address noted deficiencies, provides spare capacity for future loads, and incorporates a load bank connection point to allow for code required testing to ensure system reliability. Partial roof repair and replacement will also occur in areas impacted by the generator installation.

Copper Roof Replacement and Fall Protection, JAB **[$16.500 million]**

The JAB opened in 1939, and although a new roof design was completed in the early 2000s, the design never moved forward to construction. A previously completed assessment revealed several leaks and failing joints, causing water to penetrate the roof fabric and enter into the attic space. This project will replace the existing roof with a new roof system and provide a projected life expectancy of 50 years. The concrete substrate will be repaired; new waterproofing membrane installed; and copper roofing and flashing replaced. Additionally, the existing roof fall protection system will be replaced and re-certified, and the lightning protection system will be modified to bring it into code compliance. Historically significant features will be retained during the completion of this work. This is the first of a three phased project addressing the lower roof tier of the John Adams Building.

Stained Glass Window Repairs, Northeast, East, Southeast Windows, TJB **[$7.900 million]**

The TJB opened in 1897. The original eight stained glass, semi-circular windows of the TJB Main Reading Room are in various states of disrepair. Due to the inability to access the windows, they have not been comprehensively restored in their 121 year history. All of the windows have broken glass, missing pieces, and in some cases are sagging inward due to deteriorated mullions. This project will renovate and restore the Main Reading Room windows through a complete removal and cleaning process that conserves historic qualities. This first of four phases will conserve and restore the northeast, east, and southeast windows.

Sixth Floor Terrace, JMMB **[$7.100 million]**

The JMMB roof was last replaced in the mid-1990s. Since then, the building has experienced water infiltration into various fifth floor spaces, including vault space housing significant Library of Congress holdings such as the Library's Platinum and Gold Collections. As these collections include the Library's most priceless, rare items, careful precautions must be taken to prevent damage. This project will remove the sixth floor terrace roofing, membrane, insulation, and decking, and replace with new more durable materials for a longer lifespan.

Exterior Masonry and Envelope Repairs, JAB **[$1.800 million]**

Stone joints on the façade of the JAB are open and existing sealant is not bonded to the stone. The entire building is in need of repointing and cleaning, and spalled stone at the upper levels and parapet wall needs to be repaired. In addition, sealant around all windows needs to be replaced, window frames must be cleaned and corroded steel shelf angles will also need to be replaced. This project will provide control joints in the facade as needed to prevent shifting. It will also repair and clean south facing stairs and walls along Pennsylvania Avenue, repair roof and parapet walls of the 5th floor setback, and repoint brick walls at the moat.

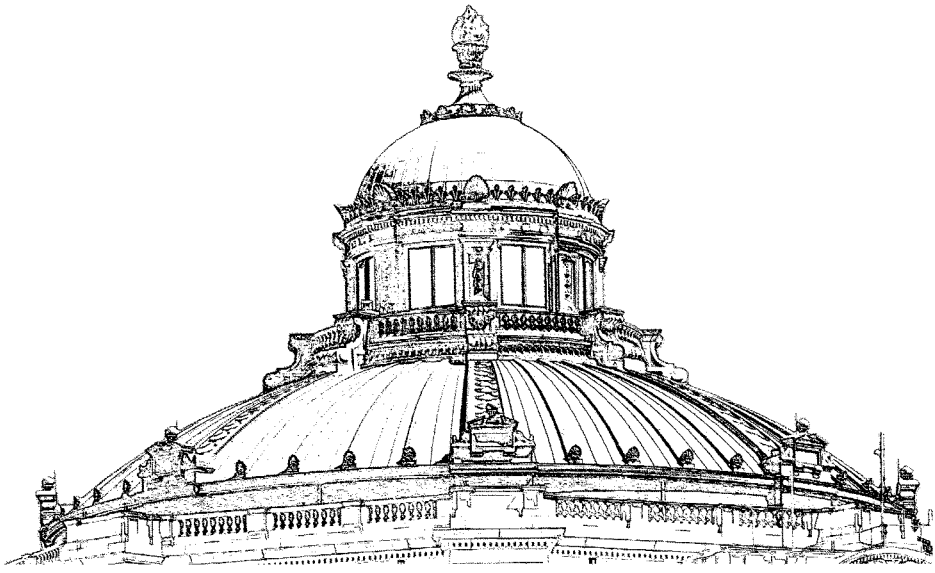
ESPC Management Program, LB&G **[$5.200 million]**

The program will provide funding for contracting, project and construction management, commissioning services and other support personnel to oversee and manage the Energy Savings Performance Contract (ESPC) at the LOC Buildings. The ESPC project includes the design and construction of multiple Energy Conservation Measures across the LOC's Capitol Hill and offsite facilities. The ESPC effort will generate a large number of construction activities, executed while maintaining LOC's mission critical operations and improving building energy efficiency. Additionally, modernization and replacement of aging infrastructure will occur that would not be possible though the Line Item Construction Project (LICP) process in the near term fiscal years. While the AOC must ensure the design and construction is properly and efficiently executed, it does not currently have the resources and must request funds to support additional qualified personnel to manage and oversee this effort. The costs detailed in the table below are estimates based on AOC's prior ESPC experience. As the design, scope and construction schedules are developed, the required resources will be refined and future budget requests may be required depending on overall scope. Projects such as the replacement of rooftop units at Ft. Meade and Direct Digital

Control system expansion at Culpeper make sense to complete during the ESPC. Funding and completing these projects during the ESPC captures inherent project efficiencies and maintains consistency in equipment, systems and processes.

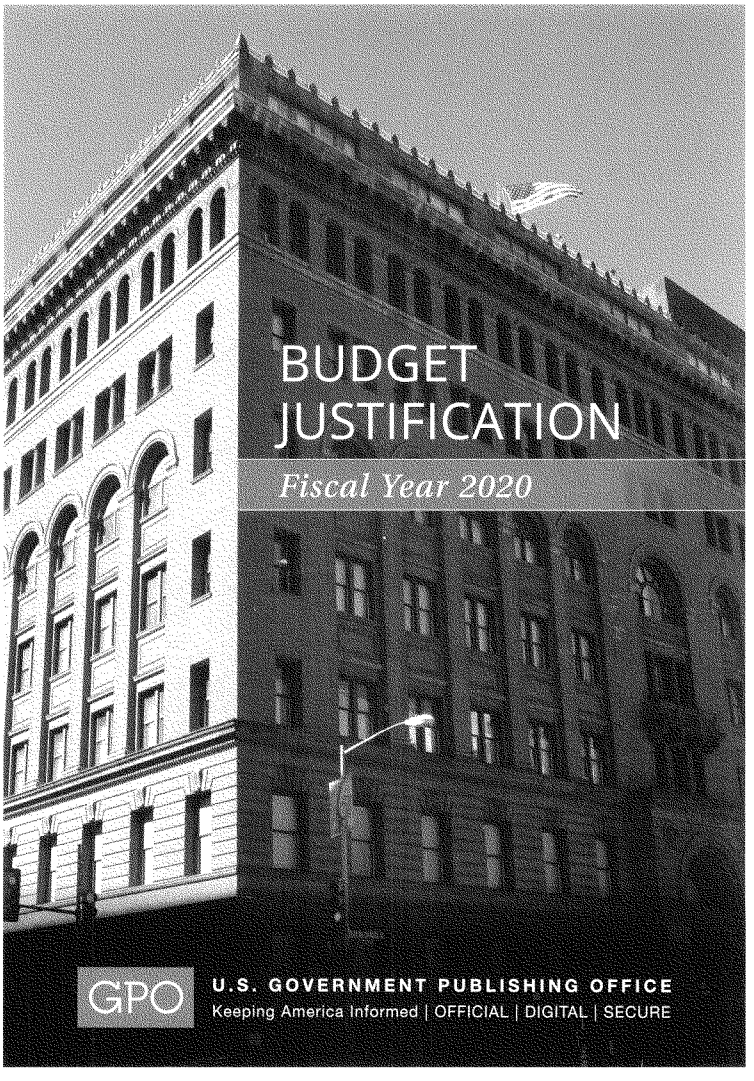
Minor Construction **[$3.500 million]**

An additional $1 million is requested from the previous year to better manage deferred maintenance and meet the unforeseen architectural needs that arise over the course of a year. Having the funding and flexibility to manage small phases of the deteriorating or failing conditions identified in the Facility Condition Assessment of the LOC's buildings will allow corrective actions to continue to maintain and repair building conditions. The Facility Condition Assessment has identified millions of dollars of deferred maintenance that individually do not meet the criteria for the Capital Improvement Program. However, Minor Construction funding will provide the means to plan corrective actions over future years.



Supplemental Fiscal 2020 Budgetary Data Table Scenarios

		Fiscal 2019 Enacted Pay Raise Included	Fiscal 2020 1.9 % Pay Raise Included
Base Case (current budget)		Yes	Yes
Scenario 1		No	Yes
Scenario 2		Yes	No
Scenario 3		No	No


BUDGET
JUSTIFICATION
Fiscal Year 2020
GPO
U.S. GOVERNMENT PUBLISHING OFFICE
Keeping America Informed | OFFICIAL | DIGITAL | SECURE

U.S. GOVERNMENT PUBLISHING OFFICE
FISCAL YEAR 2020 APPROPRIATIONS REQUEST

GPO is requesting a total of $117,000,000 for FY 2020, which is the same amount as the prior year. GPO appropriations have been flat since FY 2016, and have declined by 21% since FY 2010. The distribution of the GPO's request by its three appropriation accounts is shown below.

GPO Appropriations by Account, FY 2016 – FY 2020

	Congressional Publishing	Public Information Programs	Business Operations Revolving Fund	Total GPO
FY 2016	$79,736,000	$30,500,000	$6,832,000	$117,068,000
FY 2017	79,736,000	29,500,000	7,832,000	117,068,000
FY 2018	79,528,000	29,000,000	8,540,000	117,068,000
FY 2019	79,000,000	32,000,000	6,000,000	117,000,000
FY 2020 Request	**79,000,000**	**31,296,000**	**6,704,000**	**117,000,000**
FY 16 in Current $'s	*84,392,000*	*32,281,000*	*7,231,000*	*123,904,000*

GPO's continued transition to digital technologies and products has increased productivity, reduced costs, and facilitated expanded public access to congressional and other Government information. GPO's use of unexpended balances of prior-year appropriations, which the agency is able to transfer to its Business Operations Revolving Fund with the approval of the Appropriations Committees, helps GPO hold the line on new funding requests.

Congressional Publishing. This account pays for the costs of publishing congressional documents - bills, reports, hearings, the *Congressional Record*, and other publications - in digital and tangible formats. Funding for this account has been flat since FY 2014.

GPO's appropriation for FY 2019 included a non-recurring amount of about $3.8 million for the 2018 edition of the *U. S. Code*. The FY 2020 request excludes this line item, but all other congressional activity in 2020 is expected to exceed the FY 2019 level by about $2.5 million. In addition, price-level and wage increases (if implemented), would increase expenses to the 2020 appropriation by $3.0 million. GPO plans is to use about $1.7 million of prior-year transfers available in GPO's Revolving Fund to hold the appropriation request at $79,000,000.

Public Information Programs of the Superintendent of Documents. This account pays for the costs of providing Federal government publications in digital and tangible formats to 1,133 Federal depository libraries nationwide, cataloging and indexing, the distribution of documents to recipients designated by law, and international exchange distribution.

This appropriation in FY 2019 included a non-recurring amount of $2.0 million for the 2018 *U.S. Code*. The FY 2020 request excludes this line item. The net $704,000 decrease is comprised of: the *U.S. Code* reduction, a mandatory pay and related increases of about $1,002,000, and price-level increases of $294,000. Prior-year funds are not expected to be needed to fund FY 2020 activity in the account.

Business Operations Revolving Fund. GPO is requesting $6,704,000 for information technology development, including $5,704,000 for **govinfo** system infrastructure and collection development, and $1,000,000 for essential cybersecurity projects.

HERBERT H. JACKSON, JR.
Acting Deputy Director of the U.S. Government Publishing Office

GPO

January 22, 2019

The Honorable Tim Ryan
Chairman
Subcommittee on Legislative Branch
Committee on Appropriations
U.S. House of Representatives
Washington, DC 20515

The Honorable Cindy Hyde-Smith
Chairman
Subcommittee on Legislative Branch
Committee on Appropriations
United States Senate
Washington, DC 20510

Dear Chairman Ryan and Chairman Hyde-Smith:

I have the honor to transmit herewith the appropriations request of the United States Government Publishing Office (GPO) for Fiscal Year 2020.

Strategic Outlook GPO continues to transform itself from a print-centric to a content-centric publishing operation. This process is consistent with the recommendations submitted by the National Academy of Public Administration to Congress (*Rebooting the Government Printing Office: Keeping America Informed in the Digital Age*, January 2013) regarding GPO's transition to a digital future. In recognition of this transition, in 2014 P.L. 113-235 changed our name from the 19th century-based Government *Printing* Office to the 21st century-based Government *Publishing* Office.

In FY 2020 and beyond, GPO will continue to develop an integrated, diversified product and services portfolio that focuses primarily on digital. Although industry experts predict tangible print will continue to be required because of official use, archival purposes, authenticity, specific industry requirements, and segments of the population that either have limited or no access to digital formats, we recognize that its use will continue to decline relative to the continued growth in the provision of and access to digital formats.

In transforming the way we do business, GPO is focusing on managing content for customer and public use both today and tomorrow. GPO uses its extensive experience and expertise with digital systems to provide both permanent public access to Government information in a variety of formats and the most efficient and effective means for printing when required, all within a secure setting that is responsive to the costumer's needs. GPO's Strategic Plan has been developed to carry out this vision and is available for public inspection at **https://www.gpo.gov/who-we-are/our-agency/mission-vision-and-goals**.

HERBERT H. JACKSON, JR.
Acting Deputy Director of the U.S. Government Publishing Office

FY 2020 Appropriations Request As part of the Fiscal Year 2020 Legislative Branch Appropriations bill, we are requesting funding for our Congressional Publishing account, Public Information Programs of the Superintendent of Documents account, and as an addition to working capital in GPO's Business Operations Revolving Fund. Together, the Congressional Publishing and Public Information Programs accounts fund GPO's provision of congressional information products and services as authorized by law, and our provision of public access to congressional and other Government information products through statutorily-authorized information dissemination programs.

All other GPO programs and activities – including the production of U.S. passports for the Department of State as well as secure credentials as requisitioned by Federal agencies, the production and procurement of other information products and services for Federal agencies, the sales of Government information products and services to the public, and related operations – are financed on a reimbursable basis through GPO's Business Operations Revolving Fund. Our FY 2020 appropriations request includes funding as an addition to working capital for specified projects under the Business Operations Revolving Fund.

GPO is requesting a total of $117,000,000 for FY 2020. This is the same level of funding GPO requested in FY 2019, and the same amount appropriated in FY 2019. Through FY 2019, total GPO appropriations have declined by 21% since FY 2010 and are currently at their lowest level since then.

GPO's continued transition to digital technologies and products has increased our productivity and reduced costs. Additionally, maintaining financial controls on our overhead costs, coupled with a buyout in FY 2015 that reduced GPO's workforce by 103 positions, has helped make this funding request possible. Finally, the utilization of the unexpended balances of prior year appropriations, which we are able to transfer to GPO's Business Operations Revolving Fund with the approval of the Appropriations Committees, has made it possible in recent years to hold the line on the level of new funding we request.

Total Appropriations to GPO
FY 2010-2019 and FY 2020 Request

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

732 North Capitol Street, NW, Washington, DC 20401-0001 | **hjackson@gpo.gov**

HERBERT H. JACKSON, JR.
Acting Deputy Director of the U.S. Government Publishing Office

Our FY 2020 request will enable us to:

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

Congressional Publishing Appropriation GPO is requesting $79,000,000 for this account. This is the same amount requested in GPO's FY 2019 budget submission for the Congressional Publishing account, and the same amount Congress appropriated in FY 2019.

Overall, the annual appropriations for Congressional Publishing have been flat since FY 2014 and have declined by more than 15% since FY 2010 as the result of our continuing transition to digital technology and products, as well as actions taken in cooperation with the House of Representatives and the Senate to control congressional publishing costs. Unspent prior year balances from this account that have been transferred to GPO's Business Operations Revolving Fund are available for the purposes of this account.

Congressional Publishing Appropriation
FY 2010-2019 and FY 2020 Request

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

House Report 114-110, accompanying the Legislative Branch Appropriations bill for FY 2016, requires the presentation of budget requirements from a zero base. However, GPO has no control over the workload requirements of the Congressional Publishing Appropriation. These are determined by the legislative activities and requirements of the House of Representatives and the Senate as authorized by the applicable provisions of Title 44, U.S.C. GPO utilizes historical data incorporating other relevant factors to develop estimates of likely congressional publishing requirements. These requirements are used as the basis of the budget presentation for this account.

In GPO's FY 2019 budget submission for the Congressional Publishing account, a non-recurring amount of $3.7 million was included to fund the production of the 2018 Edition of the *U.S.*

HERBERT H. JACKSON, JR.
Acting Deputy Director of the U.S. Government Publishing Office

Code, which is carried out every 6 years in accordance with law. While the FY 2020 request for the Congressional Publishing account excludes this item, all other congressional activity in 2020 is expected to exceed the FY 2019 level by $2.8 million. In addition, price-level and wage increases (if implemented), are expected to increase expenses to the Congressional Publishing account by an additional $3.4 million. In order to accommodate these increases and hold the FY 2020 request for the Congressional Publishing account to $79,000,000, GPO plans to use about $1.7 million of prior-year transfers in GPO's Revolving Fund to support its Congressional Publishing work in FY 2020.

As shown on page D-4 of our budget justification for FY 2020, the unexpended balances of prior year appropriations that have been transferred to GPO's Business Operations Revolving Fund will be used to offset anticipated requirements for FY 2020, so that appropriation requirements can remain stable. The balance of these funds is earmarked for GPO's critically important Composition System Replacement (CSR) project, involving the development of an XML-based composition system to replace our 30+ year-old Microcomp system used in the preparation of congressional documents for digital and print access, and other congressional information projects as indicated on page F-6.

Public Information Programs of the Superintendent of Documents GPO is requesting $31,296,000 for this account, which is a reduction of $704,000 from the amount GPO requested, and Congress appropriated, in FY 2019. This account pays for the cost of providing Federal Government publications in digital and tangible formats to 1,133 Federal depository libraries nationwide, cataloging and indexing, the distribution of documents to recipients designated by law, and international exchange distribution.

This appropriation request represents a nearly 24% reduction from the amounts appropriated in FY 2010. This reduction has been made possible by our continuing transition to digital technology and products which has made the increased dissemination of official Government information to the public less costly and more efficient.

Public Information Programs of the Superintendent of Documents Appropriation FY 2010-2019 and FY 2020 Request

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

732 North Capitol Street, NW, Washington, DC 20401-0001 | **hjackson@gpo.gov**

HERBERT H. JACKSON, JR.
Acting Deputy Director of the U.S. Government Publishing Office

The funding we are requesting for FY 2020 will cover mandatory pay and related cost increases, and support GPO's efforts to maintain a 100 full-time-equivalent (FTE) workforce to support the Superintendent of Documents' Public Information Programs.

Last year, GPO's FY 2019 budget request for $32,000,000 to support the Public Information Programs account included funding to enable an increase of 11 FTE positions to achieve a 100-FTE level. GPO had requested this staffing level increase in order to handle significant increases in program activities dealing with historic document digitization and collection management, web harvesting, inventory, cataloging, and preservation of tangible collections in FDLP libraries. GPO continues to work toward that goal and the funding requested in FY 2020 would support that level of staffing.

A significant difference between GPO's FY 2020 and FY 2019 requests for the Public Information Programs account is that in FY 2019 GPO had to budget for a non-recurring $2.0 million cost to support the production of the 2018 Edition of *U.S. Code*, which is required by statute to be carried out every 6 years. Without the need to provide for that cost in FY 2020, GPO has been able to request $31,296,000 for the Public Information Programs account. This figure represents a net reduction of $704,000 from GPO's FY 2019 request, even though GPO estimates mandatory pay and related increases of approximately $1.0 million and price-level increases of $294,000 for this account in FY 2020.

The requested amount is based on the outcome of using zero-based budgeting to determine the proper levels of funding needed to perform program activities at minimum levels, as directed by House Report 114-110. GPO plans to utilize carry-over balances from funds transferred to the Business Operations Revolving Fund to support high-priority information services and products funded by this account as indicated on page F-6, including the collection preservation of new and historic documents and the continued development of **govinfo** content and capabilities.

Business Operations Revolving Fund GPO is requesting $6,704,000 for this account, to remain available until expended, to support continued investment in information technology and cybersecurity projects. This compares with the $6,000,000 GPO requested, and Congress appropriated, for these same purposes in FY 2019. Funding provided to this account represents an increase to working capital for specified projects.

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

732 North Capitol Street, NW, Washington, DC 20401-0001 | **hjackson@gpo.gov**

HERBERT H. JACKSON, JR.
Acting Deputy Director of the U.S. Government Publishing Office

GPO

Appropriations to the Business Operations Revolving Fund
FY 2010-2019 and Requested for FY 2020

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

Govinfo Projects for FY 2020 - $5,704,000

- **General System and Collection Development ($4,400,000)** – Development of new **govinfo** features to support identified needs of key stakeholders, including developing new content collections, increasing content in existing collections, enhancing the accessibility of content, and increasing the discoverability of information.
- **Infrastructure ($1,304,000)** – Infrastructure for the hardware, storage, and environments to manage system performance as **govinfo** content and usage continues to grow.

Cybersecurity Projects for FY 2020 - $1,000,000

- **Security Enhancements for Advanced Persistent Threat ($1,000,000)** – The cybersecurity threat environment faced by Government agencies continues to change rapidly and presents substantive risks and dangers to organizations. The requested funding is planned to address that evolving threat environment by implementing enhanced IT security systems that are intended to reduce the risk of unauthorized data exfiltration, unauthorized access, unauthorized changes to data, and related impacts.

732 North Capitol Street, NW, Washington, DC 20401-0001 | **hjackson@gpo.gov**

HERBERT H. JACKSON, JR.
Acting Deputy Director of the U.S. Government Publishing Office

Chairman Ryan and Chairman Hyde-Smith, we look forward to working with you and your Subcommittees in your consideration of our appropriations request for Fiscal Year 2020.

Sincerely,



HERBERT H. JACKSON, JR.
Acting Deputy Director
U.S. Government Publishing Office

Enclosure

cc:

The Honorable Chris Murphy
Ranking Member
Senate Subcommittee on Legislative Branch Appropriations

Ranking Member
House Subcommittee on Legislative Branch Appropriations

732 North Capitol Street, NW, Washington, DC 20401-0001 I **hjackson@gpo.gov**

Table of Contents
Executive Summary

Executive Summary and Results of FY 2018 Operations	A-1
Organization and Staffing	
Organization	B-1
Functions by Organization	B-2
Staffing Information	B-3
Summary of Estimates	
Summary of Appropriation Estimates	C-1
Staffing Summary – FTE's	C-2
Congressional Publishing	
Base Budget Review	D-1
Base Budget Review (Detail by Activity)	D-4
Analysis of Change	D-5
Explanation of Changes	D-7
Object Class and Analysis of Change to Budget Base	D-8
Estimated Cost per Unit by Category	D-9
Volume Increase (Decrease)	D-10
Congressional Billings for Committees By Category	D-11
Details to Congress	D-14
Public Information Programs of the Superintendent of Documents	
Base Budget Review	E-1
Analysis of Change	E-4
Summary (by Program and Object Class)	E-5
Business Operations Revolving Fund	
Base Budget Review	F-1
Analysis of Change	F-4
Summary by Object Class	F-5
Spending Plan for Transfer Funds	F-6
Transfer of Funds Narrative	F-7
Office of the Inspector General Budget	
Analysis of Change	G-1
Summary by Object Class	G-2

Executive Summary and Results of FY 2018 Operations

The U.S. Government Publishing Office (GPO), a legislative branch agency, is the OFFICIAL, DIGITAL, SECURE resource for producing, procuring, cataloging, indexing, authenticating, disseminating, and preserving the official information products of the Federal Government.

Under Title 44 of the U.S. Code, GPO is responsible for the production and distribution of information products for all three branches of the Government, including the official publications of Congress and the White House, U.S. passports for the Department of State, and the official publications of other Federal agencies and the courts. Once primarily a printing operation, we are now an integrated publishing operation and carry out our mission using an expanding range of digital as well as conventional formats. In 2014, Congress and the President recognized this change in P.L. 113-235, which contains a provision re-designating GPO's official name as the Government Publishing Office. As of September 30, 2018, GPO employed 1,737 staff.

Along with sales of publications in digital and tangible formats to the public, we support openness and transparency in Government by providing permanent public access to Federal Government information at no charge through **govinfo** (**www.govinfo.gov**), the successor system to the Federal Digital System (FDsys), which was retired in December 2018. Today, **govinfo** makes more than 2.5 million Federal titles available and, together with its predecessor site FDsys, averaged approximately 31 million retrievals per month in FY 2018. GPO also provides public access to Government information through partnerships with 1,133 Federal, academic, public, law, and other libraries nationwide participating in the Federal Depository Library Program (FDLP).

In addition to newly redesigned website, **gpo.gov**, we communicate with the public routinely via Facebook **facebook.com/USGPO**, Twitter **twitter.com/USGPO**, YouTube **youtube.com/user/gpoprinter**, Instagram **instagram.com/usgpo**, LinkedIn **linkedin.com/company/u.s.-government-printing-office**, and Pinterest **pinterest.com/usgpo/**.

History From the Mayflower Compact to the Declaration of Independence and the papers leading to the creation and ratification of the Constitution, America is a nation based on documents, and our governmental tradition since then has reflected that fact. Article I, section 5 of the Constitution requires that "each House shall keep a journal of its proceedings and from time to time publish the same," establishing Congress's informing mission that GPO carries out. After years of struggling with various systems of contracting for printed documents that were beset with scandal and corruption, in 1860 Congress created the Government Printing Office as its official printer. GPO first opened its doors for business on March 4, 1861, the same day Abraham Lincoln was inaugurated as the 16th President.

Since that time, GPO has produced and distributed the official version of every great American state paper and an uncounted number of other Government publications, documents, and forms. These documents include the Emancipation Proclamation, the legislative publications and acts of Congress, Social Security cards, Medicare and Medicaid information, census forms, tax forms, citizenship forms, passports, military histories ranging from the *Official Records of the War of the Rebellion* to the latest accounts of our forces in Afghanistan, the 9/11 Commission Report, Presidential inaugural addresses, and Supreme Court opinions. This work goes on today, in digital as well as print formats.

Strategic Vision GPO continues to transform itself from a print-centric to a content-centric publishing operation. This process is consistent with the recommendations submitted by the National Academy of Public Administration to Congress (*Rebooting the Government Printing Office: Keeping America Informed in the Digital Age*, January 2013) regarding our transition to a digital future.

GPO continues to develop an integrated, diversified product and services portfolio that focuses primarily on digital. At the same time, we recognize that some tangible print will continue to be required because of official use, archival purposes, authenticity, specific industry requirements, and segments of the population that either have limited or no access to digital formats, though its use will continue to decline relative to the continued to growth in the provision of and access to digital formats.

Strategic Plan Our strategic plan, which is available for public review at **https://www.gpo.gov/who-we-are/our-agency/mission-vision-and-goals**, is built around four goals: satisfying our stakeholders, offering products and services, strengthening our organizational foundation, and engaging our workforce. The plan provides the blueprint for how GPO will continue to achieve its mission of *Keeping America Informed* with an emphasis on being OFFICIAL, DIGITAL, SECURE. GPO's senior managers convene at the beginning of each fiscal year to review the plan and approve it before it is issued.

Our customers are involved in the digital world and understand technological change. Accordingly, it is important that we foster an environment that embraces change and innovation, which leads to new ways of thinking, new work processes, and the development of new products and services for our customers. Tangible printing at GPO is being supplanted by an exponential growth in digital requirements by Congress and Federal agencies. Moreover, the public — including the library and Government information user communities — has signaled its strong desire for increased digital access to Government information.

In transforming the way we do business, we are focusing on managing content for customer and public use both today and tomorrow. GPO uses its extensive experience and expertise with digital systems to provide both permanent public access to Government information in a variety of formats and the most efficient and effective means for printing when required, all within a secure setting that is responsive to the customer's needs.

Technology Transformation GPO has transformed itself throughout its history by adapting to changing technologies. In the ink-on-paper era, this meant moving from hand-set to machine typesetting, from slower to high-speed presses, and from hand to automated bookbinding. These changes were significant for their time.

Yet those changes pale by comparison with the transformation that accompanied our incorporation of electronic information technologies, which began in 1962 when the Joint Committee on Printing directed the agency to implement a new system of computer-based composition. That order led to the development of GPO's first electronic photocomposition system, which by the early 1980's had completely supplanted machine-based hot metal typesetting. Following the enactment of the GPO Electronic Information Access Enhancement Act in 1993 (P.L. 103-40), the databases generated by our composition system were uploaded to the internet via GPO's first website, *GPO Access*, vastly expanding the agency's information dissemination capabilities. In 2009, GPO replaced the original *GPO Access* site with its Federal Digital System, or FDsys. FDsys was formally retired in December of 2018 with a new site, **govinfo**, which offers significantly enhanced functionality, taking its place.

While transforming to an increasingly digital footing, we continue to provide an array of printing services to support the needs of Congress, Federal agencies, and the public, and we are retooling our print operations to take advantage of the efficiencies provided by modern equipment.

In FY 2015 we put into operation our new zero make-ready (ZMR) press to support congressional and Federal agency publishing requirements, and as a result were able to reduce the cost of producing congressional hearings. In FY 2016 we installed a new perfect binding line to increase the speed and reduce the cost of binding operations. In FY 2017 we began developing plans for the replacement of the large newspaper presses that have been used to produce the *Congressional Record* and the *Federal Register* with smaller, more flexible digital presses, and completed that procurement in FY 2018. We are continually reviewing product and equipment options to ensure that our publishing activities are conducted with the best technologies available.

As a result of these sweeping technology changes — digital products, equipment, and processes — GPO is now fundamentally different from what it was as recently as a generation ago. It is smaller, leaner, and equipped with digital production capabilities that are the foundation of the information systems relied upon daily by Congress, Federal agencies, and the public to ensure open and transparent Government in the digital era. As we prepare for the Government information environment and technology challenges of the future, our transformation is continuing with the development of new ways for delivering Government information.

GPO and Congress

For the Clerk of the House, the Secretary of the Senate, and the committees of the House and the Senate, GPO publishes the documents and publications required by the legislative and oversight processes of Congress in digital and tangible formats. This includes the daily *Congressional Record*, bills, reports, legislative calendars, hearings, committee prints, and documents, as well as stationery, franked envelopes, memorials and condolence books, programs and invitations, phone books, and the other products needed to conduct the business of Congress. We produce all the printing work required every four years by the Joint Congressional Committee on Inaugural Ceremonies. We also detail expert staff to support the publishing requirements of House and Senate committees and congressional offices such as the House and Senate Offices of Legislative Counsel. We work with Congress to ensure the provision of these services under any circumstances, including emergency weather and other conditions.

Today the activities associated with creating congressional information databases comprise the majority of the work funded by GPO's annual Congressional Publishing Appropriation. Our advanced digital authentication system, supported by public key infrastructure (PKI), is an essential component for assuring the digital security of congressional publications. The databases we build are made available for providing access to congressional publications in digital formats as well as their production in tangible formats.

GPO's congressional information databases also form the building blocks of other information systems supporting Congress. For example, they are provided directly to the Library of Congress to support its **Congress.gov** system as well as the legislative information systems the Library makes available to House and Senate offices. We work with the Library to prepare summaries and status information for House and Senate bills in XML bulk data format. We also work with the Library on a variety of digital projects supporting Congress to make congressional information more widely accessible, including the digitization of historical issues of the *Congressional Record*, a project which was completed in FY 2018.

GPO Cuts the Cost of Congressional Work GPO's use of electronic information technologies has been the principal contributor to lowering the cost, in real economic terms, of congressional information products. In FY 1980, as GPO replaced hot metal typesetting with electronic photocomposition, the appropriation for Congressional Publishing was $91.6 million, the equivalent in today's dollars of $285.4 million. By comparison, our approved funding for FY 2018 was $79.5 million, a reduction of more than 72% in constant dollar terms.

Since 2010, we have achieved a 26% reduction in the constant dollar value of the Congressional Publishing Appropriation, consistent with the continuing transformation of our technology profile, the control of costs, and collaboration with Congress in carrying out measures reducing print distribution in meeting the information needs of the Senate and House of Representatives.

Annual appropriations for Congressional Publishing have been at or below $79.7 million in each year FY 2014-18.

Congressional Publishing Appropriation
FY 1980-2018

Fiscal Year	Appropriation	In Constant Dollars
1980	$ 91.6 million	$ 285.4 million
1985	$ 94.0 million	$ 220.5 million
1990	$ 74.1 million	$ 143.8 million
1995	$ 84.7 million	$ 139.7 million
2000	$ 73.3 million	$ 106.8 million
2005	$ 88.1 million	$ 113.7 million
2010	$ 93.8 million	$ 107.5 million
2015	$ 79.7 million	$ 84.3 million
2018	$ 79.5 million	$ 79.5 million

Productivity increases resulting from technology have enabled us to make substantial reductions in our staffing requirements while continuing to improve services for Congress. In 1980, total GPO employment was 6,450. At the end of FY 2018, we had 1,737 employees on board, representing a reduction of 4,713, or more than 73%, since 1980. Our workforce levels over the past three years remain the smallest of any time in the past century.

GPO Employment
FY 1980 - FY 2018
(at September 30)

Fiscal Year	Headcount
1980	6,450
1985	5,383
1990	4,977
1995	3,956
2000	3,139
2005	2,344
2010	2,284
2016	1,726
2017	1,740
2018	1,737

Highlights of FY 2018 Congressional Work GPO worked with Congress to produce a number of publications in FY 2018, including the *Congressional Pictorial Directory for the 115th Congress*, and the comprehensive 1,242-page *Official Congressional Directory – 115th Congress*. Another publication GPO produced during FY 2018 was *Asian and Pacific Islander Americans in Congress, 1900-2017*. GPO also had the great honor of producing printed materials for Congress to support important national public events, including the Congressional Gold Medal Ceremony to honor Senator Robert J. Dole, the Senate Judiciary Committee Nomination Hearings for Supreme Court Justice Brett M. Kavanaugh, and the State Funeral and Lying in State of President George Herbert Walker Bush.

In FY 2018, GPO also completed its digitization of the *Congressional Record* back to the very first issue from March 4, 1873, which opens with a proclamation by President Ulysses S. Grant formally convening a special session of the United States Senate. That issue, and every subsequent issue, of the *Congressional Record* is now available free of charge to the public on GPO's **govinfo** website. With the completion of this important digitization project, GPO has now moved on to the digitization of other historical congressional documents, beginning with hearings.

In support of the Legislative Branch Bulk Data Task Force, GPO, the Clerk of the House, the Secretary of the Senate, and the Office of the Federal Register have worked on a project to convert a subset of key legislative documents, including enrolled bills, public laws, and the *Statutes at Large*, into United States Legislative Markup (USLM). USLM is an XML information model designed to represent the legislation of the United States Congress. It is designed to semantically and structurally describe legislative and legal documents in a machine-readable format.

GPO also continued development of a new XML-based automated composition system to replace our aging proprietary Microcomp system during the year, known as the Composition System Replacement (CSR) project. The overall goal of this effort is to move GPO to an all-XML composition workflow. In terms of current projects, GPO is currently developing the capability to compose the United States Code using the new system, as well as projects to iteratively bring other key congressional publications into production. GPO staff will continue to work closely with House and Senate staff to ensure that CSR integrates seamlessly into current workflows and processes.

As we have noted before, making Government information available in XML permits data to be reused and repurposed not only for print output but for conversion into eBooks, mobile web applications, and other forms of content delivery, including data mashups and other analytical tools by third party providers, which contributes to openness and transparency in Government. In addition to the files made available through our Bulk Data Repository, we ensure the authenticity of all information by making available digitally signed copies in PDF format, which is the official, authentic version that matches the printed document. Additionally, we are now a regular participant and presenter at the House Legislative Data and Transparency Conference, along with staff from other legislative branch agencies, data users, and transparency advocates.

GPO and Federal Agencies

Federal agencies are major generators of information in the United States, and GPO produces their information products for official use and public access. Federal agencies and the public also rely on a growing variety of secure credentials that we produce, including travelers holding U.S. passports, members of the public who cross our borders frequently, and other users. Our digital systems support key Federal agency publications, including the annual *Budget of the U.S. Government* and, most importantly, the *Federal Register* and associated

products. As it does for congressional documents, our digital authentication system, supported by public key infrastructure (PKI), assures the digital security of agency documents.

Highlights of FY 2018 Agency Operations Since 2012, we have made the annual *Budget of the U.S. Government* available as a mobile app, and with GPO's new **govinfo** system the documents published are now available across multiple platforms. The complete, authentic online version the FY 2019 *Budget* was released on FDsys and **govinfo** and in print in February 2018. The digital version provides users with access to the text and images of the *Budget*, including the Budget Message of the President, information on the President's priorities, and budget overviews organized by agency, as well as summary tables and additional books of the *Budget*, including the Analytical Perspectives, Appendix, and Historical Tables.

One of GPO's major agency customers is the Office of the Federal Register (OFR), a unit of the National Archives and Records Administration (NARA), which produces the daily *Federal Register*. The *Federal Register* is the official daily publication for rules, proposed rules, and notices of Federal agencies and organizations, as well as executive orders and other presidential documents. It is updated daily by 6 a.m. and is published Monday through Friday, except Federal holidays. The OFR is also responsible for related publications such as the *Code of Federal Regulations*, and other key information products like the *Daily Compilation of Presidential Documents* and the *Public Papers of the President*. We produce these publications in both digital and print formats.

In FY 2018, GPO was proud to complete a project, undertaken in collaboration with OFR, to digitize and make available every issue of the *Federal Register*, dating back to its inception in 1936, for free on GPO's **govinfo** website. This exercise required the digitization of 14,587 individual issues containing more than two million pages. The first issue of the *Federal Register*, dated March 16, 1936 featured an executive order of President Franklin Delano Roosevelt that expanded the boundaries of a bird refuge in South Carolina.

GPO's partnership with NARA was further expanded in FY 2018, with the completion of construction of an approximately 25,000 square foot space within GPO's Building A to serve as Phase I of NARA's Center for Legislative Archives. NARA is expected to begin moving its legislative archives material into the facility in early 2019, and GPO will continue to work with NARA on the development of Phase II, which will provide additional archival space within GPO's Building D. This work follows GPO's successful renovation of 17,000 square feet of space on the seventh floor of GPO's Building A to house the OFR and the Office of Government Information Services (OGIS).

Another promising potential collaboration for GPO is its recent work with the Architect of the Capitol (AOC) and the Library of Congress' National Library Service for the Blind and Physically Handicapped (NLS) to determine if space within GPO's main facilities can be renovated to provide high-quality DC office space for the NLS. A study was just completed to assess the feasibility of such a collaboration, and conversations between the three agencies are ongoing. GPO holds the NLS and its personnel in high regard and is committed to doing all it can to support this prospective partnership.

Partnership with Industry Other than congressional and inherently governmental work such as the *Federal Register*, the *Budget*, and security and intelligent documents, we produce virtually all other Federal agency information products via contracts with the private sector printing and information product industry issued by our central office and regional GPO offices around the country. In FY 2018, this work was valued at approximately $375.7 million, and represented 84,111 orders. More than 10,000 individual firms are registered to do business with us, the

vast majority of whom are small businesses averaging 20 employees per firm. Contracts are awarded on a purely competitive basis; there are no set-asides or preferences in contracting other than what is specified in law and regulation, including a requirement for Buy American.

This partnership provides significant economic opportunity for the private sector. We have long advocated that where Federal agency printing is required, this partnership is the most cost-effective way of producing it. In 2013, the Government Accountability Office conducted a study at the request of the Joint Committee on Printing that identified approximately 80 Federal printing plants still in operation government-wide (**http://www.gao.gov/assets/660/655936.pdf**). GPO has long taken the position that significant additional savings for taxpayers could occur if the work these plants are producing is transferred to GPO for production through our partnership with the private sector printing and information product industry. In addition, the work produced through this partnership can be efficiently and effectively captured for inclusion in GPO's Federal Depository Library Program (FDLP), thereby improving public access to Government information through the reduction of fugitive documents from the program.

Security and Intelligent Documents For nearly a century GPO has been responsible for producing the U.S. passport for the U.S. Department of State. At one time no more than a conventionally printed document, the U.S. passport since 2005 has incorporated a digital chip and antenna array capable of carrying biometric identification data. With other security printing features, this document - which GPO produces in Washington, DC, as well as at a secure remote facility in Mississippi - is now the most secure identification credential obtainable. In FY 2018 GPO produced 16 million passports for the State Department, and has produced a total of more than 166 million passports the past 11 years. In FY 2019 and FY 2020, GPO will continue to make investments needed to support the State Department's next generation passport program.

This past year also marked the 10th anniversary of GPO's production of secure identification cards for Federal agencies. Since 2008, GPO has served as an integrator of secure identification smart cards to support the credentialing requirements of Federal agencies and other Government entities. GPO has been certified by the General Services Administration (GSA) to graphically personalize Homeland Security Presidential Directive 12 (HSPD-12) cards for Federal agencies. In the production of such secure identification cards, GPO complies with Federal Information Processing Standard 201, which sets requirements to ensure that such cards are secure and resistant to fraud.

To date, GPO has produced more than 21 million secure credential cards across 11 different product lines. Among them are the Trusted Traveler Program's (TTP) family of border crossing cards — NEXUS, SENTRI, FAST, and Global Entry — for the Department of Homeland Security (DHS), which are used by frequent travelers across U.S. borders. Another card produced for DHS is the Transportation Worker Identity Card (TWIC). In addition, GPO produces a Border Crossing Card (BCC) that is issued by the State Department for authorized travel across the Mexican border, as well as secure law enforcement credentials for the U.S. Capitol Police that are used in Presidential inaugurations.

GPO and Open, Transparent Government

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

> "A popular Government without popular information, or the means of acquiring it, is but a Prologue to a Farce or a Tragedy, or perhaps both. Knowledge will forever govern

ignorance, and a people who mean to be their own Governors, must arm themselves with the power which knowledge gives."

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

Federal Depository Library Program The FDLP has legislative antecedents that date to 1813 (3 Stat. 140), when Congress first authorized congressional documents to be deposited at the American Antiquarian Society in Worcester, MA, for the use of the public. Since then, Federal depository libraries have served as critical links between "We the People" and the information made available by the Federal Government. GPO provides the libraries with information products in digital and, in some cases, tangible formats, and the libraries in turn make them available to the public at no charge while providing additional assistance to depository library users.

The FDLP today serves millions of Americans through a network of 1,133 public, academic, law, and other libraries located across the Nation, averaging nearly three per congressional district. In FY 2018, four libraries joined the FDLP: the College of Staten Island Library in New York, the Miles City Public Library in Montana, the Pope County Library in Arkansas, and the Loudon County Public Library in Virginia.

Print and some microfiche products remain important depository library resources today, particularly in regional depository library collections nationwide, while the program has expanded significantly over the past 25 years to incorporate digital information products, and today is supported by **govinfo** along with other digital resources. The growing reliance on digital content underscored the first digital-only Federal depository library designation in 2014.

During FY 2018, the FDLP distributed more than 802,834 tangible copies of 4,211 titles to depository libraries nationwide. GPO's Catalog of Government Publications (CGP) experienced nearly 29 million searches and has close to 1 million records for historic and current titles, many housed in Federal Depository libraries throughout the country or available on agency and partner sites. GPO's Library Services and Content Management staff cataloged a total of 34,367 titles and checked in more than 28,570 serial issues available through the CGP. Over 11,748 Permanent Uniform Resource Locator (PURLs) were created in the CGP, which link to digital titles. Staff in LSCM responded to 5,893 askGPO public inquiries related to accessing Government information.

To support continued public access to key print documents in depository library collections nationwide, GPO established a Preservation Steward program in 2016 to support continued public access to historic U.S. Government documents in print format. Since then, GPO has signed 36 Preservation Steward agreements (20 in FY 2018 alone), involving the libraries at the University of Colorado and at its Law School, the University of Kentucky, the University of Hawai'i at Manoa, the Ohio State Library, the University of Iowa, the University of Arkansas, the University of Florida, the Connecticut State Library, the University of North Carolina, the University of Kansas, the University of Virginia Library, the University of Minnesota Libraries, Rittenberg Library at St. John's School of Law, the Arthur Lakes Library at the Colorado School of Mines, the Department of Interior Library, North Dakota State University Libraries, Oklahoma State University, Arkansas State University-Jonesboro, the University of Notre Dame Law School, the Indiana State Library, the U.S. Merchant Marine Academy, the San Bernardino County Law Library, the University of Maine, the University of Rhode Island, the University of South Carolina, the Queens Borough Public Library, and the University of Washington. Preservation Stewards

contribute significantly to the effort to preserve printed documents and GPO welcomes all Federal depository libraries that wish to participate as Preservation Stewards.

Through GPO's partnerships with depository libraries nationwide, free public access to Government information was enhanced during FY 2018. We completed adding bibliographic records for print versions of the Bureau of Mines' *Reports of Investigations* from the University of Colorado, adding 4,492 records in FY 2018. We also added more than 2,300 bibliographic records of the U.S. Geological Survey through a partnership with the University of Colorado and the Colorado School of Mines. Another 183 bibliographic records related to Works Progress Administration publications were added in collaboration with the University of Kentucky, and a partnership with the Federal Reserve Bank of St. Louis led to the addition of an additional 6,556 records for FRASER, a digital library of U.S. economic, financial, and banking history.

Training and educational opportunities provided to depository librarians nationwide remain a popular feature of the FDLP. The FDLP Academy was launched by GPO in FY 2014 to support the FDLP community's education and training needs and to advance Federal government information literacy. The FDLP Academy enhances Federal government information knowledge through events and conferences coordinated by GPO and webinars and webcasts on a variety of Government information topics. Many sessions are presented by GPO staff, while others are presented by staff from other Federal agencies and from members of the FDLP community, as recruited and hosted by GPO. During FY 2018, the FDLP Academy hosted 85 webinars with 10,214 combined registrants. GPO also pursued the 2nd year of its FDLP Coordinator Certificate Program that gives FDLP coordinators in depository libraries nationwide an opportunity to take in-depth virtual classes on managing depository collections with a focus on compliance with the *Legal Requirements & Program Regulations of the Federal Depository Library Program*. A promising young initiative, the FDLP Coordinator Certificate Program awarded 89 certificates of completion in FY 2018.

In furtherance of its efforts to bring GPO together with the depository libraries to strengthen and improve the FDLP, more than 500 librarians from across the country participated in the **2018 Depository Library Council Meeting and Federal Depository Library Conference**. This annual event, hosted by LSCM, was held at the Doubletree by Hilton Hotel in Arlington, Virginia, from October 22-24, 2018.

FDLP visits by GPO staff have been influential in strengthening the ties between GPO and its partner libraries and in helping GPO identify current trends and issues in libraries and respond with improved outreach and services. GPO staff at all levels have participated in this initiative and are now implementing targeted follow-up projects to benefit the FDLP and its participants. In FY 2018, GPO staff visited 166 depository libraries in 25 states, bringing the three-year total of visits to over 610.

During the 1st Session of the 115th Congress, oversight hearings on GPO conducted by the Committee on House Administration included a focus on the statutory provisions of Title 44 of the U.S. Code that govern the FDLP. Then-Director Vance-Cooks testified that these should be revised to allow GPO to administer the FDLP and other public information programs of the Superintendent of Documents effectively in the digital age and provide flexibility for the libraries to continue to participate and best serve their communities. Such changes should support the vision conveyed in GPO's National Plan for Access to U.S. Government Information: "To provide Government information when and where it is needed" to ensure the public has effective, equitable, and convenient access to Government information in the form and formats they need.

Following those hearings, GPO collaborated with the Depository Library Council to develop suggestions for reform, some of which were included in the development of H.R. 5305, the Federal Depository Library Program Modernization Act of 2018. This legislation was introduced by Committee on House Administration Chairman Gregg Harper on March 15, 2018 with all eight members of the Committee on House Administration serving as cosponsors.

While the legislation did not pass in the 115th Congress, GPO maintained a website, **http://www.fdlp.gov/about-fdlp/23-projects/3353-title-44-revision**, to chronicle its development, and provide information to stakeholders. If Congress should seek to revisit the issue of FDLP Modernization in the 116th Congress, GPO will be prepared to assist with such efforts.

govinfo Under the provisions of Public Law 103-40, GPO has been providing online public access to Congressional and Federal agency publications since 1994, beginning with a site known as *GPO Access*. Fifteen years later, *GPO Access* was retired and a significantly re-engineered system debuted as GPO's Federal Digital System or FDsys. In early 2016, GPO unveiled the next generation of our public access system with the introduction of **govinfo**. Rolled out initially as a beta, **govinfo** improved upon FDsys by providing a modern website that is aligned with the needs of today's Government information users for quick and effective online access across a variety of platforms.

Following a period of iterative development and testing, the **govinfo** website was moved out of beta in December 2017. Throughout 2018, the FDsys and **govinfo** websites ran in parallel while GPO worked with key stakeholders to ensure a smooth transition to **govinfo**. In December 2018, the FDsys website was retired and replaced by the **govinfo** website. The **govinfo** website features a mobile-friendly design, current and historical content collections from all three branches, enhanced search and intuitive browse, linked related documents, curated feature articles, quick and easy social sharing, developer tools such as XML bulk data and a public API, expanded help information, support for redirects from millions of legacy FDsys links, and additional enhancements based on stakeholder feedback.

Online access to Federal documents made available by GPO has reduced the cost of providing public access to Government information significantly when compared with print, while expanding public access dramatically through the internet. In FY 2018, **govinfo** grew to make more than 2.5 million titles from the legislative, executive, and judicial branches available online from our servers and through links to other agencies and institutions. The system averaged approximately 31 million retrievals per month.

GPO has continually added content to **govinfo** to provide increased public access to Government information. In FY 2018, notable new content included completing the digitized volumes of the bound *Congressional Record* back to 1873, completing the digitized issues of the *Federal Register* back to 1936, adding the digitized volumes of Kappler's *Indian Affairs: Laws and Treaties*, and making various Panama Canal related publications available on govinfo. An initial set of Statute Compilations, the *Asian and Pacific Islander Americans in Congress, 1900-2017* eBook, and a new series of *Precedents of the U.S. House of Representatives* were also added to **govinfo** in FY 2018 along with numerous other Federal Government publications.

During FY 2018, the **govinfo** repository underwent an audit for certification as a Trustworthy Digital Repository in compliance with International Organization for Standardization (ISO) 16363. In December 2018, GPO made history by becoming the first organization in the United States and second organization in the world to achieve the highest global standard of excellence for digital repositories. GPO's **govinfo** was evaluated against 109 criteria covering all aspects of a digital repository including organizational infrastructure, digital

object management, and infrastructure and security risk management. Certification provides assurance to GPO stakeholders that **govinfo** is a standards-compliant digital archive in which Government information is preserved, accessible, and usable now and into the future.

In support of the Legislative Branch Bulk Data Task Force, throughout FY 2018, GPO worked with the Clerk of the House and the Secretary of the Senate on initiatives to convert legacy file formats into United States Legislative Markup (USLM) XML. In early FY 2019, the first project was completed with the release of a subset of enrolled bills, Public and Private Laws, and Statutes at Large in Beta USLM XML on **govinfo**. USLM offers a standard XML schema to promote interoperability among documents as they flow through the legislative and regulatory processes. USLM also promotes international interoperability with documents produced by governments world-wide.

GPO has continued to invest in the IT infrastructure supporting GPO's digital information system. This includes bandwidth, storage, and servers needed for Production, COOP, Test, and Development environments.

Number of Titles Available Through Online through GPO (includes titles on GPO servers and titles linked from GPO) FY 2000 – FY 2018

Fiscal Year	Number of Titles
2000	193,000
2005	301,600
2010	441,700
2015	1,400,000
2017	2,200,000
2018	2,500,000

Publication and Information Sales Program Along with the FDLP and our online dissemination system, which are no-fee public access programs, GPO provides access to official Federal information through public sales featuring secure ordering through an online bookstore (**bookstore.gpo.gov**), a bookstore at GPO headquarters in Washington, DC, and partnerships with the private sector that offer Federal publications as eBooks. As a one-stop shop for eBook design, conversion, and dissemination, our presence in the eBook market continues to grow. We now have agreements with Apple iTunes, Google Play, Barnes & Noble, OverDrive, Zinio, EBSCO, ProQuest and other online vendors to make popular Government titles such as *Your Guide to Breastfeeding, My Future, My Way – First Steps Towards College,* and *Dietary Guidelines for Americans* available as eBooks. We also offer a print-on-demand service for sales titles through Amazon and others, which enables us to offer more titles and avoid the expense of additional warehousing.

Agency Distribution Services (ADS) Program GPO operates two distribution facilities which are strategically located in Laurel, MD (30 miles from Washington, DC) and Pueblo, CO (115 miles from Denver, CO). Through these facilities, GPO administers distribution programs for the information products of other Federal agencies. Today, over 55 Federal agencies utilize the comprehensive services provided through the Pueblo and Laurel facilities, which together offer more than 160,000 square feet of climate-controlled distribution, storage, and fulfillment space.

Among the services provided through GPO's ADS program are website hosting, consulting services, fulfillment and distribution, address validation services, call center operations, and

printing optimization, just to name of few. These services are all designed to help Federal agencies achieve savings in the distribution of their information products.

The ADS program experienced significant growth in FY 2018, with revenues climbing to nearly $13 million, up from $9.2 million in FY 2017. Similarly, the total copies of agency materials distributed through the ADS program increased to 69.2 million in FY 2018 – an 11 million increase over the 58 million copies distributed in FY 2017. In total, GPO professionals at the Laurel and Pueblo facilities processed over 1.6 million orders in FY 2018.

GPO and Social Media We use Facebook, Twitter, YouTube, Instagram, LinkedIn, Pinterest, and a blog to share information about GPO news and events and to promote specific publications and products. By the end of 2018, we had 9,828 likes on Facebook and 9,500 Twitter followers. On Instagram we had 819 followers and 1,699 posts and posted our first-ever Instagram Story. By the end of 2018, 1,100 people were subscribed to our YouTube channel, which has nearly 265,000 views across our 78 videos. On Pinterest, we had 899 followers pinning on 22 boards of Federal Government information. We had 3,498 followers on LinkedIn. Our blog, *Government Book Talk*, focuses on increasing the awareness of new and classic Federal publications through reviews and discussions.

GPO's Finances

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

The Business Operations Revolving Fund functions as GPO's checking account with the U.S. Treasury. We pay our expenses from this account either through electronic transfer or check. The fund is reimbursed when the Treasury Department transfers money from agency appropriations accounts to the fund when agencies pay our invoices. This procedure also applies to the payment of transfers from the Congressional Publishing and Public Information Programs appropriations, and to deposits of funds collected from sales to the public.

GPO maintains a cash balance in the Business Operations Revolving Fund that is used to pay all expenses. The cash balance fluctuates daily as payments are received from agency reimbursements, customer payments, and transfers from GPO appropriations.

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

Appropriated Funds GPO's Congressional Publishing Appropriation is used to reimburse the Business Operations Revolving Fund for the costs of publishing the documents required for the use of Congress in digital and tangible formats, as authorized by the provisions of chapters 7 and 9 of Title 44, U.S.C. The Public Information Programs of the Superintendent of Documents Appropriation is used to pay for the costs associated with providing online access to, and the distribution of, publications to Federal depository libraries, cataloging and

indexing, statutory distribution, and international exchange distribution. The reimbursements from these appropriations are included in the Business Operations Revolving Fund as revenue for work performed.

Unlike most appropriations to other Federal agencies, these two appropriations are for work that GPO itself does not control. The Congressional Publishing Appropriation in effect is an appropriation by Congress to cover the costs of its publishing activities. The appropriation is made to GPO to relieve Congress of the burden of maintaining detailed accounting records for all publishing work ordered from GPO both by law and by other congressional requisitions, as well as the responsibility for estimating the anticipated volume of congressional publishing that is used as the basis for the appropriation.

Congress plays a major role in controlling the rate of spending of the Congressional Publishing Appropriation. GPO can transfer funds from the appropriation to the Business Operations Revolving Fund only when it performs congressional publishing work. The appropriation is not available for expenditure for any purposes other than this work. While GPO does its best to estimate the volume of congressional publishing in any given year, that volume can change due to circumstances beyond GPO's control. GPO affects the rate of spending under this appropriation by ensuring the efficiency of its operations.

If congressional requisitions fall short of GPO's estimate, there will be a balance remaining in the Congressional Publishing Appropriation at the end of the year. Under the language of GPO's appropriations legislation, such balances are eligible for transfer to the Business Operations Revolving Fund, where they can be used only for the purposes for which they were originally appropriated, with the approval of the House and Senate Appropriations Committees. If Congress's requirements exceed GPO's estimate, GPO will continue to fulfill them, and Congress will in effect spend more than it appropriated. As a result, there will be a shortfall in the appropriation for which GPO would need additional funding in a subsequent year. The shortfall would be paid out of available money – retained earnings – in the Business Operations Revolving Fund that otherwise would be available for investment in new plant and equipment. When shortfalls occur, Congress subsequently repays GPO for the excess cost of its printing to restore money to the Business Operations Revolving Fund.

Like the Congressional Publishing Appropriation, the Public Information Programs Appropriation is available only for specific programs: online access and distribution to Federal depository libraries, cataloging and indexing, statutory distribution, and international exchange. The publishing activities of the Government determine the workload handled by these programs, not GPO. However, GPO affects the level of funding by ensuring the efficiency of its information dissemination operations. Like the Congressional Publishing Appropriation, any unobligated balances remaining in this account may be transferred to the Business Operations Revolving Fund, where they can be used only for the purposes for which they were originally appropriated, with the approval of the House and Senate Appropriations Committees.

Each year, GPO's finances and financial controls are audited by an independent outside audit firm working under contract with GPO's Office of Inspector General. For FY 2018, the audit concluded with GPO earning an unmodified, or clean, opinion on its finances, the 22nd consecutive year GPO has earned such an audit result.

FY 2018 Financial Results Revenue totaled $874.5 million while expenses charged against GPO's budget were $821.9 million, for an overall net income of $52.6 million from operations. Included in both GPO's revenue and net income is approximately $28.7 million in funds set aside for passport-related capital investments, as agreed to by GPO and the Department of

State. Expenses include $3.5 million in funds resulting from a downward adjustment to GPO's long-term workers' compensation liability under the Federal Employees Compensation Act (FECA). Apart from these funds, GPO's net operating income from FY 2018 was $20.4 million.

Funds appropriated directly by Congress provided nearly $119.5 million (including funds from the Congressional Publishing and Public Information Programs appropriations, along with appropriations to the Business Operations Revolving Fund), or about 13.7% of total revenue. All other GPO activities, including in-plant publishing (which includes the production of passports), procured work, sales of publications, agency distribution services, and all administrative support functions, were financed through the Business Operations Revolving Fund by revenues generated by payments from agencies and sales to the public.

The largest single component of GPO's annual expenses is publishing work procured from the private sector. In FY 2018, the cost of this work totaled $341.5 million, or about 41.4% of total expenses. The second largest component was personnel compensation and benefits. These totaled $220.2 million, or about 26.7% of all expenses.

FY 2020 Appropriations Request

GPO is requesting a total of $117,000,000 for FY 2020. This is the same level of funding GPO requested in FY 2019, and the same amount appropriated in FY 2019. Through FY 2019, total GPO appropriations have declined by 21% since FY 2010 and are currently at their lowest level since then.

GPO's continued transition to digital technologies and products has increased our productivity and reduced costs. Additionally, maintaining financial controls on our overhead costs, coupled with a buyout in FY 2015 that reduced GPO's workforce by 103 positions, has helped make this funding request possible. Finally, the utilization of the unexpended balances of prior year appropriations, which we are able to transfer to GPO's Business Operations Revolving Fund with the approval of the Appropriations Committees, has made it possible in recent years to hold the line on the level of new funding we request.

Total Appropriations to GPO
FY 2010-2019 and FY 2020 Request

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

Our FY 2020 request will enable us to:

- meet projected requirements for congressional publishing;

- fund the operation of the public information programs of the Superintendent of Documents; and
- develop information technology including IT cybersecurity measures that support congressional publishing and public information programs operations.

Congressional Publishing Appropriation GPO is requesting $79,000,000 for this account. This is the same amount requested in GPO's FY 2019 budget submission for the Congressional Publishing account, and the same amount Congress appropriated in FY 2019.

Overall, the annual appropriations for Congressional Publishing have been flat since FY 2014 and have declined by more than 15% since FY 2010 as the result of our continuing transition to digital technology and products, as well as actions taken in cooperation with the House of Representatives and the Senate to control congressional publishing costs. Unspent prior year balances from this account that have been transferred to GPO's Business Operations Revolving Fund are available for the purposes of this account.

Congressional Publishing Appropriation
FY 2010-2019 and FY 2020 Request

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

House Report 114-110, accompanying the Legislative Branch Appropriations bill for FY 2016, requires the presentation of budget requirements from a zero base. However, GPO has no control over the workload requirements of the Congressional Publishing Appropriation. These are determined by the legislative activities and requirements of the House of Representatives and the Senate as authorized by the applicable provisions of Title 44, U.S.C. GPO utilizes historical data incorporating other relevant factors to develop estimates of likely congressional publishing requirements. These requirements are used as the basis of the budget presentation for this account.

In GPO's FY 2019 budget submission for the Congressional Publishing account, a non-recurring amount of $3.7 million was included to fund the production of the 2018 Edition of the *U.S. Code*, which is carried out every 6 years in accordance with law. While the FY 2020 request for the Congressional Publishing account excludes this item, all other congressional activity in 2020 is expected to exceed the FY 2019 level by $2.8 million. In addition, price-level and wage increases (if implemented), are expected to increase expenses to the Congressional Publishing account by an additional $3.4 million. In order to accommodate these increases and hold the FY 2020 request for the Congressional Publishing account to $79,000,000, GPO plans to use about $1.7 million of prior-year transfers in GPO's Revolving Fund to support its Congressional Publishing work in FY 2020.

As shown on page D-4 of our budget justification for FY 2020, the unexpended balances of prior year appropriations that have been transferred to GPO's Business Operations Revolving Fund will be used to offset anticipated requirements for FY 2020, so that appropriation requirements can remain stable. The balance of these funds is earmarked for GPO's critically important Composition System Replacement (CSR) project, involving the development of an XML-based composition system to replace our 30+ year-old Microcomp system used in the preparation of congressional documents for digital and print access, and other congressional information projects as indicated on page F-6.

Public Information Programs of the Superintendent of Documents GPO is requesting $31,296,000 for this account, which a reduction of $704,000 from the amount GPO requested, and Congress appropriated, in FY 2019. This account pays for the cost of providing Federal government publications in digital and tangible formats to 1,133 Federal depository libraries nationwide, cataloging and indexing, the distribution of documents to recipients designated by law, and international exchange distribution.

This appropriation request represents a nearly 24% reduction from the amounts appropriated in FY 2010. This reduction has been made possible by our continuing transition to digital technology and products which has made the increased dissemination of official Government information to the public less costly and more efficient.

Public Information Programs of the Superintendent of Documents Appropriation FY 2010-2019 and FY 2020 Request

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

The funding we are requesting for FY 2020 will cover mandatory pay and related cost increases, and support GPO's efforts to maintain a 100 full-time-equivalent (FTE) workforce to support the Superintendent of Documents' Public Information Programs.

Last year, GPO's FY 2019 budget request for $32,000,000 to support the Public Information Programs account included funding to enable an increase of 11 FTE positions to achieve a 100-FTE level. GPO had requested this staffing level increase in order to handle significant increases in program activities dealing with historic document digitization and collection management, web harvesting, inventory, cataloging, and preservation of tangible collections in FDLP libraries. GPO continues to work toward that goal and the funding requested in FY 2020 would support that level of staffing.

A significant difference between GPO's FY 2020 and FY 2019 requests for the Public Information Programs account is that in FY 2019 GPO had to budget for a non-recurring $2.0 million cost to support the production of the 2018 Edition of *U.S. Code*, which is required by statute to be carried out every 6 years. Without the need to provide for that cost in FY 2020, GPO has been able to request $31,296,000 for the Public Information Programs account. This figure represents a net reduction of $704,000 from GPO's FY 2019 request, even though GPO estimates mandatory pay and related increases of approximately $1.0 million and price-level increases of $294,000 for this account in FY 2020.

The requested amount is based on the outcome of using zero-based budgeting to determine the proper levels of funding needed to perform program activities at minimum levels, as directed by House Report 114-110. GPO plans to utilize carry-over balances from funds transferred to the Business Operations Revolving Fund to support high-priority information services and products funded by this account as indicated on page F-6, including the collection preservation of new and historic documents and continued development of **govinfo** content and capabilities.

Business Operations Revolving Fund GPO is requesting $6,704,000 for this account, to remain available until expended, to support continued investment in information technology and cybersecurity projects. This compares with the $6,000,000 GPO requested, and Congress appropriated, for these same purposes in FY 2019. Funding provided to this account represents an increase to working capital for specified projects.

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

Appropriations to the Business Operations Revolving Fund
FY 2010-2019 and Requested for FY 2020

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

Govinfo Projects for FY 2020 - $5,704,000

- **General System and Collection Development ($4,400,000)** – Development of new **govinfo** features to support identified needs of key stakeholders, including developing new content collections, increasing content in existing collections, enhancing the accessibility of content, and increasing the discoverability of information.

- **Infrastructure ($1,304,000)** – Infrastructure for the hardware, storage, and environments to manage system performance as **govinfo** content and usage continues to grow.

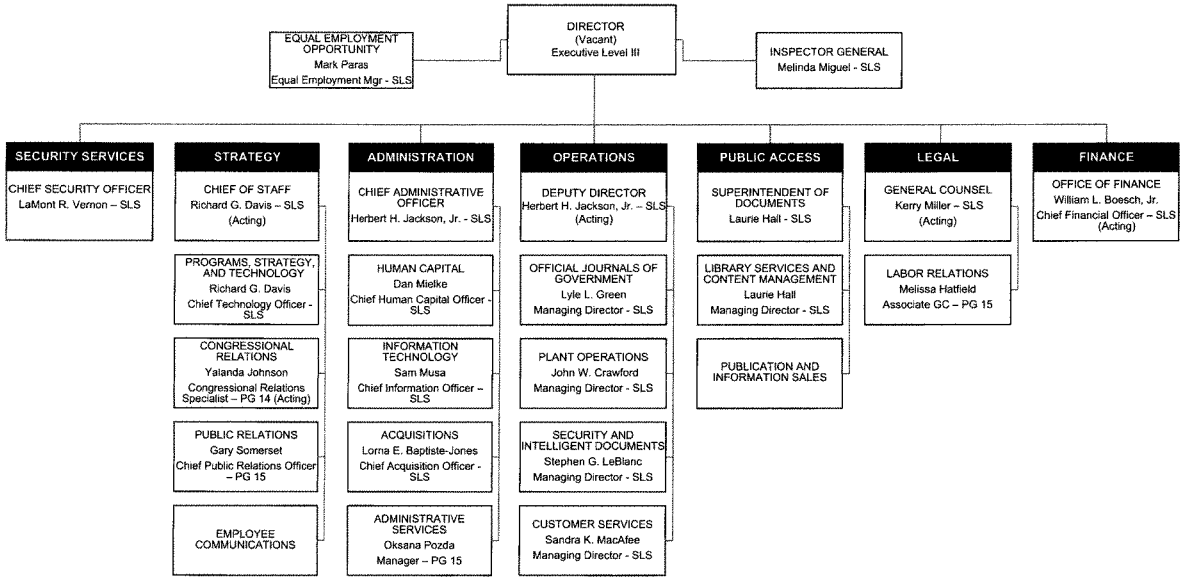
Cybersecurity Projects for FY 2020 - $1,000,000

- **Security Enhancements for Advanced Persistent Threat ($1,000,000)** – The cybersecurity threat environment faced by Government agencies continues to change rapidly and presents substantive risks and dangers to organizations. The requested funding is planned to address that evolving threat environment by implementing enhanced IT security systems that are intended to reduce the risk of unauthorized data exfiltration, unauthorized access, unauthorized changes to data, and related impacts.

GPO ORGANIZATION

U.S. GOVERNMENT PUBLISHING OFFICE
Keeping America Informed | OFFICIAL | DIGITAL | SECURE

GPO

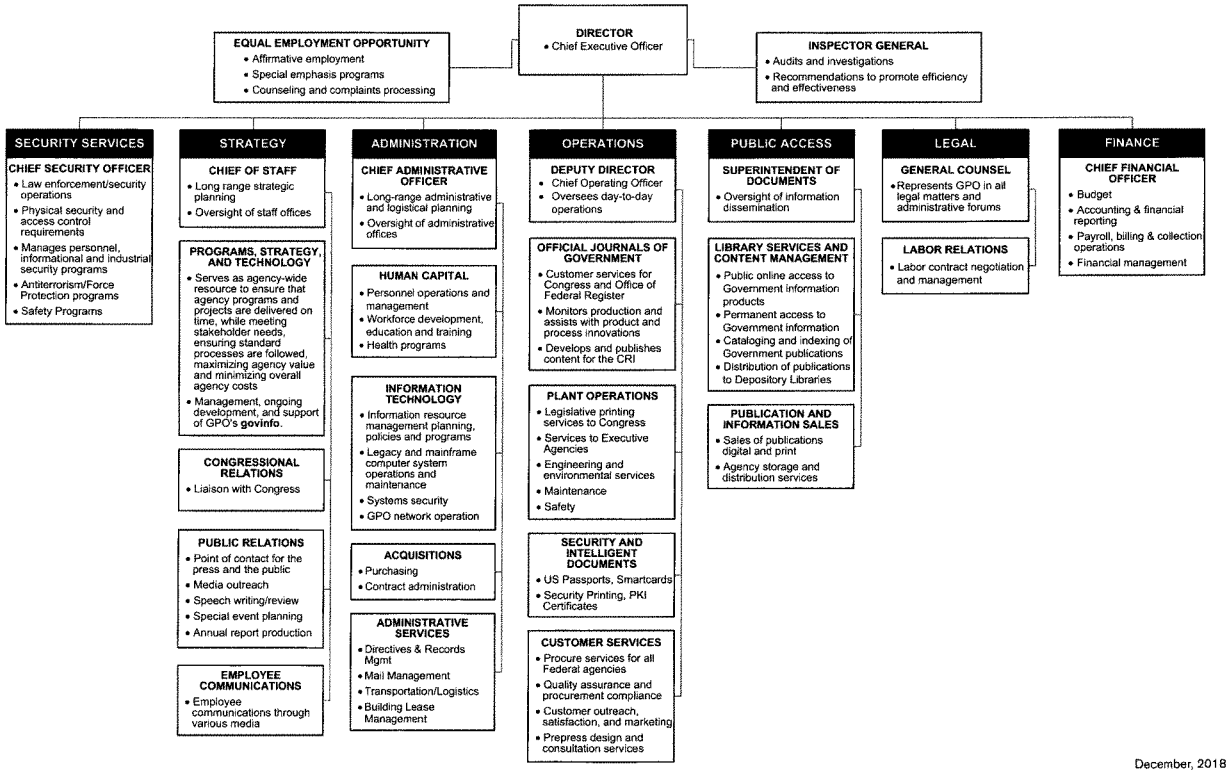


December, 2018

GPO FUNCTIONS BY ORGANIZATION

U.S. GOVERNMENT PUBLISHING OFFICE
Keeping America Informed | OFFICIAL | DIGITAL | SECURE

GPO



December, 2018

GPO STAFFING INFORMATION

As of December, 2018

Business Unit	1-8	9-12	13-15	SLS	Executive	Wage Grade	Total
Acquisitions	0	8	8	1	0	0	17
Administrative Services	8	4	4	0	0	0	16
Customer Services	25	83	37	1	0	0	146
Equal Employment Opportunity	0	3	3	1	0	0	7
Executive Offices	0	0	3	1	0	0	4
General Counsel	0	1	10	1	0	0	12
Human Capital	8	8	29	1	0	0	46
Information Technology	0	14	68	1	0	0	83
Inspector General	0	1	11	1	0	0	13
Library Services & Content Management	1	41	30	1	0	10	83
Office of Communications	0	6	6	0	0	0	12
Office of Finance	12	42	44	1	0	1	100
Official Journals of Government	3	11	14	1	0	75	104
Plant Operations	15	54	55	2	0	586	712
Programs, Strategy and Technology	0	1	17	1	0	0	19
Publication & Information Sales	26	23	7	0	0	4	60
Security Services	45	10	9	1	0	0	65
Security and Intelligent Documents	10	2	39	1	0	152	204
Grand Total	**153**	**312**	**394**	**16**	**0**	**828**	**1,703**

Note: This information outlines the number of employees within the agency's organizational structure. The breakout is by plan and grade range or salary equivalent of 1,703 employees, as of December 2018.

GPO's Senior Level Service (SLS) is similar to the Senior Executive Service.

GOVERNMENT PUBLISHING OFFICE
Summary of Appropriation Estimates
(Dollars in Thousands)

Appropriation Title	FY 2018 Actual	FY 2019 Enacted	FY 2020 Request	FY 2018/2019 Net Change
Congressional Publishing	$ 79,528	$ 79,000	$ 79,000	$ -
Superintendent of Documents				
Public Information Programs				
By Law Distribution	290	320	317	(3)
Cataloging and Indexing	7,250	9,280	9,200	(80)
Federal Depository Library	20,880	21,760	21,100	(660)
International Exchange	580	640	679	39
Total Appropriation	29,000	32,000	31,296	(704)
Business Operations Revolving Fund	8,540	6,000	6,704	704
Total Appropriations	$ 117,068	$ 117,000	$ 117,000	$ -

GOVERNMENT PUBLISHING OFFICE
Staffing Summary – FTE's

Appropriation Title	FY 2018 Actual	FY 2019 Enacted	FY 2020 Request	2018/2019 Change
Congressional Publishing	-	-	-	-
Superintendent of Documents				
Public Information Programs				
By Law Distribution	1	1	1	-
Cataloging and Indexing	23	29	29	-
Federal Depository Library	58	68	68	-
International Exchange	2	2	2	-
Total Appropriation	84	100	100	-
Business Operations Revolving Fund	1,629	1,629	1,629	-
Total Agency	1,713	1,729	1,729	-

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING
(INCLUDING TRANSFER OF FUNDS)
Fiscal Year 2020

Proposed Appropriations Language:

For authorized publishing of congressional information and the distribution of congressional information in any format; publishing of Government publications authorized by law to be distributed to Members of Congress; and publishing, and distribution of Government publications authorized by law to be distributed without charge to the recipient, $79,000,000: *Provided*, That this appropriation shall not be available for paper copies of the permanent edition of the Congressional Record for individual Representatives, Resident Commissioners or Delegates authorized under section 906 of title 44, United States Code: *Provided further*, That this appropriation shall be available for the payment of obligations incurred under the appropriations for similar purposes for preceding fiscal years: *Provided further*, That notwithstanding the 2-year limitation under section 718 of title 44, United States Code, none of the funds appropriated or made available under this Act or any other Act for printing and binding and related services provided to Congress under chapter 7 of title 44, United States Code, may be expended to print a document, report, or publication after the 27-month period beginning on the date that such document, report, or publication is authorized by Congress to be printed, unless Congress reauthorizes such printing in accordance with section 718 of title 44, United States Code: *Provided further*, That unobligated or unexpended balances of expired discretionary funds made available under this heading in this Act for this fiscal year may be transferred to, and merged with, funds under the heading "Government Publishing Office Business Operations Revolving Fund" no later than the end of the fifth fiscal year after the last fiscal year for which such funds are available for the purposes for which appropriated, to be available for carrying out the purposes of this heading, subject to the approval of the Committee on Appropriations of the House of Representatives and the Senate: *Provided further*, That notwithstanding sections 901, 902, and 906 of title 44, United States Code, this appropriation may be used to prepare indexes to the Congressional Record on only a monthly and session basis. *(Legislative Branch Appropriations Act, 2019.)*

Base Budget Review:

Description of Program

The estimates for Congressional Publishing are to provide funds to pay for the cost of publishing required for the use of Congress, and for publishing and distribution of Government publications authorized by law to be distributed without charge to the recipient.

Explanations of Changes

The appropriation requested for FY 2020 is $79,000,000. A total of $80,706,000 is required to cover congressional publishing requirements for FY 2020; however, transfers of unexpended prior year appropriations to the Government Publishing Office Business Operations Revolving Fund of $1,706,000 will be utilized to offset part of the requirement. For FY 2019, a total of $78,653,000 is estimated to be required to cover congressional publishing requirements by the appropriation of $79,000,000. The transfer of the unexpended balance of the FY 2014 Congressional Publishing Appropriation to the Business Operations Revolving Fund may be requested in FY 2020, as authorized in the annual appropriations language.

A. Congressional Record Publications. The proceedings of the Senate and House of Representatives are printed in the *Congressional Record*, and published in digital format to GPO's **govinfo**. Currently, 1,936 copies are printed daily. About 1,530 copies are charged to the Congressional Publishing Appropriation, including about 494 copies distributed without charge to recipients designated by Senators. The copies that are not charged to the Congressional Publishing Appropriation are delivered and charged to Government departments on requisitions, and to the Superintendent of Documents for sale to subscribers. Online access to a digital *Congressional Record* database was initiated in 1994 pursuant to the authorization in chapter 41 of title 44, U.S.C. After the close of each session, the daily proceedings are consolidated, indexed, and posted on **govinfo**. About 233 sets are printed as the permanent bound edition of the *Record*. About 102 of these sets are for Congressional use and charged to the Congressional Publishing Appropriation. The remaining 131 sets are for public sale, charged to departments on requisition, or distributed to regional Federal depository libraries. An estimated 22,300 pages will be required in FY 2020 and the cost will be approximately $20,219,000.

B. Miscellaneous Publications. This item includes publications such as the *Congressional Directory*, Senate and House Journals, memorial addresses of Members, serial sets, and publications not carrying a document or report number, such as laws, treaties, and similar publications. An estimated $1,994,000 will be required in FY 2020 for approximately 13,000 pages.

C. Miscellaneous Publishing and Services. This item includes letterheads, envelopes, blank paper, miscellaneous services, blank forms, composition and content management, COOP-related expenses for the support of Congress, and binding for both Houses of Congress. The estimate for FY 2020 is $17,170,000 for about 43.7 million units.

D. Details to Congress. This item includes the cost for GPO employees detailed to Congress. The estimated cost for FY 2020 is $5,128,000 for 79,700 hours.

E. Document Envelopes and Document Franks. Document envelopes are furnished to Senators and Representatives for the mailing of speeches and documents. Document franks are printed individually or in sheets with perforations and are furnished to Members of Congress for mailing documents. An estimated $628,000 will be needed in FY 2020 for approximately 4,387,500 envelopes, at a cost of $596,600, and 112,500 document franks, at a cost of $31,400.

F. Business and Committee Calendars. This heading covers the publishing of all House and Senate business and committee calendars, which list the actions on pending and completed legislation. An estimated $4,426,000 will be required in FY 2020 for approximately 33,900 pages.

G. Bills, Resolutions, and Amendments. This heading covers the publishing of bills, resolutions, and amendments in all forms, including the prints as introduced, referred, reported, and finally passed. The estimate for FY 2020 is $5,826,000 for approximately 126,100 pages.

H. Committee Reports. This item covers published reports of congressional committees on pending legislation that carry a congressional number. An estimated $2,826,000 will be needed for about 30,400 pages in FY 2020.

I. Documents. This heading includes all classes of Senate and House documents ordered published by Congress that carry a congressional number, such as annual reports, engineers' reports, special reports made by Government departments in response to resolutions, supplemental and deficiency estimates of appropriations, etc. The estimate for FY 2020 is $724,000 for about 25,700 pages.

J. Hearings. This item covers all hearings before House and Senate committees. The estimate for FY 2020 is $16,419,000 for approximately 223,300 pages.

K. Committee Prints. This item includes publications for the internal use of committees on pending legislation. The estimate for FY 2020 is $713,000 for 20,700 pages.

L. United States Code. The 2018 edition of the United States Code and supplements were funded in the FY 2019 appropriation. It contains the general and permanent laws of the United States. It is prepared and published every 6 years under authority of Title 2, U.S.C. Section 285b by the Office of the Law Revision Counsel of the House of Representatives.

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION
Base Budget Review (Detail by Activity)
(Dollars in Thousands)

Category	2018 Actual [1]	2019 Estimate	2020 Estimate	Change
A. Congressional Record Publications:				
Daily Record:				
Content Development [2]	$ 13,593	$ 11,458	$ 13,547	$ 2,089
Printing	6,695	5,643	6,672	1,029
Subtotal	20,288	17,101	20,219	3,118
Record Index	2,106	1,948	2,295	347
Record Indexers	1,789	2,250	2,338	88
Subtotal	24,183	21,299	24,852	3,553
B. Miscellaneous Publications	3,059	1,550	1,994	444
C. Miscellaneous Publishing and Services	16,186	18,338	17,170	(1,168)
D. Details to Congress	4,922	5,034	5,128	94
E. Document Envelopes and Franks	653	577	628	51
F. Business and Committee Calendars	5,171	2,701	4,426	1,725
G. Bills, Resolutions, and Amendments	5,805	5,687	5,826	139
H. Committee Reports	2,925	2,603	2,826	223
I. Documents	599	878	724	(154)
J. Hearings	15,153	15,410	16,419	1,009
K. Committee Prints	645	813	713	(100)
L. U. S. Code	0	3,763	0	(3,763)
Total Obligations	79,301	78,653	80,706	2,053
Surplus/(Shortfall)	227	347	(1,706) [3]	(2,053)
Appropriation	$ 79,528	$ 79,000	$ 79,000	$ (0)

[1] Actual year-to-date expenditures and estimated unliquidated obligations.

[2] Includes GPO **govinfo** publishing.

[3] The unexpended balances of prior year appropriations that have been transferred to GPO's Business Operations Revolving Fund will be used to offset the projected shortfall for FY 2020 and the balance will be used for critical projects supporting congressional publishing.

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION
Analysis Of Change FY 2019 to FY 2020

	CALCULATION OF BASE	
	FTE	AMOUNT (000)
Base, 2019	-	$79,000
I. Adjustments To Base	2020 REQUEST	
A. Price Level Changes	-	3,044
1. Daily Congressional Record:		
1a. Content Development	-	511
1b. Printing	-	251
Subtotal	-	762
2. Congressional Record Index	-	87
3. Congressional Record Indexers	-	88
4. Miscellaneous Publications	-	75
5. Miscellaneous Publishing and Services	-	648
6. Details to Congress	-	193
7. Document Envelopes and Franks	-	24
8. Business and Committee Calendars	-	167
9. Bills, Resolutions, and Amendments	-	220
10. Committee Reports	-	107
11. Documents	-	27
12. Hearings	-	619
13. Committee Prints	-	27
14. U.S. Code	-	0

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION
Analysis Of Change FY 2019 to FY 2020

	CALCULATION OF BASE	
	FTE	AMOUNT (000)
B. Program Type Changes	-	($3,044)
1. Activity	-	(991)
a. Daily Congressional Record:		
1. Content Development	-	1,578
2. Printing	-	777
Subtotal	-	2,355
3. Congressional Record Index	-	260
4. Congressional Record Indexers	-	0
b. Miscellaneous Publications	-	369
c. Miscellaneous Publishing and Services	-	(1,815)
d. Details to Congress	-	(99)
e. Document Envelopes and Franks	-	27
f. Business and Committee Calendars	-	1,558
g. Bills, Resolutions, and Amendments	-	(80)
h. Committee Reports	-	116
i. Documents	-	(182)
j. Hearings	-	389
k. Committee Prints	-	(126)
l. U.S. Code	-	(3,763)
2. Estimated Change - in Surplus/(Shortfall)	-	(2,053)
II. Net Change	-	(0)
III. Appropriation 2020	-	$79,000

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION
Explanation of Changes

	FTE	Amount (000)
A. PRICE LEVEL CHANGES		
The average 3.9% increase is due to increase in printing costs rates.	-	$3,044
B. PROGRAM TYPE CHANGES		
1. Activity (Volume)	-	(991)
a. Congressional Record Publications: 1. Daily Record This 13.8 percent increase is computed based on historical data.	-	2,355
2. Congressional Record Index This 13.3 percent increase is computed based on historical data.	-	260
b. Miscellaneous Publications This 23.8 percent increase is computed based on historical data.	-	369
c. Miscellaneous Publishing and Services This 9.9 percent decrease is computed based on historical data.	-	(1,815)
d. Details to Congress This 2 percent decrease is computed based on historical data.	-	(99)
e. Document Envelopes and Franks This 4.7 percent increase is computed based on historical data.	-	27
f. Business and Committee Calendars This 57.7 percent increase is computed based on historical data assiciated with Congressional terms.	-	1,558
g. Bills, Resolutions, and Amendments This 1.4 percent decrease is computed based on historical data.	-	(80)
h. Committee Reports This 4.5 percent increase is computed based on historical data.	-	116
i. Documents This 20.7 percent decrease is computed based on historical data.	-	(182)
j. Hearings This 2.5 percent increase is computed based on historical data.	-	389
k. Committee Prints This 15.5 percent decrease is computed based on historical data.	-	(126)
l. U.S. Code This decrease is based on an update that occurs every 6 years and is based on historical data.	-	(3,763)
2. Estimated Change - in Surplus/(Shortfall)	-	($2,053)

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION
By Object Class
(Dollars in Thousands)

OMB Object Class	2018 Actual	2019 Actual	2020 Estimate	Change
24 Printing & Reproduction	$79,528	$79,000	$79,000	0

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION
Analysis of Change to Budget Base
(Dollars in Thousands)

OMB Object Class	Price Level Changes	Program Type Changes	Total Change
24 Printing & Reproduction	$3,044	($3,044)	0

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION

Estimated Cost Per Unit by Category[1]

Category	Unit [2]	2018	2019	2020
A. Congressional Record Publishing:				
Daily Record:				
Content Development	Page	$569	$584	$608
Printing	Page	280	288	299
Subtotal	Page	849	872	907
Record Index	Page	421	433	450
Record Indexers	Hours	105	108	112
B. Miscellaneous Publications	Page	144	148	153
C. Miscellaneous Publishing and Services	1,000 items	368	378	393
D. Details to Congress	Hours	60	62	64
E. Document Envelopes and Franks	1,000 items	131	134	139
F. Business and Committee Calendars	Page	122	126	131
G. Bills, Resolutions, and Amendments	Page	43	44	46
H. Committee Reports	Page	87	89	93
I. Documents	Page	26	27	28
J. Hearings	Page	69	71	74
K. Committee Prints	Page	32	33	34
L. U.S. Code	Page		64	

[1] Unit costs are established based on projected workload volumes and costs. Unit costs may require adjustment if actual workload demands differ substantially from projections. GPO does not control actual workload volumes, which are driven by customer requirements. Volume variances may result in actual unit costs that differ from these estimates, due to fixed costs which do not vary directly in proportion to workload.

[2] The unit cost per page is the number of original pages, and the cost includes all Congressional copies of each category of work. The per page cost for content development for the Daily Congressional Record includes all composition (including file up-date and maintenance for the permanent edition) and prepress costs per original page. The cost for printing includes binding and mailing all of the copies charged to Congress. Based on an average press run, the total production cost includes copies ordered by agencies, depository libraries, and for sale to the public. The rider rate for printing additional copies is 1.5 cents per copy page.

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION
Volume[1] Increase/(Decrease)

Category	Unit	2018 Total	Increase/(Decrease) Quantity	Increase/(Decrease) Percent	2019 Total	Increase/(Decrease) Quantity	Increase/(Decrease) Percent	2020 Total
A. Congressional Record Publishing:								
Daily Record:								
Content Development	Page	23,900	(4,300)	(18.0)	19,600	2,700	13.8	22,300
Printing	Page	23,900	(4,300)	(18.0)	19,600	2,700	13.8	22,300
Record Index	Page	5,000	(500)	(10.0)	4,500	600	13.3	5,100
Record Indexers	Hours	17,000	3,800	22.4	20,800	0	0.0	20,800
B. Miscellaneous Publications	Page	21,300	(10,800)	(50.7)	10,500	2,500	23.8	13,000
C. Miscellaneous Publishing and Services	1,000 items	44,000	4,500	10.2	48,500	(4,800)	(9.9)	43,700
D. Details to Congress	Hours	81,700	(400)	(0.5)	81,300	(1,600)	(2.0)	79,700
E. Document Envelopes and Franks	1,000 items	5,000	(700)	(14.0)	4,300	200	4.7	4,500
F. Calendars	Page	42,300	(20,800)	(49.2)	21,500	12,400	57.7	33,900
G. Bills, Resolutions, and Amendments	Page	134,200	(6,300)	(4.7)	127,900	(1,800)	(1.4)	126,100
H. Committee Reports	Page	33,600	(4,500)	(13.4)	29,100	1,300	4.5	30,400
I. Documents	Page	22,700	9,700	42.7	32,400	(6,700)	(20.7)	25,700
J. Hearings	Page	220,125	(2,325)	(1.1)	217,800	5,500	2.5	223,300
K. Committee Prints	Page	20,000	4,500	22.5	24,500	(3,800)	(15.5)	20,700
L. U.S. Code	Page	0	58,800	100.0	58,800	(58,800)	(100.0)	0

[1] Volume is an estimate of anticipated requirements.

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL BILLING FOR COMMITTEES BY CATEGORY
During FY 2018

House Committees	Daily Cong. Record	Record Index	Record Indexers	Misc. Pubs.	Misc P&S	Details	Doc. Env.	Doc. Franks	Calendars	Bills	Reports	Documents	Hearings	Committee Prints	TOTALS
U.S. House of Representatives	11,604,153	1,276,521		17,709	1,415,333	294,560		708		1,582,651					16,191,636
Clerk of the House	4,504			191,946	952,570		934	501	3,053,871		28,886	302		4,260	4,237,775
House Members					104		646,965	9,793							656,862
H. Agriculture					4,021	121,020	610						152,620		278,271
H. Appropriations				1,160	99,217								4,389,980	473,950	4,964,307
H. Armed Services					33,956	118,380							218,010		370,346
H. Financial Services					2,575								711,116		713,691
H. Education and the Workforce					6,918	92,820							111,612		211,350
H. Foreign Affairs					-252								573,716		573,464
H. Oversight & Government Reform					1,616	134,400							408,690	1,552	546,258
H. House Administration					2,931								158,423		161,354
H. Natural Resources					9,495	91,920							131,191		232,606
H. Energy and Commerce				326	92,837	243,900			32,716				714,440		1,084,219
H. Judiciary					9,987								99,551	10,883	120,422
H. Energy Independence															0
H. Transportation & Infrastructure					2,790	120,960			23,635				226,030		373,414
H. Rules				67	53,455							12,172		98,798	164,492
H. Science, Space & Technology				213	2,416								314,856	15,703	333,188
H. Veterans' Affairs					9,878	95,040							175,133		280,051
H. Ways and Means				437	5,973								21,320		27,731
H. Small Business					364	113,100							127,981		241,445
H. Commission on Security & Cooperation in Europe					2,168	107,700							102,895		212,763
H. Ethics				28,290	9,969		309								38,568
H. Office of the Chief Administrative Officer				29,074	98,823		424					39,063			167,384
H. Office of the Chief Administrative Officer					984										984
H. Commission on Congressional Mailing Standards					1,110										1,110
H. Budget					5,117		198						37,003	8,697	51,015
H. Legislative Counsel						416,580									416,580
H. Homeland Security					60,137	113,760							216,887		390,784
H. Permanent Select Committee on Intelligence															0
H. US-China Economic and Security Review Commission				1,725	16,662						2,660				21,047
H. Select Committee On Benghazi													35,292		35,292
Total House	11,608,657	1,276,521	0	270,947	2,901,156	2,064,140	649,439	11,002	3,110,222	1,582,651	31,546	51,537	8,926,746	613,843	33,098,408

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL BILLING FOR COMMITTEES BY CATEGORY
During FY 2018

Senate Committees	Daily Cong. Record	Record Index	Record Indexers	Misc. Pubs.	Misc P&S	Details	Doc. Env.	Doc. Franks	Calendars	Bills	Reports	Documents	Hearings	Committee Prints	TOTALS
U. S. Senate	7,863,779	913,942		10,956	675,703		163		1,847,647	1,887,181	64,864			5,301	13,269,536
Secretary of the Senate				80,621	1,503,450	487,080					253	10,492		4,547	2,086,444
Senate Members				10,433	2,175,544		572								2,186,548
S. Sec - Sergeant at Arms					920,577										920,577
S. Agriculture, Nutrition & Forestry					20,038	52,320			25				77,066		149,449
S. Appropriations				49	9,928	292,860							385,435	67,552	755,824
S. Armed Services					8,486	75,690							163,396		247,572
S. Banking, Housing & Urban Affairs				19	5,260	300,320			12,022				340,611	129	658,361
S. Commerce, Science & Transportation					5,730	108,720							260,520		374,970
S. Finance				292	2,019	225,640							133,792	23,178	384,921
S. Foreign Relations					3,127	221,440							186,881	246	411,694
S. Homeland Security & Governmental Affairs					11,755	100,440							474,943	7,971	595,109
S. Energy and Natural Resources					9,790	127,440							565,688		702,918
S. Judiciary					7,120	127,500							830,902		965,522
S. Health, Education, Labor & Pensions					6,229	93,840							158,800		258,869
S. Environment & Public Works					8,732	192,420							646,211		847,363
S. Rules & Administration				2,599	5,941								4,767		13,307
S. Democratic Policy					10,270										10,270
S. Republican Policy					2,594										2,594
S. Small Business & Entrepreneurship					1,168								34,730	6,084	41,981
S. Special Committee on Aging					3,750	89,700							19,758		113,208
S. Select Committee on Ethics					4,365										4,365
S. Veterans' Affairs					1,774	173,760							73,955	6,641	256,130
S. Legislative Counsel					15,558	310,930									326,488
S. Sergeant at Arms				95,229	215,897										311,126
S. Budget					1,901	54,660							53,737	32,625	142,923
S. Legal Counsel					1,955									627	2,582
S. Select Committee on Intelligence					7,461				25				176,161		183,647
S. Indian Affairs					4,242	110,400							71,914		186,556
Total Senate	7,863,779	913,942	0	200,198	5,650,362	3,145,160	735	0	1,859,719	1,887,181	65,117	10,492	4,659,267	154,902	26,410,851

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL BILLING FOR COMMITTEES BY CATEGORY
During FY 2018

Joint Committees	Daily Cong. Record	Record Index	Record Indexers	Misc. Pubs.	Misc P&S	Details	Doc. Env.	Doc. Franks	Calendars	Bills	Reports	Documents	Hearings	Committee Prints	TOTALS
Joint Committee on Printing					$1,902									$50,379	$52,281
Joint Economic Committee				$797	$2,636								$64,543		$67,976
Joint Committee on Taxation				$292	$12,433										$12,725
Joint Committee on Inaugural Ceremonies					$541,661										$541,661
Total Joint Committees	$0	$0	$0	$1,089	$558,632	$0	$0	$0	$0	$0	$0	$0	$64,543	$50,379	$674,643
Micellaneous															
Bylaw	$731,236	$13,524	$1,631,554	$1,879,222	$7,492,641	$126,450			$6,489	$2,243,856	$2,727,964	$1,253,643		$14,131	$18,120,709
Architect of the Capitol				$3,304	$109										$3,412
Cong-Exec Commission on China					$7,223	$78,500							$6,893	$12,333	$104,949
Senate Caucus On International Narcotics Control					$1,354										$1,354
Total Micellaneous	$731,236	$13,524	$1,631,554	$1,882,525	$7,501,327	$204,950	$0	$0	$6,489	$2,243,856	$2,727,964	$1,253,643	$6,893	$26,464	$18,230,425
TOTALS	$20,203,672	$2,203,987	$1,631,554	$2,354,759	$16,611,477	$5,414,250	$650,174	$11,002	$4,976,430	$5,713,686	$2,824,627	$1,315,672	$13,657,448	$845,587	$78,414,327

DETAILS TO CONGRESS AS OF SEPTEMBER 30, 2017 & 2018

	2017	2018
SENATE COMMITTEES		
Aging	1	1
Agriculture, Nutrition, and Forestry	1	1
Appropriations	3	3
Armed Services	1	1
Banking, Housing, and Urban Affairs	2	2
Commerce, Science, and Transportation	1	2
Energy and Natural Resources	1	1
Environment & Public Works	2	2
Finance	2	2
Foreign Relations	2	2
Health, Education, Labor, & Pensions	1	1
Homeland Security and Governmental Affairs	1	1
Indian Affairs	1	1
Judiciary	1	1
Veterans' Affairs	1	1
Total Senate Committees	21	22
HOUSE COMMITTEES		
Agriculture	1	1
Armed Services	1	1
Budget	0	1
Education and the Workforce	1	1
Energy and Commerce	2	2
Financial Services	0	2
Homeland Security	1	1
Natural Resources	1	1
Oversight and Government Reform	1	1
Small Business	1	1
Transportation and Infrastructure	1	1
Veterans' Affairs	1	1
Total House Committees	11	14
MISCELLANEOUS		
Commission on Security and Cooperation in Europe	1	1
Congressional Service Center (CRS)	1	1
House Legislative Counsel	4	4
House Parliamentarian	1	1
Senate Docutech Room	1	1
Senate Enrolling Clerk	1	1
Senate Legislative Counsel	3	3
Senate Official Reporters	1	1
Senate Service Department	1	1
House Law Revision	1	2
Total Miscellaneous	15	16
SUMMARY		
Senate Committees	21	22
House Committees	11	14
Miscellaneous	15	16
	47	52

GOVERNMENT PUBLISHING OFFICE
PUBLIC INFORMATION PROGRAMS OF THE SUPERINTENDENT OF DOCUMENTS
SALARIES AND EXPENSES
(INCLUDING TRANSFER OF FUNDS)
Fiscal Year 2020

Proposed Appropriation Language:

For expenses of the public information programs of the Superintendent of Documents necessary to provide for the cataloging and indexing of Government publications *in any format* and their distribution to the public, Members of Congress, other Government agencies, and designated depository and international exchange libraries as authorized by law, [32,000,000] *$31,296,000: Provided*, That amounts of not more than $2,000,000 from current year appropriations are authorized for producing and disseminating Congressional serial sets and other related publications for fiscal years [2017 and] 2018 *and 2019* to depository and other designated libraries: *Provided further*, That unobligated or unexpended balances of expired discretionary funds made available under this heading in this Act for this fiscal year may be transferred to, and merged with, funds under the heading "Government Publishing Office Business Operations Revolving Fund" no later than the end of the fifth fiscal year after the last fiscal year for which such funds are available for the purposes for which appropriated, to be available for carrying out the purposes of this heading, subject to the approval of the Committee on Appropriations of the House of Representatives and the Senate. *(Legislative Branch Appropriations Act, 2019)*

Base Budget Review:

Description of Programs

The Public Information Programs of the Superintendent of Documents Salaries and Expenses Appropriation administers: (1) the Federal Depository Library Program (FDLP); (2) the cataloging and indexing of Government publications; (3) the distribution of certain Government publications to Members of Congress and other Government agencies, as designated by law; and (4) the distribution of Government publications in the International Exchange Service.

A total appropriation of $31,296,000 is being requested for FY 2020. This is a decrease of $704,000 from the FY 2019 request. The previous year included a $2,000,000 request for publishing the U.S. Code which is revised every six years. The FY 2019 FTE level of 100 remains the same in FY 2020. Increases in FY 2020 costs are due to mandatory personnel increases and projected inflation.

By Law Distribution Program

In FY 2020, the requested amount is $317,000 for the By Law Distribution Program. Under various provisions of Title 44, U.S.C., GPO distributes certain tangible publications to recipients designated by law. Two or more copies of every publication printed by GPO are provided to Library of Congress (LOC), even if the publication is not distributed to the Federal depository libraries. In addition, the National Archives and Records Administration (NARA) receives up to three copies of printed publications. GPO also maintains mailing lists of specific publications that are designated to be distributed by law and provides copies of publications to foreign legations as directed by the State Department.

Cataloging and Indexing Program

For FY 2019, the requested amount is $9,200,000 to administer the Cataloging and Indexing Program. Under the requirements of sections 1710 and 1711 of Title 44, U.S.C., GPO is charged with creating access to all Federal Government publications that are not confidential in nature via catalogs and indexes. The principal tool to do that is the web-based Catalog of U.S. Government Publications (CGP) (**https://catalog.gpo.gov**) that has over 951,000 records identifying and providing access to tangible and digital Federal Government publications. In FY 2018, there were 28,807,616 successful searches of the CGP, and 34,367 new records for tangible and online titles were added to the catalog. GPO's goals for the CGP are to expand this catalog to be a comprehensive title listing of all public Federal Government publications, both historic and electronic, and increase the visibility and use of Government information products. In FY 2019, work continues to modernize the software platform for the CGP and provide new methods to increase access to U.S. Government information using prior year funds. In FY 2019, focus will be to develop an outreach program to agencies to ensure that digital only materials are included in the FDLP and harvesting of agency web content will be increased.

A major undertaking of the program is the National Bibliographic Records Inventory Initiative (NBRII). The initiative comprises various multi-year projects to bring fugitive material and historic publications under bibliographic control and to make those records available through the CGP. In FY 2018, LSCM continued to work on multiple NBRII tasks including the transcription of the historic Shelflist with over 77% of the work complete. With the Shelflist transcription nearing completion, LSCM will be evaluating the effort and determining next steps in FY19. Working with cataloging library partners, over 7,000 titles were identified and cataloged. As part of that effort, LSCM completed adding 4,492 bibliographic records for print versions of the Bureau of Mine's Reports of Investigations from the University of Colorado. In addition, over 600 records were added through a partnership with the Federal Reserve Bank of St. Louis. Prior years transfer funds will be used to fund on-going historic cataloging efforts in FY 2019. This will include an increase in outreach activities to library partners to help identify fugitive content for cataloging and to increase bibliographic content that is available via the Catalog of U.S. Government Publications.

Federal Depository Library Program

In FY 2020, the requested amount is $21,100,000 for the administration of the Federal Depository Program. As authorized by chapter 19 of Title 44, U.S.C., the mission of the FDLP is to disseminate information products from all three branches of the Federal Government to 1,133 libraries nationwide designated as Federal depository libraries, directly by law or as depositories designated by their Representatives and Senators. Federal depository libraries maintain and provide free access to Federal Government information products to the public. Providing free online access to Government publications is established under the authority of chapter 41 of Title 44, U.S.C., via **govinfo** (**www.govinfo.gov**).

In FY 2018, 4,211 tangible titles consisting of 802,834 copies were distributed to Federal depository libraries. In keeping with the direction of the Legislative Appropriations Act for FY 1996, GPO has transitioned the FDLP to a predominantly digital electronic program. The total number of Federal Government information titles available to the public online via **govinfo** continues to increase with over one million searchable documents. The costs of the program are related to identifying, acquiring, cataloging, linking to, authenticating, modernizing, and providing permanent public access to digital Government information. In FY 2019, the SuDocs organization will continue to spend prior year re-programmed funds of $2,785,000 which are being used for general development of the system and continual ingest of new and historic

content in addition to on-going maintenance and support for **govinfo** and digital repository infrastructure assessment. In addition, the SuDocs organization will utilize funds for the continued development and enhancement of the FDLP eXchange, the depository community's online tool for exchanging Government publications nationwide, in order to enhance depository collections and place publications where they are needed most.

In FY 2019, prior year funds will also be used on projects that support the libraries and the administration of the Federal Depository Library Program. Projects include the implementation of the Regional Discard Policy; migration of legacy applications; systems maintenance and security enhancements; the continued implementation of a new Customer Relations Management service to respond to stakeholders information requests; education, training, and outreach activities to support libraries in the FDLP (which presented 85 training sessions to over 10,000 registrants in FY 2018); services to support the preservation of historic documents in library collections; and program and service assessment.

International Exchange Service

For FY 2020, the requested amount is $679,000 to administer the International Exchange Service. As authorized by Section 1719 of Title 44, U.S.C., and pursuant to an international treaty establishing the exchange of official publications, GPO distributes U.S. Government publications in microfiche, print and tangible electronic formats to foreign governments. In exchange, those foreign governments agree to send their similar government publications to the United States for deposit at the Library of Congress (LOC). LOC designates which publications are to be distributed abroad and GPO performs the actual distribution. In FY 2018, a total of 155,057 copies and 1,613 boxes of materials were sent to International Exchange Service partners.

Government Publishing Office
Public Information Programs
Superintendent of Documents
Salaries and Expenses
Analysis of Change 2019 to 2020
(Dollars in Thousands)

	2020 Agency Request	
	FTE	Amount
FY 2019	100	$ 32,000
FY 2020		
Mandatory Pay and Related Costs		
Annualization of pay for FY 2019	-	129
Pay raise for FY 2020	-	351
Within-grade increases for FY 2020	-	237
FERS increase for FY 2020	-	233
Increase of 1 work day in FY 2020	-	52
Total Mandatory Pay and Related Costs	-	1,002
Total Price Level Changes	-	294
Program/Project/Activity Increases/Decreases for FY 2020		
Printing of the U.S. Code	-	(2,000)
Total Program/Project/Activity Increases (Decreases) for FY 2020	-	(2,000)
Total Net Change	-	(704)
Total 2020 Appropriation	100	$ 31,296

Government Publishing Office
Public Information Programs
Superintendent of Documents
Salaries and Expenses
Summary
(Dollars in Thousands)

	FY 2018 Actual (1)	FY 2019 P.L. 115-244 (2)	FY 2020 Requested (3)	FY 2019/2020 Net Change	
Summary by Program					
By Law Distribution	$ 294	$ 320	$ 317	$ (3)	(4)
Cataloging and Indexing	8,525	9,280	9,200	(80)	(4)
Federal Depository Library	19,552	21,760	21,100	(660)	(4)
International Exchange	629	640	679	39	(4)
Total Appropriation	$ 29,000	$ 32,000	$ 31,296	$ (704)	
Summary by OMB Object Class					
11 Personnel Compensation	$ 8,618	$ 9,784	$ 10,141	$ 357	(5)
12 Personnel Benefits	2,868	2,935	3,580	645	(6)
21 Travel	134	71	73	2	(7)
22 Transportation of Things	613	716	733	17	(7)
23 Rents Communications and Utilities	117	127	130	3	(7)
24 Printing and Reproduction	6,388	8,093	6,239	(1,854)	(8)
25 Other Services	9,868	10,053	10,174	121	(9)
26 Supplies and Materials	394	221	226	5	(7)
Total Appropriation	$ 29,000	$ 32,000	$ 31,296	$ (704)	

(1) Actual and obligated expenditures against the 2018 S&E Appropriation through 09/30/18.

(2) FY 2019 approved and obligated funding through 09/30/2019. (Energy and Water, Legislative Branch, and Military Construction and Veterans Affairs Appropriations Act, 2019 , P.L. 115-244). The amount requested was $32,000,000.

(3) Requested amount is based on FY 2019 funding levels with mandatory increases for FY 2020 salary and all non-salary categories. Personnel compensation was calculated based on staffing needs, inflation, increase in FERS contributions and appropriate work days for the year.

(4) Amount reflects mandatory increases for personnel and price level increases with a reduced request for Other Services for Cataloging and Indexing and **govinfo** projects that are to be funded through prior-years transfer funds.

(5) Amount reflects the funding of merit and within grade and mandatory pay increases for 100 FTEs for FY 2020.

(6) Reflects anticipated benefit expenditures based on 33% of Personnel Compensation figure using the actual FY 2018 percentage rate plus an increase in agency contributions to FERS.

(7) Reflects price level increase due to inflation.

(8) Decrease in printing is due to $2 million being requested for the printing of the U.S. Code in FY 2019 not needed in FY 2020. Full reduction is partially offset by inflation.

(9) Includes Workers' Compensation, Shared Services, overhead, depreciation on equipment and contractual services. Inflation has been applied to all categories.

GOVERNMENT PUBLISHING OFFICE
BUSINESS OPERATIONS
REVOLVING FUND
Fiscal Year 2020

Proposed Appropriations Language:

For payment to the Government Publishing Office Business Operations Revolving Fund, [$6,000,000] *$6,704,000*, to remain available until expended, for information technology development and facilities repair: Provided, That the Government Publishing Office is hereby authorized to make such expenditures, within the limits of funds available and in accordance with law, and to make such contracts and commitments without regard to fiscal year limitations as provided by section 9104 of title 31, United States Code, as may be necessary in carrying out the programs and purposes set forth in the budget for the current fiscal year for the Government Publishing Office Business Operations Revolving Fund: Provided further, That not more than $7,500 may be expended on the certification of the Director of the Government Publishing Office in connection with official representation and reception expenses: Provided further, That the business operations revolving fund shall be available for the hire or purchase of not more than 12 passenger motor vehicles: Provided further, That expenditures in connection with travel expenses of the advisory councils to the Director of the Government Publishing Office shall be deemed necessary to carry out the provisions of title 44, United States Code: Provided further, That the business operations revolving fund shall be available for temporary or intermittent services under section 3109(b) of title 5, United States Code, but at rates for individuals not more than the daily equivalent of the annual rate of basic pay for level V of the Executive Schedule under section 5316 of such title: Provided further, That activities financed through the business operations revolving fund may provide information in any format: Provided further, That the business operations revolving fund and the funds provided under the heading "Public Information Programs of the Superintendent of Documents" may not be used for contracted security services at GPO's passport facility in the District of Columbia. *(Legislative Branch Appropriations Act, 2019)*

Base Budget Review:

By law, GPO's Business Operations Revolving Fund is used to finance GPO's publishing operations. Approximately 70 percent (excluding Security and Intelligent Documents) of GPO's publishing revenue is from procuring publications and related services for customer agencies. This work is procured through GPO's Customer Services business unit utilizing the private sector printing and information product industry. The majority of the Government's publishing requirements are effectively satisfied through this procurement activity because the highly competitive process provides access to the vast resources, expertise, and specialization within the commercial sector at the most cost effective price.

GPO's in-plant facility provides digital and tangible products in support of the information and day-to-day business needs of Congress and Federal agencies. GPO produces the *Congressional Record* overnight when Congress is in session, and bills, hearings, documents, reports and committee prints in time to support Congress' legislative needs. Also produced are the *Federal Register*, the *Code of Federal Regulations*, and other key Government documents, such as the annual *U.S. Budget*.

GPO plays a critical role in America's security by producing secure Federal credentials, including the U.S Passport for the Department of State that combine digital and print security

measures. GPO's publications sales program provides the public with an opportunity to purchase a wide variety of low cost, consumer-oriented publications, Congressional documents, and Executive and Judicial publications.

Documents can be ordered through GPO's secure Online Bookstore site at **https://bookstore.gpo.gov** or from GPO's bookstore in Washington, D.C. Free and low cost publications are distributed through the Federal Citizen Information Center (FCIC) in Pueblo, CO. GPO also provides warehousing and publication distribution services for Federal agencies on a reimbursable basis. Thousands of titles are for sale at any given time, including books, CDROMs, eBooks and other digital formats.

BUSINESS OPERATIONS REVOLVING FUND REQUESTS

For FY 2020, GPO is requesting a total of $6,704,000 for the Revolving Fund to remain available until expended, for the following projects:

govinfo Projects	
General System and Collection Development	$ 4,400,000
Infrastructure	1,304,000
Total govinfo	5,704,000
Cybersecurity Projects	
Security Enhancements for Advanced Persistent Threat	$ 1,000,000
Total Revolving Fund Project Requests	$ 6,704,000

govinfo Projects

General System and Collection Development ($4,400,000). Development of new govinfo features to support identified needs of key stakeholders, including developing new content collections, increasing content in existing collections, enhancing the accessibility of content and increasing the discoverability of information.

Infrastructure ($1,304,000). Infrastructure for hardware, storage, and environments to manage system performance as **govinfo** content and usage grows.

Cybersecurity Projects

Security Enhancements for Advanced Persistent Threat ($1,000,000). The cybersecurity threat environment faced by government agencies continues to change rapidly and presents substantive risks and dangers to organizations. The requested funding is planned to address that evolving threat environment by implementing enhanced IT security systems that are intended to reduce the risk of unauthorized data exfiltration, unauthorized access, unauthorized changes to data, and other impacts.

GOVERNMENT PUBLISHING OFFICE
BUSINESS OPERATIONS REVOLVING FUND
Analysis of Change FY 2019 to FY 2020
(Dollars in Thousands)

	FY 2020 Agency Request	
	FTE	Amount
Obligations, FY 2019	1,629	$ 820,093
Mandatory Pay and Related Costs		
Annualization of FY 2019 pay raise	-	1,277
Pay raise for FY 2020	-	3,033
Within-grade increases for FY 2020	-	2,128
FERS increases for FY 2020	-	3,402
Increase of 1 work day for FY 2020	-	855
Total Mandatory Pay and Related Costs	-	10,695
Total Price Level Changes	-	13,710
Non-recurring Costs - Equipment to be obligated in FY 2019	-	(35,991)
Program/Project/Activity Increases for FY 2020		
Capital expenditures equipment, systems, and facilities	-	41,727
Capital Expenditures to be funded by an Appropriation		
Security Enhancements for Advance Persistent Threat	-	1,000
govinfo General System & Collection Development	-	4,400
govinfo Infrastructure	-	1,304
Total Expenditures to be funded by an Appropriation	-	6,704
Net change requested	-	$ 36,845
Total Budget FY 2020	1,629	856,938
Offsetting Collections	-	850,234
Total FY 2020 Appropriation	-	$ 6,704

GOVERNMENT PUBLISHING OFFICE
BUSINESS OPERATIONS REVOLVING FUND
Summary By Object Class
(Dollars in Thousands)

Object Class	FY 2018 Actual	FY 2019 Enacted	FY 2020 Request	FY 2019/2020 Net Change
11 Personnel Compensation	$ 156,332	$ 157,411	$ 162,797	$ 5,385
12 Personnel Benefits	54,347	55,405	60,714	5,310
21 Travel	993	1,122	1,149	27
22 Transportation of Things	9,781	9,884	10,121	237
23 Rents, Communications and Utilities	16,941	18,622	19,069	447
24 Printing and Reproduction	342,807	334,226	342,247	8,021
25 Other Services	46,202	52,841	54,108	1,267
26 Supplies and Materials	181,783	154,592	158,302	3,710
31 Equipment	28,333	35,991	48,431	12,440
Total Budget	$ 837,521	$ 820,093	$ 856,938	$ 36,845

Note: Includes funding for the Office of Inspector General.

Congressional Publishing Appropriations
Transfer Carryover Spending Plan
As of September 30, 2018

	Total
Unexpended Balance, September 30, 2018	$37,413,008
Requirements:	
Estimated shortfalls	2,048,000
Composition System Replacement	22,361,171
Documents in USLM Project (remaining funding and option years)	437,200
USLM Project for Statutes Compilations	400,000
Legislative XML Working Group/Bulk Data Task Force Projects	5,981,637
Data Center Tertiary Back-Up	6,185,000
Total	37,413,008
Estimated FY 2014 transfer request	7,556,301
Requirements:	
Composition System Replacement (for 2023)	6,072,000
Legislative XML Working Group/Bulk Data Task Force Projects	1,484,301
Total	$7,556,301

Public Information Programs Appropriations
Transfer Carryover Spending Plan
As of September 30, 2018

	Total
Unexpended Balance, September 30, 2018	$13,963,986
Requirements:	
Collection Preservation of New and Historical Documents	5,299,522
Outreach Activities and Program Support for Federal Depository Libraries	1,819,890
Continued Development of gov.info Content and Capabilities	4,364,877
Modernization of Outdated and Unsupported FDLP Systems	1,545,705
Reserve Funds for Printing and Other Unanticipated Shortfalls	933,992
Total	13,963,986
Estimated FY 2014 transfer request	5,000,000
Requirements:	
Relocation of Library Programs Services division in conjunction with the planned relocation of the National Library Services division of LOC	3,500,000
Continued Development of gov.info Content and Capabilities	1,500,000
Total	$5,000,000

CONGRESSIONAL PUBLISHING APPROPRIATIONS
TRANSFER OF FUNDS NARRATIVE

Composition System Replacement (CSR)

As previously noted, GPO is developing a new XML-based composition system to replace our proprietary Microcomp system, known as the Composition System Replacement (CSR) project. GPO's goal is to move CSR into production in the coming years based on publication type, including Congressional Bills, Resolutions, and Amendments, House and Senate Calendars, Public and Private Laws, and Statutes at Large, Congressional Calendars, the Congressional Record, and the Federal Register. With existing transfer funding in place, we estimate that the project will be fully funded through FY 2022. If approved, we anticipate that the additional amount of transfer funding would cover development through FY 2023.

Legislative XML Working Group/Bulk Data Task Force Projects

House Report 112-511 that accompanied H.R. 5882 the Legislative Branch Appropriations Act of 2013 directed the establishment of the Bulk Data Task Force to examine the increased dissemination of Congressional information via bulk data download by non-governmental groups to support openness and transparency in the legislative process. A 1996 directive from the House Committee on Administration and the Senate Committee on Rules and Administration to the Clerk of the House and the Secretary of the Senate established common data standards for the exchange of legislative information among legislative branch organizations (2 U.S.C. 181). Through the Bulk Data Task Force in coordination with the Legislative XML Working Group, GPO supports Congress by leading initiatives to create, transform, exchange, and disseminate legislative documents in XML format including projects to expand the use of the United States Legislative Markup (USLM) XML schema in the Legislative Branch. In addition, the Clerk of the House has laid out a strategy and priority for moving legislative publications into USLM XML, and GPO anticipates requests from Congress to lead these projects.

Documents in USLM Projects

In support of the Legislative Branch Bulk Data Task Force, and in collaboration with Office of the Clerk of the House, the Office of the Secretary of the Senate, and the Office of the Federal Register, GPO completed a project to make available on **govinfo** a subset of enrolled bills, public laws, and the Statutes at Large in Beta USLM XML. GPO is also nearing completion on a related project to make a subset of the Federal Register and Code of Federal Regulations available on **govinfo** in Beta USLM XML. The goal of the projects is to convert legacy formats into Beta USLM XML in order to provide a uniform set of laws to enable downstream processes and increase efficiencies.

USLM Project for Statute Compilations

In support of the Legislative Branch Bulk Data Task Force, and in collaboration with the Office of the Legislative Counsel of the U.S. House of Representatives, the Office of the Legislative Counsel of the U.S. Senate, the Clerk of the House, and the Secretary of the Senate, GPO is now making select Statute Compilations available in PDF format as a pilot on **govinfo**. This effort is the first phase of a project to provide a uniform set of laws in United States Legislative Markup (USLM) to enable downstream processes and increase efficiencies. The second phase of this project will be to convert legacy Statute Compilations files into USLM XML and provide access to those files on **govinfo**. An initial set of 40 Compilations is now available on **govinfo** in PDF format and additional Statute Compilations will be added over time.

Tertiary (Back-Up) Data Center

With the support of Congress, GPO has made important information technology investments in recent years to enhance its continuity of operations (COOP) capabilities. Following the recent completion of a significant related investment, GPO has been directed by the Joint Committee on Printing (JCP) to pursue the development and establishment of an additional – or tertiary – back-up data center. GPO professionals are currently working to put the plans needed to establish such a facility in place, and estimate that initial set-up investments will be required in both FY 2020 and FY 2021. GPO also estimates that the operation of such facility will entail annual recurring costs, separate and apart from the initial set-up investments.

PUBLIC INFORMATION PROGRAMS OF THE SUPERINTENDENT OF DOCUMENTS TRANSFER OF FUNDS NARRATIVE

Collection Preservation of New and Historical Documents
Funds are for projects to acquire new content in scope of the FDLP, including web harvesting and projects targeting agency fugitive documents acquisitions. Funding will also include projects and activities to acquire, prepare, process, catalog and digitize key historic U.S. Government publications in scope of the Federal Depository Library Program for ingest into **govinfo**. These activities will also include processing, cataloging and ingest of digitized materials from libraries in the FDLP. Funding is also used to assist libraries in the preservation of tangible historic document collections that are being housed in FDLP libraries.

Outreach Activities and Program Support for Federal Depository Libraries
Funds are used for projects to support the libraries in the Federal Depository Library Program. Projects include; continuing education and training opportunities, visits and consulting services, marketing and promotion of FDLP library services to the general public. Projects may also include investigations of new methods to assist libraries as they use more digital government information resources to serve the public.

Continued Development of govinfo Content and Capabilities
Funds are used to investigate new technologies for use by the FDLP and Cataloging and Indexing Program and other programs managed by the Superintendent of Documents. This includes the replacement and modernization of outdated and unsupported systems, the implementation of new systems and services to better serve key stakeholders and the public. Funds would also be used for projects to improve systems that support program operations.

Modernization of Outdated and Unsupported FDLP Systems
Funds are used for projects that help to increase access to new content in **govinfo**. These projects include the development of new collections of content for ingest and the enhancement of existing collections, when additional digitized content is available for ingest. Funding may also be used for additional storage needed for large collection and processing of new content during the ingest process. Funds would also be used to support system enhancements for improved functionality

Reserve Funds for Printing and Other Unanticipated Shortfalls
Funds are held in reserve for printing expenses that exceed what had been anticipated in an appropriation request.

GOVERNMENT PUBLISHING OFFICE
OFFICE OF THE INSPECTOR GENERAL
Analysis of Change FY 2019 to FY 2020
(Dollars in Thousands)

	FY 2020 Agency Request	
	FTE	Amount
Obligations, FY 2019	15	$ 4,172
Mandatory Pay and Related Costs:		
Annualization of FY 2019 pay raise	-	15
Pay raise for FY 2020	-	35
Within-grade increases for FY 2020	-	25
FERS increases for FY 2020	-	59
Increase of 1 work day for FY 2020	-	9
Total Mandatory Pay and Related Costs	-	142
Total Price Level Changes	-	29
Non-recurring Costs:		
Non-Capitalized Info Tech for New Hires	-	15
Program/Project/Activity Increases for FY 2020:		
Hiring 6 additional FTEs for Audits & Investigations	6	986
Net change requested	-	1,172
Total Budget FY 2020	21	$ 5,344

NOTE: Included in the GPO Business Operations Revolving Fund Schedules.

GOVERNMENT PUBLISHING OFFICE
OFFICE OF THE INSPECTOR GENERAL
Summary By Object Class
(Dollars in Thousands)

Object Class	FY 2018 Actual	FY 2019 Enacted	FY 2020 Request	FY 2019/2020 Net Change
11 Personnel Compensation	$ 1,793	$ 2,167	$ 2,949	$ 782
12 Personnel Benefits	640	791	1,137	346
21 Travel	29	40	41	1
22 Transportation of Things	-	-	-	-
23 Rents, Communications and Utilities	-	-	-	-
24 Printing and Reproduction	-	-	-	-
25 Other Services	1,120	1,114	1,141	27
26 Supplies and Materials	65	60	75	16
31 Equipment	-	-	-	-
Total Budget	$ 3,647	$ 4,172	$ 5,344	$ 1,172

NOTE: Included in the GPO Business Operations Revolving Fund Schedules.

GAO U.S. GOVERNMENT ACCOUNTABILITY OFFICE

441 G St. N.W.
Washington, DC 20548

Comptroller General
of the United States

January 22, 2019

The Honorable Tim Ryan, Chairman
The Honorable Jaime Herrera Beutler, Ranking Member
Subcommittee on Legislative Branch
Committee on Appropriations
House of Representatives

I would like to express my appreciation for the support this Subcommittee has shown GAO. Since 2014, this Subcommittee has provided funding that has resulted in our work achieving over $340 billion in financial benefits and more than 6,300 other improvements in federal programs and operations for our government. In fiscal year (FY) 2018, GAO's work yielded a record $75.1 billion in financial benefits, a return of about $124 for every dollar invested in GAO. We also identified 1,294 other benefits that led to improved services to the American people and program and operational improvements across the government.

For FY 2020, GAO is requesting $647.6 million in appropriated funds, a 9.8 percent increase, and authority to use $38.3 million in offsetting receipts and reimbursements. These resources will fund 3,250 full-time equivalents (FTE). The funding requested will also allow us to continue to make investments in our information technology and building infrastructure, security requirements, as well as address long deferred needs.

This level of funding will enable GAO to meet the highest priority needs of the Congress, as we remain committed in helping Congress meet its constitutional responsibilities for the benefit of the American people. In FY 2018, for example, we received 786 requests, including hundreds of statutory requirements, for work from 90 percent of the standing committees of Congress supporting a broad range of oversight and legislative priorities. The activities planned for FY 2020 will better position GAO to assist the Congress in meeting its legislative and oversight responsibilities, accomplish our mission objectives and goals, and improve government performance and accountability.

In FY 2020, we will continue to support Congressional oversight across the wide array of government programs and operations. We also will continue to increase our capabilities to review the opportunities and challenges associated with evolving science and technology issues; the risks and management needs to address complex and growing cyber security developments; increased investments in the Department of Defense; and rising health care costs.

This month, we established a new Science, Technology Assessment, and Analytics team to continue and expand our focus on rapidly evolving science and technology issues. The team will focus on: (1) conducting technology assessments at the request of the Congress; (2) providing technical assistance to Congress on science and technology matters; (3) continuing to develop and use technical guides to assess major federal acquisitions and technology programs in areas such as cost estimating, schedule planning and technology readiness; (4) supporting Congressional oversight of federal science programs; and (5) advancing GAO's ability to use data analytics in auditing federal programs.

Consistent with the 2019 Legislative Branch Appropriations Bill, Conference Report, we will provide a detailed plan to this committee in March 2019 outlining our expanded capabilities to support Congress on science and technology related issues. To inform this plan, we are conducting outreach to Members of Congress, Congressional Committees, alumni of the former Office of Technology Assessment, major scientific associations, the National Academies, and leading science and technology policy experts in universities and nonprofit institutions. Later in this letter, we provide more details regarding the team and contents of the plan.

We also will continue to further enhance our capacity to assess efforts to protect our nation from cyber threats. Specifically, we recently updated our cybersecurity high-risk area based on our recent evaluations in order to highlight urgent actions that are needed by federal agencies to ensure the cybersecurity of our nation.[1] We also renamed our Information Technology team to Information Technology and Cybersecurity (ITC) in order to better reflect the significant body of work the team does on protecting federal information systems, critical infrastructure, and individual privacy and sensitive data from cyber threats. To reinforce GAO's cybersecurity audit capabilities, the ITC team is actively recruiting additional resources from leading undergraduate and graduate institutions, including those participating in the CyberCorps Scholarship for Service program. The new recruits will augment our cadre of experts who can assess the criticality of cyber risks, both present and future, as well as evaluate the government's complex and multi-faceted attempts to address them.

Highlights from FY 2018 Results

GAO's mission is to support the Congress in meeting its constitutional responsibilities, and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people. Our results for FY 2018 continue to demonstrate an unwavering commitment to our role as the Congress' watchdog.

---

[1] *High-Risk Series: Urgent Actions Are Needed to Address Cybersecurity Challenges Facing the Nation*, GAO-18-622 (Washington, D.C: Sept. 6, 2018).

Financial Benefits: In FY 2018, financial benefits resulting from our work included (1) revising spending limits for Medicaid demonstration projects to assure that they are budget-neutral ($36.8 billion); (2) helping the Centers for Medicare & Medicaid Services (CMS) achieve and measure the benefits of its fraud prevention system ($1.3 billion); (3) identifying unexpended and unobligated balances in selected DOD accounts and proposing changes in its fuel pricing methodology ($5.3 billion); and (4) identifying unexpended and unobligated balances in DOD's Military Personnel accounts ($849 million).

Legislative Impacts: In FY 2018, the Congress also used GAO's work to make important legislative decisions. Examples linked directly to GAO's work include:

- **The 2018 Omnibus Appropriations Act.** Based on GAO's work, the Congress directs:
    - the Veterans Health Administration (VHA) to research the overmedication of veterans that led to deaths, suicides, and mental health disorders;
    - DOD to align its (1) structure, (2) statutory parameters, and (3) regulatory guidance across federal prescription drug buying programs to increase its buying power and reduce costs;
    - the Department of Homeland Security (DHS) to (1) develop performance metrics for all deployed border security, (2) evaluate the individual and collective effect of deployed technologies, and (3) assess progress;
    - DHS to regularly assess advanced protective technologies for cybersecurity; and
    - federal agencies, such as DOD, National Cybersecurity and Communications Center, and Bureau of Indian Affairs, to report on how they plan to implement GAO recommendations.
- **The National Defense Authorization Act for Fiscal Year 2018.** Reflecting our past work, the Congress directs DOD to:
    - improve its budget guidelines, cost savings, leadership of business operations, military readiness goals and implementation strategies, and reduce vulnerabilities in military aircraft and risks to military installations from climate change;
    - increase reporting on the Columbia class nuclear submarine to keep the program on track;
    - change its space leadership structure;

- reinstate annual reports on the time required to conduct investigations, adjudicate cases, and grant security clearances; and
- establish new ways for agencies to modernize their legacy information technology.

- **The National Defense Authorization Act for Fiscal Year 2019.** Reflecting our past work, the Congress directs DOD to:
  - develop a plan to rebuild military readiness in 5 warfighting domains, including ground, air, sea, space, and cyberspace, as well as requiring GAO to annually review the department's plan through 2022;
  - provide military service members with training to enhance their employability within one year prior to their separation, and improve related performance reporting and monitoring;
  - require the Navy to provide detailed budget information for multi-billion dollar aircraft carrier dismantlement and disposal activities; and
  - require the Secretary of Defense to designate a component responsible for coordinating efforts to acquire a modernized Global Positioning System (GPS) receiver, to maximize the government's return on a multi-billion dollar investment.
- In addition, a House report accompanying the Act directs DOD to:
  - use policy and technological solutions to manage risk and secure classified information and systems to counter insider threats; and
  - urge the Secretary of the Air Force and Secretary of the Navy, in concert with the F-35 Joint Program Office, to reduce F-35 sustainment costs.
- **The Good Accounting Obligation in Government Act (GAO-IG Act).** The GAO-IG Act, signed into law on January 3, 2019, will make additional information available to the Congress about whether agencies have acted on GAO's recommendations by requiring each federal agency to include a report in its annual budget justification that identifies each public recommendation of GAO that has not been implemented, and the implementation status of each such recommendation.[2]
- **The Disaster Recovery Reform Act of 2018.** Reflecting the rising number of natural disasters and increasing reliance on federal assistance is a key source of

[2] For GAO's own reporting in response to the GAO-IG Act, see page 12.

federal fiscal exposure—with federal funding for disaster assistance since 2005 approaching half a trillion dollars (about $430 billion), most recently for hurricanes and wildfires in 2017 and 2018. These costs are expected to increase as extreme weather events become more frequent and intense. Since adding limiting the federal government's exposure by better managing climate change risks to our High Risk List in 2013, we have made several recommendations to help improve resilience to potential disasters. In October 2018, based in part on GAO's work, Congress passed the 2018 Disaster Recovery Reform Act, which directs the Federal Emergency Management Agency (FEMA) to:

- develop a National Public Infrastructure Pre-Disaster Mitigation fund to allow for a greater investment in building resilience before a disaster occurs;
- make federal disaster assistance available to state and local governments for building code administration and enforcement;
- reconsider the factors it uses to evaluate a jurisdiction's request for a major federal disaster declaration; and
- update Congress on the development of a national preparedness assessment and efforts to avoid duplication across preparedness grants.

Other Benefits: Many other benefits resulting from our work led to program and operational improvements. In FY 2018, we recorded 1,294 of these other benefits. For example, our work on public safety and security:

- positioned U.S. Customs and Border Protection to better protect U.S. manufacturers from economic harm and U.S. consumers from potential risks posed by counterfeit products sold online;
- resulted in comprehensive ready-for-sea inspections of Navy ships based in Japan and changes to sleep schedules after deadly collisions in the Pacific highlighted training, maintenance, and manning shortfalls that had contributed to insufficient sleep time for sailors;
- led the Transportation Security Administration (TSA) to begin updating and improving the risk assessment and strategy it uses to (1) secure airport perimeters, and (2) control access to restricted areas to better assess security issues at airports nationwide; and
- prompted the Department of Justice (DOJ) and the Office of National Drug Control Policy to begin developing results-oriented measures, such as reductions in overdose deaths, to help them assess progress made in combatting the nation's opioid epidemic.

Similarly, our work related to vulnerable populations:

- contributed to the Congress passing legislation to strengthen the nation's data on elder abuse by requiring annual data collection and reporting to support national prevention policy; and
- led the Federal Communications Commission (FCC) to begin measuring the effectiveness of industry efforts to prevent wireless network outages helping to ensure that Americans who rely solely on them have access during emergencies.

In addition, our work in the health care area:

- prompted the Indian Health Service to publish wait-time standards for primary care and urgent care visits to help it monitor patient access to care;
- led CMS to establish regular checks for identifying duplicate health coverage in both Medicaid and the health insurance exchange marketplaces, thereby helping to minimize the risk of the federal government paying twice for an individual's health insurance coverage; and
- prompted the Food and Drug Administration (FDA) and Drug Enforcement Administration (DEA) to formalize procedures for sharing information that would allow FDA to better manage drug shortages.

Furthermore, our work in the area of agency operations:

- led FEMA to (1) pilot a data sharing process with states to allow it to identify potentially duplicative disaster assistance payments, and (2) make plans to create a similar process to manage future disasters;
- prompted the Office of the Director of National Intelligence (ODNI) to issue formal guidance and implementation guidelines to help federal agencies continually assess their employees' eligibility to hold security clearances and to do so uniformly; and
- prompted the Congress to require federal agencies to inform active duty military service members of their eligibility to receive student loans at a 6 percent interest rate to better ensure timely access to these loans and prevent overpayments.

Building Bodies of Knowledge: Through the products we issued in FY 2018, we continued to build on bodies of work related to our three broad strategic goals to (1) address current and emerging challenges to the well-being and financial security of the American people; (2) help the Congress respond to changing security threats and the

challenges of global interdependence; and (3) help transform the federal government to address national challenges. Examples include:

- **Protection of children**. We reported on the need to (1) improve federal support to help states recruit and retain foster care families to meet demand; (2) develop guidance for states to help them better apply protections for substance-affected infants; (3) consider discipline disparities for Black students, boys, and students with disabilities in K-12 public schools; and (4) update guidance to better monitor lead in school drinking water.

- **Support of Veterans.** We reported on the need for the Department of Veterans Affairs (VA) to improve its oversight and evaluation of the effectiveness of its suicide prevention outreach activities. We found that VA's outreach activities dropped off in 2017 and 2018, and the office responsible for these activities lacked consistent leadership. We also found that VA did not have clear goals for evaluating the effectiveness of its outreach activities.

  We also reported on the need for (1) DOD to improve its monitoring of and reporting on its transitioning veterans program; (2) VA to further assess its performance and progress toward meeting its opioid safety goals for veterans; and (3) VHA to collect better data and evaluate its strategies for improving physician staffing, recruitment, and retention.

- **Advancement of health care.** We reported on the need to (1) better secure the electronic health information of Medicare beneficiaries; (2) improve federal oversight of the health and welfare of beneficiaries receiving Medicaid assisted living services; and (3) improve assessments of individuals' needs for home and community based services.

- **Oversight of military readiness.** We continued to monitor DOD's efforts to rebuild military readiness and reported on the need to (1) better plan for sustaining various military aircraft, including the new F-35; (2) reassess the utilization and organization of the Air Force F-22 Raptor fleet; (3) improve maintenance of the Navy's submarine fleet and the Army's Patriot missile defense system; and (4) clarify policies and gather reliable data to manage the impact of time away from home on service members and their families.

- **Assessment of technology and science.** We reported on (1) Artificial Intelligence applications in four areas – cybersecurity, automated vehicles, criminal justice, and financial services; (2) sustainable chemical innovation, new approaches that improve the chemistry behind medicines, personal care products, and other everyday items to reduce environmental impacts; (3) technologies to mitigate electromagnetic risks to the U.S. electric grid; and (4)

quantum computing, synthetic biology, and other potentially transformational research and considerations for U.S. competitiveness.

- **Designation of High Risk areas.** We continued to monitor federal operations previously identified as "High Risk" to discuss how to make progress in these areas. We also added the government-wide personnel security clearance process to our High Risk List and updated our cybersecurity area. This year, our high-risk work in 35 areas resulted in 166 reports, 49 testimonies, $46.8 billion in financial benefits, and 526 other benefits. An updated High Risk Report will be issued early in 2019. The current list is included as Enclosure I.

- **Identification of Fragmentation, Overlap, and Duplication.** Our eighth annual report identified 68 new actions across 23 new program areas that could reduce fragmentation, overlap, and duplication, or provide other cost savings and revenue enhancement opportunities across the federal government. Actions taken by the Congress and executive branch agencies to address the 724 actions government-wide we identified from 2011 to 2017, led to about $178 billion in financial benefits, $125 billion had accrued through 2017, with $53 billion more expected. An updated Fragmentation, Overlap, and Duplication report will be issued early in 2019.

Expanding our Focus on Technology, Science, and Cybersecurity: The Committee report accompanying our FY 2019 appropriation called for us to reorganize our technology and science function to create a new office within GAO that will provide high-quality, independent science and technological expertise. We stood up a new Technology and Science team this month. This new office will expand our technology assessment capacity to look at emerging technologies such as quantum computing and cryptography, synthetic biology, vaccine development, artificial intelligence in health care, 5G wireless, and digital ledger technologies, among others. As we do in all areas, we will also make our expert staff available to Members and staff to share knowledge and insight on technical and scientific matters. We will also continue to provide oversight of federal science and technology programs, as well as innovative audit analysis through tools such as assessment guides and data analytics to ensure that we remain responsive to emerging technology.

We will send a report on our plans for the team to the Congress in March as required in the FY 2019 committee report. The plan will be based, in part, on outreach GAO is conducting to Members of Congress, Congressional Committees, experts, and professional associations focused on science and technology.[3] The plan will also cover

[3] At the time of issuance of this letter, GAO's leadership team expanding our science and technology capabilities will have met with more than 30 stakeholders.

the resources GAO plans to devote to the team, including plans for leveraging current expertise, and hiring additional analysts and experts, and will identify any additional authorities that may be necessary to acquire the expertise needed to respond to Congressional priorities. The plan will also propose methods of obtaining priorities for the team's work, based on GAO's Congressional Protocols, which call for bipartisan access and assurances that GAO's work is carried out in a non-partisan, professional, and objective manner.

Evaluating Federal Disaster Response and Recovery Issues: In response to catastrophic hurricanes and wildfires in 2017, the Supplemental Appropriations for Disaster Relief Requirements Act of 2017 provided GAO with $14 million to conduct disaster oversight and audit work. GAO is evaluating a variety of topics including disaster contracting, response challenges, progress in multiple federal recovery programs, fraud prevention and internal controls, and is identifying recommendations to improve federal actions in all these areas. We are conducting this work in addition to previously planned and ongoing FY 2019 mission related work in other areas.

So far, GAO has completed seven disaster-related reports and has 28 additional ongoing audit engagements. Specifically, we have reported on the initial federal efforts to respond to Hurricanes Harvey, Irma, and Maria, as well as the California wildfires. We have also reported on federal spending and identified a number of long-term recovery challenges in disaster-impacted areas, such as Puerto Rico and the U.S. Virgin Islands. Further, we identified challenges related to FEMA's disaster workforce and recommended actions to address weaknesses in federal disaster contracting practices. In regard to ongoing work, we are evaluating disaster recovery programs for individuals and those with disabilities, efforts to strengthen disaster resilience and better prepare for future disasters, and efforts to restore the power grid in Puerto Rico, among other issues. Given the number of ongoing engagements and our reporting schedule, we anticipate that GAO will use all of the $14 million in disaster funds by the end of FY 2020. A complete list of the reports issued and audits currently underway is included as Enclosure II.

Serving Our Clients

In FY 2018, we issued 633 reports and made 1,650 new recommendations. Our senior executives were asked to testify 98 times before 48 separate committees or subcommittees on topics including key risks for the 2020 Census, improper payments under Medicaid, national defense preparedness, border security, and the nation's cybersecurity challenges. The following, listed by our three external strategic goals, are examples of topics GAO addressed in testimony in FY 2018.

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

- Observations on DOJ's Grantees' Capacity to Process DNA Evidence
- Observations on the Supplement Nutrition Assistance Program
- Improving DOD's Oversight of its Program for Transitioning Veterans
- Observations on the Strategic Petroleum Reserve's Emergency Stockpile
- Addressing DOE Management Challenges
- Implementing Positive Train Control
- Addressing Native American Youth in the Justice System
- Reducing Risk of Harm to Medicare Beneficiaries from Prescription Opioids
- Improving the Transfer and Monitoring of Unaccompanied Children
- Improving Federal Management of Indian Programs
- Improving Oversight of VA Health Care Providers

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

- Addressing Longstanding Management Challenges for Immigration Courts
- Improving Management of the Coast Guard's Acquisition Portfolio
- Securing the Southwest Border – Progress and Challenges
- Improving Navy and Marine Corps Plans to Train for Amphibious Operations
- Enhancing Information Sharing with Private Sector on the Counterfeits Market
- Improving Oversight of the Antiterrorism Assistance Program
- Using TSA Data to monitor Airport Operations Including Passenger Wait Times
- Preliminary Observations on Reported Injuries to U.S. Personnel in Cuba
- Monitoring Inter-American Assistance Agreements and U.S. Contributions
- Improving Management of DHS' Chemical Facility Security Program
- Improving VA's Medical and Surgical Supply Contracts to Reduce Cost

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

- Addressing Physical Security Challenges at NIST
  and Commerce
- Implementing High-Risk Recommendations for IT Acquisitions, Operations, and
  Cybersecurity
- Mitigating Key Risks for 2020 Census
- Improving Federal Regulatory Guidance Practices
- Addressing DHS' Urgent Cybersecurity Workforce Needs
- Addressing Cost Growth and Schedule Delays in NASA's Major Projects
- Improving Management of Medicare's Fraud Risks
- Addressing Management Challenges Presented by
  Budget Uncertainty
- Preparing for VA's Transition to a New Electronic Health Record System
- Improving Government Efficiency and Effectiveness to Reduce Federal Costs
- Observations on USPTO's Covered Business Method
  Patent Review Program
- Addressing Delays in NASA's Commercial Crew Program
- Observations on Challenges and Opportunities for Grants Management

Source: GAO | GAO-19-1SP

I continued my regular meetings with the Chairs and Ranking Members of congressional committees to obtain their views on GAO's work, including their priorities, and to discuss opportunities and challenges for improving government. In addition, we continued to focus on the status of key recommendations with executive branch agencies citing progress made and the benefits of full implementation. In FY 2018, agencies implemented 77 percent of our recommendations against a target of 80 percent. I also continued to send annual letters to the heads of most federal departments, recognizing their progress in implementing our priority recommendations and calling attention to those still requiring action. These letters were also sent to congressional committees of jurisdiction to inform their oversight.

Supporting Our People

The hard work and dedication of our diverse and professional multidisciplinary staff positioned GAO to achieve a 97 percent on-time delivery of our products in FY 2018. Our performance this year also indicates that staff received the support needed to produce high-quality work. We exceeded the targets for our seven people measures, new hire rate, retention rates with and without retirements, staff development, staff utilization, effective leadership by supervisors, and organizational climate. GAO also continued its distinction as a best place to work, ranking fourth among mid-size federal agencies and first for supporting diversity by the Partnership for Public Service.

Managing Our Internal Operations

In FY 2018, we continued efforts to support our fourth strategic goal to maximize our value by enabling quality, timely service to the Congress and being a leading practices federal agency. We made progress addressing our three internal management challenges: managing a quality workforce; improving the efficiency of our engagements; and ensuring the confidentiality, integrity, and availability of GAO's information technology services. We are on track to achieve 3,150 FTE in FY 2019 hiring plan and expect to have over 3,250 staff on board at year-end.

In FY 2018 GAO deployed the Electronic Protest Docketing System (EPDS), made key security investments, and refreshed technology platforms needed to support our work responding to over 2,000 bid protests annually.

In FY 2019, we will complete the pilot of New Blue, a system designed to modernize the development and distribution of our reports. New Blue allows analysts to efficiently create and manage report content. It will also streamline the publishing processes to enable efficient and scalable publication of products in a responsive web-based format intended to accommodate the rising demand for content that is accessible on mobile

devices and can be quickly and easily navigated by users on the go. Additionally, New Blue establishes the foundation for content reuse, allowing GAO report content to be republished in full or in part, as a standalone publication or as a part of future products. New Blue is planned to be rolled out across GAO following the conclusion of the pilot. If you are interested in reviewing a GAO product in the new format, please see GAO-18-312.

To enhance information technology services, we continued to strengthen monitoring and detection of malicious activity to counter escalating cybersecurity threats.

In keeping with our effort to continuously improve our operations, GAO migrated to the Legislative Branch Financial Management System (LBFMS) Momentum Financial operated by the Library of Congress. The system serves as our integrated Financial Management System and is hosted in a FedRAMP compliant and secure facility. LBFMS improved internal controls over invoicing processing, reduced data entry errors, and increased efficiency and timeliness of payments.

GAO also received an unmodified or "clean" opinion from independent auditors on our financial statements for FY 2018 and our internal control over financial reporting. There was no reportable noncompliance with provisions of applicable laws, regulations, contracts, and grant agreements tested. We demonstrated that all detailed performance and financial information is complete and reliable and meets high standards for accuracy and transparency.

Good Accounting Obligation in Government Act Reporting

With regard to the recommendations from GAO's Office of the Inspector General (OIG), we report that there are no recommendations reportable under Section 2 of the Good Accounting Obligation in Government Act. GAO has implemented all of the public recommendations issued by the OIG prior to January 2018. Additionally, GAO has determined that it will implement the three open OIG recommendations that have been issued within the past 12 months and expects that implementation will be completed within calendar year 2019.

FY 2020 Resource Planning and Deployment

In planning our audit work for FY 2020 we are requesting resources that would be used to increase our focus on a range of rapidly evolving science and technology issues; cybersecurity risks and the threat to the nation's critical infrastructure; the increased investment in the Department of Defense; and challenges associated with growing health care costs.

In addition, GAO will devote resources to meet the timeframes of reporting requirements enacted in laws. Because the deliverable date for these reports is set in statute, GAO must place priority on completing these reports. GAO has 77 National Defense Authorization Act (NDAA) reporting requirements with due dates in 2019 or beyond and over 100 non-NDAA reporting requirements with due dates in 2019 and 2020. Many of these were in the FAA Reauthorization Act of 2018; SUPPORT for Patients and Communities Act, America's Water Infrastructure Act of 2018; Congressional Accountability Act of 1995 Reform Act; Agricultural Improvement Act of 2018; Modernizing Recreational Fisheries Management Act of 2018; Juvenile Justice Reform Act of 2018; First Step Act of 2018; and the Johnson-O'Malley Supplemental Indian Education Program Modernization Act.

Impact of Technological and Scientific Advances – Rapid advances in technology and science play an increasingly important role in our society as they can profoundly impact economic growth and the social and environmental wellbeing of the United States and our citizens. Although such advances will remain central to the prevailing issues of our day, including economic competitiveness, improved medical care and the prevention of disease, and information security, the ability of the United States to lead these advances is increasingly challenged. The rapid development and use of new disruptive technologies test the government's and the Congress's ability to evaluate their potential and assess their program and policy implications.

In FY 2018, we reported on the emergence and implications of Artificial Intelligence, the benefits, risks, and regulatory issues concerning Financial Technology (fintech), the need for revised cost estimation and scheduling policies by the National Science Foundation for large facilities, assessments of NASA major projects, and critical infrastructure protection.

Adding to our first two best practices guides for capital acquisitions (i.e., lifecycle cost estimating and project scheduling), we also use our technology readiness assessment best practices guide to evaluate major technical systems acquisitions such as those found in the DOD, DHS, Energy, NASA and others. Given the persistent and growing demand for this technical work, GAO strives to continue to build our staff capacity in this growing area. Additional resources would enable us to expand and accelerate our work including potential technology readiness assessment evaluations of complex technical acquisitions such as nuclear modernization programs, the Army's Next Generation Combat Vehicle program, DHS border protection technologies, and Uranium Processing Facility, among others.

Ongoing and planned technology assessments in FY2019 include freshwater technologies in agriculture, the implications of artificial intelligence on healthcare, 5G

wireless communications systems, and epidemiological models for emerging infectious diseases.

Based on interest expressed by various Committees of jurisdiction, potential future work could focus on digital ledger technologies such as Blockchain, opioid-addiction vaccine development, autonomous vehicles, and regenerative medicine, among many others. Our scheduled March 2019 report to Congress will provide greater detail on future work, specific plans for additional staff, and any authorities we plan to seek in order to obtain the needed expertise.

Cyber-Based Threats to the Nation's Systems and Critical Infrastructure – The cyberattacks suffered by the Office of Personnel Management, Equifax, and other large organizations in recent years highlight the increasing importance of cybersecurity. Threats from state and non-state actors are growing in sophistication, scope, and impact. These increasing threats could have a serious, or even potentially catastrophic, impact.

Attackers target increasing volumes of sensitive and Internet-accessible data by using ever-more powerful tools like automation, social media manipulation, vulnerability exploitation, and insider access to carry out attacks. These threats pose growing dangers for the entire federal government, the nation's infrastructure and democratic processes, and the privacy and financial security of American citizens.

As Congress turns to GAO for insightful analysis and advice to address these rapidly evolving threats, recruiting top-tier cyber talent to augment our current audit workforce is critical. Cyber-related work has been increasingly undertaken across GAO, as highlighted in a recent update to GAO's cybersecurity-related high-risk area.[4] Our mission teams have been hiring, and plan to continue hiring, to ensure that they have staff with optimal experience and expertise.

Specifically, GAO is recruiting additional resources to reinforce GAO's cybersecurity audit capabilities from leading cybersecurity-related undergraduate and graduate institutions, including those participating in the CyberCorps Scholarship for Service program. These efforts will augment our cadre of experts who can assess the criticality of cyber risks, both present and future, as well as evaluate the government's complex and multi-faceted attempts to address them.

Additional resources will allow us to quickly expand our audit capabilities related to key components of the cyber high-risk area, including evaluating efforts to protect federal

---

[4] *High-Risk Series: Urgent Actions Are Needed to Address Cybersecurity Challenges Facing the Nation*, GAO-18-622 (Washington, D.C: Sept. 6, 2018).

systems, critical infrastructure, and individual privacy from cyber threats. Over the next two years, our planned efforts include assessing the federal government's efforts to establish and implement a comprehensive national cyber strategy, evaluate government-wide initiatives to implement continuous diagnostics and monitoring capabilities and establish effective risk management processes at federal agencies. GAO is also evaluating key agency capabilities for responding to security incidents and data breaches, as well as assessing their security postures through detailed vulnerability assessments of agency network defenses.

Regarding the protection of critical infrastructure, we plan to focus on both the cybersecurity of specific sectors[5], including the electricity grid and the financial services and communications sectors, as well as the effectiveness of the public-private partnership model as a framework for protecting the nation's critical assets from cyber threats. With respect to the protection of individual privacy, our focus will continue to be on federal efforts to better ensure that consumer protections are in place to respond to data breaches and on whether federal agencies are applying data protection best practices when performing their own critical mission activities. We are also starting work evaluating the cybersecurity implications of the move to 5G in the communication sector.

Assisting Congress in Overseeing and Transforming the Department of Defense – The Department of Defense (DOD) faces significant challenges in responding to a complex and rapidly evolving national security environment that includes instability in key regions of the world, cyber threats, and terrorist activities. As DOD works to sustain and advance its military superiority and achieve efficiencies that can be reinvested to increase readiness, it continues to undergo one of the most significant organizational realignments since the Goldwater-Nichols Act of 1986.

As you know, Congress has entrusted considerable resources to DOD in support of it missions, about $686 billion in discretionary funds enacted in FY 2019, and Congress has directed GAO to review a broad range of DOD's activities to assist in its oversight of this investment. Since 2006, GAO's work has resulted in 4,072 recommendations to DOD designed to strengthen the department's programs and operations. These recommendations focus on critical challenges facing the department, including rebuilding readiness, managing space capabilities, strengthening cyber defenses,

---

[5] Critical infrastructure includes systems and assets so vital to the United States that incapacitating or destroying them would have a debilitating effect on national security. These critical infrastructures are grouped by the following 16 industries or "sectors": chemical; commercial facilities; communications; critical manufacturing; dams; defense industrial base; emergency services; energy; financial services; food and agriculture; government facilities; health care and public health; information technology (IT); nuclear reactors, materials, and waste; transportation systems; and water and wastewater systems.

acquiring and sustaining major weapon systems, and addressing inefficiencies in the Military Health System, among others.

GAO's work has led to the designation of seven DOD areas on our High Risk List, including financial management, weapon systems acquisitions, business systems modernization, and support infrastructure management, as well as the government-wide personnel security clearance process within which DOD has significant responsibilities. Collectively, our work has resulted in over $70 billion in financial benefits since FY 2015. For example, we identified $36 billion in financial benefits from improvements to DOD's weapon systems acquisitions processes, an estimated $3.1 billion from improvements to DOD's method for setting standard fuel prices, and $849 million through identifying unexpended and unobligated balances in DOD's Military Personnel accounts.

GAO anticipates continuing to support Congressional oversight of DOD by testifying during Congressional hearings, providing quick-turn-around technical assistance, and issuing special oversight publications across a broad range of areas.

GAO will continue to interact extensively with committee staff of the Senate and House Armed Services Committees as they draft the annual National Defense Authorization Act, providing input on many legislative provisions based on GAO's work. For example, Congress approved a budget reduction of $1.3 billion for the Navy's frigate program, based on GAO's finding that more knowledge was needed before contracts were awarded.

GAO will also support Congressional appropriators by conducting budget justification reviews on a variety of topics and defense operations and maintenance, weapon system acquisitions, personnel, and defense health care. GAO's review of DOD's 2019 research, development, and procurement budget request identified almost $2 billion in potential rescissions and reductions. GAO also will continue to issue annual "Quick Look" reports assessing the cost, schedule, and performance of about 80 major defense acquisition programs, helping support the Congress in overseeing the department's estimated $1.5 trillion in future spending on these systems.

GAO also continues to assess DOD's efforts to strengthen its financial management practices and efforts to obtain a clean opinion on its financial statements. DOD has never received a clean opinion on its financial statements, which prevents GAO from expressing an opinion on the consolidated financial statements of the federal government. Long-standing weaknesses in DOD's financial management adversely affect the economy, efficiency, and effectiveness of its operations. The same financial management problems that prevented DOD from being auditable in the past, adversely impact its operations and its ability to achieve broader business transformation goals.

We anticipate a growing demand from the Congress for GAO's work regarding DOD. Accordingly, with additional resources there are opportunities to do more. In the last year, for example, Congress signaled a continued emphasis on DOD's new Chief Management Officer as the driving force behind the department's business reform efforts. We have a number of ongoing audits assessing DOD's progress in this area, including reviewing DOD's efforts to implement cross-functional business reform teams and to achieve enterprise-wide efficiencies.

GAO will also support continued congressional interest in DOD's efforts to balance current operational deployments with training and equipping forces capable of fulfilling the full spectrum of military operations. We will continue to assess DOD's efforts to sustain its major weapon systems and address challenges from aging depot maintenance facilities. We will further review the plans, organization, and capabilities of the department's cyber operations; the safety and effectiveness of the U.S. strategic nuclear force; and DOD's investments in hypersonic weapons and associated defensive systems. We also anticipate further Congressional interest in DOD's long-range strike fighter and next generation air dominance acquisition efforts, as well as a broad array of space-based programs.

Regarding controlling costs, we plan to continue assessing the costs, schedule, and technical capabilities of the Columbia class nuclear submarine program. We also plan to assess DOD's efforts to achieve efficiencies and reduce overlap and duplication, such as across its defense agencies and field activities. We will also continue to assess the department's approach and methodologies for improving the efficiency of the Military Health System and determining its medical workforce needs.

We will support the Congress in assessing DOD's efforts in implementing other key legislative requirements, including acquisition reform legislation aimed at streamlining DOD's processes for buying weapon systems.

Additional resources would enable GAO to expand our work within and beyond these areas, helping ensure that we address the issues most important to the Congress and taxpayer during this critical period for DOD and our country's national defense.

Assisting Congress in Health Care Challenges – Growth in federal spending for major health care programs, estimated at $1 trillion in FY 2018, has exceeded the growth of GDP historically and is projected to grow faster than the economy. These health care programs include Medicare, Medicaid, and the Children's Health Insurance Program, along with federal subsidies for health insurance purchased through the marketplaces established by the ACA and related spending. Federal spending also supports health care for American Indians, veterans, service members and public health priorities, such as preventing and responding to infectious disease outbreaks and bio

health threats. These federal commitments to health care programs are a key driver of the nation's fiscal spending. Growth in federal spending on health care is driven both by increasing enrollment, in part stemming from the aging of the population, and increasing health care spending per person.

The federal government faces challenges to effectively and efficiently managing health care programs. Specifically, the demands to meet Americans' health needs are growing in volume and complexity while oversight is becoming more challenging. Understanding these complexities and offering fact-based recommendations to address them requires advanced policy and analytical expertise.

Our health care policy expertise is frequently sought out by Congress on a range of health care issues. In 2018, we issued 85 products that examined access to and quality of care, drug availability and pricing, program expenditures and integrity, the protection of public health, and health care markets, among other topics. We made 123 recommendations to improve the efficiency and effectiveness of federal health care spending, and documented about $40 billion in savings in 2018 alone by agencies taking action on our recommendations.

GAO has also focused on health care issues through its biennial High Risk Report. With our 2017 High Risk Update, we designated the Indian Health Service (IHS) as high-risk. This area joins four other high-risk areas related to health care: Medicare, Medicaid, the Food and Drug Administration, and VA Health Care.

In addition to these audit products, we annually respond to dozens of requests for informal assistance regarding federal health care policy and programs. The demand for this type of assistance continued in 2018, as committees considered evolving and complex health care policy changes. These requests ranged from making our subject matter experts available to answer detailed questions about the interworking of programs to providing time-sensitive data analysis.

Our health care policy experts also advise me on my statutory responsibilities for appointing members to six different health-related commissions.[6] Carefully considering each appointment to these commissions requires a high-degree of professional judgment and subject matter expertise and demands a significant investment of time by our health care senior executives.

---

[6] GAO has responsibility for appointing members to six health care commissions, including the Health Information Technology Advisory Committee; Medicaid and CHIP Payment and Access Commission (MACPAC); Medicare Payment Advisory Commission (MedPAC); Patient-Centered Outcomes Research Institute (PCORI) Governing Board; Patient-Centered Outcomes Research Institute (PCORI) Methodology Committee; and the Physician-Focused Payment Model Technical Advisory Committee (PTAC).

Additional resources for our health care work would not only allow us to respond more quickly to Congressional requests, it would allow us to expand our work on the drivers of health care costs. For example, the continued growth of the Medicare and Medicaid programs drive federal spending on health care and these programs are expected to place additional strain on the federal budget in the coming years, as each program is projected to top $1 trillion in annual expenditures within the next decade.

With decades of experience examining the Medicare program and related policy, we are poised to conduct the analytical work needed to examine where the level and growth of spending is higher and faster in the Medicare program relative to other components of the health care system, such as for inpatient and post-acute care. Our expertise also positions us to examine the incentives created by certain Medicare payment policies that drive excess and inappropriate utilization of services. Furthermore, our staff's Medicaid expertise positions us to explore issues like access, financing arrangements, delivery, and program integrity – all critical issues that are made more complex by the variation among state Medicaid programs.

In addition to examining the sustainability of these large federal health care programs, we would continue to examine how these health care programs and markets affect the daily lives of Americans and communities. For example:

- We would build on our body of work on the availability and affordability of prescription drugs. Given the complexities of the prescription drug market, with competing interests among numerous stakeholders, we can continue to provide objective, unbiased examinations of trends in drug costs and identify options to control these costs – both for the consumer and the government.

- We would expand our work examining the federal government's effort to curb drug misuse, including the ongoing opioid epidemic. More work is needed on the federal government's efforts to prevent opioid and other illicit drug use. Recognizing our expertise and the need for more objective information on this epidemic, Congress directed us to conduct over a dozen studies in the 2018 Substance Use-Disorder Prevention that Promotes Opioid Recovery and Treatment for Patients and Communities Act.

- More work is also needed to examine veterans' health care issues. As we have noted in our High Risk Series, VA is in need of transformation to better ensure that veterans receive the timely and quality care they deserve. Our deep knowledge of VA's delivery of health care services, including its care in the community programs, and information technology infrastructure positions us to provide real-time assessments of significant VA initiatives in these areas.

GAO Infrastructure – Information Technology

GAO has a range of business applications, many of which rely on outdated technologies. A multi-year, multi-phase effort to improve our aging IT infrastructure is underway. This effort will allow us to further streamline business operations, increase staff efficiency and productivity, improve access to information, and facilitate a more agile and mobile workforce, all in a more secure environment.

We also made progress toward implementing cloud-based solutions, which will provide greater efficiency, and began to roll out New Blue, a system that is already improving how we create and share our reports with our Congressional clients and the public.

In FY 2019 and 2020, GAO will continue the multi-phase effort to improve and modernize our aging IT infrastructure and legacy systems, enhance security, minimize support risks, reduce software customization, and maintain tools needed to achieve the agency's mission. This modernization will provide enterprise-class capabilities, scalability, security, and resiliency while minimizing capital expenditures and enable GAO to shift from a capital expenditure model to an operating cost model, which supports federal "Cloud Smart" policy[7]. The modernization also includes transitioning GAO's computing environment from headquarters to an offsite environment that provides key services in a more secure and efficient setting that better meets GAO's computing needs. GAO will also migrate its outdated legacy systems to more efficient cloud-based solutions that will enhance our business continuity and disaster recovery infrastructure.

This modernization effort will include several components, some of which are discussed below.

- In FY 2019, we will roll out New Blue to modernize content development, distribution, and publishing our reports. It will allow our reports to be formatted for and consumed on any internet-connected device. GAO will be publishing reports from each mission team in preparation for full deployment. Initial stakeholder feedback on New Blue has been very positive, specifically, the ability to access GAO products remotely for use during Congressional hearings.

- In FY 2019, we will define the requirements to replace our decades old document and records management system, which houses the supporting documentation for our audit engagements and operational support programs, with a cloud-based Enterprise Content Management solution that provides enhanced functionality,

[7] The 2018 Federal Cloud Computing Strategy, commonly known as Cloud Smart is a long-term, high-level strategy to drive cloud adoption in Federal agencies.

including security, knowledge management, workflow automation, and business process management. This solution will improve existing document and records management capabilities, and will do so with less administrative burden on employees. In addition, the solution will radically improve our ability to share knowledge across the agency and automate many routine workflows for engagement management and execution as well as for internal operations, thereby freeing staff to focus their energies on content development and client and customer service. We expect to acquire and begin implementation of the solution in FY 2020.

- In FY 2019, we will finish rolling out cloud-based technology to provide enhanced Unified Communication Tools (UCT) and collaboration capabilities within GAO for an increasingly mobile workforce. UCT supports our mobile workforce / virtual presence goals to reduce the need for travel among field offices and headquarters, in addition to audit locations. This effort will modernize our suite of telecommunications tools, which will facilitate greater video conferencing, audio, data sharing, reduce redundant implementation and maintenance costs, and standardize the infrastructure that supports voice and data usage. In addition, this effort will migrate telecommunications infrastructure to a cloud hosted solution, which will reduce expenditures and fully integrate with enhanced collaboration tools.

- In FY 2019, we will deploy a cloud-based Web Content Management solution for GAO's external web site, www.gao.gov, which will better enable mobile content and increase customer satisfaction.

- In FY 2019, we will implement software enhancements to automate and improve how GAO receives complaints regarding fraud, waste, and abuse through GAO's Fraudnet portal.

- In FY 2019, we will upgrade the virtual desktop infrastructure (VDI) to be more responsive to staff needs and better enable staff to conduct analysis and develop content. This effort will include upgrading the operating environment on our desktops to Windows 10 prior to Windows 7 being sunset in 2020.

- In FY 2019, GAO will replace the agency's outdated Learning Management and Performance Management systems with a cloud-based Talent Management information system to track and manage training and development activities of GAO staff.

- In FY 2020, to help ensure the security of GAO's systems and data, we will enhance GAO's secure network capabilities and expand secure video teleconferencing capabilities at field offices and headquarters.

- In FY 2020, we plan to replace GAO's outdated, end-of-life system for security clearance tracking and will investigate options to partner with the Library of Congress in sharing services for a proposed personnel security case management system.

- We plan to expand our IT capacity to meet the demands of a larger GAO staff and support the new Science, Technology Assessment, and Analytics (STAA) Team and Audit Innovation Lab.

GAO Infrastructure – Facilities, Building, and Security

While most of GAO's staff is located at its Headquarters in Washington, DC, GAO maintains a presence in strategic locations throughout the country. GAO is always working to ensure our headquarters and field office locations operate as efficiently as possible, and we continue to reduce our real property footprint as we identify opportunities.

In FY 2018, GAO consolidated space in its Headquarters building to maximize efficiency, freeing up over 40,000 square feet for use by another federal agency and increase GAO's rental income. In a further effort to cut costs and reduce our real estate footprint, GAO is strategically moving its field offices into federally owned space as commercial leases expire. For example, GAO recently moved its San Francisco Office from a commercial lease in the financial district to a federal building in Oakland.

Over the next two years, GAO is also looking at options to relocate staff in Los Angeles and Chicago from commercial buildings. GAO is requesting additional funding related to these office moves to ensure we have funding needed for fixed costs related to moves and other expenses related to the office transitions. In addition, as reported in our FY 2018 financial statements, GAO has over $29 million of deferred but necessary maintenance at its headquarters building. This includes heating and air conditioning infrastructure and major electrical equipment that are original to our 67-year old building and past its useful life. Additional funds will help enable this work and protect this valuable asset from quickening deterioration.

Increased Classified Work

In recent years, GAO has received an increasing number of mandates and congressional requests for reviews that require GAO staff to have access to classified agency information, as well as reviews that require accessing information at higher classification levels. Further, GAO's Procurement Law division hears bid protests that involve classified information as part of its statutory responsibility for adjudicating bid protests of government contracts.

GAO expects the demand for this work will continue to increase as GAO is asked to conduct work involving classified national security information and the Intelligence Community. Given this increased demand, GAO began corresponding infrastructure investments in FY 2017 and FY 2018 to accommodate the growing demand for work that involves classified information and to increase efficiency in our communications, processing, and handling capabilities associated with classified information. For example, GAO has increased the size of its secure space available in its headquarters for processing classified information at both the Secret and Top Secret and Sensitive Compartmented Information levels.

Additional funds in FY 2020 will help enable GAO to make further cost-effective technological and infrastructure improvements to support the anticipated increase in work involving classified information, such as upgrading and deploying additional secure video teleconference equipment for field offices, a new case management system to more efficiently track personnel security clearances, a new Classified Enterprise Content Management solution to enhance processing of classified products, and networked Top Secret and Sensitive Compartmented Information computer processing capabilities.

Legal Work Update

In FY2018, we addressed about 2,600 bid protest cases and issued more than 600 decisions on the merits. In addition, we published 15 appropriations law products, including five products to carry out GAO's responsibilities under the Impoundment Control Act regarding the President's special message of May 2018.

The Consolidated Appropriations Act, 2014, included a provision for GAO to develop an electronic bid protest filing system. The statute also authorized the collection and use of fees to offset the costs of that system. We have developed a secure and easy to use web-based system. GAO successfully conducted a pilot program of the system and on May 1, 2018, successfully launched its new system known as the Electronic Protest Docketing System (EPDS).

Strategic Planning

GAO issued its latest Strategic Plan for Serving the Congress and the Nation in February 2018, covering FYs 2018 to 2023. As the nation confronts a series of both new and long-standing challenges, this plan describes our goals and strategies to support the Congress to identify cost savings and other financial opportunities; to make government more accountable, efficient and effective; and ultimately to improve the safety, security, and well-being of the American people. GAO's Strategic Plan provides

a comprehensive roadmap for how the agency will support the most important priorities of Congress and the American people.

This plan reflects the full scope of the federal government's operations, as well as emerging and future trends that may affect government and society. As part of our strategic planning process, we emphasize foresight, continuous environmental scanning, and trend analysis as essential to helping inform our decision-making and long-term planning.

The plan is comprised of three sections: strategic goals and objectives; key efforts; and trends that provide overall context supporting our long-range planning. The current strategic plan framework (Enclosure III) summarizes these global trends affecting government and society, as well as the strategic goals and objectives that guide our work.

There are eight trend areas in GAO's 2018 – 2023 plan including:

1. ***Domestic and Global Security:*** Global conditions affecting U.S. and international security;

2. ***Fiscal Outlook and the Debt:*** The federal government's long-term unsustainable fiscal path;

3. ***Economics and Trade:*** Global response to challenges posed by divergent economic growth;

4. ***Jobs and Education:*** Technological advances and their impact on preparing the workforce of the future;

5. ***Demographics and Society:*** Demographic changes and their implications for U.S. society and economy;

6. ***Science and Technology:*** Five emerging technologies and scientific advances that could potentially transform society (Genome Editing; Artificial Intelligence and Automation; Quantum Information Science; Brain/Augmented Reality; and Cryptocurrencies and Blockchain);

7. ***Government and Governance:*** Increasingly complex governance relationships and practices; and

8. ***Environment and Sustainability:*** Balancing competing natural resource and sustainability needs.

Center for Audit Excellence

The Congress authorized GAO to establish a Center for Audit Excellence (the Center) in 2014 to provide training and technical assistance to enhance the capacity of domestic and international accountability organizations. Although GAO contributes to a number of efforts that promote good governance and enhance accountability community capacity, the Center offers a wide range of training and technical assistance services at locations throughout the United States and the world. The Center is authorized to charge fees for its services to facilitate recovery of its costs.

Since its opening in October 2015, the Center has expanded its volume of business significantly and increased annual revenue from $41,000 in fees in FY 2016 to $624,000 in FY 2018. Further, the Center has provided training or technical assistance services to over two dozen federal, state, local and international accountability organizations. Several of these organizations have returned to the Center repeatedly for training and technical assistance services to help build staff capacity in applying auditing concepts and tools.

In FY 2018, the Center provided training and technical assistance to 12 domestic audit organizations, including federal inspectors general and state and local audit offices. Center services helped these organizations improve their staff members' understanding of federal internal control standards, Government Auditing Standards, and performance audit methodologies. For example, the Center provided 10 classes on internal control to one federal audit organization. Based on formal and informal feedback, the vast majority of training participants found Center training to be greatly useful.

The Center also provided technical assistance to three national audit institutions in Europe and Central America during FY 2018 to enhance their capacity to conduct and achieve results from performance audits. For example, the Center helped a national audit institution in Eastern Europe to enhance its capacity to conduct information technology audits and assisted another national audit institution to assess and improve its process for documenting financial benefits resulting from audits. The Center also provided technical assistance on a project funded by the Millennium Challenge Corporation to help enhance the performance audit capacity of a national audit institution in Central America.

In April 2016, the Center signed a Memorandum of Understanding (MOU) with the U.S. Agency for International Development (USAID) to collaborate in enhancing audit capacity and accountability in developing countries. In FY 2018, under the MOU, the Center assessed the capacity building needs of an African country's audit institutions for USAID and identified areas for improvement. In November 2018, the Center signed an agreement with USAID/Philippines to provide training and technical assistance services

to the Philippine Commission on Audit to strengthen their capacity to conduct performance audits. USAID expects the total estimated cost of the 3-year project to be $1.48 million and has obligated $500,000 for services to be provided by the Center in the first year.

The Center continues to implement its Business Plan and look for additional ways to build on its accomplishments and strengthen the capacity of accountability partners to enhance the oversight of U.S. federal funds used domestically and across the globe. For example, during FY 2019, the Center plans to expand its international work further by leveraging its Memorandum of Understanding with USAID and expanding partnerships with other organizations such as the World Bank.

Concluding Remarks

We value the opportunity to provide Congress and the nation with timely, insightful analysis on the challenges facing the country. Our FY 2020 budget requests the resources to ensure that we can continue to address the highest priorities of the Congress.

Our request will allow us to continue building our staffing level and provide our people with the appropriate resources and support needed to serve the Congress effectively. This funding level will also allow us to continue efforts to promote operational efficiency and address long-deferred investments and maintenance. We will also continue to explore opportunities to generate revenue to help offset our costs.

I appreciate, as always, your careful consideration of our budget and your continued support. I look forward to discussing our FY 2020 budget request with you.



Gene L. Dodaro
Comptroller General
of the United States

Enclosures (3)

Enclosure I

GAO's High Risk List as of September 30, 2018

High Risk Area	Year Designated
Strengthening the Foundation for Efficiency and Effectiveness	
▪ Improving Federal Programs that Serve Tribes and Their Members[a]	2017
▪ 2020 Decennial Census	2017
▪ U.S. Government's Environmental Liabilities[a]	2017
▪ Improving the Management of IT Acquisitions and Operations	2015
▪ Limiting the Federal Government's Fiscal Exposure by Better Managing Climate Change Risks	2013
▪ Management of Federal Oil and Gas Resources	2011
▪ Modernizing the U.S. Financial Regulatory System and the Federal Role in Housing Finance[a]	2009
▪ Restructuring the U.S. Postal Service to Achieve Sustainable Financial Viability[a]	2009
▪ Funding the Nation's Surface Transportation System[a]	2007
▪ Managing Federal Real Property	2003
▪ Strategic Human Capital Management[a]	2001
Transforming DOD Program Management	
▪ DOD Approach to Business Transformation	2005
▪ DOD Support Infrastructure Management[a]	1997
▪ DOD Business Systems Modernization	1995
▪ DOD Financial Management	1995
▪ DOD Supply Chain Management	1990
▪ DOD Weapon Systems Acquisition	1990
Ensuring Public Safety and Security	
▪ Government-wide Personnel Security Clearance Process (new)	2018
▪ Mitigating Gaps in Weather Satellite Data	2013
▪ Protecting Public Health through Enhanced Oversight of Medical Products	2009
▪ Transforming EPA's Processes for Assessing and Controlling Toxic Chemicals	2009
▪ Ensuring the Effective Protection of Technologies Critical to U.S. National Security Interests[a]	2007
▪ Improving Federal Oversight of Food Safety[a]	2007
▪ Strengthening Department of Homeland Security Management Functions	2003
▪ Ensuring the Cybersecurity of the Nation[a]	1997
Managing Federal Contracting More Effectively	
▪ DOD Contract Management[a]	1992
▪ DOE's Contract Management for the National Nuclear Security Administration and Office of Environmental Management	1990
▪ NASA Acquisition Management	1990
Assessing the Efficiency and Effectiveness of Tax Law Administration	
▪ Enforcement of Tax Laws[a]	1990
Modernizing and Safeguarding Insurance and Benefit Programs	
▪ Managing Risks and Improving VA Health Care[a]	2015
▪ National Flood Insurance Program[a]	2006
▪ Improving and Modernizing Federal Disability Programs	2003
▪ Pension Benefit Guaranty Corporation Insurance Programs[a]	2003
▪ Medicaid Program[a]	2003
▪ Medicare Program[a]	1990

[a]Legislation is likely to be necessary in order to effectively address this area. Source: GAO. | GAO-19-1SP

Enclosure II

Federal Disaster Response and Recovery Engagements

Completed Engagements:

- *Disaster Assistance: Opportunities to Enhance Implementation of the Redesigned Public Assistance Grant Program.* GAO-18-30, November 8, 2017.
- *2017 Disaster Contracting: Observations on Federal Contracting for Response and Recovery Efforts.* GAO-18-335, February 28, 2018.
- *Federal Disaster Assistance: Individual Assistance Requests Often Granted but FEMA Could Better Document Factors Considered.* GAO-18-366, May 31, 2018.
- *2017 Hurricanes and Wildfires: Initial Observations on the Federal Response and Key Recovery Challenges.* GAO-18-472, September 4, 2018.
- *Homeland Security Grant Program: Additional Actions Could Further Enhance FEMA's Risk-Based Grant Assessment Model.* GAO-18-354, September 6, 2018.
- *Continuity of Operations: Actions Needed to Strengthen FEMA's Oversight and Coordination of Executive Branch Readiness.* GAO-19-18SU, November 26, 2018.
- *2017 Disaster Contracting: Action Needed to Better Ensure More Effective Use and Management of Advance Contracts.* GAO-19-93, December 6, 2018.

Ongoing Engagements:

1. FEMA Public Assistance funding and recovery efforts in the U.S. Virgin Islands;
2. FEMA Public Assistance funding and recovery efforts in Puerto Rico;
3. Department of House and Urban Development Community Development Block Grant Disaster Recovery Assistance;
4. Federal post disaster contracts;
5. Disaster assistance for older Americans and individuals with disabilities;
6. Puerto Rico and U.S. Virgin Islands power grid restoration;
7. Review of U.S. Virgin Islands recovery planning and progress;
8. Puerto Rico disaster recovery planning and progress;
9. 2017 wildfire response and recovery;
10. Federal internal control plans for disaster assistance funding;

Enclosure II

Federal Disaster Response and Recovery Engagements

Ongoing Engagements (continued):

11. Electricity grid restoration and resilience after the 2017 hurricane season;
12. Mass care sheltering and feeding challenges during the 2017 hurricanes;
13. DOT highway and transit emergency relief funding;
14. Drinking water and wastewater utility resilience;
15. Review of disaster death count information in selected states and territories;
16. Department of Health and Human Services Disaster Response Efforts;
17. Disaster and climate change impacts on Superfund sites;
18. FEMA Public Assistance program fraud risk management efforts;
19. Fuel reduction efforts for wildland fires;
20. Preparedness challenges and lessons learned from the 2017 disasters;
21. FEMA workforce management and challenges;
22. Small Business Administration response to 2017 disasters;
23. Development of the GAO disaster resilience framework;
24. FEMA Individual Assistance programs and challenges;
25. National Flood Insurance Program (NFIP) post-flood enforcement;
26. Emergency alerting capabilities and progress;
27. National Flood Insurance Program buyouts and property acquisitions, and
28. Economic costs of large-scale natural disasters and impacts on community recovery.

Enclosure III

GAO'S STRATEGIC FRAMEWORK

MISSION

GAO exists to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people.

GAO CORE VALUES

MISSION VALUES

- Accountability
- Integrity
- Reliability

PEOPLE VALUES

- Valued
- Respected
- Treated Fairly

TRENDS SHAPING THE UNITED STATES AND ITS PLACE IN THE WORLD

- GLOBAL SECURITY
- DEBT AND FISCAL OUTLOOK
- ECONOMICS, TRADE, AND CONNECTEDNESS
- EDUCATION AND EMPLOYMENT
- CHANGES IN PEOPLE AND SOCIETY
- SCIENCE AND TECHNOLOGY
- GOVERNMENT AND GOVERNANCE
- ENVIRONMENT AND SUSTAINABILITY

GOALS AND OBJECTIVES

WELL-BEING AND FINANCIAL SECURITY

Goal: Provide timely, quality service to the Congress and the federal government to address current and emerging challenges to the well-being and financial security of the American people related to...

STRATEGIC OBJECTIVES

- Health care needs
- Lifelong learning
- Challenges facing an aging population
- Effective system of justice
- Housing finance and viable communities
- Stable financial system and consumer protection
- Natural resources and the environment
- National infrastructure
- Benefits and protections for workers, families, and children

NATIONAL SECURITY AND GLOBAL INTERDEPENDENCE

Goal: Provide timely, quality service to the Congress and the federal government to respond to changing security threats and challenges of national security and global interdependence involving...

STRATEGIC OBJECTIVES

- Homeland security
- Military capabilities and readiness
- Foreign policy and international economic interests
- Intelligence Community's management and integration

NATIONAL CHALLENGES

Goal: Help transform the federal government to address national challenges by assessing...

STRATEGIC OBJECTIVES

- Government's fiscal position and approaches to address current and projected fiscal gaps
- Major management challenges and program risks
- Fraud, waste, and abuse and needed improvements in internal controls

MAXIMIZE GAO VALUE

Goal: Maximize the value of GAO by enabling quality, timely service to the Congress and by being a leading practices federal agency by focusing on...

STRATEGIC OBJECTIVES

- Empowering GAO's workforce to excel
- Delivery of quality results and products
- Promotion of knowledge sharing, government standards and strategic solutions
- Providing modern integrated tools and systems

Contents

Page

Transmittal Letter 1

The Comptroller General letter outlines GAO's responsibilities and mission to provide the Congress with accurate, objective, nonpartisan, and constructive analyses and advice, and the resources needed to achieve its goals and objectives to help improve government performance, accountability, and transparency.

Overview A-1

The overview provides a summary of GAO's staffing and funding proposed for fiscal year 2020, including the core principles that guided planning activities and how GAO plans to use its resources to accomplish its mission.

Appropriation Language B-1

Summary Budget Schedules C-1

This section includes summary schedules displaying GAO's proposed staffing and funding resources including:

- Resource summaries by program;
- Analyses of changes from fiscal year 2019 to 2020:
  - By program, and
  - By object classification;
- Explanation of changes; and
- Resource summaries by object classification.

BUDGETARY RESOURCES

This section describes the program components, accomplishments, plans, and resource needs for our 3 major programs, including human capital, engagement support, and infrastructure operations.

Human Capital D-1

This section describes:

- Salaries and benefits;
- Recruitment and retention;
- Training and development; and
- Other compensation.

Page

Engagement Support **E-1**

This section includes:

- Travel; and
- Specialized data and expertise.

Infrastructure Operations **F-1**

This section includes:

- Information technology;
- Building and security services; and
- Administrative support services.

Mission, Results, Performance and Plans

Fiscal Year 2020 Performance Plan..... **G-1**

This section includes GAO's fiscal year 2020 performance plan consistent with the Government Performance and Results Act of 1993, as amended. It describes GAO's strategic planning process and provides information on GAO's goals, performance results for fiscal years 2015–2018, and describes performance measures and planned work for fiscal years 2019 and 2020.

Office of Inspector General Budget Detail..... **H-1**

Overview of Fiscal Year 2020 Budget

GAO's fiscal year (FY) 2020 budget requests $647.6 million in appropriated funds and utilizes $38.3 million in receipts and reimbursements, primarily from program and financial audits and rental income. These resources will fund 3,250 full-time equivalents (FTE) and continue critical building and information technology investments that will improve our work product and enable our staff to be more efficient. We will continue to bolster entry-level and intern positions to address succession planning and fill critical skill gaps. These efforts will help ensure that GAO recruits and retains a talented and diverse workforce to meet the priority needs of the Congress.

In FY 2020, we will continue to support Congressional oversight across the wide array of government programs and operations. We also will continue to increase our capabilities to review the opportunities and challenges associated with evolving science and technology issues; the risks and management needs to address complex and growing cyber security developments; increased investments in the Department of Defense; and rising health care costs.

This month, we established a new Science, Technology Assessment, and Analytics team to continue and expand our focus on rapidly evolving science and technology issues. The team will focus on: (1) conducting technology assessments at the request of the Congress; (2) providing technical assistance to Congress on science and technology matters; (3) continuing to develop and use technical guides to assess major federal acquisitions and technology programs in areas such as cost estimating, schedule planning and technology readiness; (4) supporting Congressional oversight of federal science programs; and (5) advancing GAO's ability to use data analytics in auditing federal programs. Consistent with the 2019 Legislative Branch Appropriations Bill, Conference Report, we will provide a detailed plan to this committee in March 2019 outlining our expanded capabilities to support Congress on science and technology related issues. To inform this plan, we are conducting outreach to Members of Congress, Congressional Committees, alumni of the former Office of Technology Assessment, major scientific associations, the National Academies, and leading science and technology policy experts in universities and nonprofit institutions.

We remain committed to providing program and technical expertise to support Congress in overseeing the executive branch; evaluating government programs, operations and spending priorities; and assessing information from outside parties. GAO is recognized for its non-partisan, first-hand, objective, fact-based, and reliable analyses across the full breadth and scope of the federal government's extensive interests. In fiscal year 2018, we received 786 requests for work from 90 percent of the standing committees of the Congress supporting a broad range of congressional interests. Our senior executives were asked to testify 98 times before 48 separate committees or subcommittees on topics including key risks for the 2020 Census, improper payments under Medicaid, national defense preparedness, border security, and the nation's cybersecurity challenges.

Since 2014, this Committee has provided funding that has resulted in our work achieving over $340 billion in financial benefits and more than 6,300 other improvements in federal programs and operations for our government. In FY 2018, GAO's work yielded a return of about $124 for every dollar invested in GAO. Specifically, our work:

- resulted in a record $75.1 billion in financial benefits as well as 1,294 program and operational improvements, including the revision of spending limits for Medicaid demonstration projects to assure budget neutrality, helping the Centers for Medicare &

Medicaid Services achieve and measure the benefits of its fraud prevention system, identifying unexpended and unobligated balances in DOD's Military Personnel accounts;

- resulted in 633 reports and 1,650 new recommendations across the broad spectrum of federal programs that provide a roadmap for future program improvements; and
- identified 68 new actions across 23 new program areas that could reduce fragmentation, overlap, and duplication, or provide other cost savings and revenue enhancement opportunities across the federal government.

The Partnership for Public Service also named GAO one of the top places to work in the federal government. GAO is fourth among mid-size agencies and first for support of diversity and inclusion.

A summary of GAO's funding sources for FYs 2018 – 2020 is shown in Table 1.

Table 1: FY 2018 – 2020 Summary of Budget Authority (dollars in thousands)

	Fiscal Year 2018 Actual		Fiscal Year 2019 Estimate		Fiscal Year 2020 Request	
Funding Source	**FTE**	**Amount**	**FTE**	**Amount**	**FTE**	**Amount**
Salaries and Expenses Appropriation	**3,015**	**$569,068**	**3,150**	**$589,750**	**3,250**	**$647,637**
Offsetting receipts [a]		23,073		23,800		23,800
Center for Audit Excellence[b]		727		1,000		1,000
Reimbursements [c]		10,766		21,099		13,521
Total budget authority	**3,015**	**$603,634**	**3,150**	**$635,649**	**3,250**	**$685,958**

Summary of Resources by Program

A summary of GAO's resources by program is shown in Table 2. Additional information on each program, including FY 2018 accomplishments and plans for FYs 2019 and 2020, are included in the program sections of this document.

In preparing the FY 2020 budget, GAO's goal is to maximize its support to the Congress, while implementing actions that will optimize staffing and business operations.

GAO's proposed FY 2020 funding will enable GAO to bolster its staff capacity to 3,250 FTEs, address succession planning challenges and fill critical skill gaps.

[a] Includes receipts available primarily from the U.S. Army Corps of Engineers and the Department of Justice for rental of space in the GAO headquarters building; and reimbursement of GAO's costs incurred in conducting financial audits of the Federal Deposit Insurance Corporation, Internal Revenue Service, Schedule of Federal Debt, and Securities and Exchange Commission (SEC).

[b] Includes reimbursement of GAO's costs incurred by the Center for Audit Excellence to build institutional auditing capacity and promote good governance by providing training and assistance to qualified personnel and entities.

[c] Includes reimbursements of GAO's costs incurred in conducting mandated program and financial audits of the Federal Housing Finance Agency, Consumer Financial Protection Bureau, SEC, Troubled Asset Relief Program; operation of the Federal Accounting Standards Advisory Board; collection of bid protest system user fees; supplemental funds for disaster audits; and carryover of FY 2018 two-year funds.

Table 2: FY 2017 – 2019 Summary of Resources by Program (dollars in thousands)

Program	Fiscal Year 2018 Actual FTE	Fiscal Year 2018 Actual Amount	Fiscal Year 2019 Estimate FTE	Fiscal Year 2019 Estimate Amount	Fiscal Year 2020 Request FTE	Fiscal Year 2020 Request Amount	Net Change Fiscal Year 2019 / 2020 FTE	Net Change Fiscal Year 2019 / 2020 Amount
Human capital	3,015	$484,876	3,150	$520,988	3,250	$554,025	100	$33,037
Engagement support		14,194		13,300		14,050		750
Infrastructure operations		103,837		100,361		116,883		16,522
Center for Audit Excellence		727		1,000		1,000		0
Total budget authority	**3,015**	**$603,634**	**3,150**	**$635,649**	**3,250**	**$685,958**	**100**	**$50,309**
Offsets		($34,566)		($45,899)		($38,321)		7,578
Appropriation		**$569,068**		**$589,750**		**$647,637**		**$57,887**

The FY 2020 budget seeks funding to cover infrastructure operations projects that are essential to ensure our continued productivity and effectiveness. Addressing these items now will avoid more costly repairs in the future and ensure our ability to exchange data with other federal entities. These critical investments are discussed further in the infrastructure operation section of this document.

Summary of Changes

A summary of the changes in our funding requirements from FY 2019 to 2020 is shown in Table 3. Additional information on the components of these changes is included in the Summary Schedules section of this document.

Pay-Related Changes

GAO's FY 2020 budget includes an increase of $31.8 million to cover pay-related changes to support our workforce and enable GAO to address critical skill gaps. These costs include:

- the January 2020 1.9 percent pay raise;
- full year (annualized) cost of assumed FY 2019 hiring, promotions, and pay adjustments;
- hiring to achieve our projected FY 2020 FTE level and fill critical vacancies;
- performance-based merit increases in lieu of executive branch within-grade increases; and
- employer benefits contributions programs, such as health benefits and workers' compensation.

Price Level Changes

GAO's FY 2020 budget request includes an increase of $1.3 million to cover mandatory price level increases imposed by vendors and contractors to maintain current service levels.

Program Changes

GAO's FY 2020 budget proposes an increase of $17.2 million support for ongoing IT programs, GAO's newly mandated science and technology group, and building infrastructure improvements.

Net Change in Offsets

GAO's FY 2020 budget has a net decrease in offsets utilized of $7.6 million. GAO's FY 2018 direct appropriation included $10 million in two-year funding for information technology and building infrastructure projects, of which, $9.7 million was carried over to FY 2019 and reflected under FY 2019 offsets in these tables. The net reduction to offsets utilized is due to the end of availability of this carryover funding, which were fully obligated in FY 2019.

Table 3: Fiscal Year 2019 – 2020 Summary of Changes *(dollars in thousands)*

Funding Source	Staff on Board At Fiscal Year End	FTE Usage	Amount
FY 2019 Appropriation	**3,271**	**3,150**	**$589,750**
FY 2020 Changes:			
Pay-related costs	0	100	31,762
Price Level	0	0	1,298
Program changes	0	0	17,249
Net Change in Offsets	0	0	7,578
Total FY 2020 Changes	***0***	***100***	***$57,887***
FY 2020 Appropriation	**3,271**	**3,250**	**$647,637**

GOVERNMENT ACCOUNTABILITY OFFICE

SALARIES AND EXPENSES

For necessary expenses of the Government Accountability Office, including not more than $12,500 to be expended on the certification of the Comptroller General of the United States in connection with official representation and reception expenses; temporary or intermittent services under section 3109(b) of title 5, United States Code, but at rates for individuals not more than the daily equivalent of the annual rate of basic pay for level IV of the Executive Schedule under section 5315 of such title; hire of one passenger motor vehicle; advance payments in foreign countries in accordance with section 3324 of title 31, United States Code; benefits comparable to those payable under sections 901(5), (6), and (8) of the Foreign Service Act of 1980 (22 U.S.C. 4081(5), (6), and (8)); and under regulations prescribed by the Comptroller General of the United States, rental of living quarters in foreign countries, **[**$589,749,653**]: *$647,637,000;*** *Provided*, That, in addition, **[**$35,900,000**]** ***$24,800,000,*** of payments received under sections 782, 791, 3521, and 9105 of title 31, United States Code, shall be available without fiscal year limitation: *Provided further*, That this appropriation and appropriations for administrative expenses of any other department or agency which is a member of the National Intergovernmental Audit Forum or a Regional Intergovernmental Audit Forum shall be available to finance an appropriate share of either Forum's costs as determined by the respective Forum, including necessary travel expenses of non-Federal participants: *Provided further*, That payments hereunder to the Forum may be credited as reimbursements to any appropriation from which costs involved are initially financed. *[Provided further,* That this appropriation shall be available to transfer amounts to the Department of the Army for the expenses of constructing an Army facility at Redstone Arsenal for the sole, unlimited use of the Government Accountability Office, and (notwithstanding section 1502(a) of title 31, United States Code) shall be available to transfer such amounts without regard to the fiscal year in which such expenses are incurred*: Provided further,* That hereafter, amounts appropriated for the salaries and expenses of the Government Accountability Office shall be available to transfer to the Department of the Army for the maintenance.*]*

PAGE INTENTIONALLY LEFT BLANK

Schedule A

Government Accountability Office
Resource Summary by Program
(dollars in thousands)

Program	Fiscal Year 2018 Actual FTEs	Fiscal Year 2018 Actual Amount	Fiscal Year 2019 Estimated FTEs	Fiscal Year 2019 Estimated Amount	Fiscal Year 2020 Request FTEs	Fiscal Year 2020 Request Amount	Net Change Fiscal Year 2019 / 2020 FTEs	Net Change Fiscal Year 2019 / 2020 Amount
Human capital	3,015	$484,876	3,150	$520,988	3,250	$554,025	100 3.2%	$33,037 6.3%
Engagement support		14,194		13,300		14,050		750 5.6%
Infrastructure operations		103,837		100,361		116,883		16,522 16.5%
Center for Audit Excellence		727		1,000		1,000		0 0.0%
Total budget authority	**3,015**	**$603,634**	**3,150**	**$635,649**	**3,250**	**$685,958**	**100** **3.2%**	**$50,309** **7.9%**
Offsetting Collections:								
Offsetting Receipts		($23,073)		($23,800)		($23,800)		$0
Center for Audit Excellence		(727)		(1,000)		(1,000)		0
Subtotal		**($23,800)**		**($24,800)**		**($24,800)**		**$0.0** 0.0%
Permanent Authority / Carryover Funding:								
Offsetting Receipts from Prior Year Authority		($1,701)		$0		($2,421)		($2,421)
Reimbursements		(5,954)		(6,428)		(6,100)		328
Disaster Supplemental		(3,111)		(5,000)		(5,000)		0
FY 2018 Direct Appropriations - 2 Year Fund		0		(9,671)		0		9,671
Subtotal		**($10,766)**		**($21,099)**		**($13,521)**		**$7,578** (35.9%)
Appropriation	**3,015**	**$569,068**	**3,150**	**$589,750**	**3,250**	**$647,637**	**100**	**$57,887** **9.8%**

Additional information can be found on pages C-5 – C-9 of this section, and in the Human Capital, Engagement Support, and Infrastructure Operations sections.

Schedule A-1

Government Accountability Office
Resource Details by Program
(dollars in thousands)

Program	Fiscal Year 2018 Actual FTEs	Fiscal Year 2018 Actual Amount	Fiscal Year 2019 Estimate FTEs	Fiscal Year 2019 Estimate Amount	Fiscal Year 2020 Request FTEs	Fiscal Year 2020 Request Amount	Net Change Fiscal Year 2019/2020 FTEs	Net Change Fiscal Year 2019/2020 Amount
Human capital								
Salaries and benefits	3,015	$470,842	3,150	$505,637	3,250	$537,307	100 3.2%	$31,670 6.3%
Recruitment and retention		7,393		8,471		9,618		1,147 13.5%
Training and development		3,554		3,800		4,000		200 5.3%
Other compensation		3,087		3,080		3,100		20 0.6%
Subtotal	**3,015**	**$484,876**	**3,150**	**$520,988**	**3,250**	**$554,025**	**100 3.2%**	**$33,037 6.3%**
Engagement support								
Travel		$6,921		$7,800		$8,550		$750 9.6%
Specialized data and expertise		7,273		5,500		5,500		0 0.0%
Subtotal		**$14,194**		**$13,300**		**$14,050**		**$750 5.6%**
Infrastructure operations								
Information technology		$56,962		$48,750		$58,750		$10,000 20.5%
Building and security		37,985		41,500		46,800		5,300 12.8%
Administrative and support services		8,890		10,111		11,333		1,222 12.1%
Subtotal		**$103,837**		**$100,361**		**$116,883**		**$16,522 16.5%**
Center for Audit Excellence		**$727**		**$1,000**		**$1,000**		**$0 0.0%**
Total budget authority	**3,015**	**$603,634**	**3,150**	**$635,649**	**3,250**	**$685,958**	**100 3.2%**	**$50,309 7.9%**
Offsets[a]		($34,566)		($45,899)		($38,321)		$7,578 (16.5%)
Appropriation		**$569,068**		**$589,750**		**$647,637**		**$57,887 9.8%**

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

Schedule B

Government Accountability Office
Resource Summary
Analysis of Changes by Program
(dollars in thousands)

Program	Fiscal Year 2019 Estimate	Fiscal Year 2020 Changes: Pay-Related	Price Level	Program Change	Total Net Change	Fiscal Year 2020 Request
Human capital	$520,988	$31,762	$46	$1,229	$33,037	$554,025
Engagement support	13,300	0	0	750	750	14,050
Infrastructure operations	100,361	0	1,252	15,270	16,522	116,883
Center for Audit Excellence	1,000	0	0	0	0	1,000
Total budget authority	**$635,649**	**$31,762**	**$1,298**	**$17,249**	**$50,309**	**$685,958**
Offsetting Collections:						
Offsetting receipts	($23,800)	$0	$0	$0	$0	($23,800)
Center for Audit Excellence	(1,000)	0	0	0	0	(1,000)
Subtotal	**($24,800)**	**$0**	**$0**	**$0**	**$0**	**($24,800)**
Permanent Authority / Carryover Funding:						
Offsetting Receipts from Prior Year Authoritity	$0	$0	$0	($2,421)	($2,421)	($2,421)
Reimbursements	(6,428)	0	0	328	328	(6,100)
Disaster Supplemental	(5,000)	0	0	0	0	(5,000)
FY18 Direct Appropriations - 2 Year Fund	(9,671)	0	0	9,671	9,671	0
Subtotal	**($21,099)**	**$0**	**$0**	**$7,578**	**$7,578**	**($13,521)**
Salaries & expenses appropriation	**$589,750**	**$31,762**	**$1,298**	**$24,827**	**$57,887**	**$647,637**

Additional information can be found on pages C-5 – C-9 of this section, and in the Human Capital Engagement Support, and Infrastructure Operations sections.

Schedule B-1

Government Accountability Office
Resource Summary
Detailed Analysis of Changes by Program
(dollars in thousands)

Program	Fiscal Year 2019 Estimate	Fiscal Year 2020 Changes				Fiscal Year 2020 Request
		Pay-Related	Price Level	Program Change	Total Net Change	
Human capital						
Salaries and benefits	$505,637	$31,670	$0	$0	$31,670	$537,307
Recruitment and retention	8,471	72	0	1,075	1,147	9,618
Training and development	3,800	0	46	154	200	4,000
Other compensation	3,080	20	0	0	20	3,100
Subtotal	**$520,988**	**$31,762**	**$46**	**$1,229**	**$33,037**	**$554,025**
Engagement support						
Travel	$7,800	$0	$0	$750	$750	$8,550
Specialized data and expertise	5,500	0	0	0	0	5,500
Subtotal	**$13,300**	**$0**	**$0**	**$750**	**$750**	**$14,050**
Infrastructure operations						
Information technology	$48,750	$0	$500	$9,500	$10,000	$58,750
Building and security services	41,500	0	530	4,770	5,300	46,800
Administrative and support services	10,111	0	222	1,000	1,222	11,333
Subtotal	**$100,361**	**$0**	**$1,252**	**$15,270**	**$16,522**	**$116,883**
Center for Audit Excellence	**$1,000**	**$0**	**$0**	**$0**	**$0**	**$1,000**
Total budget authority	**$635,649**	**$31,762**	**$1,298**	**$17,249**	**$50,309**	**$685,958**
Offsetting Collections:						
Offsetting receipts	($23,800)	$0	$0	$0	$0	($23,800)
Center for Audit Excellence	(1,000)	0	0	0	0	(1,000)
Subtotal	**($24,800)**	**$0**	**$0**	**$0**	**$0**	**($24,800)**
Permanent Authority / Carryover Funding:						
Offsetting Receipts from Prior Year Authority	$0	$0	$0	($2,421)	($2,421)	($2,421)
Reimbursements	(6,428)	0	0	328	328	(6,100)
Disaster Supplemental	(5,000)	0	0	0	0	(5,000)
FY18 Direct Appropriations - 2 Year Fund	(9,671)	0	0	9,671	9,671	0
Subtotal	**($21,099)**	**$0**	**$0**	**$7,578**	**$7,578**	**($13,521)**
Salaries & expenses appropriation	**$589,750**	**$31,762**	**$1,298**	**$24,827**	**$57,887**	**$647,637**

Pay-Related Costs

(dollars in thousands)

GAO's fiscal year 2020 budget includes $31.8 million to cover mandatory pay-related costs and other benefits to support a highly skilled workforce and enable GAO to address succession planning and skill gaps.

Table 1a: Supplemental Data on Pay-Related Costs

Program		Amount of change
1. Salaries and benefits		
a) Annualization	$20,882	
b) Civilian pay raise	7,828	
c) Performance-based merit increases	8,561	
d) Attrition	(20,317)	
e) Hiring	13,203	
f) Promotions	1,513	
Subtotal – salaries and benefits		$31,670
2. Recruitment and retention		
a) Rewards and recognition	$48	
b) *SES Bonuses / SES PBC Cash*	$24	
Subtotal – recruitment and retention		$72
4. Other compensation		
a) Lump sum terminal leave	$15	
b) Separation pay	5	
Subtotal – other compensation		$20
Total pay-related costs		**$31,762**

Explanation of Changes

1. Salaries and benefits

a) Represents the amount needed to maintain the onboard staffing level at the start of fiscal year 2020 assuming no other changes in staffing or pay, i.e., to achieve the full-year (annualized) cost of fiscal year 2019 hiring and pay adjustments.

b) Funds the cost of the anticipated January 2020 civilian pay raise at 1.9 percent.[1] The GAO Act of 2008 requires GAO to provide employees who are meeting expectations an annual increase in base salary that is equal to the General Schedule increase for their particular localities.

[1] If the civilian pay raise is computed at 3.0 percent as estimated by CBO, GAO's request would increase by $4.812 million. If the civilian pay raise is eliminated in 2020, GAO's request could be reduced by $7.828 million.

c) Funds the cost of performance-based merit increases to base pay in lieu of executive branch General Schedule–equivalent within-grade increases for staff covered under the banded pay systems.

d) Reflects a reduction in salary and benefits costs from the projected retirement or attrition of 190 employees.

e) Funds the cost to complete the multiyear strategy to rebuild staff capacity. In fiscal year 2020, GAO plans to hire about 190 permanent staff and 150 interns to replace attrition, address succession planning and skill gap needs, and fill critical vacancies.

f) Provides funds to competitively promote staff to fill succession planning needs and ensure that GAO has staff at the appropriate levels who can assume positions of more responsibility.

2. Recruitment and retention

a) Funds the cost of performance-based merit increases in lieu of executive branch General Schedule–equivalent within-grade increases for staff at the salary pay caps under the banded pay systems.

3. Rewards and recognitionOther compensation

a) Funds a slight increase in the the cost of SES performance and cash bonuses.

4. Other compensation

a) Funds the projected cost associated with lump sum leave payments for separating employees.

b) Funds the projected costs associated with separation pay of former comptroller's annuity.

Price Level Changes

(dollars in thousands)

GAO's fiscal year 2020 budget includes an increase of $1.3 million to cover inflationary cost increases in information technology, building and security services, and administrative operations based on negotiated vendor increases, historical data, and other guidance.

Table 1b: Supplemental Data on Price Level Costs

Program	Amount of change
1. Training and development	$46
2. Information technology	500
3. Building and security services	530
3. Administrative support services	222
Total price level changes	**$1,298**

Program Changes

(dollars in thousands)

GAO's fiscal year 2020 budget includes a net increase of $17.2 million in program changes to support human capital programs, enhance GAO's IT infrastructure, stand up GAO's newly created science and technology group, and improve building and security operations.

Table 1c: Supplemental Data on Program Changes

Program	Amount of change
1. Recruitment	$1,075
2. Training and development	154
3. Travel	750
4. Information technology	9,500
5. Building services	4,770
6. Administrative Services	1,000
Total program changes	**$17,249**

Explanation of Changes

1. Provides an increase of $1.0 million in student loan repayments to support the increase in GAO's staffing level in fiscal year 2020. These funds enable GAO to provide a benefit which will help improve staff participation and retention rates, and help ensure that GAO's benefits opportunities are commensurate with other professional services firms and federal agencies with whom it competes for talent.

2. Provides an increase in training funds to support the increase in GAO's staffing level in fiscal year 2020.

3. Provides an increase in travel funds to support the increase in GAO's staffing level in fiscal year 2020.

4. Provides an increase to continue ongoing efforts with the new Science and Technology Assessment team and improve efficiencies, and critical investments to strengthen the capabilities and security of GAO's IT infrastructure.

5. Provides an increase for critical repairs/replacement of end-of-life building systems and support ongoing efforts to reduce the backlog of deferred maintenance at GAO headquarters building, upgrade building access badges, complete an agency wide security risk assessment and support ongoing relocatiions of field staff into federal buildings.

6. Includes a one-time increase for HCO to convert GAO official personnel files (OPF) from paper to an electronic format. Implementing OPM's eOPF will improve accuracy and efficiency of processing personnel actions and improve management of GAO's records.

Offset Changes

(dollars in thousands)

GAO's fiscal year 2020 budget includes a net decrease of $7,578 million in offsets utilized to reduce GAO's direct appropriation.

Table 1d: Supplemental Data on Offset Changes	
1. Offsets utilized	**$7,578**

GAO's FY 2018 direct appropriation included $10 million in two-year funding for information technology and building infrastructure projects, of which, $9.7 million was carried over to FY 2019 and reflected under offsets for budget formulation purposes. The reduction to offsets utilized is due to the end of availability of this carryover funding, which was fully obligated in FY 2019.

Schedule A-2

Government Accountability Office
Resource Summary by Object Classification
(dollars in thousands)

	Object Classification	Fiscal Year 2018 Actual	Fiscal Year 2019 Estimate	Fiscal Year 2020 Request	Net Change Fiscal Year 2019/2020
11.1	Full-time permanent staff	$346,204	$371,058	$391,577	5.5%
11.3	Other than full-time permanent staff	15,221	15,401	16,549	7.5%
11.5	Other personnel compensation	4,043	5,121	5,193	1.4%
12.1	Civilian personnel benefits	116,236	126,047	137,048	8.7%
13	Benefits for former personnel	249	260	265	1.9%
	Total pay-related	**$481,953**	**$517,887**	**$550,632**	**6.3%**
21	Travel and transportation of persons	$7,039	$8,135	$8,550	5.1%
23.1	Rental payments to GSA	5,565	5,564	5,564	0.0%
23.2	Rental payments to others	34	67	67	0.0%
23.3	Communications, utilities, and misc. charges	10,097	10,474	11,284	7.7%
24	Printing and reproduction	80	94	94	0.0%
25.1	Advisory and assistance services	3,338	3,734	3,934	5.4%
25.2	Other services	23,038	19,576	19,894	1.6%
25.3	Goods and services from government accounts	989	986	989	0.3%
25.4	Operation and maintenance of facilities	10,808	14,342	17,349	21.0%
25.6	Medical care	478	489	489	0.0%
25.7	Operation and maintenance of equipment	53,849	44,172	54,072	22.4%
26	Supplies and materials	625	443	443	0.0%
31	Equipment	951	3,197	4,137	29.4%
32	Land and structures	4,706	6,389	8,360	30.8%
42	Insurance claims and indemnities	84	100	100	0.0%
	Total non pay-related	**$121,681**	**$117,762**	**$135,326**	**14.9%**
	Total budget authority	**$603,634**	**$635,649**	**$685,958**	**7.9%**
	Offsetting Collections:				
	Offsetting receipts	($23,073)	($23,800)	($23,800)	0.0%
	Center for Audit Excellence	(727)	(1,000)	(1,000)	0.0%
	Subtotal	**($23,800)**	**($24,800)**	**($24,800)**	**0.0%**
	Permanent Authority / Carryover Funding:				
	Offsetting Receipts from Prior Year Authority	($1,701)	$0	($2,421)	N/A
	Reimbursements	(5,954)	(6,428)	(6,100)	(5.1%)
	Disaster Supplemental	(3,111)	(5,000)	(5,000)	0.0%
	FY18 Direct Appropriations - 2 Year Fund	0	(9,671)	0	(100%)
	Subtotal	**($10,766)**	**($21,099)**	**($13,521)**	**(36%)**
	Salaries and expenses appropriation	**$569,068**	**$589,750**	**$647,637**	**9.8%**

Schedule B-2

Government Accountability Office
Resource Summary
Analyses of Changes by Object Classification
(dollars in thousands)

			Fiscal Year 2019 Changes				
	Object classification	Fiscal Year 2019 Estimate	Pay Related	Price Level	Program Change	Total Net Change	Fiscal Year 2020 Request
11.1	Full-time permanent staff	$371,058	$20,519	$0	$0	$20,519	$391,577
11.3	Other than full-time permanent staff	15,401	1,148	0	0	1,148	16,549
11.5	Other personnel compensation	5,121	72	0	0	72	5,193
12.1	Civilian personnel benefits	126,047	10,018	0	983	11,001	137,048
13	Benefits for former personnel	260	5	0	0	5	265
	Total pay-related	**$517,887**	**$31,762**	**$0**	**$983**	**$32,745**	**$550,632**
21	Travel and transportation of persons	$8,135	$0	$0	$415	$415	$8,550
23.1	Rental payments to GSA	5,564	0	0	0	0	5,564
23.2	Rental payments to others	67	0	0	0	0	67
23.3	Comm., utilities, and misc. charges	10,474	0	300	510	810	11,284
24	Printing and reproduction	94	0	0	0	0	94
25.1	Advisory and assistance services	3,734	0	18	182	200	3,934
25.2	Other services	19,576	0	271	47	318	19,894
25.3	Goods and services from gov't accounts	986	0	3	0	3	989
25.4	Operation and maintenance of facilities	14,342	0	306	2,701	3,007	17,349
25.6	Medical care	489	0	0	0	0	489
25.7	Operation and maintenance of equipment	44,172	0	400	9,500	9,900	54,072
26	Supplies and materials	443	0	0	0	0	443
31	Equipment	3,197	0	0	940	940	4,137
32	Land and structures	6,389	0	0	1,971	1,971	8,360
42	Insurance claims and indemnities	100	0	0	0	0	100
	Total non pay-related	**$117,762**	**$0**	**$1,298**	**$16,266**	**$17,564**	**$135,326**
	Total budget authority	**$635,649**	**$31,762**	**$1,298**	**$17,249**	**$50,309**	**$685,958**
	Offsetting Collections:						
	Offsetting receipts	($23,800)	$0	$0	$0	$0	($23,800)
	Center for Audit Excellence	(1,000)	0	0	0	0	(1,000)
	Subtotal	**($24,800)**	**$0**	**$0**	**$0**	**$0**	**($24,800)**
	Permanent Authority / Carryover Funding:						
	Offsetting Receipts from Prior Year Authority	$0	$0	$0	($2,421)	($2,421)	($2,421)
	Reimbursements	(6,428)	0	0	328	328	(6,100)
	Disaster Supplemental	(5,000)	0	0	0	0	(5,000)
	FY2018 Direct Appropriations	(9,671)	0	0	9,671	9,671	0
	Subtotal	**($21,099)**	**$0**	**$0**	**$7,578**	**$7,578**	**($13,521)**
	Salaries and expenses appropriation	**$589,750**	**$31,762**	**$1,326**	**$24,799**	**$57,887**	**$647,637**

Schedule C

Government Accountability Office
Detailed Analyses of Changes by Object Classification
Fiscal Year 2019 to 2020
(dollars in thousands)

	FTEs	Amount	
Fiscal year 2019 budget authority	**3,150**		**$635,649**
Adjustments to base			
A. Pay-related costs			
1. Full-time permanent staff		$20,519	
2. Other than full-time permanent staff		1,148	
3. Other personnel compensation		72	
4. Civilian personnel benefits		10,018	
5. Benefits for former personnel		5	
Subtotal—Pay-related costs			$31,762
B. Price Level			
1. Communications, utilities, and miscellaneous charges		$300	
2. Advisory and assistance services		18	
3. Other services		271	
4. Goods and services from government accts.		3	
5. Operation and maintenance of facilities		306	
6. Operation and maintenance of equipment		400	
7. Equipment		0	
Subtotal—Price level			$1,298
C. Program changes			
1. Civilian personnel benefits		$983	
2. Communications, utilities, and miscellaneous charges		510	
3. Travel and transportation of persons		415	
4. Advisory and assistance services		182	
5. Other services		47	
6. Operations and maintenance of facilities		2,701	
7. Operation and maintenance of equipment		9,500	
8. Equipment		940	
9. Land and structures		1,971	
Subtotal—Program changes			$17,249
Total changes to base	**100**		**$50,309**
Fiscal year 2020 budget authority	**3,250**		**$685,958**
Offsetting Collections:			
Offsetting receipts			($23,800)
Center for Audit Excellence			(1,000)
Subtotal			**($24,800)**
Permanent Authority / Carryover Funding:			
Offsetting Receipts from Prior Year Authority			($2,421)
Reimbursements			(6,100)
Disaster Supplemental			(5,000)
FY18 Direct Appropriations - 2yr			0
Subtotal			**($13,521)**
Salaries and expenses appropriation	**3,250**		**$647,637**

PAGE INTENTIONALLY LEFT BLANK

Human Capital

GAO's workforce is the agency's greatest asset. As a knowledge-based organization, human capital costs represent over 80 percent of our total costs. To continue achieving a high level of performance, it is critical that GAO invest in its employees by providing them with competitive benefits along with the developmental and leadership experiences required for professional growth.

With modern human capital policies, programs, and practices, GAO is recognized as one of the best places to work in the private and public sectors in Washington, D.C., and has successfully attracted and retained a talented, multidisciplinary, diverse, high-performing knowledgeable workforce whose services are in continuous high demand by the Congress. GAO's human capital efforts align with our Strategic Plan and focus on attracting, retaining, motivating, and rewarding a results-oriented workforce while being fiscally responsible.

GAO's FY 2020 budget supports a staffing level of 3,250 full-time equivalents (FTEs). This staffing level will allow GAO to meet the highest priority needs of Congress and the nation and produce results that help the federal government address its fiscal and other challenges. Given the size of the federal budget and the multiyear actions needed to address the gravity of the government's fiscal condition, investing resources in GAO is prudent and results in a significant return on investment.

In addition to supporting a staffing level of 3,250 FTE, our FY 2020 budget of $554.0 million for human capital programs also provides funds for recruitment, retention, and development programs to attract and retain a skilled workforce. GAO's human capital costs consist of salaries and benefits, recruitment and retention, training and development, and other compensation such as separation payments, reimbursements to the Department of Labor (DOL) for unemployment compensation, and differential pay.

Table 1 provides a summary of these components that are discussed in the following sections.

Table 1: Detail Budgetary Resources – Human Capital (dollars in thousands)

Program	Fiscal Year 2018 Actual	Fiscal Year 2019 Estimate	Fiscal Year 2020 Request	Net Change Fiscal Year 2019 / 2020
Salaries and benefits	$470,842	$505,637	$537,307	6.3%
Recruitment and retention	7,392	8,471	9,618	13.5%
Training and development	3,554	3,800	4,000	5.3%
Other compensation	3,087	3,080	3,100	0.6%
Total	**$484,875**	**$520,988**	**$554,025**	**6.3%**

Salaries and Benefits

The Salaries and Benefits Program includes funding for base salaries and other payments that are part of employees' personal compensation. Also included are funds for employer contributions to employee benefit plans, including health benefits, life insurance, the Civil Service Retirement System (CSRS), the Federal Employees' Retirement System (FERS), the

Thrift Savings Plan, the Social Security trust fund, and recruitment and retention incentive payments. Salary and benefits costs have been developed consistent with guidance from the Appropriations Committees and the Legislative Branch Financial Management Council (LBFMC).

Fiscal Year 2020 Budget

GAO's FY 2020 budget supports 3,250 FTEs. Table 2 summarizes GAO's staffing profile and related resources.

Table 2: Detail Budgetary Resources – Salaries and Benefits (dollars in thousands)

Salaries and Benefits	Fiscal Year 2018 Actual	Fiscal Year 2019 Estimate	Fiscal Year 2020 Requested	Net Change Fiscal Year 2019 / 2020
Number of full-time equivalents (FTEs)	3,015	3,150	3,250	100
Number of staff on board at year end	3,027	3,271	3,271	0
Salaries and benefits cost	**$470,842**	**$505,637**	**$537,307**	**6.3%**

The funds support FY 2020 workforce activity and pay actions, the anticipated January 2020 pay raise, performance-based merit salary increases equivalent, hiring to maintain staff capacity, and an amount to promote staff to positions of higher responsibility to maintain the proper mix of skills and meet succession planning needs.

Table 3: Summary of Proposed Changes (dollars in thousands)

Activity	Amount
Annualization	$20,882
Civilian pay raise	$7,828
Performance-based merit increases	$8,561
Attrition	($20,317)
Hiring	$13,203
Promotions	$1,513
Total	**$31,670**

Costs for pay increases, such as the mandatory civilian pay raise, performance-based merit increases, and hiring are partially offset by projected savings from FY 2020 attrition as summarized in Table 3 and discussed below.

Annualization

Our budget includes an increase to salary and benefits of $20.9 million for the estimated full-year (annualized) cost of FY 2019 hiring, promotions, and pay adjustments.

Civilian pay raise[1]

Our budget includes $7.8 million to cover the anticipated January 2020 civilian pay raise of 1.9 percent. The GAO Act of 2008 requires GAO to provide employees who are meeting expectations an annual increase in base salary that is equal to the General Schedule increase for their particular locality.

Performance-based merit increases[2]

Our budget includes $8.6 million to address the cost of performance-based merit salary increases provided to employees covered under our banded pay systems in lieu of executive-branch within-grade pay increases. Our FY 2020 budget is based on historical data on the number and percentage of staff receiving such increases.

Annually, GAO negotiates with the GAO Employees' Organization IFPTE, Local 1921, to determine the percent and amount of the increase based on a number of factors, including available funding.

Hiring and attrition

Our FY 2020 workforce plan proposes recruiting 190 permanent staff to replace the 190 staff we expect to lose through retirement and attrition. GAO's estimated staff attrition is based on historical trends and key data, such as retirement eligibility.

Planned hiring is essential to help ensure our ability to (1) respond in a timely manner to congressional requests and workload demands, (2) achieve the goals and objectives outlined in our strategic plan, (3) meet succession-planning needs by developing our workforce to replace the knowledge and skills of retiring senior staff, and (4) maintain the proper mix of skills and experience levels across the agency.

GAO will also recruit 150 staff to maintain our intern program, which provides an opportunity for both GAO and interns to assess performance. This has been a successful tool for recruiting entry-level staff.

Our budget also includes funds to support the use of reemployed annuitants, on an as needed basis, to meet emergency or unusual circumstances (including knowledge transfer and succession planning) as we rebuild staff capacity, and to support special projects over the next several years.

Promotions

Our budget includes funding to competitively promote staff to positions of increased responsibility. Our estimate is based on a proposed workforce plan that reflects the number and

[1] If the civilian pay raise is computed at 3.0 percent as estimated by CBO, GAO's request would increase by $4.812 million. If the civilian pay raise is eliminated in 2020, GAO's request could be reduced by $7.828 million.

[2] By statute, GAO has two positions – the Comptroller General in accordance with 31 U.S.C. 703(f) (1) and the Inspector General in accordance with 31 U.S.C 705(b) (3) – where the rate of compensation exceeds the level established for members. In addition, after consulting with Subcommittee leaders, in fiscal year 2014, under the authority of 31 U.S.C. 733, GAO set the salary cap for Managing Directors and senior SES members to the same rate as SES in the Executive Branch, which exceeds the level established for members. The increase is necessary to competitively recruit and retain SES staff.

level of promotions needed to maintain our preferred mix of skills and experience levels as well as meet succession-planning needs.

Recruitment and Retention

GAO's focus and priority continues to be on sustaining a diverse professional organization that attracts recruits, retains, and rewards a highly skilled, high-performing workforce. To do this, GAO has implemented a wide range of work-life employee benefits that help both attract and retain high-quality staff. GAO's total compensation structure provides both monetary and nonmonetary benefits to staff. In addition to salary, benefits, and leave, GAO's total compensation package includes options for:

- rewards and recognition
- performance-based merit increases
- training and development
- telework
- wellness and fitness center
- student loan repayments
- transit benefits
- maxi-flex work schedules
- counseling
- childcare (limited availability)

Our retention tools are important in GAO's efforts to attract and retain high-performing employees.

Table 4 provides a summary of our recruitment and retention programs for FYs 2018 – 2020.

Table 4: Detail Budgetary Resources – Recruitment and Retention(dollars in thousands)

Recruitment and Retention	Fiscal Year 2018 Actual	Fiscal Year 2019 Estimate	Fiscal Year 2020 Request	Net Change Fiscal Year 2019 / 2020
Rewards and recognition	$2,045	$2,117	$2,216	4.7%
Student loan repayment	1,458	1,500	2,500	66.7%
Performance-based merit pay	1,670	2,628	2,676	1.8%
Transit benefit	2,220	2,226	2,226	N/A
Total	**$7,393**	**$8,471**	**$9,618**	**13.5%**

Rewards and Recognition Program

The Rewards and Recognition Program enables GAO to recognize, motivate, and reward employees for their contributions toward achieving GAO's mission. This tool is essential to help motivate and retain the agencies workforce. The program includes unit-level, as well as agency wide recognition programs. Performance-based awards are primarily funded through the performance management system and are included as a component of the salaries and benefits program.

Student Loan Repayment Program

The Student Loan Repayment Program is a benefit available to staff. This program is open to all GAO employees, including those in analyst positions requiring specialized skills necessary for congressional engagements and mission support employees with critical skills.

In FY 2017 there was an increase in the number of applicants. We continue to expect a high number of applicants in FY 2018 given the expected level of eligible new hires in FY 2017. GAO continues to highlight this program and other benefits in its recruitment activities.

Performance-based merit pay

The FY 2020 budget includes funding for performance-based merit pay provided to staff covered under our banded pay systems in lieu of executive-branch General Schedule equivalent within-grade pay increases (steps).This portion of performance-based merit pay is provided as a cash bonus, in lieu of increasing base salary, to employees whose salary level is capped. Performance-based merit pay that affects base pay is discussed in the Salaries and Benefits section. Our estimate is based on the number and percentage of staff receiving such increases. Annually, GAO negotiates with the IFPTE to determine the percent and amount of the increase based on a number of factors, including available funding.

Transit Benefit Program

The Transit Benefit Program established by P.L. 109-59 authorizes federal agencies to implement a transit benefit program to encourage commuters to use public transportation. This program provides a tax-free public transit benefits to almost 1,875 GAO headquarters and field employees.

Between FY 2016 and 2018, GAO has successfully transitioned approximately 1,350 employees from a paper-based process to an automated process to enhance administrative efficiencies and man hours.

GAO continues to reduce costs by administering its own SmartBenefits program for headquarters' staff via Metro's web-based program in lieu of using DOT. This strategy continues to improve program administration; and in FY 2018, GAO saved approximately $80,984 in administrative fees. During FY 2019, GAO expects an increase in transit use due to the planned staffing increase.

Training and Development

The Training and Development Program plays an important role in GAO's ability to maintain a highly skilled workforce. The program, which covers internal training at GAO's Learning Center and external technical training and professional events, is critical to ensuring the continued professional development including 80 hours of training required under Generally Accepted Government Auditing Standards.

GAO's Learning Center provides training that ensures staff needs are met at each stage of their career, which supplements, and may even replace, external training. Drawing on adjunct faculty from across the agency, as well as external experts, GAO's training strengthens core competencies for staff in all our career categories.

In FY 2018 we:

- Completed the implementation of recommendations contained in a 2014 Learning Needs Assessment that included identifying courses for conversion from classroom to virtual delivery to accommodate GAO's increasingly mobile workforce, enhancing the element of coaching in existing training courses, and developing new courses for GAO's senior analysts and auditors in areas such as Writing Effective Recommendations and also Highlights in GAO reports;

- Delivered a new Indexing Fundamentals course for newly-hired staff in GAO's Professional Development Program (PDP) to ensure that new analysts have a solid understanding of their role in ensuring the quality of GAO products and are provided comprehensive instruction for documenting sufficient and appropriate evidence in GAO products and revised an Indexing and Referencing Refresher course for GAO senior analysts and auditors;

- Delivered team-based leadership workshops as a means of encouraging teams to more efficiently and effectively learn together, work together, and collaborate. In FY2018, the LEDV Program also offered: LEDV913 Emotional Intelligence at Work, LEDV804 Emergenetics: Meeting of the Minds Workshop, LEDV805 Emergenetics: Moving Forward, LEDV806 Change Agent Workshop.

- Completed Project Management training for all GAO Operations employees to ensure consistency in managing large projects across operational units and to provide a basic project management framework and tools to complete everyday work within GAO operations.

- Completed required classroom training for all SES and managers on Preventing Sexual Harassment and Unprofessional Conduct of a Sexual Nature and required eLearning training for all non-management staff on the Prevention of Sexual Harassment

- Completed diversity and inclusion training for all managers, including newly promoted managers and trained additional instructors to continue delivering critical training to employees at all levels on creating and sustaining an inclusive organization.

- Launched an agency-wide required Telework eLearning course in support of GAO's expanded telework program.

Our FY 2020 budget for training and development provides funds to develop new curricula to help maintain and expand our analyst/auditor, administrative/operations, and leadership skills; continue our diversity and inclusion and organizational development efforts; meet the learning needs of our increasing mobile workforce; and provide sufficient training offerings to enable staff to meet CPE requirements and maintain professional certifications. In FYs 2019 and 2020, we plan to:

- Conduct Learning Needs Assessments in the Administrative/Operations and Analyst/Auditor curricula areas and identify and address critical learning and development issues;

- Update existing courses and develop new courses and programs for all analysts and auditors in key areas such as training on newly-revised Generally Accepted Government Auditing Standards (the Yellow Book), project management, and maintaining independence while conducting audit work;

- Champion diversity and focus on inclusion by developing and delivering required training to all non-management staff for sustaining inclusion at GAO consistent with training previously provided to SES and managers as well as focused training to all SES and managers on topics such as recognizing ageism in the workplace and inclusion leadership;

- Continue organizational development efforts through developing and delivering workshops to teams and units utilizing self-assessments such as the Meyer Briggs Type Indicator (MBTI);

- Migrate learning content from the physical to the virtual classroom and other alternative delivery methods such as developing and delivering 19 new virtual courses based on GAO's six dimensions of leadership; and

- Enhance learning technology as part of GAO's IT modernization endeavors through procuring a new Talent Management System that merges a traditional Learning Management System with a competency-based performance platform to best meet the training and development needs of GAO's increasingly mobile workforce.

Table 5: Detail Budgetary Resources – Training and Development (dollars in thousands)

Training and Development	Fiscal Year 2018 Actual	Fiscal Year 2019 Estimate	Fiscal Year 2020 Request	Net Change Fiscal Year 2019 / 2020
Training and development	$3,554	$3,800	$4,000	5.3%

Other Compensation

Other compensation provides funding for mandatory, uncontrollable costs, including separation payments to departing staff, reimbursement to the Department of Labor (DOL) for unemployment compensation and workers' compensation, and differential pay to eligible staff.

Separation Payments

These funds reimburse the DOL for unemployment compensation cost and pay separating employees who leave the federal service or transfer to a non-compatible leave system in the judicial or legislative-branches for unused compensatory time, annual leave, and credit hours; and cover the annuity of a retired Comptroller General. The proposed increase reflects changes in salary rates based on anticipated annual pay increases, promotions, and other salary rate adjustments.

Workers' Compensation

These funds reimburse the DOL for payments to employees injured in the workplace and their survivors. The proposed funding level is based on data from Department of Labor.

Differential Pay

These funds are for differential pay for employees who (1) work more than 80 hours per pay period, (2) are entitled to differential pay, or (3) earn premium pay for duty in hazardous locations.

Table 6: Detail Budgetary Resources – Other Compensation (dollars in thousands)

Other Compensation	Fiscal Year 2018 Actual	Fiscal Year 2019 Estimate	Fiscal Year 2020 Request	Net Change Fiscal Year 2019 / 2020
Separation payments	$2,759	$2,705	$2,725	0.7%
Workers' compensation*	-	-	-	NA
Differential pay	328	375	375	NA
Total	**$3,087**	**$3,080**	**$3,100**	**0.6%**

* Amount of projected costs not covered by lapsed appropriations.

Engagement Support

GAO's Engagement Support Program provides resources for travel and specialized data and expertise to support the agency's core mission to inform and advise the Congress. Travel is required to conduct research, including first-hand interviews and other domestic and international fieldwork that is a hallmark of GAO's work. GAO also relies on specialized data and expertise not readily available to support audits and evaluations. GAO's FY 2020 budget proposes $14,050 million for engagement support activities.

Travel

Travel is an important tool used by GAO to provide quality work. Conducting original research through site visits, both domestic and international, is a way that GAO delivers value to the Congress. GAO's FY 2020 travel budget was increased to ensure our continued ability to leverage travel to deliver high quality products, as well as to accommodate the increase in staffing.

GAO controls travel costs by focusing on best practices to ensure the effective use of funds available for mission essential travel. Desktop video-conference capabilities have enhanced communication between GAO headquarters and our field offices as well as between GAO and other agencies, which has also facilitated more efficient use of travel resources.

Specialized Data and Expertise

GAO uses specialized data and expertise to support audits and evaluations when it is not readily available in GAO, or when there is a need for expertise within a compressed time frame that precludes the availability of GAO staff.

In FYs 2019 and 2020, GAO will purchase data and contract for specialized expertise to advise or assist in areas such as:

- drug pricing data;
- hospital data;
- housing data;
- transcription services;
- domestic and international financial data;
- translation and interpreter services; and
- National Academy of Sciences expertise.

Table 1: Detail Budgetary Resources – Engagement Support (dollars in thousands)

Engagement Support	Fiscal Year 2018 Actual	Fiscal Year 2019 Estimate	Fiscal Year 2020 Request	Net Change Fiscal Year 2019 / 2020
Travel	$6,921	$7,800	$8,550	9.6%
Specialized data and expertise	7,273	5,500	5,500	0.0%
Total	**$14,194**	**$13,300**	**$14,050**	**5.6%**

PAGE INTENTIONALLY LEFT BLANK

Infrastructure Operations

GAO's Infrastructure Operations program helps ensure that our staff has the tools necessary to perform their mission-critical responsibilities. The Infrastructure Operations program covers information technology (IT), building and security services, as well as administrative support services.

GAO has continued modernizing its communications to ensure its work can be easily accessed on mobile devices and that its findings can be quickly understood. We primarily publish in PDF format, but PDFs are especially slow and unwieldy on mobile devices, and many PDF features, such as interactives, will not work on mobile devices. Currently, roughly 20 percent of our online audience comes on mobile devices – a percentage grows nearly every week.

We learned though observation and usability testing that Congressional Staff rely on their mobile devices, often using them to find GAO reports during congressional hearings and other meetings. This further underscores the need for easily-accessible online information.

For example, we are working to access bottom line summaries for all our reports to ensure they can be quickly read and understood. We piloted a newly designed "Fast Facts" page for many of our reports. These have become highly popular with visitors to our website, improving online engagement substantially more than any other change we've made to GAO.gov.

Compared to a traditional online GAO Highlights, Fast Facts results in online readers spending more time on GAO.gov. Readers view more pages and frequently download the full report PDF, and share the reports on social media platforms like Twitter.

In FY 2020, we propose continued funding for both ongoing infrastructure operations as well as key investments to our aging IT systems and equipment. These efforts are essential to ensure continued productivity and security, as well as to minimize costly future repairs.

In FY 2019, we will continue our emphasis on a data-driven culture to help manage operations more effectively. GAO uses performance metrics, analytics, and data-driven reviews to assess program performance against benchmarks and standards to help ensure proper alignment among goals, program activities, and resources, and to enhance accountability and optimize results.

For FY 2020, GAO is requesting funds to continue efforts to modernize GAO's technology infrastructure and ensure the security of GAO systems. GAO's data center and all of its computing solutions require operational availability to support staff located in headquarters and GAO's 11 field locations throughout the United States.

Our FY 2020 budget requests funding to continue redesign of GAO's shift from owning hardware equipment and assets towards using centralized and cloud solutions that provide services to GAO and shifting our computing environment from headquarters to an offsite environment with key services provided in a more secure and efficient model.

The infrastructure operations components are summarized in table 1 and discussed in detail below.

Table 1: Detail Budgetary Resources – Infrastructure Operations (dollars in thousands)

Program	Fiscal Year 2018 Actual	Fiscal Year 2019 Estimate	Fiscal Year 2020 Request	Net Change Fiscal Year 2019 / 2020
Information technology	$56,962	$48,750	$58,750	20.5%
Building and security services	37,985	41,500	46,800	12.8%
Administrative support services	8,890	10,111	11,333	12.1%
Total	**$103,837**	**$100,361**	**$116,883**	**16.5%**

Information Technology (IT)

GAO has business applications ranging from custom developed to government and commercially available products, and many rely on outdated technologies. A multi-year, multi-phase effort to improve our aging IT infrastructure is underway, which will allow us to further streamline business operations, increase staff efficiency and productivity, improve access to information, and facilitate a more agile and mobile workforce, all in a more secure environment.

In FY 2018 GAO deployed the Electronic Protest Docketing System (EPDS), made key security investments, and refreshed technology platforms needed to support our work responding to over 2,000 bid protests annually. We also made progress toward implementing cloud-based solutions, which will provide greater efficiency, and began to roll out New Blue, a system that is already improving how we create and share content with our clients and the public.

In FY 2019 and 2020, GAO will continue the multi-phase strategy to make transformative technology decisions and investments, which support GAO's mission. GAO is pursuing the modernization of IT infrastructure, legacy systems, and enhanced security to minimize support risks, reduce software customization, and maintain tools. IT modernization will provide enterprise-class capabilities, scalability, security, and resiliency while minimizing capital expenditures and enable GAO to shift from a capital expenditure model to an operating cost model, which supports federal Cloud Smart policy.

The 2018 Federal Cloud Computing Strategy (a.k.a., Cloud Smart) is a long-term, high-level strategy to drive cloud adoption in Federal agencies. Maintained by the Office of the Federal Chief Information Officer (OMB), Cloud Smart is about equipping agencies with the tools, knowledge, and flexibilities they need to move to cloud according to their mission needs. GAO adopted this federal policy to promote cloud capabilities to drive savings, to improve security, and to deliver mission-serving solutions faster.

Cloud Smart focuses on three inter-related areas to drive cloud adoption through building knowledge in government and removing burdensome policy barriers in the areas of Security (modernize security policies), Procurement (improve ability to purchase cloud solutions), and Workforce (retrain and recruit talent for cybersecurity, acquisition, and cloud engineering).

This modernization effort will include several components, some of which are discussed below.

- In FY 2019, we will complete the pilot of New Blue, a system designed to modernize the development and distribution of our reports. New Blue allows analysts to efficiently

create and manage content during the drafting and review process. It will also streamline the publishing processes to enable efficient and scalable publication of products in a responsive web-based format intended to accommodate the rising demand for content that is accessible on mobile devices and can be quickly and easily navigated by users on the go.

Additionally, New Blue establishes the foundation for content reuse, allowing GAO report content to be republished in full or in part, as a standalone publication or as a part of future products. New Blue is planned to be rolled out across GAO following the conclusion of the pilot. An example GAO product in the new format is available. GAO-18-312

- We plan to expand our IT capacity to meet the demands of a larger GAO staff and support the new Science, Technology Assessment, and Analytics (STAA) Team and Audit Innovation Lab.

- In FY 2019, we will define the requirements to replace our decades old document and records management system, which houses the supporting documentation for our audit engagements and operational support programs with a cloud-based Enterprise Content Management solution that provides enhanced functionality, including security, knowledge management, workflow automation, and business process management. This solution will exceed existing document and records management capabilities, and will do so with less administrative burden on employees.

  In addition, the solution will radically improve our ability to share knowledge across the agency and automate many routine workflows for engagement management and execution as well as for internal operations, thereby freeing staff to focus their energies on content development and client and customer service. We expect to begin implementation of the solution in FY 2020.

- In FY 2019, we will finish rolling out cloud-based technology to provide enhanced Unified Communication Tools (UCT) and collaboration capabilities within GAO for an increasingly mobile workforce. UCT supports our mobile workforce / virtual presence goals to reduce the need for travel among field offices and headquarters, in addition to audit locations.

  This effort will modernize our suite of telecommunications tools which will facilitate greater video conferencing, audio, data sharing, reduce redundant implementation and maintenance costs, and standardize the infrastructure that supports voice and data usage. In addition, this effort will migrate telecommunications infrastructure to a cloud hosted solution, which will reduce expenditures and fully integrate with enhanced collaboration tools.

- In FY 2019, we will deploy a cloud-based Web Content Management solution for GAO's external web site, www.gao.gov, which will better enable mobile content and increase customer satisfaction.

- In FY 2019 we will implement software enhancements to automate and improve how GAO receives complaints regarding fraud, waste, and abuse through GAO's Fraudnet portal.

- In FY 2019, we will upgrade the virtual desktop infrastructure (VDI) to be more responsive to staff needs and better enable staff to conduct analysis and develop content. This effort will include upgrading the operating environment on our desktops to Windows 10 prior to Windows 7 being sunset in 2020.

- In FY 2019, GAO will replace the agency's outdated Learning Management and Performance Management systems with a cloud-based Talent Management information system to track and manage training and development activities of GAO staff.

- In FY 2020, to ensure the security of GAO's systems and data, we will enhance GAO's secure network capabilities and expand secure video teleconferencing capabilities at field offices and headquarters.

- In FY 2020, we plan to replace GAO's outdated, end-of-life system for security clearance tracking and will investigate options to partner with the Library of Congress in sharing services for a proposed personnel security case management system.

The information technology program is summarized in Table 2 below:

Table 2: Detail Budgetary Resources – Information Technology
(dollars in thousands)

Program	Fiscal Year 2018 Actual	Fiscal Year 2019 Estimate	Fiscal Year 2020 Request	Net Change Fiscal Year 2019/2020
Information technology	$56,962	$48,750	$58,750	20.5%

Building and Security Services

GAO's building and security services program includes funds to support the management of GAO-owned and leased facilities as well as the safety and security of occupants and visitors.

Budget constraints in recent years have necessitated the deferral of reinvestment in certain elements of our building's infrastructure and have prevented us from maximizing efficiencies. The requested increase will allow GAO to move forward with critical headquarters building initiatives that have been deferred over several years.

Facility Management and Services

GAO operates and maintains the 2 million square foot headquarters building through a commercial facilities management contract, and manages space for GAO's 11 field offices. The headquarters building provides work space for approximately 4,200 combined staff and contractors from GAO, the U.S. Army Corps of Engineers, and a component of the Department of Justice.

Previously, GAO laid the ground work for field office moves in Los Angeles, Chicago, Huntsville, and San Francisco, and completed work on a variety of headquarters building maintenance initiatives. In fiscal year 2019, GAO plans to:

- Continue work in Los Angeles, Chicago, Dallas and Huntsville field offices to relocate staff to federally-owned offices, and renovate existing space as necessary;

- As of result of the fiscal year 2018 headquarters space consolidation buildout and lease an additional 43,000 square feet of building space, bringing in an additional $2 million in annual rental revenue; and

- As identified in its FY 2018 financial statements, GAO has a growing backlog of deferred, but necessary, maintenance at headquarters, which currently totals over $29 million. Critical repairs and/or replacements to end-of-life building systems including heating and air-conditioning infrastructure and major electrical equipment are needed. GAO has a begun a multi-year effort to reduce the backlog of maintenance to ensure the reliability and safety of the HQ building for staff and tenants.

Security and Emergency Management

The Security and Emergency Management Program is a comprehensive and coordinated agency-wide effort to mitigate risk to our employees and facilities. It encompasses four areas:

- Personnel Security, which ensures that all covered persons meet personnel security standards commensurate with the risk and sensitivity levels of their respective positions and associated duties;

- Information Security, which provides cost-effective protections for information and information systems that support GAO's operations and assets from unauthorized access, use, disclosure, disruption, modification, or destruction;

- Protection Services, which physically safeguards GAO's personnel and property; and

- Emergency Management, which maintains plans and procedures to effectively mitigate, prepare for, respond to, and recover from any threats that may compromise a safe work environment.

In fiscal year 2019 GAO plans to complete the electronic security system installations in Oakland, Seattle, and Huntsville, and continue upgrading the system at Headquarters. GAO also plans to replace its aging security radio system to ensure effective operations and compatibility with other agencies. In FY20, GAO will begin implementing recommendations from the agency-wide security risk assessment that was completed in FY19.

GAO continues to receive an increasing number of statutory mandates and congressional requests that result in engagements that rely heavily on classified and sensitive information. In FY19, GAO will continue to evaluate and enhance the resources available to staff that are responsible for conducting these audits. In FY19, GAO will begin the construction of several Secure Video Teleconference (S-VTC) rooms at strategically chosen GAO field offices. These S-VTCs will enhance the ability of field and HQ staff to collaborate securely across multiple GAO locations as well as with other federal agencies.

Table 3: Detail Budgetary Resources – Building and Security Services (dollars in thousands)

Program	Fiscal Year 2018 Actual	Fiscal Year 2019 Estimate	Fiscal Year 2020 Request	Net Change Fiscal Year 2019 / 2020
Facilities & Property Management	$26,260	$29,855	$37,500	25.6%
New Tenant Buildout / Huntsville	3,500	2,700	0	(100%)
Records and Privacy	95	195	250	28.2%
Security	8,130	8,750	9,050	3.4%
Total	**$37,985**	**$41,500**	**$46,800**	**12.8%**

Administrative Support Services

The Administrative Services Program includes costs for financial management activities and systems, human capital operations, library services, and miscellaneous support services.

Financial Management Services

In fiscal year 2018, GAO implemented our migration to the Legislative Branch Financial Management System (LBFMS). The LBFMS operated Momentum Release 7.4 as the integrated Financial Management System, and hosted the transaction processing system in a FedRAMP compliant, secure facility. Benefits from this migration included reduced operations and maintenance costs, integration of acquisition functions with financial postings, and leveraging Treasury's e-Invoicing system.

Human Capital Operations

GAO's Human Capital Operations (HCO) program provides administrative support, employee health and wellness programs, recruiting, position classification, job evaluation, and career transition services for individuals nearing retirement or seeking other career opportunities within or outside of GAO. Additionally, HCO manages all GAO employee personnel records that have both a temporary/one-time as well as permanent impact on staff's federal employment, salary, and benefits.

For FY 2020 we are requesting an one-time increase for HCO to convert GAO official personnel files (OPF) from paper to an electronic format. OPM requires personnel records to be electronically transferred. GAO must print out print out copies of files sent electronically from other agencies and scan copies for transmission to OPM when processing retirement actions. GAO employees are unable to access their official personnel files electronically and have to request an appointment with HCO to view their files and/or get a scanned version of their file from HCO. Implementing OPM's eOPF will improve accuracy and efficiency of processing personnel actions and improve management of GAO's records.

Library Services

Library Services provides GAO with research products and services, with access to accurate and reliable information, and with proficiency in organizing and preserving

information. By purchasing and making information available, GAO ensures that all staff have access to core collections of information in areas of common research, such as accounting, auditing, financial management, economics, business, law, education, healthcare, defense, international affairs, general news, agriculture, energy, environment, science, and technology.

Library Services works in tandem with the Library of Congress, using the FEDLINK program to take advantage of contract pricing negotiated for all federal agencies and using borrowing privileges to access print materials without having to purchase them. The library routinely evaluates the continued need for resources, cancelling subscriptions when they are no longer required for engagement work.

Table 4: Detail Budgetary Resources – Administrative Support Services (dollars in thousands)

Program	Fiscal Year 2018 Actual	Fiscal Year 2019 Estimate	Fiscal Year 2020 Request	Net Change Fiscal Year 2019 / 2020
Administrative support services	$8,890	$10,111	$11,333	12.1%

PAGE INTENTIONALLY LEFT BLANK

Fiscal Year 2020 Performance Plan

GAO Supports Congressional Decision-Making, Conserves Resources, and Helps Improve Government

The Government Accountability Office (GAO) is the audit, evaluation, and investigative arm of Congress. Commonly known as the investigative arm of the Congress or the "congressional watchdog," we examine how taxpayer dollars are spent and advise lawmakers and agency heads on ways to make government work better. As a legislative branch agency, we are exempt from many laws that apply to executive branch agencies; however, we generally hold ourselves to the spirit of many such laws, including the Federal Managers' Financial Integrity Act of 1982 (FMFIA); the GPRA Modernization Act of 2010 (GPRAMA); and the Federal Information Security Modernization Act of 2014 (FISMA). This section of GAO's fiscal year 2020 budget request constitutes our performance plan.

We are unique in our audit and evaluation capacity to support Congress by performing original research, providing technical assistance, and conducting analyses to help Congress make informed decisions across the federal budget, resulting in tangible results and enhanced oversight. Our work directly contributes to improvements in a broad array of federal programs affecting Americans everywhere.

We demonstrate our core values of accountability, integrity, and reliability by providing high-quality, high-value, and independent support to Congress in ways that generate material benefits to the nation. Given our reputation for consistently producing high-quality work that is typically based on original research, it is not surprising that congressional demand for our products and services remains high. During fiscal year 2018, we received requests for work from 90 percent of the standing committees of Congress and about 43 percent of their subcommittees.

GAO continues to be one of the best investments in the federal government. In fiscal year 2018, our work brought about $75.1 billion in financial benefits for the federal government (a return of about $124 for every dollar invested in GAO), and over 1,294 other program and operational benefits that helped change laws, improve public services, and promote sound governance. Over 77 percent of our recommendations were implemented over a 4-year period. Additional information on our performance and accomplishments can be found in our Performance and Accountability Report for Fiscal Year 2018.[1]

In addition, our experts testified 98 times before 48 separate committees or subcommittees on a wide range of issues that touched virtually all major federal agencies, such as Medicaid, Medicare, DOD Weapon Systems Acquisition, Federal Disability Programs, and Pension Benefit Guaranty Corporation Insurance Programs.

A list of selected testimony topics from fiscal year 2018 is included in table 1.

[1] https://www.gao.gov/products/GAO-19-1SP

Table 1. Selected Fiscal Year 2018 Testimony Topics

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

- Observations on DOJ's Grantees' Capacity to Process DNA Evidence
- Observations on the Supplement Nutrition Assistance Program
- Improving DOD's Oversight of its Program for Transitioning Veterans
- Observations on the Strategic Petroleum Reserve's Emergency Stockpile
- Addressing DOE Management Challenges
- Implementing Positive Train Control
- Addressing Native American Youth in the Justice System
- Reducing Risk of Harm to Medicare Beneficiaries from Prescription Opioids
- Improving the Transfer and Monitoring of Unaccompanied Children
- Improving Federal Management of Indian Programs
- Improving Oversight of VA Health Care Providers

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

- Addressing Longstanding Management Challenges for Immigration Courts
- Improving Management of the Coast Guard's Acquisition Portfolio
- Securing the Southwest Border – Progress and Challenges
- Improving Navy and Marine Corps Plans to Train for Amphibious Operations
- Enhancing Information Sharing with Private Sector on the Counterfeits Market
- Improving Oversight of the Antiterrorism Assistance Program
- Using TSA Data to monitor Airport Operations Including Passenger Wait Times
- Preliminary Observations on Reported Injuries to U.S. Personnel in Cuba
- Monitoring Inter-American Assistance Agreements and U.S. Contributions
- Improving Management of DHS' Chemical Facility Security Program
- Improving VA's Medical and Surgical Supply Contracts to Reduce Cost

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

- Addressing Physical Security Challenges at NIST and Commerce
- Implementing High-Risk Recommendations for IT Acquisitions, Operations, and Cybersecurity
- Mitigating Key Risks for 2020 Census
- Improving Federal Regulatory Guidance Practices
- Addressing DHS' Urgent Cybersecurity Workforce Needs
- Addressing Cost Growth and Schedule Delays in NASA's Major Projects
- Improving Management of Medicare's Fraud Risks
- Addressing Management Challenges Presented by Budget Uncertainty
- Preparing for VA's Transition to a New Electronic Health Record System
- Improving Government Efficiency and Effectiveness to Reduce Federal Costs
- Observations on USPTO's Covered Business Method Patent Review Program
- Addressing Delays in NASA's Commercial Crew Program
- Observations on Challenges and Opportunities for Grants Management

Source: GAO | GAO-19-1SP

GAO Services Integral to Congressional Priorities

GAO's continued high performance is evidence of the critical role it plays in helping Congress and the American people better understand important issues. We issue hundreds of products annually in response to congressional requests and mandates that cover all aspects of the federal government's operations, including health care at the Department of Veterans Affairs (VA), defense acquisitions, border security, cybersecurity, and the Patient Protection and Affordable Care Act.

In April 2018, we issued our eighth annual report to the Congress on federal programs, agencies, offices, and initiatives that have duplicative goals or activities, as well as opportunities to achieve greater efficiency and effectiveness that result in cost savings or enhanced revenue (GAO-18-371SP).

Our 2018 report identified 68 new actions that executive branch agencies or the Congress could take to improve the efficiency and effectiveness of government across 23 new program areas. We found evidence of fragmentation, overlap, or duplication in 13 of these areas. For example, DOD could potentially save approximately $527 million over 5 years by minimizing unnecessary overlap and duplication in its U.S. distribution centers for troop support goods.

We also highlighted 10 new areas to reduce the cost of government operations or enhance revenues. For example, the Congress and the IRS could realize hundreds of millions of dollars in savings and increased revenues by enhancing online services and improving efforts to prevent identity theft refund fraud.

In addition to identifying new areas, we continued to monitor the progress the Congress and executive branch agencies have made in addressing the 724 actions that we identified government-wide from 2011 to 2017. Congressional and executive branch efforts to address these actions over the past 7 years have resulted in roughly $178 billion in financial benefits, $125 billion had accrued through 2017 and at least an additional $53 billion in estimated benefits is projected in future years.

Policymakers and the public can track the status of congressional and executive branch efforts to address the issues we have previously identified on GAO's Action Tracker, located on our website under the "Duplication and Cost Savings" collection https://www.gao.gov/duplication/action_tracker/all_areas.

GAO's High Risk Program

At the start of each new Congress, we issue a biennial update of our High Risk Report. This report focuses attention on government operations that are at high risk of fraud, waste, abuse, and mismanagement, or need transformative change. Our 2017 edition offered solutions to 34 high risk programs with the potential to save billions of dollars, improve service to the public, and strengthen the performance and accountability of the U.S. government. Our next update will be issued in early 2019.

The major cross-cutting high risk program areas include transforming DOD business operations, and ensuring the nation's cybersecurity, managing federal contracting more effectively, assessing the efficiency and effectiveness of tax law administration, and modernizing and safeguarding insurance and benefit programs. Our 2018 high-risk work produced 166 reports, 49 testimonies, $46.8 billion in financial benefits, and 526 program and operational benefits. The high risk areas with the largest financial benefits were Medicaid, Medicare, DOD Weapon Systems Acquisition, Federal Disability Programs, and Pension Benefit Guaranty Corporation Insurance Programs.

Table 2 shows our current High Risk List, which was updated in September 2018

Table 2. GAO's High Risk List, as of September 2018

High Risk Area	Year Designated
Strengthening the Foundation for Efficiency and Effectiveness	
▪ Improving Federal Programs that Serve Tribes and their Members	2017
▪ 2020 Decennial Census	2017
▪ U.S. Government Environmental Liabilities	2017
▪ Improving the Management of IT Acquisitions and Operations	2015
▪ Limiting the Federal Government's Fiscal Exposure by Better Managing Climate Change Risks	2013
▪ Management of Federal Oil and Gas Resources	2011
▪ Modernizing the US Financial Regulatory System and the Federal Role in Housing Finance	2009
▪ Restructuring the US Postal Service to Achieve Sustainable Financial Viability	2009
▪ Funding the Nation's Surface Transportation System	2007
▪ Managing Federal Real Property	2003
▪ Strategic Human Capital Management	2001
Transforming DOD Program Management	
▪ DOD Approach to Business Transformation	2005
▪ DOD Support Infrastructure Management	1997
▪ DOD Business Systems Modernization	1995
▪ DOD Financial Management	1995
▪ DOD Supply Chain Management	1990
▪ DOD Weapon Systems Acquisitions	1990
Ensuring Public Safety and Security	
▪ Government-wide Personnel Security Clearance Process ***(new)***	2018
▪ Mitigating Gaps in Weather Satellite Data	2013
▪ Protecting Public Health through Enhanced Oversight of Medical Products	2009
▪ Transforming EPA's Processes for Assessing and Controlling Toxic Chemicals	2009
▪ Ensuring the Effective Protection of Technologies Critical to US Security Interests	2007
▪ Improving Federal Oversight of Food Safety	2007
▪ Strengthening Department of Homeland Security Management Functions	2003
▪ Ensuring the Cybersecurity of the Nation	1997
Managing Federal Contracting More Effectively	
▪ DOD Contract Management	1992
▪ DOE's Contract Management for the National Nuclear Security Administration and the Office of Environmental Management	1990
▪ NASA Acquisition Management	1990
Assessing the Efficiency and Effectiveness of Tax Law Administration	
▪ Enforcement of Tax Laws	1990
Modernizing and Safeguarding Insurance and Benefit Programs	
▪ Managing Risks and Improving VA Health Care	2015
▪ National Flood Insurance Program	2006
▪ Improving and Modernizing Federal Disability Programs	2003
▪ Pension Benefit Guaranty Corporation Insurance Programs	2003
▪ Medicaid Program	2003
▪ Medicare Program	1990

Source: GAO | GAO 19-1SP

GAO Seeks to Increase Staff Capacity and Invest in IT and Building Infrastructure

A talented, diverse, high-performing, and knowledgeable workforce is essential to fulfilling our mission to support Congress. As a knowledge-based organization, we must attract and retain the top talent in an increasingly competitive job market.

Through recruiting efforts and our intern program, we filled entry-level positions and addressed skill gaps by bringing on 222 new staff in fiscal year 2018. We used 3,015 full-time equivalent staff (FTE) in fiscal year 2018. In fiscal year 2019 and beyond, recruitment efforts will continue to focus on building entry-level capacity, addressing senior-level succession planning challenges, and continuing to bolster our intern program.

Our fiscal year 2020 budget request of $685.9 million will enable us to address mandatory inflationary costs and pay-related increases, make investments in information technology (IT) and building infrastructure, and make critical additions to our staff capacity. We expect to offset our costs by $38.3 million in receipts and reimbursements, primarily from program/financial audits and rental income.

Our talented workforce is our most valued asset in meeting our mission requirements. Our fiscal year 2020 request will allow us to increase our FTE level to our optimal staffing level of 3,250 FTEs. Our fiscal year 2020 request also includes funding to improve and modernize GAO's IT enterprise architecture and ensure the security of GAO's systems as well as address building related equipment and infrastructure issues. This effort will require investments in infrastructure and communications to effectively operate the near real-time data processing activities. In addition to investing in next-generation IT infrastructure, GAO will also focus on making building and security improvements at both the headquarters building and in the field. Over the next 2 fiscal years, GAO will invest in field office relocations and renovations, make critical headquarters building improvements and repairs, and address end-of-life building systems.

IT and building infrastructure improvements are essential to supporting a productive, diverse, and vibrant workforce. This is particularly true for a knowledge-based organization like GAO. Recent IT initiatives, such as the New Blue engagement management system and cloud-based computing, have helped to make GAO staff more productive and responsive.

Likewise, recent space consolidation efforts, coupled with an agency-wide telework program, have afforded staff more flexibility to perform their jobs and saved the agency millions of dollars annually. These savings have been critical to preserving staff capacity. Going forward, it will be paramount to not only increase staff capacity, but to also consider succession planning efforts for senior staff.

A significant proportion of our employees are retirement eligible, including almost 41 percent of senior executive staff and 23 percent of supervisory analysts. Budget increases in recent years have gone a long way toward backfilling leadership positions and maintaining sufficient staff capacity to meet the highest congressional priorities. A summary of our funding sources is shown in Table 3.

Table 1: FY 2018 – 2020 Summary of Budget Authority (dollars in thousands)

Funding Source	Fiscal Year 2018 Actual FTE	Fiscal Year 2018 Actual Amount	Fiscal Year 2019 Estimate FTE	Fiscal Year 2019 Estimate Amount	Fiscal Year 2020 Request FTE	Fiscal Year 2020 Request Amount
Salaries and Expenses Appropriation	**3,015**	**$569,068**	**3,150**	**$589,750**	**3,250**	**$647,637**
Offsetting receipts [a]		23,073		23,800		23,800
Center for Audit Excellence [b]		727		1,000		1,000
Reimbursements [c]		10,766		21,099		13,521
Total budget authority	**3,015**	**$603,634**	**3,150**	**$635,649**	**3,250**	**$685,958**

[a] Includes receipts available primarily from the U.S. Army Corps of Engineers and the Department of Justice for rental of space in the GAO headquarters building; and reimbursement of GAO's costs incurred in conducting financial audits of the Federal Deposit Insurance Corporation, Internal Revenue Service, Schedule of Federal Debt, and Securities and Exchange Commission (SEC).

[b] Includes reimbursement of GAO's costs incurred by the Center for Audit Excellence to build institutional auditing capacity and promote good governance by providing training and assistance to qualified personnel and entities.

[c] Includes reimbursements of GAO's costs incurred in conducting mandated program and financial audits of the Federal Housing Finance Agency, Consumer Financial Protection Bureau, SEC, Troubled Asset Relief Program; operation of the Federal Accounting Standards Advisory Board; collection of bid protest system user fees; supplemental funds for disaster audits; and carryover of FY 2018 two-year funds.

The Strategic Plan Illustrates the Wide Array of Issues That GAO Covers

GAO's strategic plan for fiscal years 2018-2023[2] reflects the wide array of national and international issues that we cover in our mission to support Congress. Our strategic plan is based on a four-tiered hierarchy—four strategic goals (the highest tier), followed by strategic objectives, performance goals, and key efforts. Each strategic goal is comprised of strategic objectives, for which there are specific strategies taking the form of performance goals (each of which has a set of key efforts).

GAO conducts specific engagements as a result of requests from congressional committees and mandates written into legislation, resolutions, and committee reports. In FY 2018, 97 percent of our engagement resources were devoted to work requested or mandated by Congress. The remaining 3 percent of engagement resources were devoted to work initiated under the Comptroller General's authority. Much of the work initiated under the Comptroller General's authority addressed various challenges that are of broad-based interest to Congress.

GAO's work helps support congressional decision-making. Our review of agencies' budget requests and government programs and operations identify programs that are at high risk for fraud, waste, abuse, and mismanagement.

To fulfill our mission, GAO organizes and manages our resources to support four broad strategic goals. Our audit, evaluation, and investigative work is primarily aligned under the first three strategic goals; our internal management work is under the fourth.

The list of our four strategic goals and the related strategic objectives follows:

[2] The complete set of GAO's strategic planning and performance and accountability reports is available online: http://www.gao.gov/sp.html.

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

- Financing and Programs to Serve the Health Needs of an Aging and Diverse Population
- Lifelong Learning to Enhance U.S. Competitiveness
- Benefits and Protections for Workers, Families, and Children
- Supporting the Financial Security and Well-Being of an Aging Population
- A Responsive, Fair, and Effective System of Justice
- Housing Finance and Viable Communities
- A Stable Financial System and Sufficient Consumer Protection
- Responsible Stewardship of Natural Resources and the Environment
- A Viable, Safe, Secure, and Accessible National Physical Infrastructure

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

- Protect and Serve the Homeland from Threats and Disasters
- Effectively and Efficiently Utilize Resources for Military Capabilities and Readiness
- Advance and Protect U.S. Foreign Policy Interests and International Economic Interests

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

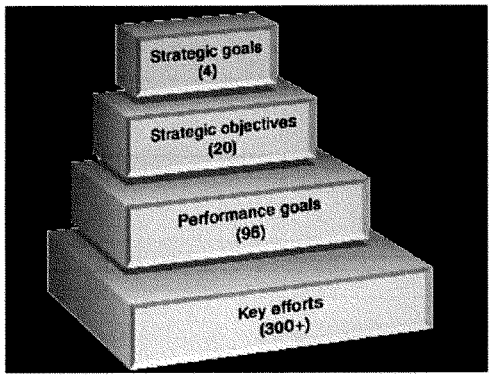
- Analyze the Government's Fiscal Condition and Opportunities to Strengthen Approaches to Address the Current and Projected Fiscal Gaps
- Support Government Accountability by Identifying Fraud, Waste, and Abuse, and Needed Improvements in Internal Controls
- Support Congressional Oversight of Crosscutting Issues and Major Management Challenges and Program Risks
- Establish and Maintain Government Auditing Standards and Standards for Internal Control in the Federal Government

Goal 4: ***Maximize the Value of GAO by Enabling Quality, Timely Service to Congress and Being a Leading Practices Federal Agency***

- Improve Efficiency and Effectiveness in Performing GAO's Mission and Delivering Quality Products and Services to Congress and the American People
- Maintain and Enhance a Diverse Workforce and Inclusive Work Environment through Strategically Targeted Recruiting, Hiring, Development, Reward, and Retention Programs
- Expand Networks, Collaborations, and Partnerships That Promote Professional Standards and Enhance GAO's Knowledge, Agility, and Response Time
- Be a Responsible Steward of GAO's Human, Information, Fiscal, Technological, and Physical Resources

Figure 1: GAO's Strategic Planning Hierarchy

Each strategic goal is composed of strategic objectives, for which there are specific strategies (performance goals). Each performance goal has a set of key efforts.



Example:

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

Strategic Objective: A Responsive, Fair, and Effective System of Justice

Performance Goal: Assess federal efforts to prevent, deter, investigate, and prosecute terrorism, violent crime, and cyber crime

Key Efforts:

- Assess the DOJ's efforts to address terrorism
- Assess the DOJ's efforts to assist communities with addressing violent crime
- Assess the effectiveness of federal efforts to control the supply and demand for illicit drugs
- Assess DOJ's efforts to combat emerging crimes

Source: GAO | GAO-19-1SP

To track progress on the performance goals, GAO collects data on results, client engagement, human capital, and internal operations.

Table 4: Agency-Wide Summary of Annual Measures and Targets

Performance measure	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2020 Target
Results						
Financial benefits *(dollars in billions)*	$74.7	$63.4	$73.9	$75.1	$50.0	$50.0
Program and operational benefits	1,286	1,234	1,280	1,294	1,200	1,200
Past recommendations implemented[a]	79%	73%	76%	77%	80%	80%
New products with recommendations[a]	66%	68%	63%	64%	60%	60%
Client						
Testimonies[b]	109	119	99	98	120	120
Timeliness	98%	94%	96%	97%	90%	90%
People						
New hire rate	83%	81%	83%	85%	80%	80%
Retention rate						
With retirements	94%	93%	94%	94%	92%	92%
Without retirements	96%	96%	97%	97%	96%	96%
Staff development	84%	83%	84%	83%	80%	80%
Staff utilization	79%	79%	80%	78%	76%	76%
Effective leadership by supervisors	83%	85%	84%	85%	82%	82%
Organizational climate	80%	81%	83%	81%	76%	76%
Internal operations [c,d]						
Help to get job done	80%	N/A	84%	85%	80%	80%
Quality of work life	78%	N/A	82%	82%	80%	80%
IT tools [d]	67%	N/A	74%	73%	80%	80%

Source: GAO | GAO-19-1SP

[a] In 2015, we modified our methodology for past recommendations implemented and new products with recommendations to exclude Matters for Congressional Consideration.

[b] In 2016, we modified our methodology for counting testimonies to include hearings where two separate statements are delivered on different aspects of GAO's work

[c] The targets for all three categories in 2016 were 80 percent.

[d] We conducted the survey for these measures on a calendar year basis in 2016, and, therefore, do not have fiscal year-end results to report—denoted by N/A. For fiscal years 2017 and 2018, the survey was conducted on a fiscal year basis.

Budgetary Resources by Goal

Table 5 provides an overview of how our human capital and budgetary resources are allocated among the strategic goals for fiscal years 2017–2020.

Table 5: Strategic Goal Resource Allocation (dollars in millions)

	Fiscal Year 2017 Actual		Fiscal Year 2018 Actual		Fiscal Year 2019 Estimated		Fiscal Year 2020 Request	
Strategic Goal	**FTE**	**Amount**	**FTE**	**Amount**	**FTE**	**Amount**	**FTE**	**Amount**
Goal 1 Address current and emerging challenges to the well-being and financial security of the American people	1,108	$213	1,145	$225	1,197	$235	1,235	$248
Goal 2 Respond to changing security threats and the challenges of global interdependence	779	146	811	152	847	158	874	169
Goal 3 Help transform the federal government to address national challenges	795	166	756	174	791	188	816	195
Goal 4 Maximize the value of GAO by enabling quality, timely service to Congress and being a leading practices federal agency	72	14	63	15	66	15	68	23
Direct congressional support[a]	240	33	240	38	249	40	249	45
Total budgetary resources	**2,994**	**$572**	**3,015**	**$604**	**3,150**	**$636**	**3,250**	**$686**

Source: GAO

[a] In FY 2012, a new cost category was added to the budget request to present resources which directly support Congress and which represent GAO's fulfillment of its statutory responsibilities which were not engagement specific. Examples of this work include General Counsel statutory procurement activities, follow-up on the status of GAO recommendations, and the Federal Accounting Standards Advisory Board activities. Previously, this work was not separately disclosed but was rather allocated to the other cost categories.

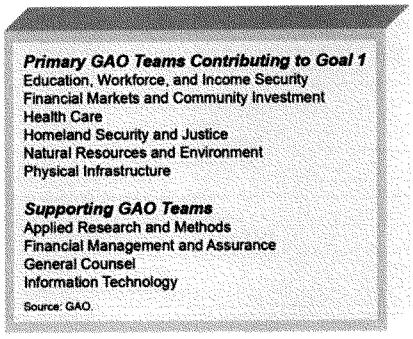
Performance Plans by Strategic Goal

The following sections provide more detailed information on our performance results, strategic objectives, and plans for each of the four strategic goals. These objectives, along with the performance goals and key efforts that support them, are discussed fully in our strategic plan: http://www.gao.gov/about/stratplanning.html

For Goals 1, 2, and 3—the external goals—GAO presents performance results for the three annual measures assessed at the goal level.

Goal 1

GAO's first strategic goal upholds our mission to support Congress in carrying out its constitutional responsibilities by focusing on work that helps *address the current and emerging challenges affecting the well-being and financial security of the American people.*



The following table presents selected benefits attributable to Goal 1 in fiscal year 2018.

Table 6: Selected Goal 1 Benefits in Fiscal Year 2018

Financial benefits	• Prompted the Department of Health and Human Services to revise its Budget Neutrality Policy and spending limits for Medicaid demonstration projects ($36.8 billion)
	• Prompted Congress to eliminate Farm Program Direct Payments ($4.9 billion)
	• Identified fragmentation and overlap in Teacher Quality programs ($685 million)
Program and operational benefits	• Contributed to congressional action requiring federal agencies to make military servicemembers aware of student loan benefits
	• Helped strengthen the viability of the Federal Housing Administration's Mortgage Insurance Fund by recommending changes in the way it conducts stress tests on the fund
	• Prompted the Indian Health Service to publish wait-time standards for primary care and urgent care visits to help it monitor patient access to care
	• Prompted the Food and Drug Administration (FDA) and Drug Enforcement Administration (DEA) to formalize procedures for sharing information that would allow FDA to better manage drug shortages
Testimonies	• Reducing Risk of Harm to Medicare Beneficiaries from Prescription Opioids
	• Improving DOD's Oversight of its Program for Transitioning Veterans
	• Improving Federal Management of Indian Programs

Source: GAO | GAO-19-1SP

A summary of Goal 1 performance results and targets is shown in the following table.

Table 7: Strategic Goal 1's Annual Performance Results and Targets *(dollars in billions)*

Performance measures	2015 Actual[a]	2016 Actual	2017 Actual[a]	2018 Actual[b]	2019 Target	2020 Target
Financial benefits	$51.4	$19.6	$22.4	$52.5	$18.5	$18.5
Program and operational benefits	255	284	263	262	244	244
Testimonies	57	38	48	42	46	46

Source: GAO | GAO-19-1SP

[a] We received some unexpectedly large financial benefits in fiscal years 2015 and 2017. We did expect this level of results in fiscal year 2018.

[b] Our fiscal year 2018 targets for two of our three performance measures differ from those we reported in our fiscal year 2018 performance plan in July 2017. Specifically, we increased our other benefits target from 241 to 246 and decreased the testimony target from 54 to 48.

Table 8 provides examples of work GAO plans to conduct during FYs 2019 and 2020 under Goal 1.

Table 8: Examples of Planned Work under Goal 1

Financial Security

- Assess the financial security of retired women
- Assess access to services by elderly Americans in rural areas
- Review federal and school efforts to assist low-income college students with child care expenses

Social Programs

- Assess effectiveness of interagency coordination in providing disaster assistance to older Americans and individuals with disabilities
- Examine the prevalence, cost and tracking of sexual harassment in the workplace
- Examine how the prices of prescription drugs compare across federal programs
- Examine various Medicaid financing arrangements between hospitals, other providers, and state Medicaid programs

Effective Systems

- Examine efforts to ensure that public schools are in good condition and accessible
- Assess aviation consumer protections, specifically passenger facility charges, consumers with disabilities, airplane amenities, and data privacy
- Examine eligibility requirements for Farm Program Payments

Source: GAO | GAO-19-1SP

Goal 2

Our second strategic goal focuses on helping Congress and the federal government in *responding to changing security threats and the challenges of global interdependence*. The federal government is working to promote foreign policy goals, sound trade policies, and other strategies to advance the interests of the United States and our allies. The federal government is also working to balance national security demands overseas and at home with an evolving national security environment.

The following table presents selected Goal 2 benefits in fiscal year 2018.

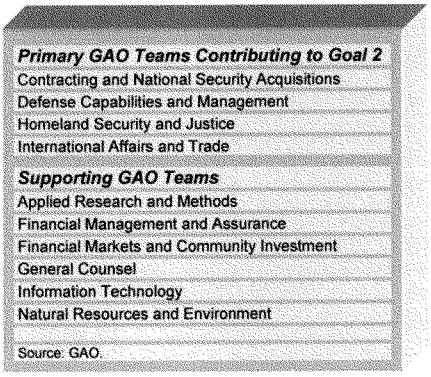


Table 9: Selected Goal 2 Benefits in Fiscal Year 2018

Financial benefits	• Recommended Improving DOD's method for setting its standard fuel price ($3.1 billion)
	• Contributed to the decision by the Navy to delay procurement of the Frigate until ship design matures ($1.4 billion)
	• Identified reductions to Defense Health Program funding ($681 million)
Program and operational benefits	• Prompted DOD's completion of an affordability analysis of the multi-billion dollar F-35 Joint Strike Fighter program
	• Prompted State and USAID to mitigate the risks of fraud by third-party monitoring organizations in Syria and by employees of refugee resettlement support centers by improving its financial oversight of U.S. humanitarian assistance programs in Syria
	• Recommended improvements in DOD's management and oversight of Foreign Military Sales administrative fee accounts to reduce the risk of fraud, waste, and abuse
	• Contributed to actions by the Navy to prohibit paying profit to correct shipbuilder-responsible deficiencies
Testimonies	• Securing the Southwest Border – Progress and Challenges
	• Improving Management of the Coast Guard's Acquisition Portfolio
	• Improving Navy and Marine Corps Plans to Train for Amphibious Operations

Source: GAO | GAO-19-1SP

Table 10: Strategic Goal 2's Annual Performance Results and Targets *(dollars in billions)*

Performance measures	2015 Actual	2016 Actual	2017 Actual[a]	2018 Actual[b]	2019 Target	2020 Target
Financial benefits	$13.1	$13.0	$46.5	$10.5	$12.7	$12.7
Program and operational benefits	505	502	500	517	349	349
Testimonies	23	43	21	26	29	29

Source: GAO | GAO-19-1SP

[a] In fiscal year 2017, we achieved one unexpectedly large financial benefit. We did not expect this level of results in fiscal year 2018.

[b] Our fiscal year 2018 targets for two of our three performance measures differ from those we reported in our fiscal year 2018 performance plan in July 2017. Specifically, we increased the other benefits target from 334 to 345 and decreased the testimonies target from 32 to 31.

Table 11 provides an example of work GAO plans to conduct during fiscal years 2019 and 2020 under Goal 2.

Table 11: Examples of Planned Work under Goal 2

Defense Acquisitions

- Assess DOD's implementation of key legislative requirements that affect the management and oversight of major defense acquisition programs
- Examine the acquisition models that leading product developers rely on to deliver innovative, quality products within cost targets and on schedule to update GAO's framework for assessing DOD weapon system programs
- Review the effects of a global industrial base on U.S. national security and military readiness

Foreign Operations

- Evaluate the roles, missions and capabilities of U.S. advisors in Afghanistan, including the Army's Security Force Assistance Brigade—a new unit created to advise and assist foreign military forces
- Evaluate U.S. efforts in Central America to improve prosperity, governance, and security
- Review U.S. sanctions efforts, including which agencies play a role in sanctions implementation, the resources they devote to these activities, and the extent to which they have assessed their resource needs

Other Global Threats

- Evaluate federal agency programs and controls for protecting information and systems, including the cybersecurity of systems supporting the 2020 Census
- Assess how the Department of State protects U.S. personnel and citizens abroad, including evaluating the U.S. response to suspicious incidents in Cuba associated with brain injuries
- Assessing efforts to protect the cybersecurity of critical infrastructure sectors, including the electricity grid

Source: GAO | GAO-19-1SP

Goal 3

Our third strategic goal is to *help transform the federal government to address national challenges* by focusing on the collaborative and integrated elements needed for the federal government to achieve results. Work under this goal includes assessing the government's fiscal position and options for closing the gap, as well as identifying management challenges, program risks, and fraud, waste, and abuse.

The following table presents selected benefits attributable to Goal 3 in fiscal year 2018.

Primary GAO Teams Contributing to Goal 3
Applied Research and Methods
Financial Management and Assurance
Forensic Audits and Investigative Service
Information Technology
Strategic Issues
Supporting GAO Teams
Contracting and National Security Acquisitions
General Counsel
Natural Resources and Environment

Source: GAO.

Table 12: Selected Goal 3 Benefits in fiscal year 2018

Financial benefits	• Reduced improper payments in two programs at the Department of Health and Human Services ($1.9 billion) • Helped the Centers for Medicare and Medicaid Services (CMS) achieve and measure the benefits of its fraud prevention system ($1.3 billion) • Recommended modifications to IRS' new hire calculations ($258.6 million)
Program and operational benefits	• Helped the Departments of Commerce, Interior, and Homeland Security improve processes and procedures regarding employee whistleblower protections • Contributed to the Office of Management and Budget's establishment of federal agency targets and accountability reporting for strategic sourcing and category management initiatives • Improved processes agencies use to monitor and estimate improper payments • Recommended improvements to help prevent improper disaster assistance payments
Testimonies	• Addressing Cost Growth and Schedule Delays in NASA's Major Projects • Preparing for VA's Transition to a New Electronic Health Record System • Improving Government Efficiency and Effectiveness to Reduce Federal Costs • Improving Management of Medicare's Fraud Risks

Source: GAO | GAO-19-1SP

A summary of Goal 3 performance results and targets is shown in the following table.

Table 13: Strategic Goal 3's Annual Performance Results and Targets *(dollars in billions)*

Performance measures	2015 Actual	2016 Actual	2017 Actual	2018 Actual[a]	2019 Target	2020 Target
Financial benefits	$10.1	$30.8	$5.0	$12.1	$3.9	$3.9
Program and operational benefits	526	448	517	515	411	411
Testimonies	26	37	29	28	25	23

Source: GAO | GAO-19-1SP

[a] Our fiscal year 2018 targets for two of our three performance measures differ from those we reported in our fiscal year 2018 performance plan in July 2017. Specifically, we decreased the financial benefits target from $5.7 billion to $3.9 billion and increased the other benefits target from 370 to 410.

Table 14 provides an example of work GAO plans to conduct during fiscal years 2019 and 2020 under Goal 3.

Table 14: Examples of Planned Work under Goal 3

Management Challenges/Risks

- Evaluate VA's efforts to ensure efficient use of its acquisition funding and staffing resources
- Review agencies' acquisition workforce development efforts and management and oversight of contractor support
- Monitor and report on high-risk federal programs and operations that are vulnerable to fraud, waste, abuse, and mismanagement or are most in need of broad reform

Accountability

- Evaluate the federal government's efforts to make publicly available performance and financial data to increase transparency and accountability
- Examine options for budget controls to help address the nation's long-term fiscal challenges
- Evaluate DOD's efforts to address long-standing financial management deficiencies
- Monitor and review agency progress in estimating and reducing improper payments

Fiscal Condition of the Government

- Conduct annual financial statement audits of the IRS, SEC, FDIC, TARP, CFPB, FHFA, and Schedule of Federal Debt, and conduct audits of federal internal controls needed to ensure accountability over resources and payments (including improper payments)
- Review DOD's efforts to address long-standing financial management deficiencies and achieve audit readiness

Technology Assessments

- Monitor OMB, Treasury, and federal agencies' ongoing implementation of the Data Accountability and Transparency Act of 2014

Source: Source: GAO | GAO-19-1SP

Goal 4

Our fourth goal is *to maximize the value of GAO by enabling quality, timely service to Congress and being a leading practices federal agency* through an internal focus on improving efficiency and effectiveness in performing work, maintaining and enhancing a diverse workforce, expanding collaboration to promote professional standards, and being a responsible steward of resources.

The following table presents selected accomplishments attributable to Goal 4 in fiscal year 2018.

Lead GAO Team for Goal 4
Chief Administrative Officer (CAO/CFO)
Primary GAO Teams Contributing to Goal 4
Field Operations
Financial Management and Business Operations
Human Capital
Information Systems and Technology Services
Infrastructure Operations
Learning Center
Professional Development Program
Supporting GAO Teams
Applied Research and Methods
Audit Policy and Quality Assurance
Congressional Relations
General Counsel
Opportunity and Inclusiveness
Public Affairs
Strategic Planning and External Liaison

Table 15: Selected Goal 4 Accomplishments in fiscal year 2018

Empowering GAO's workforce to excel through strategic talent management	• Integrated our longstanding core mission values – accountability, integrity, and reliability – with our people values that all employees should be valued, respected, and treated fairly – to foster a culture that promotes an inclusive and bias-free workplace • Created a talent management advisory committee, in conjunction with renewed efforts to enhance our recruiting program, to ensure GAO remains a leader in developing, implementing, and evaluating agency-wide recruitment and talent management strategies • Designed a project management course for nearly 350 non-analyst staff and developed work structure templates for our analyst staff that will provide a consistent starting point for designing GAO engagements
Streamlining GAO's processes to deliver quality products and promote knowledge sharing	• Issued our first mobile-friendly report, GAO-18-312, using the New Blue system; this system will establish the ability to easily and efficiently create, review, and manage content, and enable digital distribution of our work as technologies advance • Created about 45,000 square feet of leasable space in our Headquarters building through an extensive space consolidation effort • Redesigned and issued our 2018-2023 Strategic Plan to enhance readability and enable periodic updates of key efforts
Providing modern integrated tools and systems in a secure environment	• Continued significant investment in GAO's technology framework to improve our virtual desktop infrastructure (VDI), and acquire new industry-standard platforms to replace legacy, stand-alone systems, to ensure security, efficiency, and reliability of our IT network • Implemented a bid protest e-filing and document dissemination system, as directed by the Congress, and began collecting fees from users of the

system to cover operating costs

Source: GAO | GAO 19-1SP

Table 16 provides an example of work GAO plans to conduct during fiscal years 2019 and 2020 under Goal 4.

Table 16: Planned Work under Goal 4

Strategic Talent Management

- Continue to implement an aggressive hiring and onboarding plan, to achieve 3,150 full-time equivalents (FTE) in 2019, with an emphasis on training and acculturation of new hires continuing into 2020
- Establish a new Science, Technology Assessment, and Analytics team in 2019 to enhance and expand our support to Congress by conducting technology assessments, overseeing federal science and technology programs, and developing innovative analytical techniques in carrying out our audits
- Assess the impact of an increasingly mobile workforce on organizational processes, programs, culture, and results

Streamlined Process and Knowledge Sharing

- Deliver a comprehensive project management curriculum to all analyst staff to continue to facilitate efficient and effective execution and delivery of GAO reports
- Pursue implementation of self-service software to provide a single-point customer interface for employees requesting administrative services, with the ability to track service requests and provide feedback on services rendered
- Create the infrastructure to support additional secure video teleconference (SVTC) spaces to enhance GAO's ability to work on classified and sensitive engagements

Integrated Tools and Systems

- Begin roll out of a unified suite of communication tools that supports voice, instant messaging, virtual meetings, and screen sharing to further enhance virtual collaboration and teamwork
- Pursue the second phase of the New Blue pilot, a software platform system that will improve processes related to engagement writing, internal fact checking, and publishing
- Deploy an upgraded version of our virtual desktop infrastructure (VDI) to increase computing power, support collaboration capabilities, and improve the user experience

Source: GAO | GAO-19-1SP

Management Challenges

The Comptroller General, along with his Executive Committee, and other senior executives, identify management challenges through the agency's risk management, strategic planning, internal controls execution, and budgetary processes. We monitor our progress in addressing these challenges through our annual performance and accountability process, and ask our Inspector General each year to comment on management's assessment of these challenges. For fiscal year 2019, we will focus management attention on the following three challenges, which are summarized below:

- Managing a quality workforce;
- Improving the efficiency of our engagements; and
- Ensuring the confidentiality, integrity, and availability of GAO's information technology services.

Challenge: Managing a quality workforce

More than 80 percent of GAO's budget goes toward its people; as a result, it is critical that we hire the right people, provide them with the right training, and retain them. GAO must maintain a skilled, engaged, and committed workforce in order to fulfill its mission.

Acquire talent: The nation's capital and the cities where many of our field offices are located are highly competitive job markets. We must follow a strategic approach to acquiring talent—for both our analyst cohort and our operations staff—with critical skills that align with the needs of the agency and the competencies for the position in order to optimally deliver GAO's mission. To help target our recruiting efforts and ensure that our hiring activities align with our workforce planning goals, we hired a Recruiting Program Manager in fiscal year 2018 whose duties include developing, implementing, and evaluating agency-wide recruitment and talent management strategies—including assessing options to promote and sustain a diverse talent pipeline for GAO.

Retain an expert, seasoned workforce: Hiring people with the right skills is just the first step. We must also nurture and sustain our people throughout their careers and be mindful of the challenges employees face in connecting and collaborating in an increasingly mobile work environment. In addition to our continued focus on providing professional education and developmental opportunities to employees at all stages of their careers, we are continuing to create and offer online, virtual learning that both furthers the professional development of employees and reinforces techniques for managing and working virtually.

Manage and engage a remote workforce: Nearly all GAO employees participate in some form of telework. Leading and sustaining GAO's workforce requires being aware of the implications of having a virtual environment and being intentional about communication and engagement. We identified this as a challenge in fiscal year 2014 and continue to monitor the status of recommendations from our internal telework evaluation. One recommendation that remains outstanding is to re-examine and make enhancements to our collaboration tools. GAO continues to pursue a Unified Communications Tool (UCT) to include audio, web, and video conferencing, instant messaging, screen sharing, and social collaboration. UCT will provide a seamless collaboration platform that will create the sense of presence needed in a virtual environment. GAO designated a senior-level Special Assistant for Telework to serve as the agency's telework program oversight and evaluation expert, cultural change agent, and communications liaison in the implementation of telework at GAO. The Special Assistant for Telework is also partnering with a senior executive team of analysts to develop indicators and methodologies to identify telework's impact on product quality, collaboration with a focus on new staff, and potential fraud risks. The

expected outcome will be a robust telework evaluation instrument and implementation plan that should provide early indication of telework risks.

Continually sustain an inclusive work environment: We are committed to creating and maintaining an organization where every employee feels valued, respected, treated fairly, and is given opportunities to enrich the work of GAO through their unique skills, talents, and life experiences. While GAO is a recognized leader for its support of diversity by the Partnership for Public Service, fostering an inclusive work environment is an ongoing challenge to which we remain dedicated, regardless of historic and recent successes. To this end, in fiscal year 2018, we formally launched our people values, combining them with our core values of accountability, integrity, and reliability into one logo. Our Diversity and Inclusion team worked with the Peoples Value initiative to align its efforts and goals throughout the year, and particularly during our annual celebration in June during which we highlighted GAO's "journey to inclusion" with a number of special events and videos.

Challenge: Improving the Efficiency of Our Engagements

Improving the efficiency of conducting and delivering the results of our analyses—the core of GAO's work—continues to be a challenge that we are working on through a variety of projects and initiatives, in particular focusing on the use of technology and change management.

In the area of technology, we updated several related systems that support GAO product distribution, recommendation status tracking, and accomplishment reporting. These updates streamlined user interfaces and integrated with our engagement management system, eliminating duplicate data entry, reducing errors, and allowing us to modernize outdated legacy systems. We also piloted a new system that will facilitate our ability to easily generate our products in a format that our clients and the public can access on any device, including hand-held mobile devices. This new system will also bring tremendous efficiencies in managing the content review, fact checking, and publishing processes. The system's pilot yielded critical insight into the remaining work needed to complete full development of the system in fiscal year 2019. While challenges remain in continuing to replace outdated systems with modern, integrated solutions, an increase in dedicated funding in fiscal years 2018-19 to support core infrastructure needs should position GAO to take better advantage of modern, integrated solutions and simplify our overall systems profile supporting mission work.

In the area of change management, we continued to work extensively with analysts and managers on two significant initiatives—the new product creation system and project management. In each case, we have significant involvement of the target user communities in both development and testing of the proposed solutions to ensure that our projects fit the needs of the agency and its people. Challenges remain in determining the extent to which culture and other organizational factors affect our projects, as these important drivers of staff behavior are often not immediately clear even to the individuals who are directly involved.

Challenge: Ensuring Confidentiality, Integrity, and Availability of GAO's Information Technology Services

GAO has taken a number of steps to better manage enterprise risk activities to ensure it can appropriately mitigate risks and achieve its strategic and operational goals and objectives. GAO has created a Risk Management Committee, co-chaired by the Chief Operating Officer and Chief Administrative Officer/Chief Financial Officer, who also serve as Chief Risk Officers (CROs), to oversee GAO's enterprise risk management (ERM) program. Annually, GAO assesses its operating environment and

identifies risks which have the potential to significantly impair its ability to achieve its strategic and operational goals and objectives if not managed effectively. Ensuring GAO's ability to maintain a high-performing, results-oriented workforce, continually improve the efficiency of its engagements, and provide a stable IT infrastructure are key components of GAO's risk profile, which GAO uses to manage current and proposed projects and actions to mitigate the impact of identified risks.

Providing the full breadth of secure technology solutions to users across all of GAO continues to be a challenge, as it is for every federal agency. GAO continually works to provide highly available systems on a modern technology platform in an ever-changing environment while also working to ensure the agency's systems are secure from threats. In addition, GAO has recently rolled out new technological solutions for key business processes and continues to develop systems and processes to enable GAO's work. Providing the full range of agency-level functions and requirements within a tight budget environment is a challenge GAO works every day to meet.

Given escalating and emerging threats from around the globe, and the steady advances in the sophistication and the destructiveness of attack technology, ensuring the confidentiality, integrity, and availability of our IT services will continue to be a management challenge for GAO and for all government and private sector entities for the foreseeable future. To monitor, detect, and respond to inappropriate access to computer resources, GAO has established a layered approach to providing reliable information technology services, including the use of security building blocks for basic authentication and access controls. As threats continue to evolve, GAO is continuing to pursue advanced technologies to protect its information and information systems.

GAO continues to place a high value on protecting its assets, data, and systems, while providing a robust computing capability to meet its business needs. GAO is currently implementing technology initiatives funded by the Congress in its 2018 appropriation that will improve system performance, provide new services to users, improve GAO's redundancy capability, while also providing some savings in the future as old, less-efficient systems are replaced. GAO is making investments to update its virtual desktop infrastructure and other infrastructure that will improve performance across the enterprise. GAO is also moving quickly to replace its aging telephone system and roll out new technologies and equipment that will greatly improve employee communication, collaboration, and efficiency.

To help ensure that GAO can maintain reliable, secure systems, GAO created the Strategic Business and Technology Transformation (SBTT) Board. The SBTT drives organizational transformation and IT modernization and optimizes strategic IT outcomes by supporting GAO's decisions to more effectively, efficiently, and strategically invest available funds.

Mitigating External Factors

While GAO's fiscal year 2018 appropriation allowed the agency to invest in IT and building facility projects, and begin to increase staffing, several external factors exist that could affect our performance and progress toward our goals. These include:

- Shifts in congressional interest;
- Modifications or repeals of outdated statutory requirements;
- Challenges in hiring desired expertise; and
- Access to agency information.

Demand for our work is very high as demonstrated by the 786 congressional requests and new mandates in fiscal year

2018. The Comptroller General and other senior officials maintain frequent communication with our congressional clients to ensure that our work supports the highest legislative and oversight priorities while recognizing that changing international and domestic events may affect priorities.

We continue to collaborate with the Congress to revise or repeal mandated reporting requirements which have, over time, lost relevance or usefulness. For example, S. 2400, The GAO Audit Mandates Revision Act of 2018, would shift many low-risk financial audits to public accounting firms so that GAO can audit Treasury's General Fund. The fund, which has never been audited before, covers every federal entity that receives appropriated funds.

As the Congress turns to GAO for insightful analysis and advice to address rapidly evolving cybersecurity threats, recruiting top-tier cyber talent to augment our current audit workforce is critical. GAO plans to recruit talent from leading cybersecurity-related undergraduate and graduate institutions, including those participating in the CyberCorps Scholarship for Service program. This would augment our existing cadre of experts who can assess the nature and extent of cyber risks, both present and future, as well as evaluate the government's complex and multi-faceted attempts to address them. However, as GAO plans to increase the level of staff hired in these specialty areas, it faces challenges recruiting and hiring staff with the desired education, experience, and expertise.

Access to information also plays an essential role in our ability to report on issues of importance to the Congress and the American people. We are generally able to obtain the information needed for our engagements. For the most part, departments and agencies continue to be cooperative in providing us access to requested information or working with us toward an accommodation that will allow the work to move forward.

We reported for the past several years on our experiences in obtaining access from elements of the Intelligence Community (IC) pursuant to Intelligence Community Directive (ICD) 114, which was issued in 2011 by the Director of National Intelligence, in consultation with the Comptroller General. While ICD 114 generally provides for constructive interaction between GAO and the IC, we continue to have concerns with how several key terms in the directive could be interpreted because they are framed as categories of information that would generally not be made available to us for certain audits or reviews.

During fiscal year 2018, as GAO's work reviewing activities of the IC grew, we continued to require a significant amount of time and effort to work through access issues, which delayed our work. For the most part, we successfully worked through these issues with the IC elements and obtained the necessary information. However, ODNI did not provide us access to key budget-related documents necessary to fully address a review of IC business enterprise functions requested by the intelligence oversight committees. We attempted to reach an accommodation consistent with ICD 114, but ODNI did not substantively engage with us in that effort. We will continue to monitor the level of cooperation provided by ODNI and the other IC elements as they implement ICD 114, and we remain committed to a constructive engagement with the IC moving forward.

We previously reported that we had encountered significant difficulties in obtaining timely and efficient access to information from the Office of Personnel Management (OPM), particularly with regard to Enterprise Human Resources Integration (EHRI) statistical data. We have made significant progress in obtaining timely access to EHRI data and other information from OPM. We will continue to monitor this area to ensure continued progress in obtaining needed information in a timely manner.

Over the past year, we have encountered difficulties in obtaining meetings and information from National Security Council and White House Counsel staff on the fairly limited basis needed for our engagements. We have communicated with the White House Counsel about this matter and efforts to resolve the issue are ongoing.

Collecting Input from Experts

To expand our strategic and annual planning efforts, we will continue gathering information and perspectives on issues, trends, and lessons learned from the domestic and international audit and strategic planning communities through advisory boards, working groups, and forums; the new Center for Strategic Foresight; issue-specific and technical panels; as well as through our external speakers' series and by continually scanning for international and domestic issues that affect the external environment in which GAO operates. During fiscal years 2019 and 2020, this will include:

- The ***Comptroller General's Advisory Board***, whose more than 30 members from the public, private, and nonprofit sectors have broad expertise related to the strategic objectives outlined in our 2018-2023 Strategic Plan.

- The ***Domestic Working Group***, which is composed of the Comptroller General, the heads of 18 federal, state, and local audit organizations, and one tribal representative who meet to exchange information and pursue opportunities to collaborate on accountability issues that affect all levels of government.

- ***Comptroller General Forums,*** which GAO periodically convenes on topics affecting the federal government's role in meeting national challenges. The goal of each forum is to facilitate a discussion among leaders and experts in various fields that stimulates new partnerships and identifies actions designed to address the relevant issues. After each forum, GAO publishes a report summarizing the discussions on a non-attribution basis and notes the leaders and experts who participated.

- The ***Center for Strategic Foresight***, which is composed of Fellows from around the world with public, private, and nonprofit sector expertise in matters related to strategic foresight and planning who will help GAO enhance its ability to analyze current and projected trends and their potential impact on federal agencies and programs.

We will also continue to enhance our strategic and annual planning efforts through four issue-specific and technical panels:

- The ***Advisory Council on Government Auditing Standards***, which provides input and recommendations to the Comptroller General in his role of issuing generally accepted government auditing standards, popularly known as the "Yellow Book." These standards provide a framework for conducting high-quality audits with competence, integrity, objectivity, and independence. Audits performed in accordance with these standards provide information used for oversight, accountability, transparency, and improvements in government programs and operations.

- The ***Accountability Advisory Council***, which is composed of experts from the financial management community who advise GAO on vital and emerging issues related to federal financial management and performance/accountability reporting, primarily in conjunction with our continued efforts to audit the U.S.

government's consolidated financial statements.

- The ***Executive Council on Information Management and Technology***, which is composed of experts from the public and private sectors and representatives of professional organizations who help GAO identify high-risk and emerging issues in the Information Technology sector.

- The ***Comptroller General's Educators' Advisory Panel***, which is composed of deans, professors, and other academics from universities across the nation who advise GAO on strategic human capital matters like recruiting, retaining, and developing staff.

Collaborating with Other Organizations

In addition to these formal advisory bodies, GAO networks with federal, state, local, and international officials with similar or complementary missions, notably through the following organizations:

- The ***National Intergovernmental Audit Forum*** (NIAF) and ten regional intergovernmental audit forums, through which GAO consults with colleagues from federal, state, and local audit organizations. The forums exist to improve coordination, communication, and cooperation among their members, private-sector firms, and other accountability organizations to address common challenges; provide training, development, and knowledge-sharing opportunities for the auditing community; enhance government performance, accountability, and transparency; and increase public trust. In fiscal years 2019 and 2020, NIAF and the regional forums will hold meetings to share best practices and address common issues facing the audit community. In addition, NIAF will work to implement its updated 2014-2020 strategic plan to enhance its operations over the next several years.

- The ***Council of Inspectors General on Integrity and Efficiency,*** which was created by statute in 2008, is comprised of a federal Inspectors General (IG). GAO generally holds an annual coordination meeting with CIGIE and collaborates with this council and individual IGs to facilitate our audit work, avoid overlap and duplication of effort, and share best practices.

- The ***International Organization of Supreme Audit Institutions (INTOSAI)***, which is comprised of more than 190 national audit offices, is our primary vehicle for collaborating internationally. In fiscal years 2019 and 2020, GAO will contribute knowledge and assistance to 26 INTOSAI governance bodies and working groups on a range of issues.

Building Capacity of Accountability Community Partners

GAO will continue strengthening professional standards, providing technical assistance, building capacity, and developing and disseminating best practices. GAO plans to take the following actions in fiscal years 2019 and 2020:

- Provide ***leadership in INTOSAI's governing bodies and working groups***. This will include GAO's work through leadership positions on the Working Group on Financial Modernization and Regulatory Reform, the Working Group on Big Data, the Supervisory Committee on Emerging Issues, the INTOSAI-Donor

Cooperation (IDC) Steering Committee, and the new Working Group on the Impacts of Science and Technology. In 2019-2020, GAO will coordinate with the Governing Board to implement INTOSAI's first Performance and Accountability Report, which tracks progress toward the goals, objectives, and crosscutting priorities of INTOSAI's 2017-2022 Strategic Plan. GAO will also help enhance international auditing standards through its participation in the Forum for INTOSAI Professional Pronouncements (FIPP), a standard-setting body for the public-sector audit community.

- Work through the ***INTOSAI-Donor Cooperation (IDC) Steering Committee*** to advance INTOSAI's capacity-building goal. IDC was established through a memorandum of understanding (MOU) between INTOSAI and 23 donor organizations, and the initiative aims to coordinate efforts to strengthen SAIs in developing countries. The focus will continue to be matching developing SAIs' needs with available donor funds to improve the capacity of audit organizations.

- Leverage the 4-month ***International Audit Fellowship Program*** to develop the capacity of national audit offices around the world. Since the program's inception in 1979, over 600 officials from over 100 countries have participated. GAO continues to receive extensive interest in this program, and will conduct the 2019 class from March through July 2019.

- Publish the ***International Journal of Government Auditing***, a quarterly publication that serves as INTOSAI's main platform for sharing information among its member Supreme Audit Institutions (SAIs) and beyond.

Building Capacity of Accountability Community Partners

We will continue to grow the Center for Audit Excellence (the Center) by focusing on building partnerships and implementing the Center's Business Plan. The Congress authorized GAO to establish the Center in 2014 to provide training and technical assistance that enhance the capacity of domestic and international accountability organizations. The Center is unique in its ability to tackle complex training and capacity building projects because it can offer a wide range of services at locations throughout the world and is authorized to charge fees for its services. In 2019-2020, GAO will:

- ***Grow the Center's business volume and revenue base***. Since the Center's opening in October 2015, the Center has expanded its volume of business significantly and increased annual revenue from $41,000 in fees in FY 2016 to $624,000 in fiscal year 2018. The Center has provided training or technical assistance services to over two dozen federal, state, local, and international accountability organizations. Several of these organizations have returned to the Center for training and technical assistance services to help build staff capacity in applying auditing concepts and tools. In 2019-2020, GAO will continue to provide high quality trainings and explore new course offerings that invite repeat business and draw new customers. The Center also plans to strengthen its relationships with federal inspectors general, state and local audit organizations, and professional associations.

- ***Develop international partnerships***. The Center expanded its work and achieved positive impact working with international accountability

organizations in fiscal year 2018. It provided technical assistance to three supreme audit institutions in Europe and Central America to enhance their capacity to conduct and achieve results from performance audits. For example, the Center helped a Supreme Audit Institution in Eastern Europe to enhance its capacity to conduct information technology audits and assisted another Supreme Audit Institution to assess and improve its process for documenting financial benefits resulting from audits. The Center also provided technical assistance on a project funded by the Millennium Challenge Corporation to help enhance the performance audit capacity of a Supreme Audit Institution in Central America. During fiscal year 2018, under a Memorandum of Understanding with the U.S. Agency for International Development, the Center also assessed the capacity-building needs of an African country's audit institutions and helped identify areas for improvement. In 2019-2020, GAO will build on these successes to develop a reputation for excellence among international audit institutions.

- ***Continue to refine and implement the Center's Business Plan***. GAO will strengthen the Center's Business Plan and look for new ways to strengthen the capacity of accountability partners because this helps enhance the oversight of U.S. federal funds used domestically and across the globe. During fiscal year 2019, the Center plans to expand its international work further by leveraging its Memorandum of Understanding with the U.S. Agency for International Development and building on outreach and partnerships with other organizations such as the World Bank.

Office of Inspector General

Established as a statutory office by the Government Accountability Office Act of 2008, GAO's Office of Inspector General (OIG) independently conducts audits, evaluations, and other reviews of GAO programs and operations and makes recommendations to promote economy, efficiency, and effectiveness in GAO. OIG also investigates allegations of fraud, waste, and abuse, including the possible violation of law or regulation, within GAO.

The OIG's Strategic Plan for Fiscal Years 2016-2020[1] identifies the vision, goals, objectives, and strategies for its activities, under the authority of the Government Accountability Office Act of 2008, to promote efficiency, effectiveness, and integrity in GAO programs and operations. As delineated in the plan, the OIG supports GAO and Congress by helping to protect GAO programs and operations from fraud, waste, and abuse. Independent and objective audits, evaluations, and investigations are the primary methods for assessing GAO programs and operations and identifying risks to GAO, enhancing its ability to protect and maximize its resources.

The OIG's Semiannual Reports to Congress[2] describe OIG's work on identifying significant problems, abuses, deficiencies, remedies, and investigative outcomes relating to the administration of GAO programs and operations that were disclosed during the reporting period. OIG's semiannual reports present the results of its work, including product and performance statistics for both audits and investigations. The OIG also provides an overview of each report issued and actions taken or initiated by GAO in response to the report, as of the end of the reporting period. GAO and OIG management work cooperatively in fulfilling the role of the OIG. Timely resolution of outstanding recommendations continues to be a priority for both OIG and the agency.

Table 1: Detail Budgetary Resources – Office of Inspector General (dollars in thousands)[a]

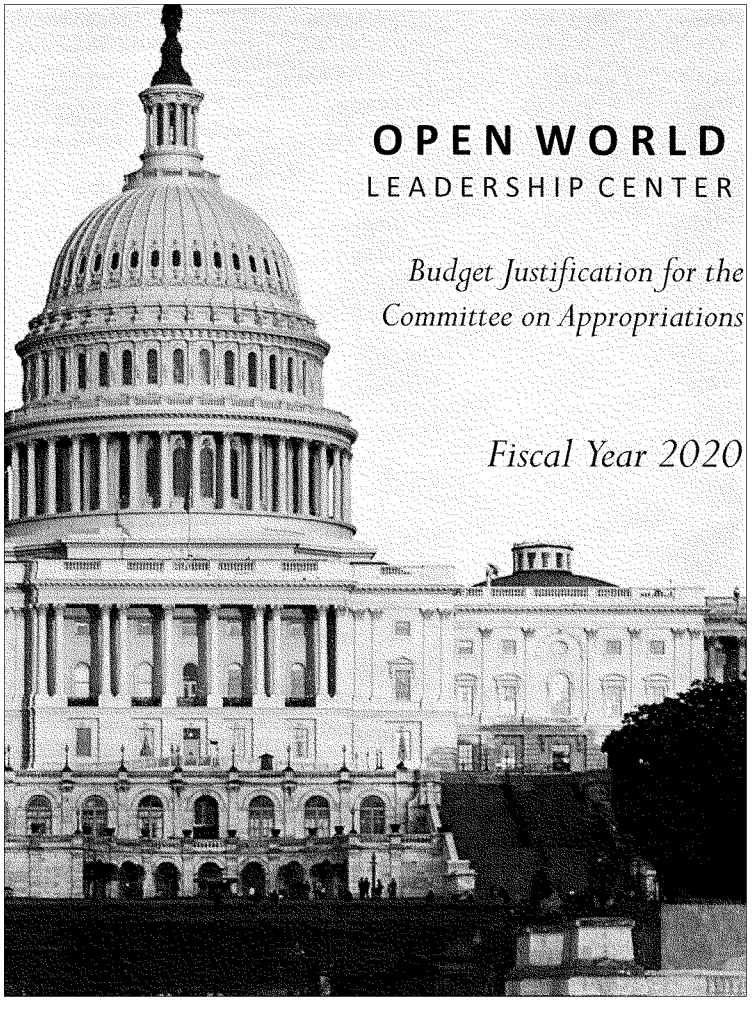
Office of Inspector General	Fiscal Year 2018 Actual	Fiscal Year 2019 Estimate	Fiscal Year 2020 Request	Net Change Fiscal Year 2019 / 2020
Number of full-time equivalents (FTEs)	11	11	11	0
Salaries and benefits	$2,164	$2,249	$2,330	3.6%
Recruitment and retention	$2	$2	$2	N/A
Travel	$2	$2	$2	N/A
Training and development	$6	$6	$6	N/A
CIGIE Membership dues	$5	$5	$5	N/A
Support contracts[b]	$27	$64	$30	(53.1%)
Total	**$2,206**	**$2,328**	**$2,375**	**2.0%**

[a] A separate appropriation is not requested for the Office of Inspector General as the resources to support OIG are included in GAO's overall budget request.

[b] OIG will contract for audit support for its FY 2019 review of GAO Data Act implementation. This is a biennial requirement and no contract funds are requested for FY 2020.

[1] OIG's Strategic Plan can be found at: https://www.gao.gov/assets/680/675036.pdf.
[2] OIG's Semiannual Reports can be found at: https://www.gao.gov/about/workforce/ig_semiannual.html.

PAGE INTENTIONALLY LEFT BLANK


OPEN WORLD
LEADERSHIP CENTER
Budget Justification for the
Committee on Appropriations
Fiscal Year 2020

OPEN WORLD
LEADERSHIP CENTER

Budget Request Summary

The Center's Budget request of $5.8 million for fiscal year 2020 is an increase of $200,000 (3.6 percent) over fiscal year 2019 enacted funding.

Major categories of requested funding are:

Salaries and Benefits	$	863,014	(split: part prog/part admin costs)
Contracts/Interagency Agreements	$	2,952,300	(100% program)
Grants/Other Direct Program Costs	$	2,688,415	(100% program)
Administrative/Office Costs	$	95,900	(100% administrative)
	$	**6,599,629**[1]	

Open World spends its appropriation in two categories: Direct Program Costs and Administration Costs. Direct Program Costs include a logistical coordinator contract; grants to host organizations across the United States; Memoranda of Agreements with most U. S. embassies in Open World countries; and about 60% of the salary and benefits of the Center's staff. In these categories, the Center's fiscal year 2020 budget request breaks down as follows:

A. Direct Program —	$ 6,176,273	
1.	Contracts/Embassy and other Agreements	2,952,300
2.	Grants/Other Hosting Costs	2,688,415
3.	Salary/Benefits (Program)	535,558

The logistical services contract with a Washington-based NGO is the single largest expenditure at Open World. Grants/Other Hosting Costs refer to national and local hosting organizations (such as Rotary Club, Friendship Force International, and community colleges) that plan and execute an 8-day local program for each delegation.

B. Administration —	$ 423,356	
1.	Salary/Benefits (Admin)	327,456
2.	All Other Operating Expenses	95,900

This category includes an interagency agreement with the Library of Congress for infrastructure services; small contracts for professional services; postage, telephone, cell phones; and office supplies and materials. The Center benefits from lower administrative costs due to its physical location in the Library of Congress. Finally, agreements with other agencies for infrastructure services or for printing, webhosting, or graphic design are also included here.

TOTAL PROJECTED OPERATING BUDGET: $6,599,629

Overhead Rate: 6.4%

[1] The amount over $5.8 million shown here will be covered by unanticipated interagency transfers and other offsets.

OPEN WORLD LEADERSHIP CENTER

Board of Trustees



Chairman Ben Nelson
Senator for Nebraska
2001-2013



Dr. Carla Hayden
Librarian of Congress



Hon. Cindy Hyde-Smith
Chairman, Senate Appropriations
Subcommittee on Legislative Branch



Hon. Tim Ryan
Chairman, House Appropriations
Subcommittee on Legislative Branch



Hon. Martin Heinrich
United States Senate



Hon. David Price
United States House of
Representatives



Hon. Jeff Fortenberry
United States House of
Representatives



Hon. James F. Collins
Carnegie Endowment for
International Peace



OPEN WORLD
LEADERSHIP CENTER

Budget Justification for Fiscal Year 2020

Budget Request Summary

Open World Board of Trustees

Tab 1 FY2020 Budget Justification

Tab 2 List of Grantees, Host Organizations and Judges by State

Tab 3 Open World Delegations by Date – CY2019

TAB 1:

FY2020 Budget Justification

Fiscal 2020 Budget Request

The Open World Leadership Center is respectfully requesting a fiscal year 2020 appropriation of $5.8 million to support its staff and operating expenses. This is an increase of $200,000, or 3.6 percent, over fiscal 2019 enacted appropriation. Since fiscal 2009, the year of its highest appropriation at $13.9 million, the Open World Leadership Center has had a 60% reduction in appropriations down to its current level of $5.6 million. This is also the level of appropriations the Center has received for the fourth year in a row.

The modest increase requested herein is necessary for the Center to keep up with cost increases in salaries and benefits as well as in other operating costs including, but not limited to, air travel, accommodations, and other logistical expenses. Funding at this level will support our work in Ukraine to counterbalance Russian disinformation and our work in Russia to keep the lines of communication open with the post-Putin generation.

Resource Summary (Actual Dollars)

		Fiscal 2018				Fiscal 2019		Fiscal 2020		Fiscal 2018/2019	
		Operating Plan		Actual Obligations		Operating Plan		Adjusted Operating Plan*		Net Change	
	Appropriation	FTE	$	FTE	$	FTE	$	FTE	$	FTE	$
	5,600,000	7.0	5,600,000	7.0	5,600,000	7.0	5,600,000	7.0	5,800,000	7.0	200,000
	Recovered Obligations		850,000		470,055		800,000		766,650		
	Revenue		75,000		54,418		55,000		55,000		
	Prior Year Carryover Funds		42,933		42,933		28,000		27,936		
	USAID/DOS - Moldova		0		77,000		0		0		
	USAID - Regional [1]		0		588,000		0		0		
	USAID/DOS - Serbia [2]		0		0		230,000		0		
	USAID - Ukraine [1]		0		1,200,000		0		0		
	USAID - Uzbekistan [1]		0		38,640		0		0		
	Subtotal Avail Funds		6,567,933		8,071,046		6,713,000		6,649,586		
11.0	Personnel Salary		652,608		674,765		711,000		613,258		
12.0	Personnel Benefits		214,660		228,112		245,000		249,756		
21.1/22.1/23.1	Travel, Transp, Utilities		56,600		31,412		40,100		50,000		
25.1	Other Services, Misc		15,000		15,181		15,000		20,000		
2515	Services, Other Agencies [3]		1,150,000		1,086,925		1,000,000		893,779		
2550	Contracts [4]		1,967,307		3,207,353		2,100,000		2,176,243		
2572/2583/2597	Entertainment/Subsistence [5]		244,525		209,389		224,050		230,000		
26.1/31.0	Supplies, Equipment		14,500		13,423		19,000		25,900		
41.0	Grants		2,200,000		2,577,401		2,330,000		2,340,693		
	Subtotal Obligations		6,515,200		8,043,960		6,684,150		6,599,629		
	Total Funds Balance		52,733		27,086		28,850		49,957		

[1] At the time of compiling the fiscal 2018 Operating Plan, the Center did not know the status of these USAID transfers. All of the transfers were completed in the final weeks of the fiscal year and were obligated accordingly.

[2] The US Embassy in Belgrade transferred funds directly to Open World for specific programs in 2018-19.

[3] This includes all MOUs with US Embassies in Open World countries; the Library of Congress-OW Interagency Agreement; the House of Representatives for webhosting; and GPO printing services.

[4] Most of the requested increase is needed to cover part of an expected shortfall in the overall cost of operations. The logistical contract is the largest, under which participant costs are paid, including but not limited to airfare, hotel, visa processing, translation services, and contingency services. See Part II Budget Request for a complete explanation.

[5] In order to save money, the Center purchases services for food and accommodation directly from the vendors. Under the logistical contract, these costs were previously subject to a 17% indirect charge.

* The fiscal 2020 operating plan is adjusted for current year impacts.

Total Funds – All Sources
(Actual Dollars)

	Fiscal 2018 Actual		Fiscal 2019 Projected		Fiscal 2020 Projected*
Appropriated Funds	5,600,000		5,600,000		5,800,000
Recovered Funds	470,055		800,000		766,650
Revenue	54,418		55,000		55,000
Carry Over Funds	42,933		28,000		27,936
USAID - Moldova	77,000		0		0
USAID - Regional	588,000		0		0
Dept of State - Serbia	0		230,000		0
USAID - Ukraine	1,200,000		0		0
USAID - Uzbekistan	38,640		0		0
Total Funds Available	8,071,046		6,713,000		6,649,586

*This column has been adjusted for current year impacts.

Program Overview

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

The Center conducts the Open World program, one of the most effective U.S. exchange programs for countries[1] in transition. The program has enabled more than 28,000 young global

[1] Current Open World countries are: Armenia, Azerbaijan, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Moldova, Mongolia, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.

leaders to engage in and interact with Members of Congress, Congressional staff, and thousands of other Americans, many of whom are the delegates' direct professional counterparts. Open World focuses on assisting Congress in its oversight responsibilities and on conducting exchanges that establish and foster lasting professional relationships between the rising leaders of Open World countries and Americans dedicated to showcasing U.S. values and democratic institutions. The Center's non-partisan nature and independence from the priorities of the executive branch is an important asset for the program.

One profound insight the delegates derive from their experience in the United States is that elected officials are accountable to their constituencies. Another powerful element of the program is the impact of home stays – during their ten-day visit, Open World delegates live with American families in communities throughout the United States. Partnerships and deeper understanding forged between American hosts and the delegates multiply the connections within and among their communities with profound results.

The highly-regarded Open World program has also played an increasingly vital role in the political landscapes of many countries throughout Eurasia. The Center has brought rising leaders who have become influential in the national arena and within their communities. The Center has also built substantial expertise in conducting exchange programs tailored to support the Legislative Branch. As it winds up its second decade, the Open World Leadership Center continues to strive for excellence in providing a rich experience for foreign legislators and the best and brightest young professionals in Open World countries.



A Ukrainian delegation of local legislators and staff visit the Wyoming State Capitol during their accountable governance program hosted in Cheyenne. The delegates were able to observe the legislature at work and to meet with Governor Matt Mead. (February 2018)

Program Objectives

The Open World Leadership Center is committed to a strategy designed to strengthen our work in support of Congress and to cement our legislative identity. To that end, the Center adopted four goals that are both measurable and attainable.

Goals

- *Ensure that the Center is a resource, an asset, and an investment for Congress:*
  Under this goal, the Center specifically addresses Congressional interests and requests. In addition, delegations of legislators at the national and local levels comprise a substantial portion of the total number of participants. Finally, Members of Congress and their staff receive first-hand actionable information of interest during face to face meetings with rising leaders from these countries.

- *Enhance the reach of the Center to strategically important countries:*
  Via enabling legislation and with the approval of the Board of Trustees, the Center is able to respond quickly to Congressional requests to engage emerging leaders of strategically important countries.

- *Operate as a model, cost-effective, responsive agency:*
  The Center is keenly aware of the importance of being an effective and efficient fiscal steward. In that capacity, interagency agreements, low overhead and responsible grant-making are hallmarks of the Center's high impact, low cost operations.

- *Intensify the Center's outreach to U.S. missions abroad, to grantees, and to other stakeholders:*
  The Center has begun the implementation of a communications strategy as well as increased efforts to secure private funding for alumni programming.

Measures of Success

Open World continues to focus its programming on a geographically and professionally broad cross-section of emerging leaders who might not otherwise have the opportunity to visit the United States:

- Delegates have come from every political region of Russia and Ukraine.
- More than 10,800 federal, regional, and local government officials have participated, including 391 members of parliament and 2,013 judges.
- In 2018 the average age of Open World delegates was 32.
- 92 percent of delegates are first-time visitors to the United States.
- 51 percent of delegates are women.
- Since 2012, approximately 40% of all Open World delegates are age 30 and under.

- The average cost per participant of the Open World program is $8,800-9,200, depending on the country, compared to approximately $19,000 per person for a similar executive branch program.

Interest in the Open World Program remains robust within American hosting communities. The demand for hosting Open World delegations is more than triple the supply of available slots due to funding limitations. Delegates are hosted by a large and dedicated group of American citizens who live in state capitals, other large cities, small towns, and rural communities throughout the United States.



Armenian Parliamentary Staffers meet with California State Senator Anthony Portantino to discuss passing laws within the California Legislature. After observing Senate floor proceedings, the group was recognized for their visit to the State Capitol. (May 2018)

The Open World Parliamentary Program in 2018

In developing its latest strategic plan, the Center's Board of Trustees emphasized the importance of parliamentary programs that link Members of Congress to their counterparts from Open World countries. A goal was then set that 15% of delegates would be Members of Parliament, parliamentary staff or regional legislators or their staff. We met that goal in 2018.

The interaction between our Parliamentarians and Members of Congress created numerous opportunities for unfiltered dialogue between the U.S. Congress and Parliaments from Open World countries. It also provided timely discussion of the political and economic conditions affecting these countries. Overall, eleven parliamentary delegations consisting of 63 participants from nine countries (Georgia, Tajikistan, Kazakhstan, Armenia, Serbia, Peru, Ukraine, Uzbekistan, and Kyrgyzstan) traveled to the United States for home stays from Helena, Montana to Albany, New York and eight states in between.

Open World's Parliamentary program is profoundly effective because it provides a senior level delegation, usually made up of rising stars, most of whom come without U.S. ties, the opportunity to present their country and its issues to some fifteen members of Congress and their staff in a three day period, as well as check in with appropriate Congressional offices, their Embassies, and representatives of think tanks working in the area. They then witness the legislative process on the state/local level. The relationships established during this program leads to great buy-in from Open World parliamentary alumni, who are then eager to nominate other strong candidates and to help develop programmatic themes based on the necessities of their country. This one on one contact and unrivaled access, the sharing of meals, and the fact that Open World individualizes programming has made these exchanges particularly beneficial for both the visiting Parliamentarians and the Members of Congress with whom they meet and whom Open World serves. Open World will surely continue this important programming in 2019 and 2020.



Members of Parliament from Serbia visited the Ohio State Capitol to see how the Ohio Senate works to increase transparency and productivity. The delegation discussed the sister state relationship between Ohio and Serbia with State Senator Frank LaRose. (May 2018)

Calendar Year 2018 Highlights & 2019 Plans

Overview

In 2018, the Open World Leadership Center hosted a total of **964** delegates from **18** countries in more than **118** American host communities in **48** states. In a climate of uncertainty in the international arena, Open World continues to serve as a resource of unvarnished information for Members of Congress and their constituencies throughout the United States. Our three signature 10-day exchanges – Members of Parliament, Judicial Rule of Law, and Civic Programs – have resulted in the creation of a vital network of more than 28,000 emerging leaders that have had first-hand, peer-to-peer exposure to the United States. With support from the Department of State/USAID, the Center hopes to bring nearly 1,000 emerging leaders to communities throughout the United States in 2019. Country highlights from 2018 follow the chart below.

Participation by Country

	All Years through 12/31/2018	2018 Completed	2019 Scheduled	Fiscal 2020 Projected	
Armenia	133	26	24	6	
Azerbaijan	310	26	24	12	
Belarus	36	12	18	12	
Egypt	12	0	0	0	
Estonia	24	4	6	4	
Georgia	692	57	43	24	
Kazakhstan	504	33	30	18	
Kosovo	146	12	18	12	
Kyrgyzstan	502	21	24	18	
Lithuania	104	0	0	0	
Macedonia	new	0	12	0	
Moldova	469	27	30	6	
Mongolia	102	15	24	12	
Russia	19,793	320	312	216	
Serbia	484	28	48	24	
Tajikistan	519	20	18	18	
Turkey	97	0	0	0	
Turkmenistan	196	0	0	6	
Ukraine	3,716	322	314	306	
Uzbekistan	159	31	30	6	
Other programs	49	10	24	26	[1]
	28,047	964	999	726	[2]

[1] Other programs include the Rumsfeld Foundation Fellows from most Open World countries; House Democracy Partnership delegations; and other special delegations formed as a result of significant costsharing.

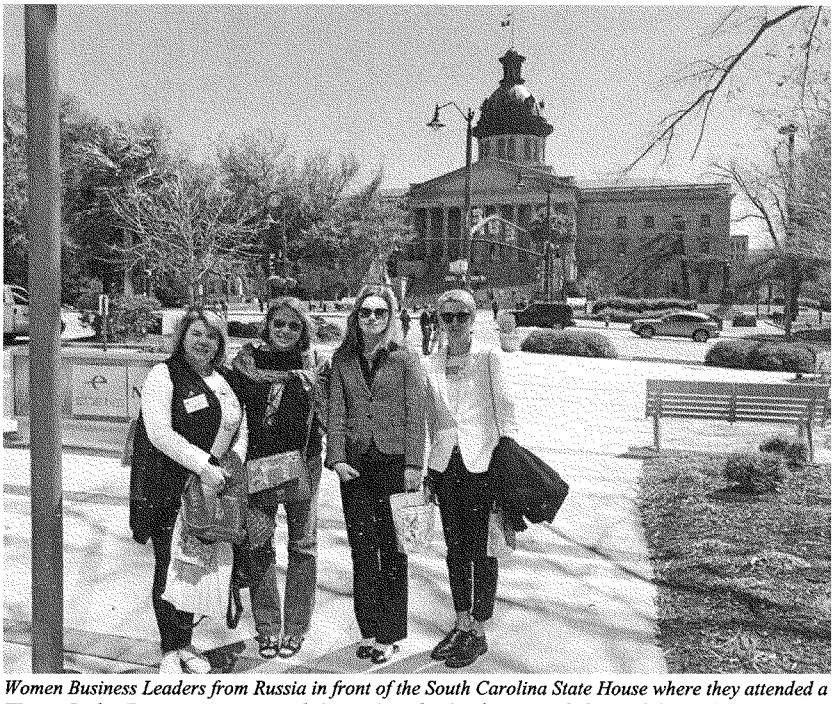
[2] This number is the most that can be hosted with appropriated funds only (including recovered funds, revenue, and other offsets). The number will grow if USAID funds are transferred later this year.

* Countries in *italics* are inactive.

Russia

From 1999 to 2018, Open World hosted 19,793 young Russian leaders. In calendar year 2018, the Center hosted 320 Russian participants in 53 exchanges. Delegates came from 53 of Russia's 83 regions, included a wide range of ethnic groups, and were hosted in 30 host communities in 24 U.S. states. Women made up 61% of the delegates.

Despite obstacles such as the current low point in U.S.-Russia relations and the drawdown of U.S. Mission staff in Russia, Open World has managed to maintain robust programming in Russia that covers a broad spectrum of themes and reaches into all regions of Russia. Open World alumni still show a willingness to meet their American counterparts in Russia, despite the risk that this may have for them. American diplomats often reach out to the Center for contacts in cities that they are visiting because they know that Open World alumni are willing to meet and to be objective and forward thinking.



Women Business Leaders from Russia in front of the South Carolina State House where they attended a Women Rights Empowerment Network (WREN) Media Conference and observed the working of the state legislature. (March 2018)

Open World is one of the few remaining U.S. exchange programs in Russia, and the only one operating with such engaged alumni and partners throughout the country. The Center's objectives are to have participants return to Russia with a more positive view of America, to add to their professional skills and contacts through direct interaction with their peers, and to counter

the Russian information war by providing an objective view of the American people and our traditions and beliefs. Open World's work is critical to the U.S. Mission in Russia because we are apolitical and highly professional; we look for common ground, best practices and successful partnerships to build or foster; and the Mission is provided with a network of Russians throughout that enormous country who are receptive to the American experience.

Recently a Russian journalist, who works for a mainstream government-funded news organization, commented that, after visiting the U.S. Agency for Global Media (formerly the Broadcasting Board of Governors) and discussing programs such as Voice of America, his previous opinion had completely changed. This journalist viewed VOA as purely American government propaganda, but walked away with a much clearer understanding of the mission, its independence, and the journalism standards that VOA upholds.

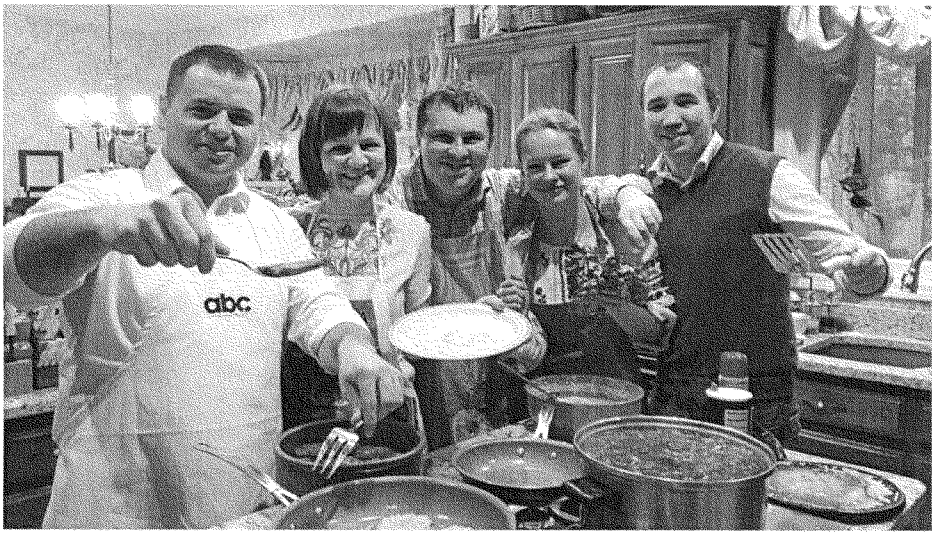
Open World has worked as a driving force to cement many strong Russian-American partnerships through sister Rotary Clubs, formal sister city arrangements, less-formal sister city and sister state arrangements, and those based on shared goals (like those between burn treatment specialists, zoo professionals, nursing programs, and protection of forests). On an annual basis, Open World works to strengthen at least ten such Russian-American partnerships. Working closely with the International Department of the Perm City Administration and the City Duma (several being Open World alumni, including the former Mayor) we have brought strong groups in the past years to grow the sister city relationship with Louisville, Kentucky, focusing on journalism and governance in the past couple of years. It is such support among government leaders in Volgograd, several being Open World alumni, that we can report that the Volgograd-Cleveland partnership is also robust and expanding, when it was about to lapse just a couple of years ago.

At this time, it is imperative that we maintain contact with Russian society and continue to fight disinformation and false narratives about American interests. In 2019 we will welcome our 20,000th Russian participant on the program, which gives us an enormous alumni network across all 83 regions of the Russian Federation. When the Ambassador or other mission officers travel to the regions, it is often Open World alumni in key local government and private sector positions that meet and discuss current issues and developments both locally and regionally.

Ukraine

From 2003 to 2018, Open World hosted 3,716 Ukrainian emerging leaders. Open World's objective in Ukraine is to further democratic and free-market processes by providing a new generation of Ukrainian leaders with the vision, skills, and tools needed to develop their country at this critical juncture in its history and while it faces Russian aggression in its South and East. The program is aimed at furthering anti-corruption efforts, assisting in the decentralization process, promoting the rule of law, improving transparency in the public and private sectors, and providing a secure safety net to a suffering population.

Over the past two years, Open World has hosted 20 leading Members of Ukraine's Verkhovna Rada for practical programs in Washington, D.C. and elsewhere. For example, a group of Members of Parliament who participated in July 2018 program in the Kansas City Metro Area and Washington, D.C. wrote a letter exclaiming that the program, "provided us with this outstanding opportunity to gain new professional and intercultural experience and establish connections with the members of the U.S. Congress." The delegation also stressed the importance of the Open World program in matters of building bridges and establishing peer-to-peer partnerships in different areas and strengthening the unity between the United States and Ukraine.



Local Legislators from Ukraine enjoyed spending time with their host families in Little Rock, Arkansas. The group shared a piece of Ukraine with their American families by cooking them a traditional Ukrainian meal. (February 2018)

Open World's November 2018 Parliamentary delegation exemplified how useful these visits can be. Coming on the heels of the Azov Sea seizure by the Russian Navy of Ukrainian Navy vessels and the vote then taken on limited Martial Law, an Open World group of MPs found heightened interest among the Senators and House Members with whom they met. One participant noted that he "was impressed with the commitment and interest American politicians demonstrated to Ukraine. I personally consider the Open World program as one of the best programs I ever participated in."

Due to Ukraine's strategic significance, Open World regularly consults with House and Senate Ukraine Caucus members and works closely with the leadership of the U.S. Embassy in Kyiv to design programming that is responsive to the needs of that war-ravaged country. In 2019 Open World will focus on programming on Decentralization/Regional Government, Legislative

Processes, Health System and Education Reforms, Rule of Law, Media/Investigative Journalism, Minority/IDP Issues, Anti-Corruption, Energy, and Social Safety Net Issues. All themes are aimed at strengthening democratic institutions and promoting good governance. Areas that Open World has had successful programming and that serve as strong topics for upcoming programs are: development strategies for the "forgotten" east (near the zones of conflict); IDP resettlement; significant reforms in health and education (in part, due to our strength in these ministries); media strategies to counter false information; support of partnerships; and decentralization issues. Open World also has a critical mass of leading Members of Parliament that will be able to discuss the ramification of the 2019 Presidential/Verkhovna Rada (Parliamentary) and local elections' cycle.

Remaining Open World Countries

Armenia

From 2011 through 2018, the Center hosted 133 delegates from Armenia on themes such as women in politics, elections, civic and judicial rule of law, and urban development. Many young Armenian leaders have been introduced to their American counterparts and observed firsthand the power of civic engagement and accountable governance.

With the Center's very short programming timeline, we are able to adapt themes to the current situations in Yerevan. Following Armenia's "velvet revolution," the Open World program added delegations to reflect the new situation in Armenia. For example, in the fall of 2018 we brought young activists engaged in the revolution through organizing youth movements and protests in villages outside of Yerevan. Two of the delegates were a key mobilizing force behind the student movement during the revolution, as founders of the Restart Student Initiative at Yerevan State University. From our successes in Ukraine bringing leaders of the Maidan movement, we have found these young leaders often move into the parliament, become deputy ministers, or are deeply engaged in reform through NGO's.

We plan to expand our parliamentary program for Armenia based on the results of the 2018 Parliamentary Staff delegation. A recent Open World delegate, who serves as adviser on US-Armenia parliamentary cooperation to the Speaker of the Armenian Parliament, will develop the delegation.

Azerbaijan

From 2007 through 2018, the Center hosted 310 delegates from Azerbaijan. These delegates benefitted immensely from participating in the Open World program. Open World is working to enhance women's role in society since women face numerous social barriers in Azerbaijan. We are also recognize those who are underserved and underrepresented, including the disabled, refugees, and Internally Displaced Persons.

In May 2018, we brought a delegation focusing on Disability Advocacy and Reform, which included three disabled delegates. This delegation inspired everyone they met during their time in the United States. While in Reno, Nevada the delegation met with multiple disabled business owners that employ other disabled community members. After participating on the program, one disabled Open World delegate was motivated to create his own business – a company that sells jewelry made by disabled artists.

During their time in Reno, they also visited the district office of Rep. Mark Amodei to see firsthand how U.S. Members of Congress serve their constituents. It was an opportunity for the group to discuss the similarities and differences between the parliamentary system in the U.S. and Azerbaijan.



Disability advocates from Azerbaijan visit the Reno, Nevada district office of Rep. Mark Amodei. Regional Representative Arturo Garzon was able to discuss the congressional representative's role in advocating for disability reform on behalf of Rep. Amodei's Nevada constituents. (May 2018)

Belarus

In 2004 and from 2017-2018, the Center hosted 36 delegates from Belarus. After jumpstarting the Open World program in Belarus in 2017, alumni have been active and have already created partnerships. One delegate, the Head of Medical Expertise and Rehabilitation Department at the Ministry of Health of the Republic of Belarus, was eager to share and apply the knowledge gained to develop improvements to the Belarus national rehabilitation system. This system

would be based upon the American approach of individualized services and volunteer engagement that she experienced in Salt Lake City.

A recent delegation of Belarussian intellectual property rights professionals met with the U.S. Department of Justice's Computer Crime and Intellectual Property Division to discuss important issues of international enforcement and key areas of cooperation to preserve evidence and prevent intellectual property crimes.



Delegates from Belarus traveled to Greensboro, NC to focus on Marketing. During a day trip to Winston-Salem, the group met with Mayor Allen Joines to discuss the role of local government and how the City of Winston-Salem markets itself to the community and tourists. (November 2018)

In November one of the delegations on Alternative Energy visited Great Falls, Montana to discuss areas and methods of exploring alternative and renewable energy sources to help strengthen Belarussian energy security and reduce dependence on Russia. The program was very

successful, generated several local press articles, and discussions are underway on ways the two sides can collaborate in the future.

Estonia

From 2013 through 2018, the Center hosted 24 delegates from the Estonian judiciary. This year Open World's program for Estonia will feature a delegation of four judicial professionals that will be hosted by a representative of the U.S. federal judiciary identified in cooperation with the International Judicial Relations Committee of the Judicial Conference of the United States. The Judicial Training Department of the Supreme Court of Estonia supports 90% of the cost of the program. To date, Federal district judges in Nevada, Maryland, Ohio, North Carolina, and Mississippi have hosted their Estonian counterparts.

Georgia

From 2007 through 2018, the Center hosted 692 delegates from Georgia. Illustrative of Open World's ability to respond to the needs of a country and to complement priority activity, the Mission/USAID in Tbilisi asked Open World to coordinate a program for engineers at the Enguri Dam to support U.S. policy by strengthening Georgia's energy security and economic development, and by encouraging economic engagement with Georgia's occupied territories. In response, Open World worked with hosts in Washington State to develop a program promoting technical expertise of Enguri personnel by exposing them to the best, modern practices of large-scale hydro power plants (HPPs) in the United States (Grand Coulee and Rocky Reach). It also encouraged the development of a tourism facility at Enguri similar to Grand Coulee Dam's, and set a precedent for cooperation that can lead to additional energy-related engagement in Abkhazia. With the dam a focal point for future cooperation between Georgia and Russia, the program was an eye-opener as to the possibilities ahead.

Open World partnered with USAID and the Department of Justice on two delegations, sending one delegation of judges to Chicago (USAID) and one to the state of Georgia (DOJ). Through these programs, ten Georgian judges received extensive exposure to the U.S. judicial system through first-hand contact and observed and discussed judicial proceedings with officers from the Administrative Office of the U.S. Courts, a Supreme Court Fellow, U.S. Federal Judges (through Open World's partnership with the U.S. Judicial Conference's International Judicial Relation Committee) and judges at all levels.

A delegation of nine members of the Friendship Force of Big Canoe, Georgia, just returned from visiting twelve alumni from Georgia that they hosted in the areas of local governance and entrepreneurship. For example, one alumnus spoke to the delegation about how her program in the U.S. has led to successes for her organization in working with local governments to strengthen democracy and promote active citizenship and volunteerism. During their visit to the Republic of Georgia, these Open World hosts were able to arrange meetings with OW alumni in Parliament, observe election practices, visit a remote agricultural cooperative and learn how ethnic Armenians are working to improve their relations with the Georgian government.

Kazakhstan

From 2008 through 2018, the Center hosted 504 delegates from Kazakhstan. These delegates benefited immensely by their participation in the Open World program, from Members of Parliament and Supreme Court Justices to local entrepreneurs and leaders of NGOs. Several Open World alumni have also taken leadership positions in regional alumni networks.

After a group of young entrepreneurs traveled to Appleton, Wisconsin in March 2018, the local host families consistently commented on the benefit of having international visitors in their homes. Host families and their close friends receive an opportunity to engage with a different culture and learn about a different region of the world. One host, Gary Kirking, has welcomed eight delegations from Kazakhstan through the University of Wisconsin Extension-Juneau County. Gary has coordinated four delegations from Wisconsin to Kazakhstan in the last five years. On a recent visit to Kazakhstan, Gary reconnected with Open World alumni to help local farmers with strategic planning.

Through Open World programming, special relationships have developed between the small towns of Wisconsin and the Kazakh cities of Pavlodar and Kyzlorda. Last spring, twenty-two Wisconsin citizen leaders traveled to Kazakhstan to reconnect with Open World alumni. The Open World model of home stays immersed the Wisconsin visitors into the life of Kazakhstan families and for some participants included a visit to a polling place during the regional elections there.



A Member of Parliament from Kazakhstan meets with Rep. Jeff Fortenberry during their orientation in Washington D.C. The MPs appreciated the opportunity to meet with their direct U.S. counterparts to discuss U.S.-Kazakh relations. (April 2018)

An example of combating misinformation and breaking stereotypes is illustrated by the post program comments of a recent delegate, who said the program changed her attitude towards the U.S. and the American people. She admitted that in the beginning she was skeptical, but in the end she was tremendously impressed with the openness and willingness of the American people to help and serve as volunteers to solve community problems.

Kosovo

From 2014 through 2018, the Center hosted 146 delegates from Kosovo. Our Open World program in Kosovo works to enhance transparency and reduce corruption with programs focusing on Preventing and Combatting Corruption of Public Funds and The Legislature's Role in Oversight of Independent Institutions. We plan to reinstate a program for Members of Parliament in 2019 to help these elected officials work to improve accountability.

The Open World program also addresses the development of higher education in Kosovo. After participating on an Open World program in 2017, one alumna who is a Professor at the University of Pristina, organized a Higher Education Conference inspired by her Open World experience. The conference took place in April 2018 and had 150 participants. The goal was to strengthen cooperation between higher education institutions and the Government of Kosovo and the private sector, in order to better prepare students with both technical and soft skills necessary in today's job market. Mercy College, in Dobbs Ferry, New York, who hosted the Open World participants, sent the director of their Center for Global Engagement to present and participate in the conference.

Kyrgyzstan

From 2007 through 2018, the Center hosted 502 delegates from Kyrgyzstan. The program in Kyrgyzstan has made great strides in enhancing transparency and accountability in the legislative process.

In October 2018, Open World brought a mixed delegation of parliamentarians and parliamentary staff focusing on the budget process. The delegates expressed that they will implement multiple practices that they observed in the U.S. during the Open World program. These practices include enhancing the oversight function of the Parliament and reinforcing it with cooperation of an empowered Chamber of Accounts by 2020, and working with the Speaker of the Parliament in early 2019 to broadcast online committee hearings and store them on the Parliament's website.

The Open World program also promotes women in STEM careers. In cooperation with U.S. Embassy Bishkek, one alumna organized a week-long Girls in Science Camp for 25 female high school and undergraduate students. She commented that "exchange programs are unique in their ability to address the global challenges facing women and girls in STEM. These programs improve their cultural perspective, further their education, and promote leadership skills."

Moldova

From 2007 through 2018, the Center hosted 469 delegates from Moldova. The Open World alumni community in Moldova is actively working to help the country become a fully

democratic, economically prosperous state that is fully integrated into Europe. Even with recent setbacks, such as the nullification of the 2018 mayoral election, the alumni community continues to work together to combat disinformation and keep Moldova on a democratic path.

The Parliamentary program has allowed 21 Moldovan MPs to discuss firsthand actionable information about key developments with their counterparts in the U.S. Congress. The current speaker of the Moldovan Parliament, Andrian Candu, is an Open World alumnus.

Recent Open World media programs have motivated delegates to launch new projects when they return home, such as this one: "Inspired by my Open World visit, I decided to launch the 'Closer to European Union' Project, which aims to create a series of shows on my local TV station to promote closer relations between the EU and the Republic of Moldova. The project explains to Moldovan viewers what it means to become an EU member and what impact it will have on the social, economic, and cultural development of our country. I will also tackle the issue of benefits of EU integration and the responsibilities resulting from it. My project will play an important role in the process of signing and implementing the EU-Moldova association agreement and thus, contributing to a more democratic and open minded Moldova."

Mongolia

From 2011 through 2018, the Center hosted 102 delegates from Mongolia. Our Mongolia program focuses on bringing Members of Parliament and judges to meet their U.S. counterparts. After Members of Parliament traveled to Homer, Alaska, both the Alaska and Mongolian local governments shared an understanding of how citizens and interest groups work within the local government process to affect the governing process. The Homer Chamber of Commerce hosted the delegation to showcase Homer's recreation and hospitality industries, as well as the region's agricultural efforts. This opportunity to exchange ideas with local businessmen and entrepreneurs on how local government, businesses and non-profits interact to build a stronger community was a valuable take away for the delegation's visit. American participants found that the Mongolian delegates and the Homer residents shared a desire to strive for prosperity and new economic development opportunities – areas that appeared as strong candidates for potential partnerships in agricultural and environmental sustainability.

Serbia

From 2012 through 2018, the Center hosted 484 delegates from Serbia. The Open World program there aims to strengthen democracy and the legislative process, while also combating corruption. Our program reinforces the Rule of Law sector by bringing judges working on domestic violence. By sending delegations to Columbus and Cleveland, Open World supports the sister state relationship between Ohio and Serbia.

After participating on the Open World program in May 2018, Member of Parliament alumna, Nataša Mihailović commented that "an invitation for the participation in the Open World program is an important international recognition of the Serbian Parliament's commitment to the democratization of Serbia."

Open World alumni continue to make strides in Rule of Law. One alumna, a judge in the Basic Court of Nis, started an information service for the High Court there. Since the inception of her project, numerous cases that lingered in the court system were finally settled. The judge cultivated her idea for this project from her Open World experience in Washington, D.C. and Cleveland, Ohio during her program in 2016.

Tajikistan

From 2011 through 2018, the Center hosted 519 delegates from Tajikistan. Open World alumni in Tajikistan are actively sharing their experiences with their colleagues and communities. One Open World alumna, who recently participated in a Women Entrepreneurship program, is now the owner of a Feed the Future women's sewing training center. She is paying her Open World experience forward by partnering with the National Association of Business Women in Tajikistan to empower more women to start their own business.

Our parliamentary alumni are transformed by their Open World experience and are eager to engage and train more young people in legislative affairs once they return home. The delegates are inspired by the Members of Congress they meet. Alumni reflected that every member they met with strongly advocated for their constituents and made decisions with their community members in mind.

Turkmenistan

From 2008 through 2017, the Center hosted 196 delegates from Turkmenistan. Open World is planning to reinstate its program for Turkmenistan in 2019, and will focus on programming in the areas of Media and Journalism and building the Sister-City Relationship between Ashgabat and Albuquerque, New Mexico. In 2017, the Albuquerque-Ashgabat Sister City Committee hosted a delegation of women entrepreneurs. One of the delegates recently started her own textile and interior decorating business in Turkmenistan and she had the ability to discuss best practices and ideas with her American counterparts that were very useful for her business. Her Americans hosts were impressed by her designs and have been in discussions with her to collaborate on future projects.

In addition, a recent education program resulted in the Central New Mexico Community College in Albuquerque working to set up a faculty and student exchange with universities in Ashgabat. One professor has already traveled to Turkmenistan to serve as a guest lecturer resulting from this programming.

Uzbekistan

From 2003 through 2018, the Center hosted 159 delegates from Uzbekistan. In addition to connecting Uzbek leaders to their U.S. counterparts, the Open World program has increased Uzbekistan's exposure to accurate information and positive experience of the United States. Furthermore, by staying with American host families, the delegates receive an understanding of U.S. culture and values first-hand. This is increasingly important in Uzbekistan, which is strategically placed along the border of Afghanistan and between two large geopolitical and

economic powerhouses. Each program and additional delegate will strengthen our efforts to counter disinformation campaigns seeking to undermine U.S. influence and policy objectives in Uzbekistan and the region.

An example of this can be seen in last year's delegation of Members of Parliament from Uzbekistan, who while in D.C., were able to give Members of Congress firsthand actionable information about key developments in Uzbekistan over the past year since the death of longtime ruler Islam Karimov and the election of new President Shavkat Mirziyoyev. Furthermore, the program coincided with the terrible terrorist attack in New York City, which was perpetrated by an Uzbek citizen. The delegation was able to speak with people about the incident, share condolences and discuss common misunderstanding about Uzbek life.

During discussions with high-level Uzbek delegates participating in the Open World program this year, it became clear that the program has buy-in from the very top level of leadership in the country. President Mirziyoyev himself has nominated delegates to the program, including the mayors of both Khiva and Samarkand, high ranking Senators, and deputy ministers.

Summary of the Fiscal Year 2020 Budget Request

The Open World Leadership Center's Budget Request of $5.8 million for fiscal year 2020 is an increase of $200,000 (3.6 percent) over fiscal year 2019 enacted funding. The funding level will enable the Center to continue its proven mission of hosting young political, civic, and cultural leaders from Russia; maintain its important program with Ukraine; and continue key programs with select countries approved by the Board of Trustees and in consultation with this Committee. The Board of Trustees believes that maintaining a robust grassroots-based Open World presence in Russia is necessary and important for future U.S.-Russia relations. Programs in expansion countries will account for a larger percentage of hosting than in the past. Program hosting capacity in fiscal year 2020 at the requested level remains far below the limit of 3,000 set in the Center's authorizing legislation.

The budget request maintains hosting and other programmatic activities at a level of approximately 800-900 participants total. Actual allocations of participant slots to individual countries will be based on the Center's Board of Trustees recommendations and consultations with the Appropriations Committee, Members of Congress, and U.S. Embassies in Open World countries. Generally, each year's hosting is split one-third for Russia, one-third for Ukraine, and one-third for all remaining countries.

Total Funds Available - All Sources (Actual Dollars)	Fiscal 2018 Actual		Fiscal 2019 Projected		Fiscal 2020 Projected*
Appropriated Funds	5,600,000		5,600,000		5,800,000
Recovered Funds	470,055		800,000		766,650
Revenue	54,418		55,000		55,000
Carry Over Funds	42,933		28,000		27,936
USAID - Moldova	77,000		0		0
USAID - Regional	588,000		0		0
Dept of State - Serbia	0		230,000		0
USAID - Ukraine	1,200,000		0		0
USAID - Uzbekistan	38,640		0		0
Total Funds Available	8,071,046		6,713,000		6,649,586

*This column has been adjusted for current year impacts.

Major categories of requested funding are:

Projected Funds Available	$	6,649,586	
Salaries and Benefits	$	863,014	(split: part prog/part admin costs)
Contracts, interagency agreements	$	2,952,300	(100% program)
Grants/Other direct program costs	$	2,688,415	(100% program)
Administrative/Office costs	$	95,900	(100% administrative)
	$	**6,599,629**[2]	

Currently the Center staff includes:

Executive Director	EX
Congressional Relations Specialist	GS-14
Senior Program Manager	GS-14
Program Manager	GS-13
Program Officer	GS-09
Public Affairs Assistant	GS-07

[2] The amount over $5.8 million shown here will be covered by unanticipated interagency transfers and other offsets.

Program Assistant	GS-07
Projected 2019/2020 FTE:	7.0/7.0

Since the Center began working with our U.S. Embassies directly in 13 countries, this is the minimum program staff level required to manage 800-1000 participants in a program year. Each Program Manager handles between five and seven grantees and between 325 and 400 participants. The program assistant provides much needed logistics and other support. The Center's staff coordinate all aspects of the delegation from initial nominations, selection and vetting; approving the program agenda in Washington, D.C.; and planning and monitoring activities in the host community.

The Center seeks every opportunity to capture any possible reductions or savings in costs. For example, the Center works closely with grantees to find volunteer hosting organizations and requires cost-sharing in every grant proposal. We also conduct periodic reviews with our logistical contractor to find the best airfares, to keep staff costs at a minimum, and to find savings wherever possible.

Open World spends its appropriation in two categories: Direct Program Costs and Administration Costs. Direct Program Costs includes a logistical coordinator contract; grants to host organizations across the United States; Memoranda of Agreements with U.S. embassies in Open World countries; and about 60% of the salary and benefits of the Center's staff.

In these categories, the Center's fiscal year 2019 budget request breaks down as follows:

A. Direct Program — $ 6,176,273

1.	Contracts/Embassy and Other Agreements	2,952,300
2.	Grants/Other Hosting Costs	2,688,415
3.	Salary/Benefits (Program)	535,558

The logistical services contract with a Washington-based NGO is the single largest expenditure at Open World. This contractor coordinates the delegate nomination and vetting process and is tasked with obtaining visas and other travel documents; arranging and purchasing airfare and accommodations; planning and executing the two-day D.C. orientation, and coordinating with grantees and placing delegates in American host cities, among other duties. Since the Center began working directly with embassies abroad in 2013, the contract cost decreased significantly while the embassy agreements increased.

Grants/Other Hosting Costs refer to national and local hosting organizations (such as Rotary Club, Friendship Force International, and community colleges) that plan and execute an 8-day local program for each delegation.

B. Administration — $ 423,356

1.	Salary/Benefits (Admin)	327,456

2. All Other Operating Expenses 95,900

The salaries/benefits of the Executive Director and the Congressional Relations Officer (80% and 65% respectively) are included in this category. It also includes an interagency agreement with the Library of Congress for infrastructure services, small contracts for professional services, postage, telephone, cell phones, and office supplies and materials. The Center benefits from lower administrative costs due to its physical location in the Library of Congress. Finally, agreements with other agencies for infrastructure services or for printing, webhosting, or graphic design are included here.

TOTAL BUDGET: $6,599,629

In summary, the Center allocates the time of the Executive Director and the Congressional Relations Officer between Program and Administrative Costs. All the Program Staff are allocated accordingly. Below is a Summary Table:

Summary of Costs by Category

Direct Program Costs	$	6,176,273
Contracts/Embassy/Other Agreements		2,952,300
Grants/Other Program Costs		2,688,415
Salary/Benefits		535,558
Administrative Costs	$	423,356
Salary/Benefits		327,456
All Other Operating Expenses		95,900
TOTAL PROJECTED COSTS	$	6,599,629
Overhead Rate		6.4%

The Open World program has been carefully honed through the years based on an ongoing and consistent review of the programming. Bearing in mind that quality will not be compromised, the Center continues the trend of reducing unit cost per appropriated dollar; of adjusting the strategies for nominations to bring legislators as a significant portion of our delegates; of working with many host organizations in all fifty states to make the programs highly relevant; and of fostering partnerships and projects involving alumni and hosts.

Major support for the Open World program comes from by the dedicated and enthusiastic American citizens who host program participants in their homes and communities. These volunteers organize social events, community-wide activities, housing, and some meals for one week. Without this in-kind support, the cost of hosting Open World's 28,000 participants would

have been substantially higher. In 2018, the hosting of Open World participants in homes throughout the United States along with cost shares offered by our embassies and logistical contractor (an NGO) saved the Center an estimated $2 million in hosting costs alone.



Friendship Force of Madison, WI warmly welcomed their delegation from Georgia upon arrival at the airport. The delegates were excited to meet their host families and start their program focusing on City Planning. (September 2018)

Conclusion

Before closing this justification for the funding of the Open World Leadership Center, it is important to talk about continuing participation of Russian and Ukrainian delegates once their program is over. Russia continues to play a critical role in events in the region, in Europe, and has extended its reach far beyond its boundaries. Ukraine is entering its fifth year of conflict with the Russian Federation and its fifth year of sporadic, though effective, reforms. While relations with and within these countries remain tense, there looms the issue of how to present America – its values, its intentions, and its desire to uphold the sovereignty of nations and to help settle conflicts.

Kremlin control of media within Russian borders, and the very effective information campaign in neighboring states, has brought the intended results – strong internal support for the Russian president and for his policies; a resurgent pride in Russia's expanded role on the world stage; and

a reassertion of its spheres of influence. A few years ago, the United States had more than 300 active exchange programs with Russia. Today there are just a few, and only one, the Open World program, has the means to reach throughout this vast country and to attract rising leaders who might otherwise eschew a U.S.-sponsored program.

Our Russian and Ukrainian delegates, who stay with American families for their intense ten-day program, carry back an understanding of a people in the United States who share many of the same aspirations they have: a prosperous, peaceful country; hope that their children will fulfill their potential; and a desire to understand one another. With at least a third of the delegates under the age of 30, and recognized as leaders among their peers, these Open World participants can explain to their broad range of contacts that the United States is not as portrayed in the mass media, but nuanced as is their own country.

Open World, in some ways, is the last hope for cooperation with Russia and is a lifeline to democratic processes for Ukraine. As a resource for Congress and the nation, we may now be the most important program in Russia. Our alumni there, 19,800 strong, fill important positions in all regions, crossing many classes and professions of Russia. In Ukrainian and Eurasian society, we have bolstered relations with Congress and supported critical reform efforts. Congress is right to be proud of what they funded and supported.

Advancing democracy and strengthening civil society worldwide is a strategic long-term investment in our nation's security and a crucial source of our international influence and strength. The Open World Leadership Center is committed to these efforts recognizing the possibility of uncertainty and setbacks, and understanding that progress requires our unwavering dedication to enduring principles and goals.

Russia and Ukraine are keys to the future of the region. By supporting reformers and Euro-integrationists in Ukraine, by supporting those engaged in countering disinformation, and by helping committed officials use the laws on decentralization, health, and educational reform succeed, we in a small way help balance the overwhelming advantage Russia enjoys at this moment.

Our intertwined interests and rivalries with Russia will not fade, and we need to be smart enough to engage the post-Putin generation for they will soon enough influence whether their country continues its role as a destabilizing force or works with the community of nations in Europe and Eurasia.

To that end, American Congressional leadership in supporting the Open World program is paramount to the Center's continued success.

TAB 2:

List of Grantees, Host Organizations and Judges by State

National Grantees/Local Host Organizations/Host Judges by State

ALABAMA

Local Host Organizations

American Foreign Policy Council – Birmingham
American Foreign Policy Council – Huntsville
Birmingham International Center
Birmingham Sister Cities Commission
Birmingham Southern College
Friendship Force – Birmingham
Friendship Force – Huntsville
Friendship Force – Montgomery
Global Ties Alabama (statewide)
Rotary Club – Greater Huntsville
Rotary Club – Montgomery
United Methodist Church – Denton Road
U.S. District Court for the District of Alabama, 11th Circuit
University of Alabama Huntsville, Office of International Programs and Services

Federal and State Host Judges

Karon O. Bowdre, *District Judge* – Birmingham
Mark E. Fuller, *District Judge*
Myron H. Thompson, *Magistrate Judge* – Montgomery
Susan Walker, *Magistrate Judge* – Montgomery

ALASKA

National Grantee

Alaska State Legislature – Juneau

Local Host Organizations

Alaska/Khabarovsk Rule of Law Partnership – Anchorage
Anchorage International Rotary Club
Anchorage Sister Cities Commission
City of Homer
Pacific Environment
Prince William Sound Regional Citizens Advisory Council – Valdez
Rotary Club – Anchorage International
Rotary Club – Homer Kachemak Bay
Rotary Club – Juneau
Rotary Club – Kendallville
Rotary Club – Ketchikan, First City
Rotary Club – Soldotna

United Methodist Church – Fairbanks
U.S. District Court for the District of Alaska

Federal and State Host Judges
Harry Branson, *Magistrate Judge* – Anchorage

ARIZONA

Local Host Organizations
American Association of University Women, East Mesa Branch
Arizona Supreme Court
Corporate Education Consulting, Inc. – Phoenix
Empower International – Phoenix
Flagstaff Sister Cities Organization
Friendship Force – Central Arizona
Friendship Force – Tucson
Friendship Force – Phoenix
International Training and Consulting, Inc. – Tucson
People for World Change
People to People International, Greater Phoenix Chapter
Pima Community College
Rotary Club – Fountain Hills
Rotary Club – Kingman Route 66
Rotary Club – Lake Havasu
Rotary Club – Phoenix
Rotary Club – Sun City West
Rotary Club – Tucson
Rotary Club – Westminster 7:10
Rotary Club – Yuma
Rotary District 5510
Southern Arizona Council for International Visitors – Tucson
Tucson-Almaty Sister Cities Committee
Tucson Council for International Visitors
United Methodist Church – Kingman
United Methodist Church – Lake Havasu
United Methodist Church – Phoenix
U.S. Bankruptcy Court for the District of Arizona – Phoenix
U.S. District Court for the District of Arizona – Phoenix

Federal and State Host Judges
Eileen Hollowell, *Bankruptcy Judge* – Tucson
John Roll, *District Judge* – Tucson
Murray Snow, *District Judge* – Chandler

ARKANSAS

Local Host Organizations

American Association of University Women, North Little Rock Chapter
Arkansas River Valley Regional Library – Dardanelle
Arkansas State University Mountain Home
Garland County Community College – Hot Springs
Global Ties Arkansas (statewide)
The Jonesboro Sun
League of Women Voters – Washington County
Rotary Club – Bentonville
Rotary Club – Bella Vista Noon
Rotary Club – Little Rock
Sebastian County Bar Association – Fort Smith
United Methodist Church – Conway
United Methodist Church – DeWitt
United Methodist Church – Fort Smith
United Methodist Church – Little Rock
United Methodist Church – Mena
United Methodist Church – Searcy
University of Arkansas School of Law – Fayetteville

Federal and State Host Judges

Robert T. Dawson, *Bankruptcy Judge* – El Dorado
Richard D. Taylor, *Bankruptcy Judge* – Little Rock
Susan Webber Wright, *District Judge* – Little Rock

CALIFORNIA

National Grantees

Brubeck Institute at the University of the Pacific – Stockton
Center for Safe Energy – Berkeley
Earth Island Institute – San Francisco
Independent Television Service (ITVS) – San Francisco
Pacific Environment – San Francisco
Sonoma City Opera
Tahoe-Baikal Institute – South Lake Tahoe

Local Host Organizations

49'er Breakfast Rotary Club – Nevada City
Alushta-Santa Cruz Sister County Support
Azerbaijani-American Council – Irvine
American Foreign Policy Council – Fresno
American Foreign Policy Council – Huntington Beach
Brubeck Institute at the University of the Pacific – Stockton

Center for Safe Energy – Berkeley
City of Livermore
City of Santa Cruz Sister Cities Committee
Congress of Russian Americans, Stanford University – Palo Alto
County of Santa Clara/Moscow Sister County Commission – San Jose
Earth Island Institute: Baikal Watch – San Francisco
Episcopal Church – Berkeley
Estate Financial, Inc. – Santa Barbara
Friendship Force – Kern County
Friendship Force – Sacramento
Greater L.A. Chapter of People to People – Granada Hills
Hartnell College Foundation – Salinas
HiveQuest – San Francisco
Independent Television Service (ITVS) – San Francisco
International Visitors Council – San Diego
International Visitors Council – Los Angeles
International Relations Council of Riverside
Kidsave International – Culver City
League of Women Voters – Claremont
League of Women Voters – Los Angeles
League of Women Voters – Piedmont
League of Women Voters – San Luis Obispo
Long Beach/Sochi Sister City Association
Los Angeles-Saint Petersburg Sister City Committee
Modesto Sister Cities International
National Council of International Visitors – Santa Ana
National Peace Foundation Escondido Chapter
New Bridge Management – Turlock
Northern California World Trade Center – Sacramento
Oakland/Nakhodka Sister City Association
Pacific Environment – San Francisco
Peace Links – Berkeley
Peace Links – San Francisco
People to People International – Greater Los Angeles Chapter
Rotary Club – Cloverdale
Rotary Club – Concord
Rotary Club – Dominguez-Carson
Rotary Club – Del Amo
Rotary Club – Del Mar
Rotary Club – East Fresno
Rotary Club – Hollywood
Rotary Club – La Verne
Rotary Club – Lamorinda Sunrise
Rotary Club – Livermore
Rotary Club – Los Altos
Rotary Club – Los Angeles – Wilshire
Rotary Club – Manhattan Beach

Rotary Club – Mariposa
Rotary Club – Merced Sunrise
Rotary Club – Mid San Fernando Valley
Rotary Club – Nevada City
Rotary Club – Oakland
Rotary Club – Palm Springs
Rotary Club – Palos Verdes
Rotary Club – Pasadena
Rotary Club – Paso Robles
Rotary Club – Rancho Cucamonga
Rotary Club – Rancho San Diego/Spring Valley
Rotary Club – Redlands
Rotary Club – Redding
Rotary Club – San Pedro
Rotary Club – Santa Barbara
Rotary Club – Santa Cruz
Rotary Club – Stockton East
Rotary Club – Temecula
Rotary Club – the High Desert
Rotary Club – Turlock
Rotary Club – Walnut Creek
Rotary Club – Westlake Village
Rotary District 5320 – Orange County
Russian American Business and Arts Council – Los Angeles
Sacramento City College, International Studies Program
Sacramento Council for International Visitors
San Diego Citizen Diplomacy Council
San Diego-Vladivostok Sister City Society
Santa Barbara Cinco de Mayo Festival Committee
Santa Clara-Moscow Sister County Commission
Santa Cruz Sister Cities
Sebastopol World Friends, Chyhyryn Committee
Sonoma City Opera
Stafford Institute – San Francisco
Tahoe-Baikal Institute – South Lake Tahoe
United Methodist Church – La Mesa
United Methodist Church – Los Angeles
United Methodist Church – Ontario
United Methodist Church – Sanger
U.S. Bankruptcy Court for the Eastern District of California
U.S. Bankruptcy Court for the Northern District of California
U.S. Court of Appeals for the Ninth Circuit
U.S. District Court for the Central District of California
U.S. West Coast-Russian Far East
University of California Los Angeles Department of Information Studies
University of the Pacific McGeorge School of Law – Sacramento

Federal and State Host Judges

Louise Adler, *Bankruptcy Judge* – San Diego
Peter Bowie, *Bankruptcy Judge* – San Diego
Samuel Bufford, *Bankruptcy Judge* – Los Angeles
Marilyn L. Huff, *District Judge* – Los Angeles

Christopher M. Klein, *Bankruptcy Judge* – Sacramento
Ronald S.W. Lew, *District Judge* – Los Angeles
Consuelo B. Marshall, *District Judge* – Los Angeles
Margaret McKeown, *Circuit Judge* – San Diego
Michael McManus, *Bankruptcy Judge* – Sacramento
Louisa Porter, *Magistrate Judge* – San Diego
Ronald H. Sargis, *Bankruptcy Judge* – Sacramento
William Shubb, *District Judge* – Sacramento
Dickran Tevrizian, *District Judge* – Los Angeles

COLORADO

National Grantees

International Institute of Education/Rocky Mountain Center

Local Host Organizations

Arvada Sister Cities, Inc. Kyzylorda Committee
Boulder Chorale
Boulder County Public Health
Boulder-Dushanbe Sister Cities
Colorado Springs Sister Cities International
CROSSwalk People Helpers – Arvada
Fremont County and Valdai Sister City Association
Friendship Force – Greater Denver
Friendship Force – Northern Colorado
League of Women Voters – Boulder County
Research Management Consultants, Inc. – Golden
Rotary Club – Aspen
Rotary Club – Centennial
Rotary Club – Denver
Rotary Club – the Denver Tech Center
Rotary Club – Evergreen
Rotary Club – Ft. Collins
Rotary Club – Golden
Rotary Club – Longmont
Rotary Club – Pagosa Springs
Rotary Club – Parker
Rotary Club – Smoky Hill
Rotary Club – Vail
Rotary Club – Westminster 7:10
Telluride Film Festival

United Methodist Church – Towner
U.S. Bankruptcy Court for the Northern District of Colorado
U.S. Court of Appeals for the Tenth Circuit
WorldDenver

Federal and State Host Judges
Sidney B. Brooks, *Bankruptcy Judge* – Denver
David M. Ebel, *Circuit Judge* – Denver
Timothy M. Tymkovich, *Circuit Judge* – Denver

CONNECTICUT

Local Host Organizations
Connecticut-Pskov Rule of Law Partnership Committee – New Haven
Friendship Force Connecticut – Hartford
International Visitors Committee of Connecticut – Westport
League of Women Voters – Canton
National Council for International Visitors – Westport
Rotary Club – Colchester
Rotary Club – Devon
Rotary Club – New Haven
Southern Connecticut Friendship Force – Branford
State of Connecticut Judicial Branch Court Support Services Division – Wethersfield
University of Connecticut Global Training and Development Institute – Storrs
University of New Haven
Yale School of Drama
Yale University School of Medicine

Federal and State Host Judges
Peter Dorsey, *District Judge* – New Haven
John Walker, *Circuit Judge* – New Haven
Robin Tabora, *Clerk of Court* – New Haven

DELAWARE

Local Host Organizations
Citizen Diplomacy International of Philadelphia
Delaware Justice of the Peace Courts
National Council for International Visitors – Wilmington
United Methodist Church – Milford
University of Delaware Library – Newark
University of Delaware, Institute for Global Studies – Newark
Vital Voices Global Partnership

Federal and State Host Judges
Sue Robinson, *District Judge* – Wilmington

DISTRICT OF COLUMBIA

National Grantees
American Foreign Policy Council
American International Health Alliance
American University – Women and Politics Institute
Center for Democracy
Coalition for Intellectual Property Rights
Freedom House
Graduate School
International Academy for Freedom of Religion and Belief
International Republican Institute
ISAR Resources for Environmental Activists
League of Women Voters
Meridian International Center
Global Ties
National Democratic Institute for International Affairs
National Peace Foundation
Peace Links
Thelonious Monk Institute of Jazz
U.S.-Ukraine Foundation
Vital Voices Global Partnership

Local Host Organizations
American University
Center for Democracy
Center for Law and Social Policy
Chemonics, Inc
George Washington University, Community Legal Clinics
Global Arts Network
Hillwood Estate Museum and Gardens
Historic Preservation Office, District of Columbia Office of Planning
Initiative for Russian Culture at American University
International Republican Institute
ISAR: Resources for Environmental Activists
League of Women Voters of the United States
Library of Congress Preservation Directorate
National Council for International Visitors
National Council for the Traditional Arts
National Democratic Institute for International Affairs
National Peace Foundation – Urban Schools Program
Rotary Club – Washington, DC

Valbin's Center for International Programs
Vital Voices Global Partnership
Wider Opportunities for Women
Women in Politics Institute, American University

FLORIDA

National Grantees
GlobalJAX – Jacksonville
Stetson University School of Law – Gulfport

Local Host Organizations
American Association of University Women – Sarasota
American Foreign Policy Council – Melbourne
American Foreign Policy Council – Sarasota
Eckerd College – St. Petersburg
Eleventh Judicial Circuit of Florida
Enter-Met Thermochemical Engineers, Inc.
Florida Suncoast Friendship Force Club – Tampa Bay
Friendship Force – Greater Orlando
Friendship Force – Sarasota
Friendship Force of Tallahassee
Friendship Force of The Villages
Global Ties Miami
GlobalJAX – Jacksonville
Gulf Coast Citizen Diplomacy Council – Pensacola
International Council – Central Florida, Inc. – Orlando
International Resource Center – Jacksonville
Jacksonville Sister Cities Association
Lakeland Sister Cities International, Inc.
League of Women Voters – Broward County
Manatee County Sheriff's Office
Miami Dade College
Rotary Club – Brandon South
Rotary Club – Cantonment
Rotary Club – Coral Springs
Rotary Club – John Knox Village
Rotary Club – Largo
Rotary Club – New Tampa
Rotary Club – Panama City
Rotary Club – Pensacola
Rotary Club – Sarasota
Rotary Club – Seminole County South
Rotary Club – Tallahassee
Rotary Club – Tampa/Tampa Armature Works
Rotary Club – Weston
Rotary District 6970 – Jacksonville
Sister City Program – Gainesville, Inc.

Sister Cities Program – St. Petersburg
St. Petersburg College
St. Petersburg International Folk Fair Society, Inc.
Stetson University College of Law – Gulfport
Tallahassee Community College
Tallahassee-Krasnodar Sister City Program
Tampa Law Center
U.S. Bankruptcy Court for the Southern District of Florida
U.S. Court of Appeals for the Eleventh Circuit
U.S. District Court for the Middle District of Florida
United Methodist Church – Fort Walton Beach
United Methodist Church – Fruitland
United Methodist Church – Jacksonville
United Methodist Church – Lighthouse Point
United Methodist Church – Orlando
United Methodist Church – Palm City
United Methodist Church – Pensacola
United Methodist Church – Sarasota
United Methodist Church – Titusville
University of Miami School of Law
University of South Florida Health Science Center – Tampa

Federal and State Host Judges

David Baker, *Magistrate Judge* – Orlando
Rosemary Barkett, *District Judge* – Miami
A. Jay Cristol, *Bankruptcy Judge* – Miami
Patricia Fawsett, *District Judge* – Orlando
James Glazebrook, *Magistrate Judge* – Orlando
Alan S. Gold, *District Judge* – Miami
Elizabeth Jenkins, *Magistrate Judge* – Tampa
Elizabeth Kovachevich, *District Judge* – Tampa
Stephan P. Mickle, *District Judge* – Gainesville
Harvey Schlesinger, *District Judge* – Jacksonville

GEORGIA

National Grantees

Claus M. Halle Institute for Global Learning at Emory University – Atlanta
Friendship Force International – Atlanta
Future of Russia Foundation
GA2GE Foundation (Georgia to Georgia Foundation)
Intercultural Services

Local Host Organizations

Addiction Recovery Institute
Alston and Bird – Atlanta

Atlanta-Tbilisi Sister City Committee
Blue Ridge Environmental Defense League – Augusta
Citizen Diplomat Corps
Columbus-Zugdidi Sister Cities
Community Service Board – Dekalb
Emory University School of Law
Episcopal Church – Columbus
Friendship Force – Decatur
Friendship Force – Greater Atlanta
Friendship Force – Hartwell
Friendship Force – North Georgia
Georgia Council for International Visitors – Atlanta
GA2GE Foundation (Georgia to Georgia Foundation) – Atlanta
Greater Savannah International Alliance
Hall, Booth, Smith & Slover, P.C. – Atlanta
Juvenile Court of Clayton County
League of Women Voters of Atlanta – Fulton County
Northminster Presbyterian Church – Roswell
Office of International Affairs, Emory University – Atlanta
Peace Links – Cleveland
Rotary Club – Atlanta
Rotary Club – Duluth
Rotary Club – Gwinnett County
Rotary District 6920 – Savannah
Toccoa/Stephens County Chamber of Commerce
United Methodist Church – August
United Methodist Church – Saint Simons Island
World Health Organization Collaborating Center in Reproductive Health, Emory University School of Medicine – Atlanta

Federal and State Host Judges
William Duffey, *District Judge* – Atlanta
Owen Forrester, *District Judge* – Atlanta

HAWAII

Local Host Organizations
International Peace and Friendship
Kapi'olani Community College – Honolulu
National Peace Foundation – Honolulu
Pacific and Asian Affairs Council – Honolulu
Rotary Club – Honolulu
U.S. District Court for the District of Hawaii
University of Hawaii Maui College

Federal and State Host Judges
David Ezra, *District Judge* – Honolulu

IDAHO

National Grantee

Lionel Hampton Center at the University of Idaho – Moscow

Local Host Organizations

Boise State University, International Programs
Idaho Council for International Visitors – Boise
University of Idaho International Jazz Collections – Moscow
Lionel Hampton International Jazz Festival, University of Idaho – Moscow
Rotary Club – Boise Metro
Rotary Club – Boise Sunshine
Rotary Club – Idaho Falls

Federal and State Host Judges

B. Lynn Winmill, *District Judge* – Boise

ILLINOIS

National Grantees

Columbia College Chicago
Rotary International – Evanston
Vladimir/Canterbury Sister City Association – Normal

Local Host Organizations

American Association of University Women – Carbondale
Chicago Jazz Ensemble, Columbia College
Chicago Sister Cities International
CHP International – Oak Park
Citizen Bridges International – Chicago
College of Du Paige – Glen Ellyn
Columbia College Chicago
Council of International Programs – Chicago
Episcopal Church – Peoria
Friendship Force – Northern Illinois
Geneseo International Thanksgiving Fellowship Program
Heartland Alliance International – Chicago
Illinois Central College – East Peoria
International Cultural Educational Association – Chicago
International Republican Institute – Glenview
International Visitors Center – Chicago
Kyiv Mohyla Foundation of America
League of Women Voters – Lake Forest
League of Women Voters – McLean County
League of Women Voters – Oak Park
Lithuanian American Community, Inc. – Chicago

Otto and Associates – Park Ridge
Peoria Area World Affairs Council
Rock River Valley International Fellowship Committee
Rotary Club – Carbondale
Rotary Club – Chicago
Rotary Club – Springfield
Rotary District 6450 – Chicago
Rotary District 6640 – Hoffman Estates
Russian, East European, and Eurasian Center, University of Illinois at Urbana-Champaign
Springfield Commission on International Visitors
Springfield Convention and Visitors Bureau
Supporters of Civil Society in Russia, Inc. – Chicago
U.S. District Court for the Northern District of Illinois
U.S. Court of Appeals for the Seventh Circuit
U.S. District Court for the Central District of Illinois
United Methodist Church – Bolingbrook
United Methodist Church – Lewistown
United Methodist Church – Orion
United Methodist Church – Quincy
United Methodist Church – Wheaton
Vladimir/Canterbury Sister City Association – Bloomington–Normal
WorldChicago

Federal and State Host Judges

Marvin Aspen, *District Judge* – Chicago
Collins T. Fitzpatrick, *Circuit Executive* – Chicago
Phil Gilbert, *District Judge* – Benton
David Herndon, *District Judge* – East St. Louis
Charles Kocoras, *District Judge* – Chicago
George Marovich, *District Judge* – Chicago
Michael McCuskey, *District Judge* – Lacon
Michael Mihm, *District Judge* – Peoria
Richard Mills, *District Judge* – Springfield
James Moran, *District Judge* – Chicago
James Shadid, *District Judge* – Peoria
Diane Wood, *Circuit Judge* – Chicago

INDIANA

National Grantee

Charitable Resource Foundation – New Albany

Local Host Organizations

American Foreign Policy Council – Fort Wayne
Beyond Borders Global Connections
Elkhart Sister Cities Association
Indiana Government Center South – Indianapolis
Indiana Judicial Center – Indianapolis
Indiana Supreme Court – Indianapolis
Indiana University School of Public and Environmental Affairs – Bloomington
International Center – Indianapolis
Marion County Law Library
National Peace Foundation – Indianapolis
Office of the Indiana Attorney General – Indianapolis
Peace Links – Elkhart
Resource Foundation, Inc. – Greenwood
Rotary Club – Bedford Rotary Club – Berne
Rotary Club – Bloomington
Rotary Club – Carmel
Rotary Club – Columbus
Rotary Club – Fishers
Rotary Club – Indianapolis
Rotary Club – Jeffersonville
Rotary Club – Kendallville
Rotary Club – Lafayette
Rotary Club – Muncie Sunrise
Rotary Club – Terra Haute
Rotary Club – Vincennes
Sigma Theta Tau International Nursing Honor Society – Indianapolis
Sister Cities of Richmond
United Methodist Church – Bloomington
United Methodist Church – Indianapolis
United Methodist Church – South Bend
U.S. Court of Appeals for the Seventh Circuit
Welcome Michiana – South Bend

Federal and State Host Judges

Michael Kanne, *District Judge* – Fort Wayne

IOWA

National Grantees

Iowa Sister States – Des Moines
United States District for the Southern District of Iowa
University of Iowa International Writing Program – Iowa City

Local Host Organizations

Community Sister City Organization – Osage
Council Bluffs Tobolsk Sister City Association
Council for International Visitors to Iowa Cities
Creating Great Places – Coon Rapids
Dubuque Chamber of Commerce
Friendship Force – Central Iowa
Friendship Force – Cedar Rapids/Iowa City
Friendship Force – Greater Des Moines
Friendship Force – Quad Cities
Genesis Medical Center – Davenport
Grinnell Renaissance
International Training, Education and Business Services and Associates, LLC (ITEBS & Associates, LLC) –
International Writing Program at the University of Iowa – Iowa City
Iowa Central Community College – Fort Dodge
Iowa Council for International Understanding – Des Moines
Iowa International Center – Des Moines
Iowa Sister States – Des Moines
League of Women Voters – Ames
Marshalltown Medical and Surgical Center
Marshalltown Sister Cities
Mary Greely Medical Center – Ames
Mercy Medical Center – Des Moines
Mt. Pleasant Public Library
Muscatine Sister Cities, Inc.
Myrtue Memorial Hospital – Harlan
National Peace Foundation – Cedar Rapids
OPEN (Organization Promoting Everlasting Neighbors) – Newton
People to People International, Oscaloosa Chapter
Rotary Club – Des Moines
Rotary Club – Iowa City
Siouxland Community Health Center – Sioux City
Skiff Medical Center – Newton
Southeastern Community College – West Burlington
St. Luke's Hospital – Sioux City
U.S. District Court for the Southern District of Iowa
United Methodist Church – Buckingham

United Methodist Church – Davenport
United Methodist Church – Des Moines
United Methodist Church – Harlan
United Methodist Church – Shenandoah
United Methodist Church – Van Horne
United Methodist Church – Waukee
Van Buren County Hospital – Keosauqua

Federal and State Host Judges
James E. Gritzner, *Senior District Judge* – Des Moines
Robert Pratt, *District Judge* – Cedar Rapids
Larry Eisenhauer, former *State Court of Appeals Judge* – Des Moines

KANSAS

Local Host Organizations
Dodge City Public Library
Emporia State University
Friendship Force of Kansas – Wichita
Global Ties – Kansas City
Honors Leadership Academy, Neosho County Community College – Chanute
International Visitors Council – Greater Kansas City
Johnson County Library – Overland Park
League of Women Voters – Wichita Metro
People to People International – Greater Kansas City
Rotary Club – Abilene
Rotary Club – Andover
Rotary Club – El Dorado
Rotary Club – Hays
Rotary Club – Larned
Rotary Club – Lawrence
Rotary Club – Hutchinson
Rotary Club – Lenexa
Rotary Club – Overland Park
Rotary Club – Leawood
Rotary Club – Shawnee
Rotary Club – Topeka
Rotary Club – West Wichita
Rotary Club – Winfield
United Methodist Church – Beloit
United Methodist Church – Manhattan
United Methodist Church – Pratt
United Methodist Church – Sawyer
United Methodist Church – Stockton
United Methodist Church – Topeka

United Methodist Church – Washington
University of Kansas Center for Russian, East European & Eurasian Studies – Lawrence
U.S. District Court for the District of Kansas

Federal and State Host Judges
Monti L. Belot, *District Judge* – Kansas City
John Lungstrum, *District Judge* – Kansas City
John Thomas Marten, *District Judge* – Kansas City
Kathryn Vratil, *District Judge* – Kansas City

KENTUCKY

National Grantees
Louisville International Cultural Center
University of Louisville School of Music

Local Host Organizations
American Foreign Policy Council – Louisville
Bluegrass Community and Technical College
Episcopal Church – Richmond
Friendship Force – Western Kentucky
Kentucky Community and Technical College System
Kentucky World Trade Center
Louisville International Cultural Center
National Peace Foundation – Louisville
National Peace Foundation – Maysville
Rotary Club – Frankfort
Rotary Club – Franklin
Rotary Club – Hurstbourne Sunrise
Sister Cities of Louisville, Inc
University of Kentucky School of Public Health
University of Louisville School of Music
U.S. District Court for the Western District of Kentucky
World Affairs Council of Kentucky & Southern Indiana*

Federal and State Host Judges
James Moyar, *Magistrate Judge*
John Rogers, *Circuit Judge*
Thomas Russell, *District Judge*
Charles Simpson, *District Judge*

LOUISIANA

Local Host Organizations

American Foreign Policy Council – Metairie
Contemporary Arts Center – New Orleans
Council for International Visitors – Greater New Orleans
Friendship Force – Baton Rouge
Louisiana State University, Department of History and Social Sciences – Baton Rouge
National Peace Foundation – Baton Rouge
New Orleans Citizen Diplomacy Council
Rotary Club – Harahan
Rotary Club – Metairie
Rotary Club – Shreveport
Shreveport Bar Association
Supreme Court of Louisiana – Baton Rouge
Tulane University – New Orleans
Turkmenistan Youth and Civic Values Foundation – Shreveport
United Methodist Church – Lake Charles
United Methodist Church – Natchitoches
United Methodist Church – Shreveport
United Methodist Church – Slidell
U.S. District Court for the Middle District of Louisiana
U.S. District Court for the Western District of Louisiana

Federal and State Host Judges

James Brady, Sr., *District Judge* – Baton Rouge
S. Maurice Hicks, *District Judge* – Shreveport
Mark Hornsby, *U.S. Magistrate Judge* – Shreveport
Roy Payne, *Magistrate Judge* – Shreveport
Donald Walter, *District Judge* – Shreveport

MAINE

National Grantee

Archangel Committee of Greater Portland

Local Host Organizations

American Association of University Women – Caribou
American Foreign Policy Council – Portland
Center for Global Opportunities, Southern Maine Technical College – South Portland
Greater Portland Russian Sister City Project (Archangel Committee) – Portland
Holocaust Human Rights Center of Maine – Augusta
Kotlas-Waterville Area Sister City Connection

Maine Supreme Judicial Court – Portland
Maine/Arkhangelsk Rule of Law Partnership Committee – Portland
Rotary Club – Portland
U.S. District Court for the District of Maine
University of Maine School of Law – Portland
University of Southern Maine, American–Caucasus Workgroup – Portland
Verill & Dana, LLP – Portland
World Affairs Council of Maine – Portland

Federal and State Host Judges
Margaret Kravchuck, *Magistrate Judge* – Bangor

MARYLAND

National Grantee
Foundation for International Arts and Education – Bethesda
Maryland Leningrad Sister State Committee of Sister States of Maryland, Inc. – Annapolis

Local Host Organizations
American Association of University Women – Rockville
American Foreign Policy Council – Frederick
American Foreign Policy Council – Greenbelt
Baltimore–Odessa Sister City Committee
Center for Democracy and the Interpretation of Civil Society, St. Mary's College of Maryland
Center for International Programs
Community College of Baltimore County – Baltimore
Cultural Vistas – Columbia
Director of International Affairs/Mayor's Office, City of Baltimore
Ferguson Foundation – Accokeek
Frederick Community College
Friends of Chernobyl Centers, U.S. (FOCCUS) – Bethesda
Harford Community College – Bel Air
Howard Community College – Columbia
International Education Associates – Bethesda
League of Women Voters – Baltimore City
League of Women Voters – Baltimore County
League of Women Voters – Calvert
Maryland/IROLC Steering Committee – Annapolis
Maryland/Leningrad Oblast Rule of Law Partnership – Annapolis
Maryland Sister States Program – Annapolis
Montgomery County Sister Cities
National Council for the Traditional Arts – Silver Spring
National Peace Foundation – Potomac

Prince George's County Circuit Court, Seventh Judicial Circuit
Rotary Club – Annapolis
Rotary Club – Bethesda-Chevy Chase
Rotary Club – Frederick
Rotary Club – Parole
Rotary Club – Towsontowne
Rotary District 7620 – Mount Airy
Peace Links – Sandy Spring
Peace Links – Silver Spring
United Methodist Church – Bethesda
United Methodist Church – Friendship
United Methodist Church – Fulton
United Methodist Church – Rockville
University of Maryland Baltimore County – Baltimore
U.S. District Court for the District of Maryland
Westminster Branch, Carroll County Public Library – Westminster
World Trade Center Institute – Baltimore

Federal and State Host Judges
Richard Bennett, *District Judge* – Baltimore
Andre Davis, *District Judge* – Baltimore
Cathy Serrette, *County Circuit Court Judge* – Upper Marlboro

MASSACHUSETTS

National Grantee

University of Massachusetts–Amherst Institute of Global Health
Cambridge-Yerevan Sister City Association (CYSCA)

Local Host Organizations
American Foreign Policy Council – Holyoke
Berkshire Community College
Bristol Community College
Cairdes Foundation – Plymouth
Cambridge-Yerevan Sister City Association (CYSCA)
Cape Cod Community College
International Center of Worcester
Jacob's Pillow Dance – Becket
Kanfer Legal LLC – Boston
Massachusetts RAROLC Rule of Law Committee – Boston
Massachusetts Superior Court – Boston
Massachusetts Supreme Judicial Court – Boston
Massachusetts Trial Court, Probate and Family Court Department – Boston
Massachusetts/Tomsk Rule of Law Partnership Committee – Boston

Mount Holyoke College – South Hadley
Peace Links – Framingham
Peace Links – Medford
Rotary Club – Scituate
Rotary Club – West Springfield
Rotary International District 7950 – Cape Cod
The Altai Project
U.S. Bankruptcy Court for the District of Massachusetts – Worcester
U.S. Court of Appeals for the First Circuit – Boston
U.S. District Court for the District of Massachusetts – Boston
University of Massachusetts Medical School – Worcester
University of Massachusetts Amherst Institute for Global Health
WorldBoston

Federal and State Host Judges

Frank Bailey, *Circuit Judge* – Boston
Marianne Bowler, *Magistrate Judge* – Boston
Robert Cordy, *State Supreme Court Justice* – Boston
Joan Feeney, *Bankruptcy Judge* – Boston
Richard Stearns, *District Judge* – Boston
Mark Wolf, *District Judge* – Boston

MICHIGAN

Local Host Organizations

American Association of University Women – Dearborn,
American Foreign Policy Council – Detroit
American Foreign Policy Council – Grand Rapids
Andrews University, Berrien Springs
Central Michigan University – Mount Pleasant
Colleagues International, Inc, Kalamazoo
Detroit Metropolitan Bar Association, Detroit
Eastern Michigan University School of Social Work - Ypsilanti
Ellen Thompson Women's Health Center - Ypsilanti
Friendship Force – Greater Lansing
Global Minnesota – Minneapolis
Global Ties Detroit
Grand Rapids Public Schools - Grand Rapids
Hillsdale Community Library - Hillsdale
Interlochen Center for the Arts, Education Department - Interlochen
International Sister Cities Flint
International Visitors Council – Metropolitan Detroit
Kalamazoo-Pushkin Partnership Committee
Kalamazoo Russian Cultural Association
Lithuanian-American Community, Inc.

National Democratic Institute for International Affairs
People to People International – Midland Chapter
Pittsfield Charter Township
Portage Lake District Library - Houghton
Rotary Club – Downtown Grand Rapids
Rotary Club – Livingston Sunrise
Rotary Club – Kalamazoo Sunrise
Rotary Club – Lynchburg
Rotary Club –Marquette Breakfast
Rotary District 6360 - Charlotte
Sister Cities of Flint
Ukrainian National Women's League of America Detroit
U.S. Attorney's Office for the Eastern District of Michigan - Detroit
U.S. District Court for the Eastern District of Michigan - Detroit
United Methodist Church – Evart
United Methodist Church – Grand Rapids
United Methodist Church – Gwinn
United Methodist Church – Houghton
United Methodist Church – Kalamazoo
United Methodist Church – Kentwood
United Methodist Church – Plymouth
United Methodist Church – Port Huron
University of Michigan, Ann Arbor
Washtenaw County Prosecutor's Office

Federal and State Host Judges

Virginia Morgan, *Magistrate Judge* - Ann Arbor
Gordon Quist, *District Judge* - Grand Rapids
Gerald Rosen, *District Judge* - Detroit

MINNESOTA

National Grantee

Connect US-Russia

Local Host Organizations

AIHA – Duluth
AIHA – Minneapolis
American Foreign Policy Council – Rochester
Alliance for Democracy – Minnesota
City of Lino Lakes
Connect/US-Russia
Duluth/Petrozavodsk Committee, Duluth Sister Cities International
Friends of Houston Nature Center
Friendship Force – Minnesota/Twin Cities
Hedburg Public Library

International Visitors Center – Jackson
La Crosse Dubna Friendship Association
Lake Superior Medical Society
League of Women Voters – Duluth
League of Women Voters – Edina
League of Women Voters – Minneapolis
League of Women Voters – St. Paul
Martin County Library System
Men as Peacemakers (Duluth)
Minnesota AIDS Project - St. Paul
Minnesota Alliance of Peacemakers - Minneapolis
Minnesota International Center - Minneapolis
Minnesota State Bar Association, Minneapolis
Minnesota State University - Mankato
Minnesota State University – Moorhead
Minnesota Supreme Court, St. Paul
North Country Health Services
North Country Regional Hospital
Plymouth Church Global Connections Committee, Minneapolis
Rainy River Community College, International Falls
Rotary Club – Arden/Shoreview
Rotary Club – Hibbing
Rotary Club – Minneapolis
Rotary Club – North St. Paul – Maplewood – Oakdale
Rotary Club – White Bear Lake
Rural AIDS Action Network (RAAN), St. Cloud
Saint Paul - Ramsey County Public Health
Sanford Health of Northern Minnesota, Alexandria
United Methodist Church – Owatonna
U.S. Bankruptcy Court for the District of Minnesota - Minneapolis
U.S. District Court for the District of Minnesota - Minneapolis
Women in Business - Minneapolis
World Services – Minneapolis

Federal and State Host Judges
Michael Davis, *District Judge* - Minneapolis
Nancy Dreher, *Bankruptcy Judge* - Minneapolis
Jeanne Graham, *Magistrate Judge* - St. Paul
Jeffrey Keyes, *Magistrate Judge,* Minneapolis
Gregory Kishel, *Bankruptcy Judge* - St. Paul
Paul A. Magnuson, *District Judge* - St. Paul
John Tunheim, *District Judge* - Minneapolis

MISSISSIPPI

National Grantees
Mississippi Consortium for International Development

Mississippi State University
University of Mississippi/PEN

Local Host Organizations
American Foreign Policy Council – Tupelo
International Visitors Center – Jackson
Legacy International Development Group - Madison
Metier Professionals - Jackson
Mississippi Consortium for International Development
Mississippi State University, Mississippi State
National Peace Foundation – Oxford
Rotary Club – Hattiesburg
Rotary Club – Jackson*
Rotary Club – Moss Point
Rotary Club – Tupelo
United Methodist Church – Greenwood
United Methodist Church – Jackson
University of Mississippi, Mississippi State

Federal and State Host Judges
Jerry David, *Federal Magistrate Judge,* Jackson
Leslie H. Southwick, *Federal Circuit Judge (5th Circuit)* – Jackson

MISSOURI

National Grantee
Supporters of Civil Society in Russia, Inc

Local Host Organizations
All Species Project, Kansas City
City of Columbia, Public Communications Office
Friendship Force – Missouri–St. Louis
Greater St. Louis – Samara Sister City Committee
Harry S. Truman School of Public Policy Affairs - Columbia
Global Ties Kansas City
League of Women Voters – Kansas City, Mo., Jackson, Clay - and Platte Counties
League of Women Voters – Sedalia–Pettis County
League of Women Voters – Southwest Missouri
Lincoln University of Missouri, Jefferson City
People to People International – Greater Kansas City Chapter
Rotary Club – Kansas City Plaza
Rotary Club – Lee's Summit Sunrise
Rotary Club – Webster Groves
Rotary District 6060, St. Louis
St. Louis Sister Cities
St. Louis – Samara Sister Cities Committee

Supporters of Civil Society in Russia, Inc., St. Louis
United Methodist Church – Carthage
United Methodist Church – Hillsboro
United Methodist Church – Lambert
United Methodist Church – Lee's Summit
United Methodist Church – St. Louis
World Affairs Council – St. Louis

Federal and State Host Judges
Catherine Perry, *District Judge* - St. Louis
Jerry Venters, *Bankruptcy Judge,* Kansas City

MONTANA

Local Host Organizations
Advisory Commission on International Relationships for City of Great Falls
Friendship Force – Billings
Friendship Force – Central Montana
National Peace Foundation – Missoula
Peace Links – Missoula
Rotary Club – Bentonville and Bella Vista Noon
WorldMontana - Helena

Federal and State Host Judges
Robert Holter, *Magistrate Judge – Butte*
Donald Molloy, *District Judge* – Missoula

NEBRASKA

Local Host Organizations
American Foreign Policy Council – Lincoln
Arts Industry Coordinator/Nebraska Arts Council
Friendship Force – Eastern Nebraska
Friendship Force – Greater Omaha
Friendship Force – Lincoln
Friendship Force – Smithtown
Grand Island Area Council for International Visitors
Heartland Family Service – Omaha
Kiwanis Club – Omaha
Omaha Sister Cities Association
Rotary Club – East Lincoln
Rotary Club – Lincoln Downtown
Rotary Club – Lincoln South
Rotary Club – Lincoln Sunrise
Rotary Club – Omaha

United Methodist Church – Harvard
U.S. District Court for the District of Nebraska, Omaha
University of Nebraska Medical Center College of Nursing – Omaha

Federal and State Host Judges
Joseph E. Bataillon, *District Judge* – Omaha
Laurie Smith Camp, *District Judge* – Omaha
Lyle E. Strom, *District Judge* – Omaha

NEVADA

National Grantee
Jewish Community Council

Local Host Organizations
Friendship Force of Las Vegas
Friendship Force of Reno-Tahoe
International Visitors Council – Northern Nevada
Northern Nevada International Center
Rotary Club – Elko
Rotary Club – Elko Desert Sunrise
Rotary Club – Fremont*
Rotary Club – Las Vegas
Rotary Club – Reno
Rotary Club – Reno Central
Rotary Club – Southern Nevada*
Rotary Club – Tahoe-Douglas
Rotary District 5300 – Las Vegas
U.S. District Court for the District of Nevada – Las Vegas

Federal and State Host Judges
Valerie Cooke, *Magistrate Judge* – Reno
Lloyd D. George, *District Judge* – Las Vegas
Howard McKibben, *District Judge* – Las Vegas

NEW HAMPSHIRE

Local Host Organizations
Friends Forever International – Durham
Friendship Force – New Hampshire Seacoast
International Cultural Education Association
New Hampshire Supreme Court, Office of the General Counsel – Concord
New Hampshire/Vologda Rule of Law Partnership Committee

– Concord
Portsmouth/Severodvinsk Connection
Public Defender, New Hampshire Public Defender's Office
Rotary Club – Bow
World Affairs Council – New Hampshire – Manchester

NEW JERSEY

Local Host Organizations

American Foreign Policy Council – Cherry Hill
Camden County Library – Atco
City of New Brunswick
Cross Cultural International Institute, New Milford
Friendship Force – Southern New Jersey
Global Education Center at Montclair State University
League of Women Voters – Montclair
Montclair Rotary Club
Monmouth University Institute for Global Understanding and Department of Political Science and Sociology
Ocean County Library
Phillipsburg Free Public Library
Princeton University, Department of Slavic Languages and Literatures – Princeton
Rider University – Lawrenceville
Rotary Clubs of Branchburg and Princeton
Rotary Club of Branchville
Rotary District 7470 – Morristown
Rutgers University School of Law – Newark
Rutgers University School of Communication and Information, Brunswick
United Methodist Church – Hackettstown
U.S. District Court for the District of New Jersey – Brunswick

Federal and State Host Judges

John Bissell, *District Judge*
Marie Renee Bumb, *District Judge*

NEW MEXICO

Local Host Organizations

Albuquerque/Ashgabat Sister Cities Committee
Bridges to Tajikistan (Albuquerque)
Council on International Relations – Santa Fe
Empower International (Phoenix)
Episcopal Church – Santa Fe
Global One to One – Albuquerque
Global Ties Albuquerque

Los Alamos and Sarov Sister Cities Initiative
People to People International – New Mexico Chapter
Rotary Club – Las Cruces
Sandia National Laboratory – Albuquerque
Santa Fe Council on International Relations*
SRIC Southwest Research and Information Center – Albuquerque
Thomas Branigan Memorial Library – Las Cruces
U.S. Bankruptcy Court for the District of New Mexico – Albuquerque
U.S. District Court for the District of New Mexico – Albuquerque
United Methodist Church – Los Alamos

Federal and State Host Judges
Carmen Garza, *Magistrate Judge* – Albuquerque
Leslie C. Smith, *Magistrate Judge* – Albuquerque
James S. Starzynski, *Bankruptcy Judge* – Albuquerque

NEW YORK

National Grantees
Appeal of Conscience
CEC ArtsLink
Lincoln Center Theater Directors' Lab
Linkages of Rochester

Local Host Organizations
American Association of University Women – Greater Rochester Area
Albany Law School, Albany
Albany-Tula Alliance
American Foreign Policy Council – Albany
American Dance Festival – New York City
Brooklyn College Library – Brooklyn
Buffalo-Niagara World Connect
Buffalo-Tyler Sister Cities, Inc
CDS International, Inc. – New York City
CEC ArtsLink – New York City
Cornell University – Ithaca
Criminal Court for the Seventh Judicial District – Rochester
Doctors of the World-USA – New York City
Episcopal Church – East Aurora – Aurora
Friendship Force of Hudson Valley
Friendship Force – Long Island
Friendship Force – Smithtown
Greater Rochester Area Branch of American Association of University Women
Hofstra University School of Law – Hampstead

International Institute of Buffalo
International Center of the Capital Region – Albany
International Center of Syracuse
International Film Seminars, Inc. – New York City
International Institute of Buffalo
Irondequoit-Poltava Sister Cities – Rochester
League of Women Voters – Oneonta Area
League of Women Voters – Rochester Metropolitan Area
League of Women Voters – Saratoga County
Lincoln Center Directors' Lab – New York City
Linkages of Rochester, Inc.
Multicultural Resource Center – Binghamton
Mercy College, Dobbs Ferry
New York State Unified Court System, Office of Court Administration
Newcomb Central School District
Nixon Peabody, LLP – New York City
Peace Links – Interlaken
Public Relations Kingsborough Community College – Brooklyn
Rochester Global Connections
Rotary Club District 7120 – New York City
Rotary Club District 7190 – New York City
Rotary Club District 7230 – New York City
Rotary Club – Fayetteville-Manlius
Rotary Club – Grand Island
Rotary Club – Liberty
Rotary Club – Locust Valley
Rotary Club – Monticello
Rotary Club – Riverdale
Rotary Club – Shenendehowa
Rotary Club – Shawangunk Ridge
Saratoga Springs Public Library
Saratoga Springs/Chekhov Sister City International, Inc
State University of New York Plattsburgh
Thelonious Monk Institute of Jazz
Town of Johnsburg Library
United Methodist Church – Bellport
United Methodist Church – Davenport
United Methodist Church – Rochester
United Methodist Church – Wassaic
United Methodist Church – Willsboro
U.S. District Court for the Eastern District of New York
U.S. District Court for the Northern District of New York
U.S. District Court for the Western District of New York
U.S. Court of International Trade – New York City
Yeshiva University School of Law – New York City
Western New York/Novgorod Rule of Law Partnership Committee

Federal and State Host Judges

Jonathan Feldman, *Magistrate* Judge, Rochester
Frank LaBuda, *County Court Judge and Surrogate* – Monticello
George Lowe, *Magistrate Judge*
Norman Mordue, *District Judge* – Syracuse
Frederick Scullin, *District Judge* – Syracuse
Joanna Seybert, *District Judge* – New York City
Charles Sifton, *District Judge* – New York City
Randolph Treece, *Magistrate Judge* – Syracuse
Evan Wallach, *Circuit Judge* – New York City

NORTH CAROLINA

National Grantees

Dewitt Wallace Center for Media and Democracy at Duke University
FHI 360 (formerly Academy of Educational Development of Washington, DC)
International Focus (formerly International Affairs Council of North Carolina/Research Triangle)
International House of Charlotte
North Carolina Secretary of State's Office
University of North Carolina/PEN – Chapel Hill

Local Host Organizations

Addiction Recovery Institute – Tyron
American Dance Festival – Durham
American Foreign Policy Council – Asheville
Asheville Sister Cities, Inc.
Blue Ridge Environmental Defense League, Glendale Springs
The Brown Angel Center – Charlotte
Charlotte Sister Cities
Charlotte Council for International Visitors
DeWitt Wallace Center for Communications and Journalism – Duke University, Durham
Durham-Kostroma Sister Cities Association
Friendship Force – Central North Carolina
Friendship Force – Charlotte
Friendship Force – Greensboro

Friendship Force – Raleigh
Friendship Force – Western North Carolina
Global House – Sanford
Health Equity Inc. – Chapel Hill
Hendersonville Sister Cities, Inc. – Hendersonville
Institute for Global Collaboration, Forsyth Technical Community College – Winston-Salem
International Focus (formerly International Affairs Council of North Carolina/Research Triangle) – Raleigh
International House of Charlotte
League of Women Voters – Charlotte-Mecklenberg
League of Women Voters – Henderson County
National Peace Foundation – Asheville
North Carolina-Moldova Bilateral Partnership – Raleigh
People for World Change
Rotary Club – Charlotte East
Rotary Club – Franklin
Rotary Club – Greensboro
Rotary Club – Guilford
Rotary Club – Hickory
Rotary Club – Marion
Rotary Club – Statesville
Rotary Club of Summit
Rotary District 7670, Ashville
SCIAN-Institute for Scientific Policy Analysis – Raleigh
Sister Cities of Durham
Stafford Institute (formerly U.S.-Russia Mayor to Mayor Program)
United Methodist Church – Clayton
United Methodist Church – Greensboro
United Methodist Church – Lexington
United Methodist Church – Rutherfordton
United Methodist Church – Wilkesboro
U.S. Court of Appeals for the Fourth Circuit
University of North Carolina at Chapel Hill, Department of Slavic Languages and Literatures
Western North Carolina Peacekeepers – Rocky Mountain

Federal and State Host Judges
Allyson Kay Duncan, *Circuit Judge* – Charlotte
Paul Newby, *Supreme Court Justice* – Raleigh

NORTH DAKOTA

Local Host Organizations
Bismarck State College, Bismarck
Dacotah Territory International Visitor Program, Rapid City
Minot Area Council for International Visitors – Minot

North Dakota State College of Science – Wahpeton
Peace Lutheran and Our Savior's Lutheran Churches – Moorhead

Federal and State Host Judges
Myron Bright, *Circuit Judge* – Fargo
Karen Klein, *Magistrate Judge* – Fargo

OHIO

National Grantee
Council of International Programs USA (CIP/USA)
Margaret Mead Film and Video Festival
Future of Russia Foundation

Local Host Organizations
American Foreign Policy Council – Cleveland
American Foreign Policy Council – Columbus
American Foreign Policy Council – Lakewood
Athens Center for Film and Video – Athens
Cincinnati-Kharkiv Sister City Partnership
Cincinnati-Ukraine Partnership
Cleveland Council on World Affairs
Cleveland International Program
Cleveland State University College of Law
Columbus International Programs
Council of International Programs USA (CIP/USA) – Cleveland
Friendship Force – Dayton
Friendship Force – Greater Cincinnati
Friendship Force – Northeast Ohio
Great Lakes Consortium for International Training and Development (Toledo)
Global Cincinnati
Global Ties Akron
Greater Cincinnati World Affairs Council
International Visitors Council – Columbus
International Visitors Council – Greater Cincinnati
League of Women Voters – Clermont County
League of Women Voters – Columbus
League of Women Voters – the Greater Dayton Area
Ohio Employee Ownership Center – Kent
Rotary Club – Dublin-Worthington
Rotary Club – Boardman
Rotary Club – Cincinnati

Rotary Club – Wooster
Rotary District 6600 – Toledo
Sister Cities Committee, Toledo Sister Cities International
Supreme Court of Ohio
United Methodist Church – Akron
United Methodist Church – Chesterhill
United Methodist Church – Cincinnati
United Methodist Church – Lisbon
United Methodist Church – Wapakoneta
U.S. District Court for the Northern District of Ohio – Akron
U.S. District Court for the Southern District of Ohio – Akron
Wright State University – Fairborn

Federal and State Host Judges
Christopher Boyko, *District Judge* – Cleveland
Paul Matia, *District Judge* – Cleveland
Dan A. Polster, *District Judge* – Cleveland
Edmund A. Sargus, *District Judge* – Columbus
Jack Zouhary, *District Judge* – Toledo

OKLAHOMA

National Grantees
Rotary Club – Oklahoma City

Local Host Organizations
American Association of University Women – Tahlequah
City of Enid
Friendship Force – Oklahoma
Habitat for Humanity – Tahlequah
International Visitors Committee – Oklahoma City
League of Women Voters – Bartlesville
National Peace Foundation – Oklahoma City
Oklahoma Supreme Court, Oklahoma City
Redlands Community College – El Reno
Rotary Club – Guymon
Rotary Club – Oklahoma City
Rotary Club – Tahlequah
Rotary District 6110 – Tulsa
Southeastern Public Library System of Oklahoma
Tulsa Global Alliance
United Methodist Church – Oklahoma City
U.S. Environmental Protection Agency Office of Environmental Justice and Tribal Affairs – Tulsa
U.S. District Court for the Eastern District of Oklahoma
U.S. District Court for the Western District of Oklahoma
University of Oklahoma International Programs Center – Norman

Federal and State Host Judges
Stephen Friot, *District Judge* – Oklahoma City
Robert Henry, former *District Judge* – Oklahoma City
Vicki Miles-LaGrange, *District Judge* – Oklahoma City
Ronald White, *District Judge* – Oklahoma City
Suzanne Mitchell, *Federal Magistrate Judge* – Oklahoma City

OREGON

Local Host Organizations
American Association of University Women – Beaverton Branch
Blooming Hill Vineyard – Cornelius
Clackamas Community College – Oregon City
Corvallis Sister Cities Association
Eugene-Irkutsk Sister City Committee – Eugene
Grants Pass Sister City Committee – Grants Pass
League of Women Voters – Lane County
League of Women Voters – Portland
League of Women Voters – Marion-Polk Counties
Oregon Justice Resource Center, Portland
Oregon Law Commission – Salem
Oregon/Sakhalin Rule of Law Partnership Committee
Roseburg Area Zonta Club – Roseburg
Rotary Club – Beaverton
Rotary Club – Eugene Emerald
Rotary Club – Kendallville
Rotary Club – Lewis River
Rotary Club – Wallowa County
Tigard Breakfast Rotary Club – Beaverton
Umpqua Community College (Roseburg)
U.S. Court of Appeals for the Ninth Circuit – Portland
U.S. District Court for the District of Oregon – Portland
World Affairs Council – Oregon – Portland

Federal and State Host Judges
Michael R. Hogan, *District Judge* – Portland
Diarmuid F. O'Scannlain, *Circuit Judge* – Portland

PENNSYLVANIA

National Grantees
Keystone Human Services International
Magee Womancare International
Russian Ministry Network of the Episcopal Church
West Chester University Poetry Center

Local Host Organizations

Allegheny College
Alvernia College, Nursing Department (NRC 010) – Reading
American Institute of Finance and Technology – Bryn Mawr
American Foreign Policy Council – Lancaster
American Foreign Policy Council – Paoli
American Foreign Policy Council – Philadelphia
American Foreign Policy Council – Pittsburgh
Citizen Diplomacy International of Philadelphia
Department of Slavic Languages and Literatures at the University of Pennsylvania
Friendship Force – Greater Harrisburg
Global Pittsburgh
Keystone Human Services International
Magee Womancare International – Pittsburg
Media Sunrisers Rotary Club, Pittsburg
Mid-Atlantic Russia Business Council – Philadelphia
Northampton Community College – Bethlehem
Overseas Strategic Consulting, Ltd – Philadelphia
Pacific Environment
Peace Links – Harrisburg
PEHT – Pittsburgh
Pennsylvania College of Technology – Williamsport
Pennsylvania Commission on Crime and Delinquency – Harrisburg
Pennsylvania State University College of Agricultural Sciences, International Programs – University Park
Rotary Club – Altoona
Rotary Club – Blue Bell
Rotary Club – Emmaus
Rotary Club – Greenville
Rotary Club – Meadville
Rotary Club – Redding
State College Rotary Evening Club – State College
Ukrainian Cultural and Humanitarian Institute
Ukrainian Federation of America – Carnegie
U.S. Attorney's Office for the Eastern District of Pennsylvania – Philadelphia
U.S. Bankruptcy Court for the Eastern District of Pennsylvania – Philadelphia
U.S. District Court for the Eastern District of Pennsylvania – Philadelphia
U.S. District Court for the Eastern District of Pennsylvania Historical Society – Philadelphia
U.S. District Court for the Western District of Pennsylvania – Allentown
West Chester University Poetry Center – West Chester
West Reading-Wyomissing Rotary Club

World Affairs Council – Harrisburg
World Affairs Council – Greater Reading

Federal and State Host Judges
Harvey Bartle, III, *District Judge* – Philadelphia
Richard Fehling, *Bankruptcy Judge* – Philadelphia
D. Brooks Smith, *Circuit Judge* – University Park

RHODE ISLAND

Local Host Organizations
Brown University Library – Providence
Cape Cod and the Islands and Rhode Island Rotary Club
Roger Williams University, Justice System Training & Research Institute, School of Justice Studies – Bristol
Rotary Club – Newport
Rotary Club – Scituate
Rotary International District 7950 – Providence
U.S. District Court for the District of Rhode Island – Providence
World Affairs Council – Rhode Island – Providence

Federal and State Host Judges
Ernest Torres, *District Judge* – Providence

SOUTH CAROLINA

Local Host Organizations
American Association of University Women – Aiken Branch
Clemson University
Charleston Council for International Visitors – Charleston
Friendship Force – Florence
League of Women Voters – Bluffton Area
National District Attorneys Association
National Peace Foundation – Columbia
Palmetto Council for International Visitors – Columbia
Richland School District Two – Columbia
Rotary Club – Columbia
Rotary Club – Hilton Head Island
Rotary Club – East Spartanburg
Soonch
United Methodist Church – Spartanburg
Walker Institute for International and Area Studies, University of South Carolina – Columbia

SOUTH DAKOTA

Local Host Organizations

Dacotah Territory International Visitor Program
Sioux Falls Downtown Rotary
Sioux Falls Promise, Greater Sioux Falls Alliance for Youth
South Dakota World Affairs Council
U.S. District Court for the District of South Dakota

Federal and State Host Judges

Charles B. Kornmann, *District Judge* – Aberdeen
Karen Schreier, *District Judge* – Sioux Falls

TENNESSEE

National Grantees

Nashville Health Care Council – Nashville
Oak Ridge Sister City Support Organization – Oak Ridge

Local Host Organizations

Blount County Sister City Organization
Chattanooga-Nizhni Tagil Sister City Committee- Department of Public Works
Friendship Force – Knoxville
Friendship Force – Memphis
Friendship Force – Southcentral Tennessee
Memphis Council for International Visitors
Nashville Downtown Rotary
Nashville Health Care Council
National Peace Foundation – Johnson City
Oak Ridge National Laboratory
Oak Ridge Sister City Support Organization
Rotary Club – Cookeville Breakfast
Rotary Club – Memphis
Rotary District 6780 – Chattanooga
Sister City Association – Chattanooga
Southwest Tennessee Community College
Tullahoma Noon Rotary Club
United Methodist Church – Alcoa
United Methodist Church – Memphis
United Methodist Church – Springfield
U.S. Bankruptcy Court for the Middle District of Tennessee, Nashville
U.S. Bankruptcy Court for the Western District of Tennessee – Nashville
U.S. District Court for the Middle District of Tennessee – Nashville

University of Tennessee Institute of Agriculture International Programs – Knoxville
University of Tennessee at Chattanooga
Vanderbilt University Public Affairs Office – Nashville

Federal and State Host Judges
Jennie D. Latta, *Bankruptcy Judge* – Jackson
Jon Phipps McCalla, *District Judge* – Memphis
George Paine, *Bankruptcy Judge* – Nashville
Thomas A. Varlan, *District Judge – Knoxville*
Thomas A. Wiseman, Jr., *District Judge* – Nashville

TEXAS

National Grantees
El Paso Chapter of the Federal Bar Association
United Methodist Church Russia Initiative Program

Local Host Organizations
Alamo Colleges, Houston
American Foreign Policy Council – Fort Worth
Baylor College of Medicine Chronic Disease Prevention and Control Research Center – Waco
Carter Blood Care – Dallas
Center for Safe Energy – Austin
CMS Emergency
Dallas Committee for Foreign Visitors
El Paso Chapter of the Federal Bar Association
Episcopal Church – Houston
Episcopal Church – San Angelo
Fayette Memorial Hospital, La Grange
Friends of Ukraine – Longview
Friendship Force – Austin
Global North Texas – Dallas
Houston Baku Sister Cities Association
International Hospitality Council of Austin
J. M. Dawson Institute for Church-State Studies – Baylor University, Waco
Kilgore College Small Business Development Center – Longview
Knowledge Management and Data Resources, Office of
Community Outreach, University of Texas Medical Branch at Galveston
Lamar University – Beaumont
League of Women Voters of Tyler/Smith County
North Harris College – Houston
Office of Environmental Justice and Tribal Affairs – U.S. Environmental Protection Agency Region 6 – Dallas

Palo Alto College – San Antonio
Panola Community College – Carthage
Peace Links – Austin
Peace Links – Temple
Plano-Ivanovo Sister City Program
Redeemed Ministries – Spring
Richland College – Dallas
Rotary Club – Burleson
Rotary Club – Fredericksburg Morning
Rotary Club – Friendswood
Rotary Club – Frisco Noon
Rotary Club – Grapevine
Rotary Club – Hurst-Euless-Bedford
Rotary Club – McAllen South
Rotary Club – Mid-Cities Pacesetters
Rotary Club – Northwest Austin
Rotary Club – San Antonio North Central
Rotary District 4790
Rotary District 5730
Rotary District 5830
Rotary District 5890
San Antonio Council for International Visitors
Texas A&M University, Sponsored Student Programs Office – College Station
United Methodist Church – Russia Initiative
United Methodist Church – Bonham
United Methodist Church – Carrollton
United Methodist Church – College Station
United Methodist Church – Commerce
United Methodist Church – Dallas
United Methodist Church – Denton
United Methodist Church – Eldorado
United Methodist Church – Forth Worth
United Methodist Church – Highland Village
United Methodist Church – Houston
United Methodist Church – Meridian
United Methodist Church – Orange
United Methodist Church – Saint Jo
United Methodist Church – San Angelo
United Methodist Church – San Antonio
United Methodist Church – Terrell
United Methodist Church – Tomball
United Methodist Church – Uvalde
University of Texas at Austin
World Affairs Council – Dallas/Fort Worth
YMCA International Services – Houston

Federal and State Host Judges
Leif M. Clark, *Bankruptcy Judge* – Austin
Ricardo H. Hinojosa, *District Judge* – Corpus Christi
Frank Montalvo, *District Judge* – Austin

UTAH

National Grantees
International Hosting
Church of Jesus Christ of Latter-Day Saints

Local Host Organizations
Brigham Young University Center for Law and Religion Studies
Church of the Latter Day Saints – Salt Lake City
Firefly, Inc., North Salt Lake
Friendship Force of Utah, Salt Lake City
International Hosting
Izhevsk-Salt Lake City Partnership
Dawson Institute for Church-State Studies – Baylor University
Peace Links – Salt Lake City
Salt Lake Chamber of Commerce
Salt Lake City Community College
Sundance Institute – Park City
Tooele Sister Cities, Inc. – Toole County
U.S. Court of Appeals for the Tenth Circuit – Salt Lake City
U.S. District Court for the District of Utah – Salt Lake City
Utah Council for Citizen Diplomacy – Salt Lake City
Utah State Legislature – Salt Lake City
Utah State University, Center for Persons with Disabilities – Logan
Utah Valley University, Office of International Affairs & Diplomacy – Orem

Federal and State Host Judges
Dee V. Benson, *District Judge – Salt* Lake *City*
Leif M. Clark, *Bankruptcy Judge*
David O. Nuffer, *Magistrate Judge* – Salt Lake City

VERMONT

National Grantee

International Rule of Law Consortium

Local Host Organizations

Ecologia, Middlebury
Lakenet
Russian American Rule of Law Consortium – Colchester
School of International Studies, St Michael's College – Colchester
Vermont Council on World Affairs – Burlington
Vermont Karelia Rule of Law Project, Inc. – Colchester
Vermont Law School – South Royalton
Vermont Supreme Court – Montpelier

VIRGINIA

National Grantees

National Center for State Courts
National Council for Traditional Arts
Norfolk Sister City Association
Partners for Community Solutions
Synetic Theater

Local Host Organizations

American Association of University Women – Reston/Herndon Branch
American Foreign Policy Council – Alexandria
Arlington Sister City Association
Arlington Sister City – Ivano-Frankivsk Committee
Center for International Programs – Blacksburg
Eastern Mennonite University Center for Justice and Peacebuilding – Harrisonburg
FHI360*, Arlington
Fredericksburg Sister City Association, Inc.
Friendship Force – Central Virginia
Friendship Force – National Capitol Area
James Kent Inn of Court, Virginia Beach
League of Women Voters – South Hampton Roads
National Council for the Traditional Arts
National Peace Foundation – Fairfax
Norfolk Sister City Association, Inc.
Partners for Community Solutions, Christiansburg
Peace Links – Roanoke
Peace Links – Williamsburg
Rotary Club – Alexandria and Mount Vernon

Rotary Club – Bailey's Crossroads
Rotary Club – Blacksburg
Rotary Club – Falls Church
Rotary Club – James City County
Rotary Club – Leesburg
Rotary Club – Lynchburg
Rotary Club – Rappahannock
Rotary Club – Richmond
Rotary Club – Stafford
Rotary Club – Vienna
Terrorism, Transnational Crime and Corruption Center at George Mason University – Fairfax
Town of Leesburg, Virginia
United Methodist Church – Springfield
United Methodist Church – Fulks Run
Virginia Commonwealth University - L. Douglas Wilder School of Government and Public Affairs, Richmond
U.S. District Court for the Eastern District of Virginia, Richmond
World Music Folklife Center – Galax
Zonta Club – Alexandria

Federal and State Host Judges

Thomas Selby Ellis III, *District Judge* – Alexandria
Henry Coke Morgan, Jr., *District Judge* – Alexandria
Anthony J. Trenga, *District Judge* – Alexandria

WASHINGTON

National Grantees

Battelle Memorial Institute/Pacific Northwest National Laboratory
World Affairs Council of Seattle

Local Host Organizations

Battelle- Pacific Northwest National Laboratory
Blooming Hill Vineyard
Clark College – Vancouver
Community Colleges of Spokane
EarthCorps, Seattle
Episcopal Church – Pasco
Foundation for Russian American Economic Cooperation – Seattle
Friendship Force of Eastern Washington and Northern Idaho
Global Education Service – Seattle
Governor's Interagency Committee of State-Employed Women (ICSEW) – Seattle
League of Women Voters – Washington
Lower Columbia College – Longview
Nakhodka Sister City – Bellingham

Nuclear Oversight Program, Government Accountability Project
Rotary Club – Anacortes
Rotary Club – Bremerton
Rotary Club – Columbia Center
Rotary Club – Downtown Vancouver
Rotary Club – Lewis River (Clark County)
Rotary Club – Lynnwood
Rotary Club – Richland
Rotary Club – Sun City West
Rotary Club – Tacoma #8
Rotary Club – Wanatchee
Rotary Club – West Seattle
Seattle-Tashkent Sister Cities Association
U.S. District Court for the Western District of Washington
Whatcom Community College – Bellingham
World Affairs Council – Seattle
World Affairs Council/World Trade Center West – Seattle

Federal and State Host Judges
John C. Coughenour, *District Judge,* Seattle

WEST VIRGINIA

Local Host Organizations
Center for International Understanding, Inc – Princeton
Friendship Force – Charleston
Grapevine Rotary Club – Martinsburg
Rotary Club – Cheat Lake
Rotary Club – Morgantown
Rotary Club – Morgantown North
Shepherd College, Robert C. Byrd Center for Legislative Studies
United Methodist Church – Fairmont
United Methodist Church – Summersville
U.S. District Court for the Southern District of West Virginia – Bluefeild

Federal, District, and State Host Judges
Omar J. Aboulhosn, *Federal Magistrate Judge* – Bluefield
David Faber, *District Judge* – Charleston
Ronald G. Pearson, *Bankruptcy Judge* – Charleston

WISCONSIN

National Grantees

Northcentral Technical College
World Services of La Crosse, Inc

Local Host Organizations

American Foreign Policy Council – LaCrosse
American Foreign Policy Council – Madison
Amigos de Milwaukee Rotary Club
Appleton Area School District, Volunteer Services
American Association of University Women – LaCrosse Chapter
Bellin Health System (AIHA) – Green Bay
Center for International Education, St. Norbert College – De Pere
Center for International Understanding, Inc. – Milwaukee
Economic Development Corp of Manitowoc County Foundation
Fox Cities – Kurgan Sister Cities Program, Inc. – Appleton
Fox Valley Technical College – Oshkosh
Friends of Chernobyl Centers, U.S. (FOCCUS)
Friendship Force – Greater Milwaukee
Friendship Force – Madison
Greater Green Bay YMCA
Green Bay West Rotary Club
Heart of Wisconsin Business Alliance – Wisconsin Rapids
Hedberg Public Library – Janesville
Hudson Daybreak Rotary Club – Hudson
Institute of World Affairs, University of Wisconsin-Milwaukee
International Crane Foundation – Baraboo
International Institute of Wisconsin – Milwaukee
Jackson-Monroe-Vernon County Leadership Program
La Crosse Dubna Friendship Association
League of Women Voters – Door County
League of Women Voters – La Crosse Area
League of Women Voters – Milwaukee County
Madison Area Technical College
Marquette University College of Nursing – Milwaukee
Marshfield Rotary Noon Club, Marshfield
National Peace Foundation – Madison
New London Medical Center – New London
Northcentral Technical College – Wisconsin
Portage County Health and Human Services
Rotary Club – Beloit
Rotary Club – Hudson
Rotary Club – La Crosse
Rotary Club – Madison
Rotary Club – Milwaukee
Rotary Club – Oconomowoc

RUS Global Initiatives
Shawano Public Health (AIHA) – Shawano
Sigurd Olson Environment Institute – Northland College
Sparta Area School District
Stevens Point-Rostov Veliky Sister City Project
ThedaCare – Shawano
United Methodist Church – Hudson
United Methodist Church – Neenah
University of Wisconsin – Barron County
University of Wisconsin Extension – Juneau County
University of Wisconsin – Marathon County
University of Wisconsin at Marinette, Continuing Ed/Intl Students
University of Wisconsin – Marshfield/Wood County
University of Wisconsin – Richland
U.S. District Court for the Eastern District of Wisconsin
U.S. District Court for the Western District of Wisconsin
Vernon County Office, Family and Children's Center
Western Technical College – La Crosse
World Services of La Crosse, Inc

Federal and State Host Judges
Charles N. Clevert, *District Judge* – Milwaukee
Barbara Crabb, *District Judge* – Racine
Patricia Gorence, *Magistrate Judge* – Milwaukee
Rudolph Randa, *District Judge* – Milwaukee

WYOMING

National Grantee
Vista360°, Inc. – Jackson

Local Host Organizations
Brown, Drew & Massey, LLP – Casper
Friendship Force – Cheyenne
Rotary Club – Kemmerer
Vista 360°, Inc. – Jackson
U.S. District Court for the District of Wyoming – Casper
Wyoming Global Leadership Exchange – Jackson

Federal and State Host Judges
William F. Downes, *District Judge* – Casper

TAB 3:

Open World Delegations by Date – CY2019



OPEN WORLD
LEADERSHIP CENTER

2019 Program Calendar

U.S. Arrival Date	Theme	Country	Host Organization	Host Location
28-Jan	Parliamentary Staffers	Georgia	Georgia to Georgia	Atlanta, GA
30-Jan	Legislators/Legislative Issues- Budgets for Social Safety Net Issues	Ukraine	Council on International Relations	Santa Fe, NM
30-Jan	Legislators/Legislative Issues- Health Issues	Ukraine	Global Ties Arkansas	Little Rock, AR
30-Jan	Legislators/Legislative Issues- Health Issues	Ukraine	Iowa Sister States	Des Moines, IA
30-Jan	Legislators/Legislative Issues- IDP Support	Ukraine	Friendship Force of Lincoln	Lincoln, NE
5-Feb	Members of Parliament	Serbia	Virginia Commonwealth University	Richmond, VA
13-Feb	Local Legislators	Russia	Gulf Coast Diplomacy Council	Pensacola, FL
13-Feb	Local Legislators	Russia	GlobalJax	Jacksonville, FL
13-Feb	Local Legislators	Russia	WorldMontana	Helena, MT
13-Feb	Local Legislators	Russia	Tulsa Global Alliance	Tulsa, OK
20-Feb	Health Care Policy Making	Georgia	Friendship Force of Memphis	Memphis, TN
20-Feb	Legislators/Legislative Issues- Budget Issues/Appropriations	Ukraine	Friendship Force of Atlanta	Atlanta, GA
20-Feb	Legislators/Legislative Issues- Budget Issues/Appropriations	Ukraine	Iowa Sister States	Des Moines, IA
20-Feb	Legislators/Legislative Issues- Education Issues	Ukraine	Global One to One	Albuquerque, NM

20-Feb	Legislators/Legislative Issues- Education Issues	Ukraine	Springfield Commission on International Visitors	Springfield, IL
25-Feb	Members of Parliament	Macedonia	Vermont Council for World Affairs	Burlington, VT
27-Feb	Renewable Energy-Auction System-Transition to Market Competition	Serbia	Utah Council for Citizen Diplomacy	Salt Lake City, UT
27-Feb	Energy Efficiency	Ukraine	e-Rotary Club of Houston	Houston, TX
27-Feb	Energy Efficiency	Ukraine	Modesto Sister Cities	Modesto, CA
27-Feb	Renewable Energy	Ukraine	Kittanning Rotary Club	Kittanning, PA
27-Feb	Renewable Energy	Ukraine	Ukrainian-American Environment Association	Montgomery County, MD
6-Mar	Women in Politics	Russia	Northern Nevada International Center	Reno, NV
6-Mar	Women in Politics	Russia	Metairie Rotary Club	Metairie, LA
6-Mar	Women in STEM	Russia	Colleagues International	Kalamazoo, MI
6-Mar	Women in STEM	Russia	International Cultural Educational Association	Round Lake, IL
6-Mar	Women Leaders	Tajikistan	Friends Forever International	Durham, NH
11-Mar	Parliamentary Staffers	Ukraine	International Visitors Council of Columbus, Inc.	Columbus, OH
20-Mar	Media/Journalism	Russia	New Hampshire Seacoast Club	Dover, NH
20-Mar	Media/Journalism	Russia	World Affairs Council of St. Louis	St. Louis, MO

20-Mar	Monitoring Human Rights Court Cases	Russia	World Affairs Council of Kentucky and Southern Indiana	Louisville, KY
20-Mar	Parliamentary Journalism	Russia	Friendship Force of Madison	Madison, WI
20-Mar	Responsible Journalism: Combating Disinformation	Serbia	International Center of Syracuse	Syracuse, NY
25-Mar	Members of Parliament	Kazakhstan	Friendship Force of National Capital Area	Washington, DC
27-Mar	Banking Sector Reform	Kyrgyzstan	International House	Charlotte, NC
27-Mar	Civil Aspects of International Child Abduction	Kyrgyzstan	Empower International	Phoenix, AZ
27-Mar	Anti-Narcotics	Ukraine	Friendship Force The Villages	The Villages, FL
27-Mar	Anti-Narcotics	Ukraine	Heartland Family Services	Omaha, NE
27-Mar	Anti-Trafficking in Women	Ukraine	Council Bluffs Sister City Association	Council Bluffs, IA
27-Mar	Anti-Trafficking in Women	Ukraine	Sheboygan Rotary Club	Sheboygan, WI
27-Mar	Persons with Disabilities/Autism	Ukraine	Citizen Diplomacy International	Philadelphia, PA
27-Mar	Persons with Disabilities/Autism	Ukraine	Winona Rotary Club	Winona, MN
27-Mar	Roma Issues	Ukraine	Global Ties Kansas City	Kansas City, MO
4-Apr	Judges-Jury Trials	Armenia	International Visitors Council	Columbus, OH
4-Apr	Judges	Estonia	University of Maryland Baltimore Campus	Baltimore
4-Apr	Judges	Georgia	Iowa International Center	Des Moines, IA

4-Apr	Judges- Working with Whistleblowers in Criminal Investigations	Serbia	Council of International Programs Chicago	Chicago, IL
4-Apr	Judges	Ukraine	Vermont Council for World Affairs	Burlington, VT
9-Apr	Members of Parliament- Strengthening Committee Operations to Promote Judiciary Reform	Kyrgyzstan	People to People International	Tempe, AZ
20-Apr	Rumsfeld Fellows	Various	TBD	TBD
20-Apr	Rumsfeld Fellows	Various	TBD	TBD
24-Apr	News and Media Literacy	Belarus	Minneapolis University Rotary Club	Minneapolis, MN
24-Apr	Children's Librarians	Russia	West Wichita Rotary Club	Wichita, KS
24-Apr	Legal Mediation	Russia	New Haven Rotary Club	New Haven, CT
24-Apr	National Parks	Russia	People to People International	Los Angeles, CA
24-Apr	Partnerships (Civic Activism, NGO, Comm Dev.)	Russia	CIPUSA	Cleveland, OH
24-Apr	Partnerships (Civic Activism, NGO, Comm Dev.)	Russia	Vladimir Canterbury Sister City Association	Bloomington, IL
24-Apr	Partnerships (Civic Activism, NGO, Comm Dev.)	Russia	Harrisburg Rotary Club	Harrisburg, TX
29-Apr	Members of Parliament	Tajikistan		
1-May	Women in Agriculture	Ukraine	Great Lakes Consortium for International Training and Development	Toledo, OH
14-May	Members of Parliament	Georgia	WorldMontana	Helena, MT
15-May	Local Legislators	Kazakhstan	TBD	TBD
15-May	Public Defenders	Russia	GlobalPittsburgh	Pittsburgh, PA
15-May	Regional Economic Development- Fishing Industry and Tourism	Russia	Homer-Kachemak Rotary Club	Homer, AK

15-May	Anti-Corruption	Serbia	International Center of the Capital Region	Albany, NY
15-May	Accountability in Government	Uzbekistan	New Orleans Citizen Diplomacy Council	New Orleans, LA
29-May	Civic Education	Armenia	Blount County Sister City Organization	Maryville, TN
29-May	Public Broadcasting and Governance	Armenia	Detroit Rotary Club	Detroit, MI
29-May	Higher Education Policy Making	Georgia	TBD	TBD
29-May	Civic Program	Moldova	TBD	TBD
29-May	Civil Society NGOs	Moldova	WSOS/ Great Lakes Consortium for International Training and Development	Toledo, OH
29-May	Decentralization/Reg. Ec. Dev	Ukraine	TBD	TBD
29-May	Decentralization/Reg. Ec. Dev	Ukraine	TBD	TBD
29-May	Issues of IDPs	Ukraine	Global Ties Akron	Akron, OH
29-May	Issues of IDPs	Ukraine	Tulsa Global Alliance	Tulsa, OK
29-May	Women Veterans	Ukraine	West Virginia Council of International Programs	Morgantown, WV
29-May	Women Veterans	Ukraine	International Center of Syracuse	Syracuse, NY
3-Jun	StrategEast	Multi	Citizen Diplomacy International	Philadelphia, PA
3-Jun	StrategEast	Multi	Virginia Commonwealth University	Richmond, VA
5-Jun	Rural Tourism Development	Georgia	Parker Rotary Club	Parker, CO

5-Jun	Community-Led Tourism Development	Kosovo	World Affairs Council	Seattle, WA
5-Jun	Integrating Renewable Energy into the Power Supply	Kosovo	Utah Council for Citizen Diplomacy	Salt Lake City, UT
5-Jun	Decentralization of Health Care	Ukraine	Houston Skyline Rotary Club	Houston, TX
5-Jun	Decentralization of Health Care	Ukraine	Mid Cities Pacesetters Rotary Club	Bedford, TX
5-Jun	Infrastructure Development	Ukraine	Friendship Force of Milwaukee	Milwaukee, WI
5-Jun	Local Governance-Regional Economic Development	Ukraine	TBD	TBD
5-Jun	Local Governance-Regional Economic Development	Ukraine	Cincinnati WAC	Cincinnati, OH
5-Jun	Scouting/Leadership/Change Agent	Ukraine	Rochester Global Connections	Rochester, NY
5-Jun	Parliamentary Staffers	Uzbekistan	TBD	TBD
12-Jun	U.S. Libraries/Community Centers	Kazakhstan	Fort Worth Sister Cities International	Fort Worth, TX
12-Jun	Partnerships (Civic Activism. Comm. Development, etc..)	Russia	Sister Cities of Louisville, Inc.	Louisville, KY
12-Jun	Partnerships (Civic Activism. Comm. Development, etc..)	Russia	Grants Pass Sister City Committee	Grants Pass, OR
12-Jun	Partnerships (Civic Activism. Comm. Development, etc..)	Russia	Maryland Sister States	Annapolis, MD
12-Jun	Partnerships (Civic Activism. Comm. Development, etc..)	Russia	White Bear Lake Rotary Club	White Bear Lake, MN
18-Jun	Members of Parliament-Women Parliamentarians	Serbia	Dobbs Ferry, Mercy College	Dobbs Ferry, NY
20-Jun	Judges	Mongolia	Center for International Understanding, Inc.	Princeton, WV
20-Jun	Judges	Mongolia	TBD	TBD

20-Jun	Prosecutors	Mongolia	International Visitors Center of Jackson	Jackson, MS
9-Jul	Members of Parliament	Ukraine	TBD	TBD
23-Jul	Members of Parliament	Mongolia	TBD	TBD
4-Sep	Improving Civic Education	Georgia	University of Kansas Center for Russian, East European, and Eurasian Studies	Lawrence, KS
4-Sep	Parliamentary Staffers	Kazakhstan	Global Ties Alabama	Huntsville, AL
4-Sep	Access to Public Information	Ukraine	TBD	TBD
4-Sep	Free Legal Aid (War Veteran's Legal Aid)	Ukraine	Gulf Coast Citizen Diplomacy Council	Pensacola, FL
4-Sep	Free Legal Aid (War Veteran's Legal Aid)	Ukraine	TBD	TBD
4-Sep	Labor Protection	Ukraine	United Religious Community/Welcoming Michiana	South Bend, IN
4-Sep	LGBT Issues/Legal Protections	Ukraine	WorldChicago	Chicago, IL
9-Sep	Members of Parliament- The Legislature's Role in Oversight of Independent Institutions	Kosovo	Mercy College	Dobbs Ferry, NY
11-Sep	Demographics and Epidemiology	Russia	Dacotah Territory International Visitor Program	Sioux Falls, SD
11-Sep	Nelson Fellows-Cardiology	Russia	University of Nebraska Medical Center	Omaha, NE
11-Sep	Palliative Care	Russia	CIPUSA	Cleveland, OH
11-Sep	Pediatric Trauma Burn Treatment	Russia	Rotary Club of Longmont	Longmont, CO
11-Sep	Sports Disability Programs	Russia	TBD	TBD
11-Sep	Sports Disability Programs	Russia	TBD	TBD

23-Sep	Members of Parliament	Moldova	International Focus Raleigh	Raleigh, NC
25-Sep	Alternative Energy	Russia	Hilo/Hawaii Rotary Club	Hilo, HI
25-Sep	Smart Cities	Russia	TBD	TBD
25-Sep	Watershed Management	Russia	Covington Rotary Club	Covington, KY
25-Sep	U.S. Wastewater Treatment and Management with Linkage to Solid Waste Management System	Serbia	Milwaukee Rotary Club	Milwaukee, WI
25-Sep	Energy Management	Uzbekistan	York Rotary Club	York, PA
9-Oct	Community Nursing and Administration	Azerbaijan	Green Bay West Rotary Club	Green Bay, WI
9-Oct	Community Pre-School Education	Azerbaijan	Adrian Morning Rotary Club	Adrian, MI
9-Oct	Innovation in Education	Tajikistan	Boulder Dushanbe Sister Cities	Boulder, CO
9-Oct	Inclusive Education	Ukraine	Tooele Sister Cities, Inc.	Tooele, UT
9-Oct	Inclusive Education	Ukraine	Las Vegas Rotary Club	Las Vegas, NV
9-Oct	Internationalization of Education	Ukraine	TBD	TBD
9-Oct	Medical Issues-Education	Ukraine	Umpqua Community College	Roseburg, OR
9-Oct	Medical Issues-Education	Ukraine	Grove City Rotary Club	Grove City, OH
9-Oct	STEM Education and Alternative Learning	Ukraine	Hutchinson Rotary Club	Hutchinson, KS
17-Oct	Judges- Commercial Law/IPR Issues	Azerbaijan	TBD	TBD
17-Oct	Judges	Kazakhstan	Central Michigan University	Mount Pleasant, MI
17-Oct	Judges- Criminal Justice Sector Reform	Kyrgyzstan	Council of International Programs Chicago	Chicago, IL

17-Oct	Judges	Moldova	CIPUSA	Cleveland, OH
17-Oct	Judicial Academy	Russia	Northern Nevada International Center	Reno, NV
19-Oct	Rumsfeld Fellows	Various	TBD	TBD
19-Oct	Rumsfeld Fellows	Various	TBD	TBD
21-Oct	Members of Parliament	Uzbekistan	World Affairs Council of Rhode Island	Providence, RI
30-Oct	Climate-Smart Agriculture	Azerbaijan	Jefferson City Breakfast Rotary Club	Jefferson City, MO
30-Oct	Tourism Development	Belarus	Liberty Rotary Club	Liberty, NY
30-Oct	Combatting Violent Extremism	Russia	International Institute of Buffalo	Buffalo, NY
30-Oct	Disaster Response	Russia	Gulf Coast Citizen Diplomacy Council	Pensacola, FL
30-Oct	Identify/Treating Domestic Violence	Russia	Oak Park-River Forest Rotary Club	Oak Park, IL
30-Oct	Internally Displaced Persons	Russia	Global Ties Detroit	Detroit, MI
30-Oct	Public and Private Response to Emergencies	Russia	The Archangel Committee	Portland, ME
6-Nov	Parliamentary Staffers	Macedonia	TBD	TBD
12-Nov	Members of Parliament	Armenia	International Center of the Capital Region	Albany, NY
13-Nov	Community Journalism	Moldova	TBD	TBD
13-Nov	Responsible Journalism: Combating Disinformation	Serbia	TBD	TBD
13-Nov	Investigative Journalism	Ukraine	World Affairs Council of Kentucky and Southern Indiana	Louisville, KY
13-Nov	Investigative Journalism	Ukraine	U.S.-Ukraine Foundation	Fairfax, VA/D.C.

13-Nov	Media Literacy	Ukraine	International Cultural Educational Association	Round Lake, IL
13-Nov	Media Literacy	Ukraine	Cincinnati-Kharkiv Sister City Partnership	Cincinnati, OH
4-Dec	Entrepreneurship in Small and Medium Enterprises	Belarus	Lincoln Rotary Club	Lincoln, CA
4-Dec	Entrepreneurship	Russia	Northampton Community College	Bethlehem, PA
4-Dec	Entrepreneurship	Russia	Clovis Rotary Club	Clovis, CA
4-Dec	Small and Medium Sized Enterprises	Russia	Citizen Diplomacy Council	Philadelphia, PA
4-Dec	Small and Medium Sized Enterprises	Russia	Fox Valley Technical College	Appleton, WI
4-Dec	Science and Technology Entrepreneurship	Uzbekistan	Seattle-Tashkent Sister City Association	Seattle, WA
10-Dec	Members of Parliament	Ukraine	WorldMontana	Helena, MT

John C. Stennis Center for Public Service

FY 2020 Budget Request



Stennis Center for Public Service
Congressional Staff Training and Development
Budget Request for Fiscal Year 2020

Introduction

Congress created the John C. Stennis Center for Public Service in 1988 (PL 100-458) as an agency of the Legislative Branch specifically to promote and strengthen public service leadership in America. It is governed by a Board of Directors[1] appointed by the Speaker and the Minority Leader of the House and by the Majority and Minority Leaders of the Senate and is located in Starkville, Mississippi with an office in Washington, DC.

Congressional staff training and development activities are the focal point for the Stennis Center's work. The core of this effort is a unique bipartisan, bicameral leadership development program for senior-level Congressional staff known as the Stennis Congressional Staff Fellows program. Since the program began in the 103rd Congress, work with Congressional staff has been expanded to include a mentoring program for junior staff and a program for summer interns working in Congressional offices. The Stennis Center also conducts programs connecting Congressional staff leaders with military leaders, as well as a variety of other learning opportunities presented to Congressional staff during each Congress.

The Stennis Fellows program brings together House and Senate chiefs of staff, committee staff directors, legislative directors, and other senior professional staff leaders in an extensive leadership development program focused on issues confronting the Congress as a vital institution of American democracy. Each Congress, an independent committee selects 32 to 34 Congressional staff nominated by Members of Congress. The aim of the program is to strengthen the capacity of these staffers to confront the challenges facing the Legislative Branch and thereby to better serve Members and their constituents.

This program is modeled on executive development programs available in the Executive Branch and in the private sector, but it is designed specifically for the unique needs of senior-level staff in Congress. By bringing together Congressional staff expressly to strengthen their leadership skills and to build bipartisan, bicameral relationships, the program fills a need that is not addressed by any other program. To date, close to 370 Stennis Fellows have participated in the program, many of whom continue to be involved in the Center's activities as Senior Stennis Fellows.

One of the ways Senior Stennis Fellows continue to support Congressional public service leadership is through the Emerging Congressional Staff Leaders program. Begun in the 106th Congress, this mentoring program was created for staff members who have served less than five years on Capitol Hill but have demonstrated a commitment to Congress and potential for future

leadership. Senior Fellows serve as mentors to Emerging Leaders, providing guidance and insights that enable Emerging Leaders to strengthen their leadership potential and better serve their Member or Committee. The Emerging Leaders also develop strong and meaningful bonds that bridge party and chamber boundaries. Over 160 young staffers have participated in this program since its inception.

Additionally, the Stennis Center conducts a program for selected summer interns in the Congress that enhances their intern experience. Senior Stennis Fellows share their insights and expertise with these promising young leaders through a series of forums and interactive experiences that reveal both the real workings of the Congress as well as the challenges and rewards of Congressional public service. Since the program began in 2003, over 460 Congressional interns have participated.

The Stennis Center also provides other learning opportunities for senior staff, including programs for Senior Stennis Fellows. For example, senior Congressional staff members are regularly brought together with senior military leaders to build relationships and to facilitate a mutual understanding of their respective cultures. Joint programs have also been conducted with the Wharton School at the University of Pennsylvania and the Harry S. Truman Scholarship Foundation bringing senior Congressional staff together with upcoming business leaders and public service scholars respectively. The Stennis Center has recently partnered with the John F. Kennedy School of Government at Harvard University, connecting current Stennis Fellows and Senior Stennis Fellows with Harvard faculty and researchers examining how Congress can best work through political polarization to pass vital legislation.

In the 112th Congress, the Stennis Center established the William E. "Eph" Cresswell Congressional Staff Leadership Award to recognize an exceptional Congressional staff leader each Congress. The award is named for Eph Cresswell who served as Administrative Assistant and Chief of Staff for U.S. Senator John Stennis from 1958 to 1989. To date, there have been five recipients of the award.

In addition to the Congressional Staff Training and Development activities, the Stennis Center conducts a wide array of programs ranging from leadership development for promising high school students and women in public service to programs for Members of Congress.

Since the Stennis Center was founded in 1989, the Center has maintained an effort to improve the quality and character of public service by encouraging more women to seek elected and appointed office. Most of that work so far has been focused on 14 Southern states. In April 2018 the Stennis Center convened women leaders from local, state, and federal government in Asheville, North Carolina to celebrate contributions Southern women have brought to public service leadership and to chart a course for continued growth in the participation of women in government leadership. The Southern Women in Public Service program was founded in 1991 under the leadership of Lindy Boggs, former U.S. Ambassador to the Holy See, who also served 17 years as a Member of Congress from Louisiana. Engaging female Members of Congress

from both political parties to serve as speakers and motivators is a tradition and highlight of the program, with former speakers including: U.S. Senators Elizabeth Dole (R-NC), Heidi Heitkamp (D-ND), Kay Bailey Hutchison (R-TX), Nancy Kassebaum (R-KS), Mary Landrieu (D-LA), and Blanche Lincoln (D-AR), and U.S. Representatives Marsha Blackburn (R-TN), Tillie Fowler (R-FL), Kay Granger (R-TX), Karen Handel (R-GA), Eddie Bernice Johnson (D-TX), Sheila Jackson Lee (D-TX), Marilyn Lloyd (D-TN), Denise Majette (D-GA), Marjorie Margolies-Mezvinsky (D-PA), Cynthia McKinney (D-GA), Sue Myrick (R-NC), Anne Northup (R-KY), Martha Roby (R-AL), Debbie Wasserman Schultz (D-FL), and Karen Thurman (D-FL).

FY 2020 Budget Request: $430,000

While most Stennis Center programs are funded from interest earned on the Stennis Center's $7.5 million trust fund established by Congress in 1988, Congress began funding the Stennis Center's Congressional staff leadership development programs in FY 2006 through an annual appropriation (as authorized in 2 USC 1109). This annual funding was necessitated by a decline in interest income from the trust fund, which is required to be invested in U.S. Treasury securities. Interest income had declined from 9.125 percent when the fund was established to 3.5 percent in 2006. As interest rates have continued to decline (currently at 2.25 percent), the annual appropriation for Congressional staff training and development has become critical to enabling the Stennis Center to maintain its high standard of commitment to the Congressional staff leadership programs without eliminating other programs.

The Congressional Staff Training and Development activities are conducted in a two-year cycle that corresponds to the Congressional calendar. Because of this, expenses for the programs generally peak during the second session of Congress. For FY 2019, the first session of the 116th Congress, the $430,000 appropriation equaled program costs. In FY 2020, total expenses are expected to be more than the $430,000 appropriation. This shortfall in the annual appropriation will be covered by earnings from the trust fund.

The Stennis Center strives to present the highest quality programs for Congressional staff at the lowest possible cost. Actual expenditures for these programs in FY 2018 included: employment of staff to conduct the programs totaling $126,900; direct program costs including speakers, facilities, travel, food and lodging at $256,900; office lease and utilities at $42,800; printing, copying and postage at $1,400; and equipment and supplies at $2,000.

The $430,000 appropriations request for FY 2020 is essential to enable the Stennis Center to continue to provide leadership training and development opportunities to Congressional staff as mandated by its authorizing legislation. Without the appropriation, the highly successful Congressional Staff Fellows, Emerging Leaders, and Congressional Intern programs would be severely reduced, if not eliminated.

FY 2020 Budget Request Detail

Congressional Staff Programs
(by Program Activity)

Stennis Congressional Staff Fellows Program	$286,800
Emerging Congressional Staff Leaders Program	38,000
Stennis Leadership Program for Congressional Interns	35,500
Civil-Military Leadership Program for Members and Staff	29,500
Senior Stennis Congressional Staff Fellows Program	40,200
Total	**$430,000**

(by Object Classification)

Personnel	$132,000
Direct Program Costs (including speakers, facilities, travel, food and lodging)	246,500
Office Lease and Utilities	47,000
Printing, Copying and Postage	2,000
Equipment and Supplies	2,500
Total	**$430,000**

Conclusion

As a Legislative Branch agency established to promote and strengthen public service leadership, the Stennis Center is uniquely positioned to provide leadership development opportunities for Congressional staff. Like their counterparts in the Executive Branch and similar to professionals in the private sector, Congressional staff benefit from opportunities to strengthen their skills through leadership development. Furthermore, the design of the Center's Congressional staff programs enables staff leaders across chamber and party lines to learn from each other and build relationships that would otherwise not be possible.

While the individual Congressional staff leaders who participate in Stennis Center programs benefit greatly from the experience, there are also significant benefits to the Members of Congress they serve, and to citizens as these staff strengthen their leadership skills. And perhaps there is no greater beneficiary than the institution they serve – the United States Congress. The primary focus of the program is to strengthen the effectiveness of Congress to fulfill its Constitutional role as a vital institution of American democracy. To meet the demands and complexities of a rapidly changing nation, Congressional staff leaders must continually sharpen their leadership skills and expand their understanding.

The Stennis Center will use the $430,000 appropriation requested to accomplish its Congressional mandate to provide Congressional staff training and development opportunities while it continues to achieve its broader mission to promote and strengthen public service leadership in America. We are grateful for the opportunity to work with such highly-qualified individuals who are committed to public service in the Legislative Branch and who are eager for opportunities to further develop their leadership abilities.

*** 1

– List of current board members.

Rex G. Buffington, II
Executive Director of the Stennis Center for Public Service

Thomas A. Daffron
Former U.S. Senate Chief of Staff

Gregg Harper
Former U.S. Representative from Mississippi

Michael Moore
Former Attorney General of Mississippi

Martha Roby
U.S. Representative from Alabama

Terri A. Sewell
U.S. Representative from Alabama

Roger F. Wicker
U.S. Senator from Mississippi