PRIORITIES OF THE HOUSE OFFICERS AND LEGISLATIVE BRANCH ENTITIES FOR FY 2018 AND BEYOND

HEARING

BEFORE THE

COMMITTEE ON HOUSE ADMINISTRATION

HOUSE OF REPRESENTATIVES

ONE HUNDRED FIFTEENTH CONGRESS

FIRST SESSION

FEBRUARY 6, 2017

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PRIORITIES OF THE HOUSE OFFICERS AND LEGISLATIVE BRANCH ENTITIES FOR FY 2018 AND BEYOND

MONDAY, FEBRUARY 6, 2017

HOUSE OF REPRESENTATIVES,
COMMITTEE ON HOUSE ADMINISTRATION,
Washington, DC.

The Committee met, pursuant to call, at 5:00 p.m., in Room 1310, Longworth House Office Building, Hon. Gregg Harper [Chairman of the Committee] presiding.

Present: Representatives Harper, Davis, Comstock, Walker, Smith, Loudermilk, Brady, Lofgren, and Raskin.

Staff Present: Sean Moran, Staff Director; Kim Betz, Senior Advisor; Cole Felder, Counsel; C. Maggie Moore, Legislative Clerk; Erin McCracken, Communications Director; Rob Taggart, Deputy Legislative Clerk/Oversight; Alex Attebery, Staff Assistant; Katie Patru, Deputy Staff Director for Outreach and Communications; Jamie Fleet, Minority Staff Director; Matt Pinkus, Minority Senior Policy Advisor; Khalil Abboud, Minority Chief Counsel; Eddie Flaherty, Minority Chief Clerk; Teri Morgan, Minority Deputy Counsel; and Meredith Connor, Minority Staff Assistant.

The CHAIRMAN. I now call to order the Committee on House Administration for the purpose of starting today's hearing on the operations and priorities of the House officers and legislative branch entities. A quorum is present, so we may proceed.

I would like to start off by thanking my colleagues and our witnesses for your attendance today. I know how busy everyone is, and we appreciate your flexibility and willingness to appear this afternoon. I would also like to thank our witnesses for their hard work and assistance during our New Member Orientation, for their help in creating a very smooth transition for Members and their staff into the 115th Congress, and especially for the incredible amount of work that went into securing and hosting the Presidential inauguration. We know many months of preparation went into ensuring our government carried out the sacred peaceful transition of power from one administration to another.

2017 marks the Committee on House Administration's 70th year of existence. We are holding this hearing earlier than usual because I felt it was prudent that we as a Committee have an opportunity to hear from each of you as we start this Congress. We share a common goal of serving both the public and our Members and staff. I believe that this Committee and your agencies will only be successful in accomplishing that goal if we work together. We want

to know you priorities, needs, and expectations for 2017 and 2018. We also want to hear from you about any issues that are pending or may come up this Congress. I look at this hearing as a way to put it all out on the table so we can speak and have this discussion.

Each of you plays a unique and critical role in serving the public as well as Members and staff. For example, the Architect of the Capitol maintains the buildings and grounds across the Capitol complex and Supreme Court so that we can conduct business on behalf of the American people. The Library of Congress is the collector and protector of the world's largest assemblage of catalog books, photographs, films, maps, sheet music, and more things than we can mention. The Government Publishing Office is responsible for the collection, production, distribution, and preservation of public information for all three branches of government. The United States Capitol Police is charged with keeping our Nation's democracy safe. We must meet the demands of today. That includes, among other things, protecting against ever-evolving technologies.

Like many organizations, you have to protect your infrastructures from those who wish us harm. Your agencies are also forced to meet their missions in a very difficult budget environment. This is when priorities become essential, as well as using the resources allocated by Congress wisely.

Again, I look forward to hearing from you today, working with you in the future, and I thank you for your appearance before our Committee today.

I would now like to recognize my colleague and Ranking Member, Mr. Brady, for the purpose of providing an opening statement.

Mr. Brady.

[The statement of The Chairman follows:]

Mr. BRADY. Thank you, Mr. Chairman. And thank you for holding this hearing.

I first would like to introduce our newest member of our Committee, Congressman Jamie Raskin from Maryland. Congressman Raskin has big shoes to fill succeeding my friend my friend Chris Van Hollen, who moved over to the House of Lords down the hall, otherwise known as the United States Senate. Jamie will be a great asset to this Committee. During his decade in the Maryland senate, he was a leader on campaign finance and election reform issues.

And to our witnesses today, a word of caution: Jamie is a local member. So he represents many of your employees. So I expect him to be paying very close attention to how your agencies run. So, welcome, Congressman Raskin.

Mr. RASKIN. Thank you so much.

Mr. BRADY. I would like to be brief because I want to hear from our agencies. But I have four quick comments.

Chief, your team did an excellent job with the inauguration, the Women's March, and all the activities surrounding the start of the new Congress. Sean Gallagher did a great job on Inauguration Day. So I want to make sure you knew we were paying attention. Also, I want to personally thank you for you coming into my city, the city of Philadelphia, and making me proud. Your office did an

excellent job under tough, tough circumstances. Hot as could be with their vests at the checkpoints, and they really, really did a professional job and made everybody—made me proud of the job that you do, and let everybody know that you do the same exact job in D.C. So I want to thank you for that.

To the Librarian, I look forward to having you in Philadelphia soon. I understand you are coming to see me, and I wanted to acknowledge that I thought David Mao did an excellent job as Acting Librarian, and I am sad to see him go. And I know we will have your work cut out for you. But you can handle it, I am sure.

Stephen, your team did a great job on all the moves—though Weidemeyer always does a solid job. As someone who has a new suite in the Rayburn Office because you kicked me out of the Cannon—but that is okay; I like the Rayburn better now—I am continually impressed with your organization. And you did a great job for all of us. And I know it was a tough time because Members being moved when we don't have to move because of the remodeling of the Cannon, but it fit in well. And I thank you for that. Thank you from my office and doing a great job with that too.

Davita, thank you for always being available to me and my team and helping us work through some issues from time to time. I want you to know that I very much appreciate how difficult your job can be.

So that is all I have to say, Mr. Chairman. We are lucky to have these witnesses working for us, and I look forward to hearing from them.

The CHAIRMAN. Thank you, Mr. Brady.

And I would also like to introduce our new Members to this Committee. Not new to Congress, but new to the Committee: Barry Loudermilk and Adrian Smith.

Welcome. We are glad to have you here.

I am glad you mentioned David Mao, who we will miss. I can't believe he is having to work late on his last day at the Library of Congress.

But you are very much appreciated for all your hard work, Dr. Mao. And we wish you the very best in the future.

Does any other Member wish to be recognized for the purpose of an opening statement?

As a housekeeping matter, the hearing record will remain open for 5 legislative days so that Members may submit any supplemental materials they wish to include.

I would now like to introduce our witnesses for today. First, Stephen Ayers was appointed by the President and confirmed by the Senate to serve as the Architect of the Capitol in 2010, making him the 11th Architect of the Capitol. Mr. Ayers is responsible for the entire Capitol complex facility, management, operations, and including reasonable and responsible renovation and sustainability programs. He is also responsible for all the works of art in the Capitol, maintaining and restoration of the murals, outdoor sculptures, and other architecture elements throughout.

And we welcome you, Mr. Ayers.

Mr. AYERS. Thank you.

Dr. Carla Hayden was sworn in as the 14th Librarian of Congress on September 14, 2016. Her appointment to this position also

marked the very first time in our Nation's Library that we have had it led by a woman and an African American. She is a librarian's librarian, dedicating her entire career to pursuing the accessibility of libraries in communities. In her short time leading the Library, Dr. Hayden has already demonstrated her commitment to continuing the tradition of collecting, preserving, and making available a vast collection of educational resources, and protecting these collections for future generations.

The Committee welcomes you, Dr. Hayden.

Davita Vance-Cooks became the 27th individual to direct the U.S. Government Publishing Office in 2013. Ms. Vance-Cooks is the first woman and first African American to lead the agency and has served in a variety of management roles at GPO since 2004, I believe. As Director, Ms. Vance-Cooks has guided the agency towards cutting costs while at the same time modernizing GPO to improve services. Specifically, GPO has focused on expanding the electronic availability of government information via public apps, bulk data downloads, and of course e-books.

Welcome back, Ms. Vance-Cooks.

Ms. VANCE-COOKS. Thank you.

The CHAIRMAN. On March 21, 2016, Matthew R. Verderosa was sworn in as the Chief of the U.S. Capitol Police. Chief Verderosa is the ninth Chief and has served in numerous roles with the U.S. Capitol Police since, I believe, 1986, including positions in the Uniformed Services, the Patrol Division, the Internal Affairs Division, and the Training Services Bureau. As Chief of the U.S. Capitol Police, Chief Verderosa is responsible for commanding a force of sworn and civilian personnel who are dedicated to providing comprehensive law enforcement, security, and protective operations services to the U.S. Congress, Members, staff, millions of annual visitors, and the surrounding complex.

Welcome back, Chief Verderosa.

Chief VERDEROSA. Thank you, sir.

The CHAIRMAN. Again, we thank each of you for joining us today. The Committee has received your written testimony. At the appropriate time, I will recognize you for 5 minutes to present a summary of that information. Of course, you know how the light system works. When it goes yellow, you have 1 minute. And then red means bring it in for a landing at some point.

The Chair now recognizes the Architect of the Capitol, Stephen Ayers, for 5 minutes.

STATEMENTS OF THE HONORABLE STEPHEN T. AYERS, ARCHITECT OF THE CAPITOL; THE HONORABLE CARLA HAYDEN, PH.D., LIBRARIAN, LIBRARY OF CONGRESS; THE HONORABLE DAVITA VANCE-COOKS, DIRECTOR, GOVERNMENT PUBLISHING OFFICE; MATTHEW R. VERDEROSA, CHIEF OF POLICE, UNITED STATES CAPITOL POLICE

STATEMENT OF THE HONORABLE STEPHEN T. AYERS

Mr. AYERS. Thank you, Chairman Harper and Ranking Member Brady, and Members of the Committee. I really appreciate the opportunity to be with you today to provide an overview of the Architect of the Capitol's operations, achievements, and goals.

In 1793, George Washington laid the cornerstone of the United States Capitol, and construction began on Dr. William Thornton's winning design. Dr. Thornton is known as the first Architect of the Capitol. And today, nearly 225 years later, our Capitol campus has grown to more than 17.4 million square feet of space, spanning 36 facilities and 570 acres of grounds. Today the campus is home to more than 30,000 daily occupants and millions of visitors throughout the world and the United States.

In fiscal year 2016, we inspired more than 2.2 million visitors to the Capitol Visitor Center to explore the roots of our country's government through stories and hands-on activities. In addition, 1.2 million visitors to the United States Botanic Garden were informed about the important, often irreplaceable, value of plants to the well-being of our society.

Our mission to serve the Congress and the Supreme Court, preserve America's Capitol, and inspire memorable experiences recognizes the trust placed in us as the builder and steward of our country's most iconic landmarks. The 2,100 talented and dedicated men and women of the AOC proudly work 24 hours a day, 7 days a week, and 365 days a year to balance the responsibility of preserving historic buildings while meeting the demands of a modern workforce. Viewed from a distance, our buildings are inspiring and impressive. But up close, they are distressed as weather and age and deferred maintenance have destroyed their stone exteriors. The integrity of our buildings is threatened by water infiltration, which can have disastrous consequences.

The Congress continues to make good investments in stone preservation, our top priority, to reduce the risk for which we are extremely grateful. We have been able to make good progress to improve our infrastructure, and recently completed several major projects across the campus, including the first restoration of the United States Capitol dome and rotunda in more than 50 years, the initial phase of the Cannon House Office Building renewal, and the United States Capitol stone preservation project, the successful conservation of the Ulysses S. Grant Memorial, just to name a few.

The eyes of the Nation and the world are upon us each and every day. And we are honored to support so many high-profile events, including the 58th Presidential inauguration, where our team of professionals completed all of the necessary construction well ahead of schedule. We are pleased to play an important role in welcoming each new Congress. This year, our teams managed moves for 199 House Members in just 24 working days with not a single injury. And we are very proud of that. Our project prioritization process allows us to maximize each and every taxpayer dollar as we go about executing these essential projects. Yet risk remains. And we look forward to continuing to work with the Congress to address the growing backlog of preventive maintenance projects, today estimated at more than $1.5 billion.

Improving the energy efficiency of our campus is also a central concern. And over the last 10 years, we have achieved a 30.9 percent reduction in energy usage. Further reducing energy consumption remains an agency priority, and we have established a new 10-year goal of achieving an additional 20 percent reduction in energy consumption by the end of 2025.

We strive to be a world-class organization providing superior service to our clients. And we appreciate this Committee and the congressional community for your continued support. Thank you.

[The statement of Mr. Ayers follows:]

Statement of the Honorable Stephen T. Ayers, FAIA, LEED AP
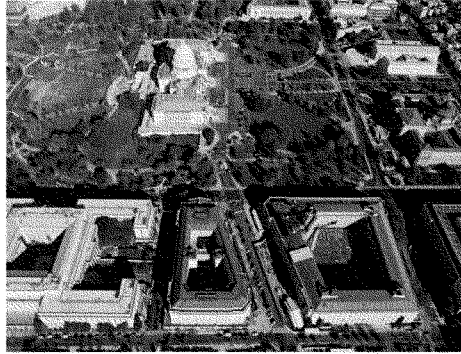Architect of the Capitol

Architect of the Capitol

Statement before the Committee on House Administration, United States
House of Representatives

February 6, 2017

Chairman Harper, Ranking Member Brady, and members of the Committee, I appreciate the opportunity to testify today and to provide an overview of the Architect of the Capitol's (AOC) operations, achievements and goals.

The AOC has a legacy that is rooted in the very beginnings of Washington, D.C., with the laying of the U.S. Capitol cornerstone in 1793. As the country grew, so did the U.S. Capitol campus and with it the AOC's responsibilities. Today, we operate and care for more than 17.4 million square feet across 36 facilities and 570 acres of grounds.

In the last two decades, our footprint has increased substantially. Along with the sheer growth in size, the complexity of operating these facilities has undergone significant

VIEW OF THE U.S. CAPITOL CAMPUS AND THE HOUSE OFFICE BUILDINGS

change. The number of people that work here has grown, and the number of people that visit has skyrocketed. The Capitol campus is home to 30,000 daily occupants and has hosted approximately 3.4 million visitors from throughout the U.S. and around the world in FY 2016. During this time, the AOC has not only kept up with, but staked a leadership role, in using innovative technology and addressing significant security challenges all while driving down injury rates, driving up energy efficiency and reducing costs.

In recent years, we have proudly undertaken several major projects across the campus, all on-time and within budget. This includes the first major restoration of the U.S. Capitol Dome and Rotunda in more than 50 years and the initial phases of the Cannon Renewal project and the conservation of the Ulysses S. Grant Memorial. We are also working hard on the next phase of the expansion of the Library of Congress' book storage facility complex at Fort Meade. However, much more work remains to address the deferred maintenance and capital renewal projects that make up a growing backlog of work estimated at $1.55 billion at the close of FY 2016.

Our mission – to serve Congress and the Supreme Court, preserve America's Capitol, and inspire memorable experiences for all who visit the buildings and grounds – is essential to the operations of the country's legislative and judicial branches of government.

Trusted Partner

Recognizing the trust placed in us by Congress and the American people, the talented men and women of the AOC, 2,100 strong, proudly work 24 hours a day, seven days a week, 365 days a year to provide Congress and the Supreme Court with the facilities and infrastructure to conduct their business.
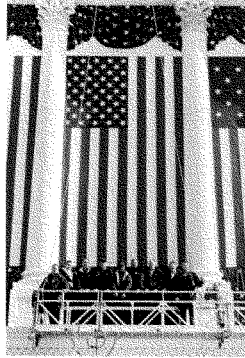
We are honored to be the builder and steward of the iconic landmarks of Capitol Hill, including the U.S. Capitol, Capitol Grounds, Capitol Visitor Center, House office Buildings, Library of Congress, Senate office buildings, U.S. Supreme Court and the U.S. Botanic Garden. Utilizing unique craftsmanship and ingenuity, we provide professional expertise on the preservation of the architectural and artistic elements entrusted to our care and manage the design, construction and maintenance of the facilities and grounds.

In addition, the AOC serves the Congress by supporting high-profile special events including the Presidential Inauguration, State of the Union, joint sessions of Congress, Congressional Medal of Honor ceremonies and laying in state in the Rotunda. And our teams manage the post-election office moves that occur every two years. This year, we conducted office moves for 199 members in the House of Representatives in just 24 working days with no injuries.

PREPARATIONS FOR THE 2017
PRESIDENTIAL INAUGURATION

The AOC's annual budget is approximately $600 million per year, and we currently manage more than $1 billion in active, concurrent construction projects. The AOC is funded across 10 separate appropriations accounts within the Legislative Branch Subcommittee, each having specific facility and operational responsibilities.

We are effective stewards of taxpayer dollars, and our expert management of federal funds has earned clean independent audit opinions 12 years in a row. Balancing growing needs and increasingly limited budgetary resources requires addressing repairs and upgrades while also attending to necessary security requirements, accessibility, code-compliance issues, historic preservation measures and the needs of AOC clients. Our ability to identify and execute cost-saving projects allows us to maximize each and every dollar.

In 2015, the AOC was one of the few agencies that successfully exceeded the energy reduction target established by the Energy Independence and Security Act of 2007, achieving a 30.9 percent reduction from the 2003 baseline. The installation of over $90 million in energy conservation measures in our buildings using energy savings performance contracts, which are great examples of public-private partnerships, significantly aided in this effort. Further reducing energy consumption remains an agency priority, and we have established a new 10-year goal of achieving an additional 20 percent reduction in energy consumption by the end of FY 2025.
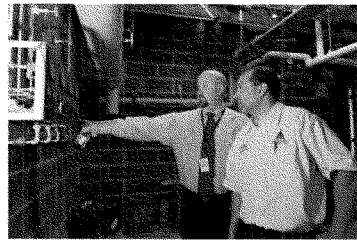
HOUSE EMPLOYEES MONITOR ENERGY USAGE BY
INSPECTING STEAM EQUIPMENT

The AOC requires a high-performing and engaged workforce to achieve our mission and continue to deliver and improve upon the services we provide. We have an agile and effective human capital program that uses technology to attract, source, recruit and acquire new talent.

Leaders in Promoting a Culture of Safety

The AOC's philosophy of "People First, Safety Always" serves as the foundation for continuous improvement. Our goal is to provide a safe, secure environment for all who work at or visit the Capitol campus, while also ensuring access to our public buildings.

We integrate safety into everything we do as we pursue our zero-injury safety culture. The Safety Observations and Reflections (SOAR) program was instituted to provide behavior-based training that focuses on what people do, analyzes why they do it and applies an intervention strategy for continuous improvement. In addition, we implemented several key safety initiatives and developed a safety dashboard to track metrics for safety, fire and environmental programs. These efforts have played a major role in our ability to decrease the injury and illness rate by 38 percent over the last 10 years.

CAPITOL GROUNDS JURISDICTION
TREE TRIMMING

Safety is also a major factor in planning and allocating funds for capital projects. The investments the Congress has made in the AOC have bolstered our efforts to create a healthier, safer and more vibrant workplace for the congressional community. To support this work, the AOC develops budget recommendations at levels required to ensure that all the facilities on the Capitol campus remain safe, functional and protected.

Looking ahead, the AOC has determined that a number of security enhancements put in place after September 11, 2001, are nearing the end of their useful life and will soon need to be replaced. To address this issue in a fiscally responsible manner, we plan to implement short-term, annual maintenance and security upgrades until funding is available for full replacement.

Experts in Preservation

The AOC uses the best tools available to manage our portfolio of diverse buildings and projects. We are determined to continue to be an industry leader in the use of effective project management to ensure that we direct finite resources in the most efficient and effective manner.

RESTORATION OF THE U.S. CAPITOL ROTUNDA

Across the Capitol campus, the AOC balances the responsibility of preserving historic buildings while meeting the needs of a modern workforce. Viewed from a distance, our buildings are inspiring and impressive, but up close, they are more distressing than impressive, as weather, age and deferred maintenance are destroying many of the finer details.

Stone preservation across the Capitol campus remains a top priority for us, as nearly every building is enveloped in stone and all have significant problems. While we face many challenges, we continue to successfully tackle this issue. Preservation of the exterior stone, windows and doors at the U.S.
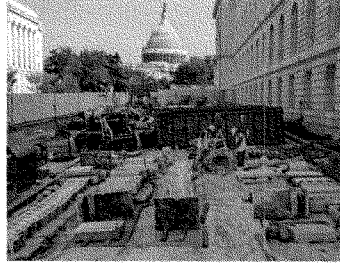
INITIAL PHASE OF THE CANNON RENEWAL PROJECT

Capitol, U.S. Botanic Garden, U.S. Supreme Court and Russell Senate Office Building are all underway. These projects will prolong the life expectancy and preserve the historic features of the buildings by preventing water and air infiltration, slowing deterioration of the stone and corrosion of the metals, repairing damage and removing soil and stains.

Here on the House-side of the campus, the Cannon Renewal project is well underway. The first phase of the project has been completed on-time and within budget. All members who occupied offices that are impacted by the second phase have been moved, and the west wing of the building is now closed.

In addition, we are making progress on the Rayburn House Office Building garage rehabilitation program. Ensuring this critical project advances as planned will prevent continued deterioration that has jeopardized the garage structure, resulted in the loss of parking spaces, and increased the risk of potential tripping hazards and falling stone.

I want to express my gratitude to this Committee and the congressional community for your support as we undertake these essential projects. You will continue to see us reaching out through town halls, newsletters, websites and signage as this work continues.
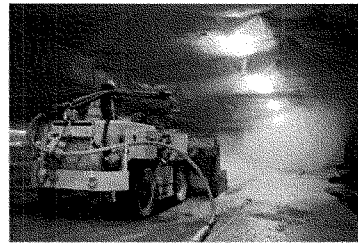
Conclusion

The AOC has four goals that it strives to achieve in order to carry out its mission to Serve, Preserve and Inspire:

RAYBURN GARAGE REHABILITATION PROJECT

- Maintain Awe-Inspiring Facilities
- Provide Extraordinary Services
- Foster an Innovative and Empowered Workforce
- Work as One Team, With One Mission

From cleaning up the campus after the January 2016 snow emergency, to supporting U.S. Supreme Court Justice Antonin Scalia's lying-in-repose ceremony, to planning and executing congressional office moves and supporting the 58th Presidential Inauguration, we strive to be a world-class organization providing superior service to our clients.

We appreciate the continued support of Congress to enable us to carry out our important mission.

The CHAIRMAN. Thank you, Mr. Ayers.

The Chair now recognizes the Librarian of Congress, Dr. Carla Hayden, for 5 minutes.

Dr. Hayden.

STATEMENT OF THE HONORABLE CARLA HAYDEN, PH.D.

Ms. HAYDEN. Thank you. Thank you, Chairman Harper, Ranking Member Brady, Members of the Committee. It is a great honor to appear here today for the first time, Chairman Harper, Ranking Member Brady, Members of the Committee.

I would like to start by thanking each of you that I have had an honor to meet for your warm welcome, your offers of support, and the commitment that you have expressed for the Library since I have been in the position. You and your predecessors in this body built the Library, and it remains one of the greatest gifts and legacies that Congress has given to the American people.

I would also like to recognize Deputy Librarian Dr. David Mao. As you know, David served as the Acting Librarian of Congress for an entire year. And during that time, he led many efforts to improve Library management and operations. David has accepted a leadership position at the Georgetown University and will be leaving the Library later this month. So I wanted to personally thank him for his service and thank him for making my transition so much easier.

I was asked recently what my favorite thing is about being the Librarian of Congress. And what it is, is that every day I have the opportunity to discover something new, from letters written by Rosa Parks to photographs of early inaugurations through history to a letter that Albert Einstein wrote to Sigmund Freud. These treasures are rivaled only by the staff.

During my first months at the Library, I conducted a listening tour, meeting with staff and learning about our operations. It has been the highlight of my first 4 months to meet these incredibly dedicated and skilled public servants. I have assembled my senior leadership team and established our communications channel so we can work effectively and efficiently for the institution. I have met with many Members of Congress to learn more about your perspective on the Library. And I have also met with dozens of groups and individuals in the creative community and other users of the Copyright Office. And, finally, I have taken some initial steps toward increasing the Library's accessibility, both onsite and online. We have opened the Librarian's Ceremonial Office and expanded the hours of our Young Readers Center. We have launched a new home page that is more dynamic. And as many of you know, I am now tweeting, allowing me to interact directly with Library users around the globe. It has been a stimulating and energizing 4 months. And it is just the beginning of, I hope, a very exciting dynamic time.

The Library has undertaken a visioning effort that involves analyzing trends at other information-based organizations. I have been working with our new strategic planning officer to strengthen how we plan, develop goals, and track our progress. We are also formulating a Library-wide digital strategy. Of course, a digital strategy hinges on good IT, information technology, fundamentals. As this

Committee is very much aware, the Library has had some challenges in the area of information technology. But I am pleased to report that important progress is being made.

Among the recommendations the Library received was to hire a chief information officer. In September of 2015, Bernard Barton, Bud, began as CIO. He joins me today. Under his leadership, we have made steady progress in implementing recommendations made by the GAO and the Library's inspector general to improve information technology services, most importantly in the areas of better defined investment planning, cybersecurity, and centralization. I appreciate all that Mr. Barton and his staff have done, and I look forward to reporting in the future, not just on improvements, but also on IT innovations at the Library of Congress.

Another critical priority is collection stewardship. The Library opened an interim storage facility this year. And high on my priority list is also the modernization of the Copyright Office. As always, service to Congress is the core mission of the Library. And the Congressional Research Service and Law Library stand ready to serve you.

Thank you very much, and I am delighted to be here today.

[The statement of Ms. Hayden follows:]

Statement of Dr. Carla Hayden
Librarian of Congress
Before
The Committee on House Administration
U.S. House of Representatives
On
Priorities of the House Officers and Legislative Branch Entities
For FY2018 and Beyond

Chairman Harper, Ranking Member Brady, members of the committee, what a great honor and pleasure it is to appear here with you today for the first time as the Librarian of Congress.

I would like to start by thanking each of you for the warm welcome, the offers of support, the interest and commitment you have expressed in your library both during my confirmation process and since I have been on the job.

I want to also recognize Deputy Librarian David Mao. As you know, David served as the Acting Librarian of Congress for a year between the retirement of Dr. James Billington and my swearing-in. During that time, and in his role before as Deputy, David led efforts to improve the Library's information technology staffing, including hiring a new permanent Chief Information Officer; hire a new strategic planning officer; streamline and make operations more cost-effective; and create a new division that focuses on national and international outreach.

David has accepted a leadership position at the Georgetown University Law Center and will be leaving the Library later this month, so I wanted to recognize him here and thank him so much for his service to the Library of Congress and the American people.

I was asked recently what my favorite thing is about being the Librarian of Congress, and it came to me that my favorite part occurs every morning when I walk through the door, because each day I have the opportunity to discover something new.

From letters written by Rosa Parks, to photographs of inaugurations through history, to a letter that Albert Einstein wrote to Sigmund Freud – I could go on and on. The more I have discovered, the more committed I have become to making sure as many people as possible discover these treasures along with me and that the full capabilities of the Library are realized.

You, the Members of the United States Congress, and your predecessors in this body, built the Library of Congress. It is one of the greatest gifts and legacies

that the Congress has given to the American people. Whether you visit the Library online or in person, this great cultural patrimony must be fully accessible to all. This is my mission and my passion.

I appreciate the opportunity to discuss the Library and our priorities with this committee. So I will start with a brief overview.

The Library of Congress is the home to more than 164 million items in all formats and languages. Last year we welcomed nearly 1.8 million onsite visitors and nearly 93 million visits to our web site. More than 414,000 claims were registered with the U.S. Copyright Office. We undertook more than 10.5 million preservation actions on its collections and responded to more than 1 million reference requests from Congress, the public and other federal agencies.

This was accomplished through the hard work and dedication of the Library's 3,150 permanent staff members. Meeting them and working with them has been the highlight of my first four months. These are devoted public servants who care deeply about the institution and its mission of serving the U.S. Congress and the American people.

During my first months at the Library, I conducted a "listening tour" – meeting with staff, learning about our operations, establishing regular meetings with senior management.

I also have had the opportunity to meet with many members of Congress to get your perspective on the Library. I've also met with dozens of groups and individuals in the creative community and other users of the Copyright Office.

I have assembled my senior leadership team and established our communications channels so we can work effectively and efficiently for the institution.

I have done some fun things too – a lot of firsts for me, although not for the Library. We hosted the 2016 National Book Festival, which continues to be a major outreach and literacy promotion initiative; I have presented the Library's Literacy Awards, Prize for American Fiction and Gershwin Prize for Popular Song, recognizing outstanding achievement in literacy promotion and creativity.

With your help, the National Film Preservation Board and National Recording Preservation Board were reauthorized for 10 years. We thank the committee for its leadership on this legislation. The Library works alongside these boards on the important work of preserving our nation's audiovisual heritage, and I recently had the opportunity to announce my first 25 selections to the National Film Registry.

Congress also passed a Library requested proposal to permit the National Library Service for the Blind and Physically Handicapped (NLS) to provide digital braille readers to eligible participants in addition to the machines already provided for the playback of talking books. While NLS has provided braille content including thousands of books and magazine titles, these materials could only be accessed by braille readers who had the resources to purchase the appropriate devices.

Finally, I have taken some initial steps toward increasing the Library's accessibility both on site and online. We opened the Librarian's Ceremonial Office for visitors to the Jefferson Building and recently expanded the hours of the Young Readers Center to include Saturday hours for families to enjoy free programs and activities. Our historic Jefferson building provides many opportunities and challenges for visitors. I want to ensure that the growing number of visitors leave with a full understanding of the collections and services which the Library provides to the American people. These include the products and services of NLS and the Veterans History Project, among others.

We launched a new home page that is more dynamic and connects our collections more directly with the public. Our recently featured collection of inaugural materials was visited more than 40,000 times in just three days. The Saturday opening of the Young Readers Center was live streamed to public libraries in four states so children there could hear from a nationally acclaimed children's author. And as many of you know, I am now "tweeting," allowing me to interact directly with the American people and with Library users from around the globe.

It has been a stimulating and energizing four months and it is just the beginning of a very exciting, dynamic time for the Library of Congress. As I envision the future of this great institution, I see it growing in stature. As its resources are readily available for more people online, users will not have to be in Washington, D.C., to access the Library's vast resources and collections. Creators and users of the Copyright Office will be able to access records online and registration will be simplified. All of this, of course, while providing the best possible service to Members of Congress. Everyone will have a sense of ownership and pride in this national treasure.

Achieving these goals requires making sure that human resources and IT needs are married with institutional strategic planning. That has been my focus from day one, and I would like to share more about that with you today.

Let me start with strategic planning. The Library has undertaken a visioning effort this year that involves assessing our environment, including analyzing trends at information-based organizations such as libraries, archives and museums. We will look at dynamics such as demographic trends, funding models, partnerships and collaborations, information technology applications and other big-picture issues. We will also be reaching out to users of the Library of Congress to assess

strengths, challenges and opportunities. This work will inform our direction and priorities for the long term.

In parallel to that effort, I have been working with our new Strategic Planning Officer to strengthen how we plan, develop goals and track our progress. That work has moved forward with better management practices around operational planning, cost effectiveness, organizational performance and managing risk.

In support of an updated Library-wide strategic plan, we are also formulating a Library-wide digital strategy. A digital strategy describes the way we use technology to implement the overall strategy, and it will help us to focus the delivery of the Library's content and services in a way that best addresses the needs of our constituencies. We've begun work on defining the framework for the digital strategy and identifying subject matter experts throughout the Library who will inform the final plan.

Of course a digital strategy hinges on good IT fundamentals. As this committee is very much aware, the Library has had some challenges in the area of information technology. But I am pleased to report that important progress is being made.

Among the recommendations we received was to hire a Chief Information Officer (CIO). In September of 2015 Bernard A. Barton, Jr. began as CIO bringing with him a professional reputation of superior customer service and a fluency in industry-proven IT management frameworks. His leadership and focus enabled the ongoing work of addressing the recommendations of the 2015 Government Accountability Office (GAO) report "Library of Congress: Strong Leadership Needed to Address Serious Information Technology Management Weaknesses." Within four months the Office of the Chief Information Officer (OCIO) published an IT strategic plan lending support to the Library's full strategic plan. Many activities toward the recommendations have been completed, including:
- The first Library-wide IT investment plan, incorporating all IT investments across the Library;
- Successful execution of the Library's largest ever disaster recover exercise;
- Creation of a project management office;
- A full inventory of IT systems;
- A full inventory of IT hardware assets.

On November 28, 2016, I issued a memo that mapped our agency-wide plan to best maximize the value of our information technology investment. In it, I directed all Library technology activities be centrally coordinated through the Office of the Chief Information Officer. We received the recommendation to centralize from several trusted sources, including committees of the House and the Senate.

This centralization unites the distributed IT workforces, governance, operations and resources of all Library service units. Benefits of the centralization include:

- Creating a single, authoritative, transparent source of IT information;
- Providing continuous tracking of IT spending across all appropriations;
- Reducing costs by identifying duplicative hardware, software and infrastructure;
- Unifying redundant and unaligned internal IT governance models.

The exposure of the Library's IT infrastructure to cybersecurity threats is another area of serious concern, and is one weakness identified by the GAO and the Library's Office of the Inspector General. In response, we have executed a number of actions:

- Evaluating, procuring and implementing state-of-the-art tools for predicting and preventing cyber attacks and safeguarding critical agency data;
- Partnering with House and Senate Chief Information Security Officers to evaluate and coordinate information security platforms and technologies as well as working together on formal working groups and security exercises; and
- Conducting regular information sharing on potential threats, as well as threat management strategies and tools.

The information and knowledge that the Library houses and distributes to customers in all mission areas is critical to the nation and must be protected in order to reduce cyber-attack risks and ensure mission continuance. For these reasons, we have sought funding in fiscal 2017 for IT security enhancements that will strengthen critical security protection of the Library's IT network and resources as cyber threats continue to grow exponentially.

We also requested funding in fiscal 2017 to modernize and move the Library's primary data center to a remote facility to reduce risk, allow for double the capacity, and achieve Tier III capability, which a renovation in our Capitol Hill spaces alone will not achieve. The primary computing facility infrastructure is near capacity and carries a high risk of unplanned shutdowns. Moreover, it is not a matter of if, but when, there will be a major mechanical failure – exclusive of the risk of a natural disaster or terrorist attack. It is imperative that the primary computing facility be modernized, and we strongly recommend locating it away from Capitol Hill.

I appreciate all of the work Mr. Barton and the staff of the CIO has done and I look forward to reporting not only ongoing improvements, but also reporting on IT innovation at the Library of Congress.

Of course the Library of Congress would not be what it is today without collections acquisition and preservation planning. As the country's repository of

information and creativity, we must pursue efficient and innovative methods through which the Library acquires, preserves, secures and provides access to materials.

America's creative output has undergone a shift in the past decade that continues. More born-digital content and more digital delivery of content means that the Library must be forward-thinking in its acquisition plan, to ensure that future generations will have access to the rich, diverse creative offerings of today, the way we are able to access our history in the Library's collections from the past.

Let me note as well, that the Library will continue to collect analog materials as many continue to be published with no digital alternative. Analog formats tend to be the most durable and will continue to be the foundation of the Library's collections. To that end, I want to extend my thanks to the members of this committee for your support and interest in the Library's long-term storage needs.

The Library this year opened an interim storage facility at Cabin Branch, Maryland which will provide great relief to our stretched storage capacity until completion of the permanent storage module five at Fort Meade, Maryland. Design of a double-size module six is underway. I am working with the Architect of the Capitol on budgeting priorities and that the funding of module six is a high priority.

If these plans are realized, I am cautiously optimistic about the state of collections storage. But as you know, America's creativity does not stop, so this will always be a need of the Library.

I would like to extend an invitation to any and all committee members and your staffs to visit these facilities. On site, you can get a sense of the volume of the collections, and also the great care that goes into the planning of these facilities – to maximize space, to ensure an optimal environment in terms of temperature and humidity, so that these national treasures will ultimately be accessible for generations to come.

The U.S. Copyright Office has been the primary engine of growth for the Library's collections. Let me be clear, the Office's primary mission is advising Congress, supporting our creative community and the nation's copyright system. But the mandatory deposit system has also ensured the national library's collections are as close to a mint record of American knowledge and creativity as it can be.

No other institution is taking on that role, and it is imperative that the Library of Congress continues to serve that function.

As noted earlier, the transition of content to digital formats requires both the Copyright Office and the broader Library to be pro-active in preparing for ingest and security of this born-digital and digital formatted content. The security of a blog

series that exists only online is no less important than the security of an 18th-century manuscript that exists only on parchment paper.

At the same time, the Copyright Office must be accessible to its users. Registration must be user-friendly. A searchable database of copyright holders should be available. These improvements will make an enormous difference to this important segment of the American economy.

Making progress in these areas requires strong leadership, and I am working to ensure a Register of Copyrights is in place as soon as possible. We have recently closed a public survey that gave equal opportunity for individuals outside the Library to provide input on the expertise needed by the next Register.

We have received more than 4,700 comments and nearly 200 supporting documents. We are reviewing those at this time. It is my intention that the announcement for the Register position be posted for applicants later this spring.

As always, service to Congress is the core mission of the Library of Congress. The Congressional Research Service stands ready to serve you and your staff with legal and policy analysis. The Law Library, the largest law library in the world, responds to your requests on issues concerning foreign and comparative law. In fact, the entire Library provides a wide range of services to you and your constituents. A top priority for me is learning from you and your staff about how we can serve you better.

As you can see, we have an ambitious agenda. Your ongoing interest and support will be critical to charting our future, both in the short and long term. I would like each of you to join me walking through our doors as often as you can. Use your library; enjoy your library. I am still on a search for my favorite item in the Library, and maybe I can help each of you find yours as well.

Thank you.

Committee on House Administration
Witness Disclosure Requirement – "Truth in Testimony"
Required by House Rule XI, Clause 2(g)(5)

Your Name: Dr. Carla Hayden, Librarian of Congress		
1. Are you testifying on behalf of a Federal, State, or local Government entity?	(Yes)	No
2. Are you testifying on behalf of an entity other than a Government entity?	Yes	(No)
3. Other than yourself, please list what entity or entities you are representing:		
4. If your answer to question number 2 is yes, please list any offices or elected positions held or briefly describe your representational capacity with the entities disclosed in question number 3:		
5. If your answer to question number 2 is yes, do any of the entities disclosed in question number 3 have parent organizations, subsidiaries, or partnerships whom you are not representing?	Yes	No
6. If your answer to question number 2 is yes, please list the amount and source (by agency and program) of any Federal grants or contracts (including subgrants or subcontracts thereof) that were received by the entities listed in question 3 since October 1, 2008:		
7. If your answer to question number 2 is yes, please list the amount and source (by agency and program) of any Federal grants or contracts (including subgrants or subcontracts thereof) that you have received since October 1, 2008:		

Signature: _Carla Hayden_   Date: _2/2/17_

The CHAIRMAN. Thank you, Dr. Hayden.

The Chair now recognizes the Government Publishing Office Director, Davita Vance-Cooks, for 5 minutes.

STATEMENT OF THE HONORABLE DAVITA VANCE-COOKS

Ms. VANCE-COOKS. Good evening. Chairman Harper, Ranking Member Brady, and Members of the Committee on House Administration, thank you for inviting me to address priorities for fiscal year 2018 and beyond.

I am pleased to state that today the GPO is in a good place. We are a digital publishing operation with a diversified product and services portfolio, and we have won multiple digital innovation awards. We have a wonderfully engaged workforce committed to the mission of keeping America informed. And it is because of them that we have achieved so much.

In the results of the fiscal year 2016 Employee Viewpoint Survey, GPO's engagement score was 9.3 points higher than the governmentwide score. Our finances for fiscal year 2016, as confirmed by our KPMG annual audit, were the strongest they have ever been in the past 5 years. Our congressional appropriation requests over the past 5 years have been relatively flat. We have successfully halted the growth of our overhead spending costs, and our budgeted staffing level of 1,750 employees is the lowest this century.

Our productivity exponentially increased because we embraced digital equipment, digital products, and digital processes. For example, Mr. Chairman, with your approval as the Chairman of the JCP, we put into operation a zero make-ready press, called a ZMR. It allowed us to, A, phase out three outdated presses installed back in 1979, and, B, it allowed us to cut the page rate for publishing congressional hearings, the first such rate reduction in memory. Our digital repository database, called FDsys, and its newly introduced successor, called govinfo, supports openness and transparency. This database now holds more than 1.6 million titles in the Federal Government information. And we now have retrievals of nearly 40 million documents per month.

As we look into the future, we will continue to focus on modernizing our operations and providing value to our stakeholders. And I want you to know that we are strategically positioned to meet the demands of 2018. First, we will continue to implement strategies to improve our employee engagement because our employees are the best assets we have.

Second, we will implement the first phase of our new digital composition system that composes bills in XML. It will also include a feature for modernizing the publishing of hearings as requested by this Committee.

Third, we will develop a new cost accounting system to simplify the ratemaking process and provide visibility and transparency to our costs and billing.

Fourth, we will continue to strengthen our partnership with the network of 1,148 Federal depository libraries across the Nation by collaborating on projects which will improve program flexibility. By the way, there are 34 Federal depository libraries in the districts represented by the Members of this Committee.

Fifth, we will continue to strengthen our partnership with the private-sector printing industry by automating our print procurement program. This program produces three-quarters of all the orders we handle, provides highly competitive prices, and supports tens of thousands of jobs nationwide, primarily in the small business sector. In fiscal year 2016, the dollar value of the awards for the States represented by the members of this Committee was $197 million.

Sixth, we will release govinfo from beta, and we intend to earn designation as the first Federal agency to meet the international standards of a trusted digital repository.

And, lastly, after 5 years of collaboration and cooperation with the Department of State, we are ready to launch the U.S. Government passport—the next gen. Now, as you can imagine, cybersecurity is a challenge, and we are a member of the Committee on Cybersecurity to look into it. Thank you for approving the $2 million to address that issue.

And, in closing, where legislative changes are concerned, I respectfully ask for a change in the JCP rule that requires the GPO to request approval before making an expenditure over $50,000 or an interagency agreement over $20,000. These thresholds were set over 30 years ago, long before we had financial controls and an IG and annual audits. The other legislative branch agencies don't have this requirement, and I am asking for parity.

Mr. Chairman, Ranking Member Brady, and Members of the Committee, this concludes my openings remarks—on the money.

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

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DAVITA VANCE-COOKS
Director, U. S. Government Publishing Office

Prepared Statement before the Committee on House Administration
U.S. House of Representatives Priorities of the House Officers and Legislative
Branch Entities for FY 2018 and Beyond

Monday, February 6, 2017 | 1310 Longworth House Office Building | 5 P.M.

Chairman Harper, Ranking Member Brady, and Members of the Committee: Good morning. I am pleased to be here to provide you with information on the current status of the U.S. Government Publishing Office (GPO).

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

Under Title 44 of the U.S. Code, we are 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 re-designated GPO's official name as the Government Publishing Office. We currently employ about 1,700 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 our Federal Digital System (FDsys, at **www.fdsys.gov**) and its newly introduced successor system **govinfo (www.govinfo.gov)**. Today these systems make more than 1.6 million Federal titles available online from both GPO and links to servers in other agencies. In 2016 FDsys averaged 38 million retrievals per month. We also provide public access to Government information through partnerships with 1,148 Federal, academic, public, law, and other libraries nationwide participating in the Federal Depository Library Program (FDLP).

In addition to GPO's Web site, **gpo.gov**, we communicate with the public routinely via social media which includes 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." 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.

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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 both digital as well as print formats.

Strategic Vision GPO is transforming from a print-centric to a content-centric publishing operation. Our implementation of a digital transformation is consistent with the recommendations submitted by the National Academy of Public Administration (*Rebooting the Government Printing Office: Keeping America Informed in the Digital Age*, January 2013) regarding our transition to a digital future.

GPO is continually developing 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.

Our strategic plan, which is available for public review at gpo.gov/about, 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.

Technology Transformation GPO has continually transformed itself throughout its history by adapting to changing technologies. In the ink-on-paper era, this meant moving from hand-set to machine typesetting, from slower to high-speed presses, and from hand to automated bookbinding. These changes were significant for their time.

Yet 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, 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. Those functions continue today with FDsys and the newly introduced **govinfo** on a more complex and comprehensive scale.

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.

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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 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.

Today the activities associated with creating congressional information databases comprise the majority of the work funded by our 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 are also collaborating with the Library on the digitization of historic printed documents, such as the *Congressional Record*, to make them more broadly available to Congress and the public.

The use of electronic information technologies by GPO 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 $268.3 million. By comparison, our approved funding for FY 2016 was $79.7 million, a reduction of more than 70% in constant dollar terms.

Since 2010, we have achieved a 23% 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 the most effective measures for meeting the information product needs of the Senate and House of Representatives. Our Congressional Publishing Appropriation for FY 2014-2017 to date has been flat.

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 2016, we had just 1,726 employees on board, representing a reduction of 4,724, or more than 73%, since 1980. Our workforce levels over the past two years remain the smallest of any time in the past century.

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

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Federal Register and associated products. As it does for congressional documents, our digital authentication system, supported by public key infrastructure (PKI), assures the digital security of agency documents.

One of GPO's major agency customers is the Office of the Federal Register (OFR), a unit of the National Archives and Records Administration (NARA), which produces the daily *Federal Register*. 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.

Security and Intelligent Documents For nearly a century GPO has been responsible for producing the U.S. passports for the Department of State (DOS). At one time no more than a conventionally printed document, the U.S. passport since 2005 has incorporated a digital chip and antenna array capable of carrying biometric identification data. With other security printing features, this document – which we produce in Washington, DC, as well as a secure remote facility in Mississippi – is now the most secure identification credential obtainable. In 2016, GPO produced 20,199,550 passports, an increase of 32.9% from the year before.Over the past decade GPO has produced more than 140 million passports for DOS. Throughout 2016, we continued with facility changes and equipment installation and testing in support of the planned next generation passport.

Since 2008, we have also served as an integrator of secure identification smart cards to support the credentialing requirements of Federal agencies and other Government entities. We have been certified by the General Services Administration (GSA) to graphically personalize Homeland Security Presidential Directive 12 (HSPD-12) cards for Federal agencies. GSA certified that we comply with Federal Information Processing Standard 201, which sets requirements to ensure that identification cards are secure and resistant to fraud.

To date, we have produced more than 12.9 million secure credential cards across 10 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). We produce a Border Crossing Card (BCC) that is issued by DOS for authorized travel across the Mexican border. We also produce secure law enforcement credentials for the U.S. Capitol Police that are used in Presidential inaugurations.

GPO's Partnership with Private Sector 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 2016, this work was valued at approximately $360 million, an increase of 6.5% over the previous year. More than 9,000 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.

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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), FDsys and **govinfo**, Publications Information Sales, Reimbursable Distribution, and Social Media.

Federal Depository Library Program The FDLP has legislative antecedents that date to 1813, 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 1,148 public, academic, law, and other libraries located across the Nation, averaging nearly three per congressional district. Once limited to the distribution of printed and microfiche products, the FDLP today is primarily digital, supported by FDsys and govinfo along with other digital resources. This overwhelming reliance on digital content allowed for the first digital-only Federal depository library designation in 2014. In FY 2016, one new Federal depository library was designated as digital-only, while three existing depository libraries converted to all-digital status.

Federal Digital System (FDsys) We have been providing access to digital congressional and Federal agency documents since 1994 under the provisions of P.L. 103-40, beginning with a site known as *GPO Access*. Fifteen years later, *GPO Access* was retired and a significantly re-engineered site debuted as GPO's Federal Digital System. FDsys provides the majority of congressional and Federal agency content to the FDLP as well as other online users.

Online access to Federal documents provided 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 2016, FDsys grew to make more than 1.6 million titles from the legislative, executive, and judicial branches available online from our servers and through links to other agencies and institutions. The system averaged 38 million retrievals per month.

In 1995, the first full year of our online operations, the cost of producing and distributing millions of copies of printed publications to Federal depository libraries nationwide was funded at $17.6 million, the equivalent today of $27.9 million in constant dollars. For FY 2016, we funded this function at $8.5 million, a reduction of more than 69% in constant dollar terms. Along with appropriations to GPO's Business Operations Revolving Fund, we have used the savings from reduced printing and distribution costs to pay for the establishment and operation of our digital information dissemination operations, achieving additional savings for the taxpayers and vastly expanding public access to Government information.

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Govinfo In early 2016, we unveiled the next generation of our public access system with the introduction of **govinfo**. Though in beta, **govinfo** improves upon FDsys with a modern, easy-to-use look and feel that syncs with the need of today's Government information users for quick and effective digital access across a variety of digital platforms. Following a period of testing and iteratively developing the system's features, **govinfo** will become GPO's primary public access system—the third such system since we inaugurated online access in 1994—and FDsys will be retired from service.

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 the *Public Papers of the President-Barack Obama, Unsettled: A Story of U.S. Immigration*, and *Workout to Go* 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.

Reimbursable Distribution Program We operate distribution programs for the information products of other Federal agencies on a reimbursable basis, including the General Services Administration (GSA) and the Federal Trade Commission (FTC), from our facilities in Pueblo, CO, and Laurel, MD. This program saves money for participating agencies by permitting them to take advantage of GPO's centralized capabilities and economies of scale. The program is now providing distribution services, bulk storage, and a web-based order module out of the Laurel facility for two Department of Agriculture publications, *Team Nutrition and Supplemental Nutrition Assistance Program*, distributing more than 3.1 million copies since the program began in August 2015. The Laurel facility is also now providing bulk storage and distribution services for Department of Justice publications.

GPO and Social Media We have been using 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 2016, we had 7,530 likes on Facebook, 7,053 followers on Twitter, and 189,253 views across 75 videos on YouTube. On Pinterest, we had 749 followers pinning on 17 boards of Federal Government information. We also had 569 followers with 930 posts on Instagram and 3,069 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 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.

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

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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.

The Business Operations Revolving Fund functions as GPO's checking account with the U.S. Treasury. We pay our expenses from this account either with 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.
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.

GPO is accountable for its finances. 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 2016, the audit concluded with GPO earning an unmodified, or clean, opinion on its finances, the 20th consecutive year GPO has earned such an audit result.

FY 2016 Financial Results GPO's business-like operations posted a strong financial performance for FY 2016, as confirmed by a recently concluded independent audit of our finances. Revenue totaled $875.3 million, up from $773.4 million in FY 2015, the result of an increase in passport as well as plant production, along with an increase in print procurement activity for Federal agencies. Overhead expense grew just 1.6%, the result of the lowest staffing level in more than a century and continuing containment of other overhead spending. Excluding funds generated for capital investment in passport production and a decrease in long-term workers' compensation under the Federal Employees Compensation Act, GPO's net income from operations for the year was $46.1 million.

With our total appropriated funding continuing at a flat level and at the lowest level of any time in the past decade, the funds earned in FY 2016 will provide the majority of the resources for our 2017 spending plan as approved by the Joint Committee on Printing. That plan will continue to drive our ongoing transformation to a content-centric rather than a print-centric operation, and I deeply appreciate the Committee's ongoing endorsement of our strategic direction.

Highlights of FY 2016 Operations FY 2016 saw GPO deliver new, more efficient, and more effective technology solutions in support of three of the Federal Government's most prominent publishing operations:

- We rolled out **govinfo**, the third generation of the digital information access systems of Government publications that we are mandated to provide to the public free of charge. Using the latest in intuitive, user-friendly design, including optimization for mobile devices as well as a capability that links all related publications — both legislative and statutory — in a single search, **govinfo** today provides access to more than 1.6 million Federal titles from across the legislative, executive, and judicial branches. The launch of the

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new system in January 2016 was met with widespread approval, including congratulatory notes from Speaker of the House of Representatives Paul Ryan and Joint Committee on Printing Chairman Gregg Harper.

- We readied the first phase of our Composition System Replacement (CSR) project to begin composing congressional bills in Extensible Markup Language (XML) commensurate with the opening of the 115th Congress. Working closely with the staff of the Secretary of the Senate and the Clerk of the House, the new system will replace GPO's aging proprietary Microcomp system with an open system, reduce composition costs, and speed the production of bills both for digital access and printing. It will be run initially in beta until its operational capabilities are fully integrated with the processes of the Senate and the House.

- Following five years of development and testing in collaboration with the Department of State, we are now poised to begin production of the next generation U.S. passport. GPO's contribution to this process has been to implement the technical processes that will be required to produce the new passport, an effort involving the investment of nearly $100 million in research and development, equipment acquisition, and facilities modifications. The new passport will feature significantly enhanced document security for American travelers abroad.

Other key achievements for the year involved the following:

- Preparations for the 2017 Presidential Inauguration, in support of the Joint Congressional Committee on Inaugural Ceremonies. The process takes approximately one year for GPO's employees to design and produce an estimated 40 materials including tickets, invitations, stationery, program packet kits, parking passes, maps, signs, and secure access credentials. We use advanced security design and printing techniques to produce thousands of tickets and secure access credentials for the Inauguration.

- In support of the Legislative Branch Bulk Data Task Force, GPO, the Library of Congress, and the offices of the Clerk of the House and the Secretary of the Senate made bill status information for both House and Senate bill in XML format available through our Bulk Data repository (available on both FDsys and **govinfo**) early in 2016.The announcement of this new information availability drew praise from various legislative openness and transparency advocates. 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 worked with the House of Representatives Committee on Rules, the House Parliamentarian, and the Clerk of the House to make *Jefferson's Manual* and the *Rules of the House of Representatives* available in XML format using the United States Legislative Markup (USLM) schema. 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. These files were released on our GitHub account for comment and subsequently released on FDsys and **govinfo**. *Jefferson's Manual* and the *Rules of the House of Representatives* is the first USLM document to be made available on our GitHub account and FDsys/**govinfo** sites.

- Release of the official *Congressional Directory* for the 114th Congress in both digital and print formats during 2016. More than just a guide to Members, committees, and officials of the 114th Congress, the *Congressional Directory* is published in accordance with statute and is the only document issued by Congress that shows the overall organization of the two chambers and their committees, offices, and support organizations.

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- Release of *United States Policy and Supporting Positions*, popularly known as the Plum Book, available in print, online, and as an app. The publication lists more than 9,000 Federal civil service leadership and support positions in the executive and legislative branches that may be subject to noncompetitive appointment. GPO's Plum Book app allows users to view the publication in an easy-to-use mobile format and search the publication by agency, position title, location, appointment type, pay plan and level, tenure and term expiration, and vacancy.

- Release of the digital version of the permanent edition, or bound version, of the *Congressional Record* from 1991-1998 and 1981-1990 on FDsys and govinfo. GPO and the Library of Congress will continue to collaborate on this important project whose goal is to release digital versions of the bound *Congressional Record* back to the first issue published by GPO on March 5, 1873. The digital release of issues of the *Record* for the 1970s is targeted for February 2017.

- Installation of the first of two new adhesive binding lines, which will be used to bind printed copies of the *Congressional Record* and congressional hearings along with other non-congressional products such as the *Federal Register* and the *Code of Federal Regulations*. The new high efficiency Muller Martini "Bolero" equipment will replace 3 binding lines installed more than 30 years ago, reducing costs, increasing productivity, and freeing up plant production space for other uses. The second line will be installed by the spring of 2017.

- Release of the annual *Budget of the U.S. Government* available as a mobile app. The FY 2017 *Budget* app provided 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. The complete, authentic online version of the *Budget* is also regularly made available through a direct link on FDsys and govinfo.

- Early in the fiscal year, we partnered with the OFR to make every issue of the *Federal Register* dating back to its inception in 1936 digitally available to the public. A total of 14,587 individual issues, containing more than 2 million pages, will be digitized. The project is expected to be completed in 2018. Currently, digital versions dating from 1994 to the present are available on FDsys and **govinfo**.

- In addition to the other Government organizations housed in our building, we continued to work with NARA to prepare for the OFR move into approximately 17,000 square feet of space on the seventh floor of GPO's Building A. Co-location of the OFR with GPO will reduce costs and streamline the publishing process for OFR publications. This project is targeted for completion in 2017. In coordination with the Clerk of the House and the Secretary of the Senate, we are also partnering with NARA to provide space for the construction of facilities within our buildings that will house NARA's legislative documents archive.

- In May, we awarded FedEx Office the re-competed contract for the GPO*Express* program. GPO*Express* is one of the many procurement programs we offer to Federal agencies to help with their printing and digital needs. It has handled more than 145,000 orders since the partnership with FedEx Office began a decade ago. The program provides Federal agencies with discounted services to meet their small and short turnaround printing and binding needs. GPO*Express* currently has more than 3,000 Federal Government employees enrolled.

- Staff in our Creative Services unit won six 2016 American Graphic Design Awards from *Graphic Design USA* magazine. The unit offers Federal agencies a variety of design services including publication design, branding and identity, exhibit graphics, video, multimedia, photography, and security design.

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- We earned new accreditation in meeting global standards of excellence in the production of the U.S. passport and other secure credentials by attaining ISO 9001:2015 certification.

- We established a Preservation Steward program. Preservation Stewards are part of a GPO initiative called the Federal Information Preservation Network (FIPNET).The purpose of FIPNET is to expand public access to Government information in depository library collections through collaboration with non-depository library institutions and resources that also possess collections of Federal documents and publications. This effort ultimately will result in a National Collection of U.S. Government Information for the use of future generations, and will transform GPO's *Catalog of U.S. Government Publications* into an index of that comprehensive body of Federal information.

- We continued to make progress to gain certification at the first Federal agency meeting the international standards required of a Trusted Digital Repository, in compliance with ISO 16363. This certification will validate that GPO's content management system, its infrastructure, and its supporting organization are reliable and sustainable, in order to ensure the highest level of service now and into the future.

- We became the first Federal agency member of the Technical Report Archive and Image Library (TRAIL, at **crl.edu/grn/trail/about-trail**). TRAIL identifies, acquires, catalogs, digitizes, and provides unrestricted access to U.S. Government agency technical reports. TRAIL currently consists of over three dozen member institutions, many of which are Federal depository libraries. GPO and TRAIL have a shared goal of advancing free public access to U.S. Government information and will now work together to ensure the discoverability, ensuring permanent public access to, and the preservation of Government technical reports.

- We launched an updated and redesigned version of *Ben's Guide to the U.S. Government*. This website, named after Benjamin Franklin and available at **bensguide.gpo.gov**, contains educational content on the workings of the U.S. Government and U.S. history for kids K-12. FDLP partnered with the American Association of School Librarians (AASL), a division of the American Library Association (ALA), to ensure educational content in *Ben's Guide* is easy to comprehend and age appropriate. Subsequently, *Ben's Guide* was selected as one of the American Library Association's "Great Websites for Kids."

- We kicked off our **gpo.gov 2.0** project which entails a major redesign of our public-facing website, to improve the digital interaction between GPO and our customers and the public.

- We published an updated edition of our official history, *Keeping American Informed*, in observance of our 155th anniversary, and soon will release a collection of GPO's historical photographs, many of which have never been seen before. We also published the 2016 edition of GPO's Style Manual, the first such update to this popular style guide since 2008.

- GPO's employee satisfaction scores rose in the Office of Personnel Management's annual employee viewpoint survey. GPO received a score of 69% in the Global Satisfaction Index, a measure of employees' overall satisfaction with their work experience. That score is eight points higher than the Government-wide average of 61%.

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Objectives for FY 2017, 2018, and Beyond These will include:

- Continued development of our Composition System Replacement (CSR) project, which will replace GPO's dated Microcomp system used to compose congressional documents with an XML-based system.

- Continued installation of equipment and systems to begin production of the next generation U.S. passport later this year.

- Continued development of **govinfo**, GPO's public-facing system for accessing digital Government publications including all congressional documents, which currently is in beta.

- Gaining recognition as the first Federal agency to meet the international standards for designation as a Trusted Digital Repository.

- Completion of **gpo.gov 2.0**, a wholesale revamp of GPO's website.

- Completion of a plan for replacing GPO's three 64-page web offset presses with smaller, more flexible digital presses.

- Completion of a plan for upgrading GPO's cost-accounting system.

Budget Overall, GPO's appropriations have remained relatively flat in recent years, declining 20.6% from a total of $147,461,000 in FY 2010:

Congressional Publishing

FY 2017	continuing the FY 2016 rate reduced by .1901%*
FY 2016	$79,736,000
FY 2015	$79,736,000
FY 2014	$79,736,000
FY 2013	$82,129,576

Public Information Programs of the Superintendent of Documents

FY 2017	continuing the FY 2016 rate reduced by .1901%*
FY 2016	$30,500,000
FY 2015	$31,500,000
FY 2014	$31,500,000
FY 2013	$31,437,000

Business Operations Revolving Fund

FY 2017	continuing the FY 2016 rate reduced by .1901%*
FY 2016	$6,832,000
FY 2015	$8,757,000
FY 2014	$8,064,000
FY 2013	$3,966,847

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Total Appropriations

FY 2017	continuing the FY 2016 rate reduced by .1901%*
FY 2016	$117,068,000
FY 2015	$119,993,000
FY 2014	$119,300,000
FY 2013	$117,533,423

* FY2017 rate is based on the continuing resolution, P.L. 114-254, until April 28, 2017.

GPO's annual spending plan for FY 2017, as approved by the Joint Committee on Printing, includes funding for high priority capital items, capital items for passport production, and recurring and one-time operating costs. These items support the program priorities for FY 2017 detailed above. As with previous GPO annual spending plans, significant parts of this plan are to be funded by appropriations to GPO plus reimbursements from the State Department for passport work. The balance will be financed from GPO's Business Operations Revolving Fund, which contains sufficient investment funds resulting from positive financial performance during FY 16 in addition to approved transfers of unexpended balances of prior year appropriations.

Challenges Among the challenges facing GPO are two key areas:cybersecurity and the continued presence of agency printing plants that reduce work available for private sector production through GPO's print procurement program.

GPO's goals for cybersecurity program are to protect and defend our networks and systems from any unauthorized access or intrusions or misuse/disruption of our systems and data, to effectively and efficiently support our agency business and IT needs, and to work on these goals collaboratively and in concert with our Legislative Branch agency partners and other Federal agency partners. We have been actively participating in the Legislative Branch Cybersecurity Working Group since its inception and continue to do so, to ensure we have good collaboration across the Legislative Branch agencies on all the aspects of cybersecurity. We have the same challenges every agency faces in terms of determined and advanced capability threat actors, from a variety of sources such as nation states, cybercriminal elements, hacktivists, and others, who are constantly evolving their tactics and methods in attempts to gain unauthorized access to and/or disrupt our IT operations. This results in the constant need to invest in the latest preventative and detective technologies and to continually invest in training and competent personnel to operate and manage these technologies and processes. GPO has had access to the required budget authorities and funding, currently estimated at approximately $2 million annually, and we appreciate all the support we have received on the necessary investments we have requested to for our cybersecurity program.

We have long advocated that where Federal agency printing is required, our partnership with the private sector printing industry is the most cost-effective way of producing it. Multiple studies have shown that it is more cost-effective for agencies and the taxpayer to contract out for printing that it deemed to be procurable (i.e., printing not immediately required for agency use or otherwise not sensitive or classified) than it is to produce in agency printing plants. 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. Additional savings for taxpayers could occur if the work these plants are producing is transferred instead to GPO's partnership with the private sector printing and information product industry.
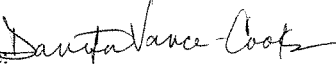
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Desired legislative fixes We plan to request from the Joint Committee on Printing a change to the JCP resolution concerning the dollar value of projects and other agency needs that require prior JCP approval to proceed. Under 44 U.S.C. 103, the JCP enacted a resolution in 1987 that requires GPO to seek prior JCP approval for its annual spending plan and any additional equipment purchases over $50,000 or interagency agreements over $20,000. The funding approval thresholds included in the 1987 resolution are outdated and the purpose of the resolution needs to be revisited. This requirement was implemented at a time when there was no GPO Inspector General, when GPO did not undergo annual audits of its finances by an independent auditor, and when the JCP had a large staff to process spending requests by GPO. None of these conditions exist today. Additionally, we have found that no other legislative branch agency has a spending approval thresholds at these levels, and some have no such threshold at all. Revising the resolution to significantly increase the spending approval thresholds or eliminating it altogether as unnecessary in view of GPO's modern system of financial controls would improve administrative flexibility at GPO and reduce the burden of review by JCP without impairing oversight.

Chairman Harper, Ranking Member Brady, and Members of the Committee, thank you again for inviting me to be here this morning. I am prepared to answer any questions you may have.

Committee on House Administration
Witness Disclosure Requirement – "Truth in Testimony"
Required by House Rule XI, Clause 2(g)(5)

Your Name: DAVITA VANCE-COOKS, Director, U.S. Government Publishing Office		
1. Are you testifying on behalf of a Federal, State, or local Government entity?	✓ Yes	No
2. Are you testifying on behalf of an entity other than a Government entity?	Yes	✓ No
3. Other than yourself, please list what entity or entities you are representing: NA		
4. If your answer to question number 2 is yes, please list any offices or elected positions held or briefly describe your representational capacity with the entities disclosed in question number 3: NA		
5. If your answer to question number 2 is yes, do any of the entities disclosed in question number 3 have parent organizations, subsidiaries, or partnerships whom you are not representing?	Yes	✓ No
6. If your answer to question number 2 is yes, please list the amount and source (by agency and program) of any Federal grants or contracts (including subgrants or subcontracts thereof) that were received by the entities listed in question 3 since October 1, 2008: NA		
7. If your answer to question number 2 is yes, please list the amount and source (by agency and program) of any Federal grants or contracts (including subgrants or subcontracts thereof) that you have received since October 1, 2008: NA		
Signature: Davita Vance-Cooks Date: February 2, 2017		

The CHAIRMAN. Outstanding. Thank you so much.

The Chair now recognizes the Chief of the Capitol Police, Matthew Verderosa.

Chief.

STATEMENT OF MATTHEW R. VERDEROSA

Chief VERDEROSA. Thank you, sir. Good evening, Mr. Chairman, Ranking Member Brady, and Members of the Committee. Thank you for this opportunity to discuss the United States Capitol Police and our mission to protect Congress. It is my honor to serve as Chief of Police, and I am honored to be here with you today. I am joined here today by my executive team and my executive management team, including our Chief Administrative Officer, Richard Braddock; our General Counsel, Gretchen DeMar; and our new Chief of Operations, Assistant Chief Steve Sund. Steve Sund comes to us from the Metropolitan Police after serving 25 years, bringing significant senior command and operational experience to the department.

Also joining me today is the department's Inspector General, Fay Ropella, as well as the USCP Fraternal Order of Police Gus Papathanasiou.

Mr. Chairman, I would like to begin today by thanking the Committee for its steadfast support of the United States Capitol Police and its mission. The regular discussions that we have had with you and your staff are greatly appreciated, as they allow us the opportunity to provide the Committee with important updates about our activities, challenges, and areas of focus. In addition, I am grateful for the Committee's engagement and feedback so the department may continue to effectively meet the needs of the House of Representatives and that of Congress. Additionally, I would like to thank the United States Capitol Police Board for its guidance and support as we carry out our complex security and law enforcement operations.

I would like to take this opportunity to recognize the women and men of the United States Capitol Police. On a daily basis, they publicly demonstrate how the American freedoms that we hold dear are carried out in our Nation's Capitol. They work tirelessly to ensure that the Congress is able to conduct its legislative responsibilities without disruption, all the while exhibiting the utmost respect for the Constitution and the protection of First Amendment liberties. I am thoroughly impressed with the performance and their commitment as they constantly rise to the occasion and to handle whatever comes our way.

Last May, I had the pleasure of appearing before the Committee to provide an overview of the department's management plan for fiscal year 2017 and beyond. As I stated then, it is the responsibility of the USCP to do everything possible to protect and safeguard Members, staff, and visitors each day in an open and complex environment as the threats and risk we face today are increasingly sophisticated and dynamic. In coordination with the Capitol Police Board and oversight committees, the USCP has developed a multiyear strategy that provided for growth of the department to fulfill three critical new mission sets: enhancement of the House garage security, the addition of pre-screeners and overwatch per-

sonnel at various building access points, and the continued use of enhanced portal scanners.

I am pleased to report that, after reallocating internal resources to begin to address these emerging priorities, the department has deployed the House garage security screening initiative for approximately 60 percent of the House Buildings. By working in concert with the Architect of the Capitol's Rayburn Garage renovation project, the department is expected to complete the final stage of this initiative when specific security milestones are accomplished with the Rayburn Garage redesign and buildout in fiscal years 2018 through 2019. However, staffing of security posts is dependent, obviously, upon additional resources.

Additionally, the department has begun to increase its capacity for pre-screeners and overwatch personnel at various office building access points by leveraging our new K9 teams and subject interdiction officer capabilities. This initiative will become more visible to the congressional community in the coming months.

And to complete the list, the department has had great success in utilizing the enhanced portal screeners on visitors wishing to enter the House Chamber during major events, such as the State of the Union and joint meetings of Congress. While additional resources are necessary in the outyears to complete these initiatives and to provide the necessary stationary posts, I remain confident in the department's ability to meet these new mission sets within the next several years and continued support of the Capitol Police Board and Congress.

I do want to note that the new responsibility assigned to the department of protecting and securing O'Neill House Office Building, which will take effect later this spring, will likely impact the overall schedule to complete these other efforts. This new responsibility requires significant resources and was not anticipated at the time the department established the three primary security initiatives in 2016. With this in mind, we have been working closely with the Capitol Police Board, House Sergeant at Arms, and oversight committees, and our chief of operations, and CAO to help develop a plan to ensure this mission is successfully enacted as well as receives the necessary resources for implementation. Once the department has had the opportunity to benchmark and analyze the relevant data and trends following the addition of the new House Office Building to our critical security infrastructure, we will continue to look for efficiencies and examine the potential for reapportioning personnel as appropriate.

I look forward to discussing many of these new initiatives with you, and I am happy to answer any questions you should have.

[The statement of Chief Verderosa follows:]

STATEMENT OF CHIEF MATTHEW R. VERDEROSA
UNITED STATES CAPITOL POLICE

Committee on House Administration
United States House of Representatives
February 6, 2017

Good evening, Mr. Chairman, Ranking-Member Brady, and members of the Committee.

Thank you for this opportunity to discuss the United States Capitol Police (USCP or Department)

and our mission to protect the Congress so that it can fulfill its constitutional and legislative

responsibilities in a safe, secure, and open environment. It is my honor to serve as Chief of

Police, and I am honored to be with you today. I am joined here by some members of my

Executive Team and Executive Management Team, including our Chief Administrative Officer,

Richard Braddock; our General Counsel, Gretchen DeMar, and our new Chief of Operations,

Assistant Chief Steven Sund.

As the Committee is aware, I recently conducted a comprehensive hiring process for a

new Assistant Chief. For the first time in the modern era of the Department, the position was

competed both internally and externally, as I firmly believe that competition drives excellence.

Assistant Chief Sund comes to the USCP after serving for more than 25 years with the

Washington Metropolitan Police Department. He brings significant senior command and

operational experience to the Department, making him the ideal Chief of Operations for the

USCP. While his tenure with us has been just four weeks, he has already had a positive impact

on our operations. I am confident in his abilities to successfully lead our operational workforce.

Also joining me today is the Department's Inspector General, Fay Ropella; as well as USCP Fraternal Order of Police (FOP) Chairman Gus Papathanasiou, and the USCP Teamsters Chair Karen Gray Thomas.

Mr. Chairman, I want to begin by thanking the Committee for its steadfast support of the United States Capitol Police and its mission. The regular discussions that we have with you and your staff are greatly appreciated, as they allow us the opportunity to provide the Committee with important updates about our activities, challenges, and areas of focus. In addition, I am grateful for the Committee's engagement and feedback so that the Department may continue to effectively meet the needs of the U.S. House of Representatives and of the Congress. Additionally, I would like to thank the Capitol Police Board for its guidance and support as we carry out the complex security and law enforcement operations for the Capitol Complex.

I would also like to take this opportunity to recognize the women and men of the United States Capitol Police. On a daily basis, they publicly demonstrate how the American freedoms that we hold dear are carried out in the Nation's Capital. They work tirelessly to ensure that the Congress is able to conduct its legislative responsibilities without disruption, all the while exhibiting the utmost respect for the Constitution and protection of First Amendment liberties. I am thoroughly impressed with their performance, which is both seen and unseen by the community. And, I am thankful for their commitment to constantly rise to the occasion and handling whatever comes our way. During my tenure as Chief, this has included a Presidential Inauguration, mass demonstrations, and ever-changing security threats.

Last May, I had the pleasure of appearing before this Committee to provide an overview of the Department's management plan for Fiscal Year 2017, and beyond. As I stated then, it is the responsibility of the USCP to do everything possible to protect and safeguard Members, staff, and visitors each day in an open and complex environment; as the threats and risks we face today are increasingly sophisticated and dynamic. In coordination with the Capitol Police Board and our Oversight Committees, the USCP developed a multi-year strategy that provided for growth of the Department to fulfill three critical new mission sets, in an effort to further enhance the successful long-term protection of the Capitol Complex. These mission sets were the result of comprehensive threat analyses, including intelligence gathered by our partners globally, and consisted of the following initiatives:

1. Enhancement of House Garage Security;

2. Pre-screeners and additional over-watch personnel at various building access points; and,

3. Enhanced Portal Scanners Use

I am pleased to report that after reallocating internal resources to begin to address these emerging priorities, the Department has deployed the House Garage security screening initiative for approximately 60 percent of the House Office Buildings. By working in concert with the Architect of the Capitol's (AOC) Rayburn Garage Renovation Project, the Department is expected to complete the final stage of this initiative when specific security milestones are accomplished with the Rayburn Garage redesign and buildout in Fiscal Years 2018-2019. However, the staffing of security posts is dependent upon receipt of additional resources.

Additionally, the Department has begun to increase its capacity for pre-screeners and over-watch personnel at various building access points by leveraging new K-9 teams and Subject Interdiction Officer capabilities. This initiative will become more visible to the Congressional community in the coming months.

And to complete the list, the Department has had great success utilizing the enhanced portal screeners on visitors wishing to enter the House Chamber during major events, such as the State of the Union Address and Joint Meetings of Congress.

While additional resources will be necessary in out-years to complete these initiatives and to provide the necessary stationary posts, I remain confident in the Department's ability to meet these new mission sets within the next several years with the continued support of the Capitol Police Board and the Congress. I do want to note that the new responsibility assigned to the Department of protecting and securing the O'Neill House Office Building, which will take effect later this spring, will likely impact the overall schedule to complete these efforts. This new responsibility requires significant resources, and was not anticipated at the time the Department established its three primary security initiatives in early 2016.

With this in mind, I have been working closely with the Capitol Police Board, the House Sergeant at Arms, our Oversight Committees, our Chief of Operations and our Chief Administrative Officer to develop a plan to ensure the effects of the new mission will be shared across the Department, and not solely shouldered by the Uniformed Services Bureau's House Division. As with all law enforcement agencies, our most valuable assets are our employees. It

is my intention to ensure our House Division officers receive the support they need to remain balanced, focused, and sharp every day as this new mission set is enacted. The successful implementation of this initiative is also dependent on receiving the necessary resources. Further, once the Department has had the opportunity to benchmark and analyze the relevant data and trends following the addition of the new House Office Building to our critical security infrastructure, we will continue to look for efficiencies and examine the potential of reapportioning personnel, as appropriate.

Since becoming the Chief of Police in March 2016, one of my top priorities has been to ensure that each employee understands the vital role that each of them plays in safeguarding the Capitol Complex. We have the incredible distinction and duty in allowing the world to witness how democracy functions in a safe and open environment. No other police department in this nation does what we do or with the high visibility of our mission that we have.

This effort is being accomplished, in part, by simplifying processes; communicating more effectively internally, with our partner law enforcement agencies, and with our stakeholders; providing new training opportunities using a variety of mediums; and by partnering with other Legislative Branch organizations to more efficiently execute our mission.

In the past year, the Department has partnered with the U.S. House of Representatives (House), U.S. Senate (Senate), and the AOC to introduce a new Joint Emergency Mass Notification System (JEMNS) for the Congressional community. We also partnered with the House Chief Administrative Officer to redesign the USCP's website to provide a valuable

resource so that the Congressional community and visitors may better understand our mission and security expectations when visiting the Capitol Complex. The Department worked closely with House and Senate leadership on cutting edge security measures for the Capitol Complex, and we partnered with the AOC to open one of the most sophisticated and dynamically designed firearm ranges in the country, located in the Rayburn House Office Building. In addition, our Department's subject matter experts worked together to develop new online, roll call and/or in-service training for USCP personnel on topics such as the 58th Presidential Inauguration security, new time and attendance processes, legal updates and scenarios, defensive tactics, and tactical communication. Further, among our ongoing efforts to provide professional development opportunities to our workforce, we implemented a new, three-week, in-depth supervisory training program in fall 2016.

The Department also has been actively engaged in addressing and effecting recommendations from the USCP Office of Inspector General (OIG). Since 2006, the USCP OIG has made 334 recommendations and the Department has closed 291 of them by fully implementing the recommendations. In Fiscal Year 2016, the Department closed 33 recommendations and, to date, the Department has closed 16 audit recommendations this fiscal year. The USCP continues to work on the actions needed to close the 43 remaining open recommendations, as well as to facilitate the review of evidence for closure considerations by OIG staff. The Department truly values the recommendations proposed by Inspector General Ropella, and we appreciate the OIG's assistance in the Department's efforts to further improve operations and performance.

Mr. Chairman, earlier in my testimony I referenced our work to ensure that the 58th

Presidential Inaugural ceremonies were secure and successful. Paramount to that success was

the work of the USCP Inaugural Task Force (ITF). I would like to take a moment to recognize

the ITF, under the command of Captain Sean Gallagher, for their professional and tireless efforts

in the successful execution of the Department's security plan for this high-profile, national event.

The ITF participated in 847 planning meetings, of which the ITF led 425, and provided nearly 50

briefings to our stakeholders and law enforcement partners, making this Inauguration the most

coordinated and effectively communicated security event in the Department's history.

I could not be more proud of the ITF -- and of our entire workforce -- for flawlessly

implementing the vast number of requirements to ensure this event represented our nation and

our Capitol on the world stage in the most positive way possible.

I would also like to recognize the hard work of the women and men of the USCP who

planned and successfully executed the security models for protecting Members of Congress at

the National Conventions in Cleveland, Ohio, and Philadelphia, Pennsylvania. They, too, did a

tremendous job. And, I would be remiss if I did not acknowledge our collaborative and

professional partnerships with the U.S. Secret Service, U.S. Park Police, Federal Bureau of

Investigation, Joint Force Headquarters National Capital Region, Metropolitan Police

Department, and the local law enforcement agencies in the respective jurisdictions of the

conventions. They are a pleasure to work with, and I firmly believe that our collective efforts

further strengthen our working relationships.

Finally, I would like to provide a brief overview of where the USCP stands with our sworn leadership positions, and where I will be focusing my attention in the near-term.

In addition to incorporating Assistant Chief Sund into our ranks, over the past six months (to include imminent future promotions), the Department has been fortunate to be able to promote 35 Sergeants, 24 Lieutenants, and one Captain within our authorized sworn personnel strength; adding valuable experience to our supervisory ranks that were critically low. The infusion of these new supervisors has invigorated our workforce and, with additional promotions expected later this year, the Department is positioning itself with strong leaders who, in the near future, may rise through the Department rank structure. Additionally, in the near-term I will be formulating processes for the ranks of Deputy Chief, Inspector, and Captain to round out the USCP's executive and senior management teams.

In the coming months, I will also continue to focus on a number of initiatives including ushering in an enhanced Time and Attendance system that will provide greater efficiencies for the Department; developing and implementing specialized training for our sworn and civilian workforce; completing our sixth assessment to receive reaccreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA); strengthening the Department's intelligence gathering and dissemination; completing a full organizational review to determine the optimal structure of the Department; and lastly, continuing to leverage and improve upon various cyber technologies for the long-term viability of the Department's security systems.

While my list of priorities for 2017 is ambitious, under the leadership of Assistant Chief Steve Sund for operations and Richard Braddock for administration, I believe the Department is positioned for continued success, and I look forward to working with my entire team on accomplishing these important goals.

Once again, thank you for the opportunity to testify before the Committee today and for the Committee's continued support of the United States Capitol Police. I would be pleased to answer any questions you may have at this time.

The CHAIRMAN. Thank you very much, Chief Verderosa.

Committee Members will now ask questions of the witnesses. Each Member is allotted 5 minutes to question the witnesses. To help each Member track the times, we will use the same timing devices. And I will begin by recognizing myself for 5 minutes.

Dr. Hayden, if I can start with you, I want to again thank you for taking the time to meet with us this afternoon. And I am always amazed by the Library's statistics: 164 million items in all formats and languages, 1.8 million onsite visitors, and 93 million visits to your website. I mean, the numbers go on and on, and they are very impressive. Your testimony describes a number of initiatives that the Library will be focused on during the remainder of the fiscal year and into 2018. What do you anticipate as your challenges as you meet those goals?

Ms. HAYDEN. In meeting the increasing demand for the Library's resources, the challenge that I share with some of my colleagues here, in fact, have quite a bit to do with the technological capacity as well as the modernization of many of our operations. I mentioned that Mr. Barton has joined us, and quite a bit of progress has been made. And so that will be a continuing need as well as storage capacity for those collections will remain something that the Library has a major responsibility for these unique collections and items that make up quite a bit of that 162 million items.

The other challenge is to concentrate on making sure that the Library is run efficiently and effectively, centralizing a number of operations, particularly information technology. And also to—and this challenge is actually an opportunity to make more people aware throughout the Nation in particular of the resources that are available already and digitized for use in K through 12 classrooms, teacher education outreach, and letting people know about what the Library already has. We have been called one of the best kept secrets. And we don't want to be secret anymore.

The CHAIRMAN. Well, I can assure you that you are known by the Members and our staffs. And coming off what was a very successful new Member retreat in January, how will CRS continue to support our new Members and their staff and other Members, of course, that have been here? And if you could just talk for a moment about how you are planning on improving the CRS to better assist Members and staff.

Ms. HAYDEN. The Congressional Research Service, I have often called it the special forces of the Library. Their primary mission is to serve Congress and its staff with the best analysis on policies and topics up-to-date. The strengthening of the subject specialists in Congressional Research Service operations is key. And we are working to make sure there is successful recruitment and retention of those subject specialists, as well as making sure that the Congressional Research Service has the information technology capacity to serve Congress and staff in the latest ways.

The CHAIRMAN. All right. Well, you know, you've talked a lot already about information technologies and what you are doing to invest in that. And so, as we look at that, of course I have got one example here in my hand, the Library is partnering with the Bureau of Engraving and Printing to help provide U.S. currency readers to sight-impaired individuals to help identify their currency.

Unbelievable. Are there other initiatives that perhaps you could highlight today?

Ms. HAYDEN. And thank you for demonstrating a wonderful device that is allowing people who are visually challenged to operate seamlessly in the world. And the National Library Service for the Blind and Physically Handicapped is an important smaller part of the Library, but so important. The Library Service for the Blind operation is looking at even more capacity in handheld devices that will allow braille on demand. And so, right from an email, the braille will be touchable and instantaneous. So, instead of working and waiting for the translation, it will be instantaneous. So that is just an example of what technology can allow the Library to do for all citizens.

The CHAIRMAN. Thank you very much, Dr. Hayden. My time has expired.

I will now recognize the Ranking Member, Mr. Brady, for 5 minutes for questions.

Mr. BRADY. Thank you, Mr. Chairman.

I just have two quick questions I would like to ask all four panelists and have you each respond briefly. You know, information is power, and our computer systems and networks are under attack every day. I have had briefings from the CAO and the Sergeant at Arms. So, before you submit your budget requests, I would like to know, what do you need to protect your information systems? And do you have all the money and people that you need to protect them while you are protecting us?

Unrelated but equally as important, I would like to get a snapshot of your relationship with your respective unions. I hear from them that things are not going well, and it has been relatively quiet. I am a little worried about that. But I recently—but I wanted to know from each of you that you are committed to a good relationship with your organization workforce.

Mr. Ayers, you are very little, but I know you got a great relationship.

Dr. Hayden, we have talked in the past, and with your predecessor, we did a lot of work there with a lot of your security people there. And we work well with them. Director Cooks, you have about 18 of them, I think, because every one of them is in my office every day just about. But they seem to be happy. So I hope that you are working well with them.

And, Chief, I know we have a new Gus Papa back there, a new minted Chairman, you call him. I call him President of the Union. And I probably shouldn't say this, but he said some nice things about you. So I think that—but that is not a real big deal because your predecessor nobody said nice things about, including me. But you are doing an excellent job there. And the proof of it, you have all your job security people here behind you all. So I guess you have—I hope you continue to have a good relationship.

So, real briefly, just if you could respond, all four of you briefly. Thank you.

Ms. HAYDEN. Well, I will start because I am the newest. And I have been able to have several meetings and establish regular meetings with the Library's three unions. And they have been very productive because we are working on things that will allow us all

to work together and be proactive. And there have been some exciting things coming. I was even invited to the holiday party. So I think that is a good start in terms of that. But we are working very much together on it.

And with cybersecurity, the Library is participating in a legislative branch cybersecurity working group and has a fiscal year 2017 request in for strengthening our cybersecurity capacity.

Ms. VANCE-COOKS. Okay. Lady next? Okay. Great. Two things: In terms of cybersecurity, we recently had approval of $2 million to address that issue. And we are using it to address it in terms of enhancement programs as well as implementation. To give you an example, for an enhancement, we are going to truly try to strengthen our firewall configuration and our router configuration and our DDoS configuration as well. And then, in terms of implementing new things, we are looking at the inside threat capacity as opposed to just the outside threat because it does matter. You can get it from both the outside as well as internal.

In terms of the unions, we have 13 unions. Okay? And the good news story is that our unions and our management work well together because we want the same thing: we want the GPO to be a good place to work. And I am proud to say that, just last week, we signed another wage negotiation. We are in the middle of wage negotiations for a 5-year period. We work well together. I would characterize it as productive.

Chief VERDEROSA. Thank you, sir, for the questions. In terms of cybersecurity, my CIO and our CISO have direct access to me and the executive team. We participate actively in the leg branch organization. We also are going to focus in this fiscal year on vulnerability and risk threat management training, threat assessment, and sharing with our partners, not only in the leg branch, but with other Federal partners. I think we have a great plan. I think we are going to leverage some cross-servicing within economies of scale within the leg branch.

And in terms of the unions, I have two unions: The Teamsters and the FOP. I think, throughout the course of my career, I have always had a good working relationship with both unions. Officer Papathanasiou and I go back a long time in terms of working the House division together. And I think we both—we see opportunities rather than impediments. And I think we work wherever we can to come to common ground and fix the issues. And, frankly, I value the working relationship because, at the end of the day, we are both in this for the same thing: to have the best treatment for our employees and to get the most effectiveness and efficiency from the workforce. And I think we both are aligned very closely on that goal. And I have a great working relationship with Karen Gray-Thomas, who is our spokesperson for the Teamsters. And, you know, frankly, we have a great workforce, and I continue to look forward to working with both unions.

Mr. AYERS. And thank you, Mr. Brady.

We too have a strong IT system in place that is backed up at the alternative computer facility. And we use an active-active system. And throughout the day, our network may be run out of a building here on campus or a building there, and no one knows the difference. It is quite amazing to me.

From a cybersecurity perspective, you know, we have done multiple penetration tests. We have had the House IG review our system. We are implementing the National Security Agency's top 10 mitigation strategies. We are pretty comfortable with where we are on that. And like Ms. Vance-Cooks, we too have multiple unions that care for our employees, and we have collective bargaining agreements in place with them. I meet and my deputy meet quarterly with all of our unions. Our unions are staffed with really top-notch officers. And we have a great working relationship, open, honest, and transparent, and respectful discussions.

Mr. BRADY. Thank you, Mr. Chairman.

And thank you, Mr. Ayers, for Bill Weidemeyer. You got a gem there.

Mr. AYERS. I am going to regret that, Mr. Brady.

Mr. BRADY. Absolute professional.

Mr. AYERS. Thank you.

Mr. BRADY. Thank you, Mr. Chairman.

The CHAIRMAN. Thank you, Mr. Brady.

The Chair now recognizes the Vice Chairman for the Committee, Mr. Davis, for 5 minutes.

Mr. DAVIS. Thank you, Mr. Chairman.

Chief VERDEROSA. I know you mention in your testimony about the new security protocols and screening in and around the House Office Buildings and the garages. I would like your—you know, a little more—if you could go into a little more of what that has meant to our ensuring that there is a secure perimeter around our Capitol Buildings and in the garages. And I want to know if, you know, are there some standard security protocols that you guys follow at the Capitol Police at these screenings checkpoints? And also, are we achieving consistency throughout the Capitol complex and vehicle entry points with the screening process that you guys have extended?

Chief VERDEROSA. Certainly. I will answer the second part first if I may. We strive for consistency in everything that we do. I want the staff and the Members to know what to expect when they enter into the buildings. And we have been training. We actually, several years ago, revamped our entire security screening process to a unified approach. So the way you get screened in the House Buildings is the same as you get screened at the Senate Office Buildings as well. That entails looking at best practices in the industry. We partnered with TSA and the Marshal Service. And we looked at what we had already been doing to develop our protocols. And we have standardized this process. It is a quite lengthy. We have a 40-some-odd page directive that deals with virtually every scenario that you could have in screening. So, obviously, it is closely held. But we look at the division level supervisors going out and ensuring that they provide the feedback necessary for the officers in the field. We also bring our officers in for periodic retraining and recertification in security screening. It is the same with the automobile checks although the closer you get to the Capitol, the more stringent the checks become. We want to keep the threat as far away as we can.

Mr. DAVIS. Well, speaking of that, Chief, you know, what does your current security posture look like within the Capitol Police?

Chief VERDEROSA. We are always operating at a very high level. So, when we have major events around the world, obviously, we are closely connected in the intelligence side, on the high side, and we are also working with our partners and various other institutions to determine what in fact the known intelligence is, what are the best practices that they are seeing, and we leverage all that information and provide that information through lookouts, BOLOs, intelligence bulletins, and other various means of communication to all of our employees.

When we see events around the world, obviously, we are looking for copycat and other types of information that may lead us to believe that a threat may be imminent, warranted, to take additional information. That is particularly when you see a show of force, a more intensive show of force.

But we are always operating at a very high level. We have assets in and around the perimeter, both physical security assets, operational assets in terms of personnel that are assigned to various access points. Some are seen, and some are not seen. We are employing an additional—as one of the initiatives with the Board, the Capitol Police Board, we are employing additional assets outside of access points. For the next several years, we will be building up our team to provide eyes-on outside doors. As opposed to having them having the fight at the door, we are going to try to keep the battle outside the buildings.

Mr. DAVIS. And that is here and around the Capitol.

Chief VERDEROSA. That is correct.

Mr. DAVIS. Can you give an assessment of how is your team working with increased threat levels maybe out in the rest of the country and in Members' district offices? How do you coordinate any activity that could be viewed as a threat that you hear about? How do you coordinate your activities with local law enforcement?

Chief VERDEROSA. That is a great question. And we have a very active Protective Services Bureau. I have approximately 35, 40 investigators that look at intelligence and threat assessment. And what they do is they have outreach through the Sergeant at Arms Office for not only planned events, but we are also monitoring active social media, we are monitoring all sources of both classified and unclassified information to determine whether or not a Member of Congress or a Senator is a target of demonstration activity, is a target of an nefarious effort, a criminal act. And we also provide—on the positive side, we provide—we go out and actively do security awareness briefings. We coordinate threat assessment briefings for not only staff here on the Hill but district offices as well.

Mr. DAVIS. Well, thank you, Chief. My time is up, but I do want come tour that shooting range still too.

Chief VERDEROSA. Absolutely. We are ready. We have been operating for about 6 months.

Mr. DAVIS. Thank you.

The CHAIRMAN. Thank you, Mr. Davis.

And now the Chair will now recognize Ms. Lofgren for 5 minutes.

Ms. LOFGREN. Thank you, Mr. Chairman.

And I am glad to be getting an early start on oversight this year. I think it is a good thing. And it seems that some of the issues in

past years have been resolved in many cases. So that is very encouraging. And we will continue to work with these wonderful leaders as the year goes on.

Dr. Hayden, it is a thrill to see you here, the new Librarian of Congress. You were introduced as the first female Librarian of Congress, first African American. But I think you are the first librarian Librarian of Congress. Maybe not. But it has been a long time.

Ms. HAYDEN. In 50-something years.

Ms. LOFGREN. Yes. Been a long time. And it is great to have a librarian's librarian there.

You in your testimony identified the need for IT upgrades. And I am so appreciative that that is a focus that you have. And the staff works very hard. At least the staff I have met over there love the Library; they are dedicated to it. But the technology is antiquated. In particular, I am interested in the Copyright Office, which has antiquated—I mean, there is a lot that needs to be done in terms of upgrading that technology. Do you feel you have the resources at this point necessary to do those upgrades? Or do you have a strategy to get to where you think we need to be there?

Ms. HAYDEN. There is definitely a strategy. And I want to emphasize the helpfulness of the GAO reports and inspector general recommendations that provide the roadmap and help with our strategy and overall IT strategy. The Copyright Office has a number of unique IT needs that can be supported, and Mr. Barton, who is here with me today, the CIO for the Library, has been able to really coordinate the Library's strengthening infrastructure, technology infrastructure, with the special needs of not only the Copyright Office but CRS, for instance, that has specialized needs. And so the support, and there are fiscal year 2017 and will be 2018 requests to make sure that the modernization—IT modernization for the Copyright Office continues, particularly in the areas of registration, copyright registration, and a searchable copyright database of the records. That is a major focus.

There are 32 million copyright records. This is getting a little in the weeds with the—like a card catalog that have been digitized, but they are not searchable. And so the main focus will be making sure that the Library's IT infrastructure can support those special needs.

Ms. LOFGREN. That would be a major advance in terms of——

Ms. HAYDEN. Yes.

Ms. LOFGREN [continuing]. Protecting intellectual property.

Ms. HAYDEN. Yes.

Ms. LOFGREN. That would be very——

Ms. HAYDEN. For the users and——

Ms. LOFGREN [continuing]. Which this office is key for that.

Ms. HAYDEN. Yes. And I think people might not realize how vital the Copyright Office is to the creative input and output of the Nation.

Ms. LOFGREN. Speaking of that, I know you are in the process of hiring a new permanent registrar. Any timeline on that process?

Ms. HAYDEN. The Library asked for public comment on the aspects of the registrar's not only qualifications and what might be needed in the next few years, but also the office itself. We received

almost 5,000 public comments in a little over 5 weeks. And so we are reviewing those, and we will be working to incorporate some of those comments and suggestions into the formal opening up of the position. So very shortly you should be seeing something.

Ms. LOFGREN. Very good. I see my time is almost up. Let me just close by talking to the Chief.

I think when we talked, I had a complaint that the screening on the Senate and the House side seemed discordant. It is greatly improved. And now I think it is consistent. So I want to thank you for attending to that. I know there are a lot maybe things that are bigger on the scene. But it is nice to have consistency in both bodies. And I appreciate that very much.

Mr. Chairman, I would yield back.

The CHAIRMAN. Thank you, Ms. Lofgren.

The Chair will now recognize Mrs. Comstock for 5 minutes.

Mrs. COMSTOCK. Thank you, Mr. Chairman.

I wanted to also thank Dr. Hayden for her interest in the online work with the Library. And I wanted to—I know—thank you for coming by with your staff and discussing that and our shared interest in how we can use technology to really make the Library's vast collection more available.

And just for the benefit of those that might be watching C–SPAN, but also could you maybe paint a little—a better picture on how we can use this from, you know, from the children's events that you have and the collections available there on up? And just, you know, maybe give a little bit more vivid picture of how—you know, the possibilities of how we can utilize that going forward.

Ms. HAYDEN. And as a former children's librarian, I have to say my eyes light up when I think about the fact that we are now able to live stream programming from Washington, D.C., to anywhere in the world. And we just started that this past Saturday when we opened the Young Readers Center in the Jefferson Building on Saturdays. And we live stream to four States, and had direct responses from the young people in the audiences. They asked the author questions and they were able to get responses. And the children in the Jefferson Building were able to wave and do all kinds of things with the others. So that was an experiment, and we are expanding that.

We already have so much online for K through 12 educators, teaching with primary sources. And one of my first experiences in—and I mentioned earlier that I have been amazed at all of the wonderful things that are available at the Library, a scanner that is the size of a queen size bed that can scan rare and old maps that could never be put on display or used that are now able to be scanned and then downloaded and printed out and used by anyone.

Also, traveling exhibits are coming and downloading all types of photographs. And my most recent experience was with the inauguration display that we had where we had the inauguration route of Abraham Lincoln. And that only comes out maybe once every 5 years. We were able to duplicate that and people could touch it and trace the route. So there are so many possibilities that technology makes possible to spread the Library of Congress throughout the world, but definitely throughout the Nation.

Mrs. COMSTOCK. All right. Thank you. And as a daughter of a librarian, I do appreciate having a librarian in this position.

Now, you said it was—the program was shared with four States and you are expecting to grow that. Are there—if people want to participate in schools, they contact you?

Ms. HAYDEN. Oh, yes. Yes. Schools, community centers, rec centers. And particularly in rural areas that might not have the opportunity to have Newbery and Caldecott, award-winning authors that are there. So we really are going to focus on rural areas, and making that also connect to our traveling 18-wheeler that I am working on now. Yes, an 18-wheeler, library on the move, that will be on both coasts and in the middle that can just pull up in Bakersfield, anywhere, and you can interact with Library materials and have dedicated staff that can explain things too. So it is an exciting time. Libraries are——

Mrs. COMSTOCK. Thank you. Thank you. And I really appreciate those efforts.

And I yield back my time.

The CHAIRMAN. Thank you very much.

And the Chair is happy to recognize our new member to the Committee and to Congress, Mr. Raskin, for 5 minutes. Welcome.

Mr. RASKIN. Mr. Chairman, thank you for your very warm welcome, and thank you also to Mr. Brady for his warm welcome.

As the Representative of the Eighth Congressional District which borders the District of Columbia and a native to this area, it is quite an exceptional thrill and honor for me to be on this Committee overseeing our extraordinary Capitol campus. I am delighted to say I have been able to draw on the resources and the work of all of your various offices already in just about a month in office. And all of you I want to thank for being very responsive.

A special hello to Dr. Hayden, who was in Maryland before she came to the Library of Congress. And my father-in-law, who was a librarian for a long time, got the chance to meet Dr. Hayden and described it as like meeting the Beatles.

So I have got one very quick—pretty much a yes or no question for all of you, and then I have got a couple questions for Dr. Ayers. So as a local representative, I have been hearing from a number of my young constituents who have been disappointed in the last several weeks that they had jobs they thought they were going to get in different parts of the Federal Government, but because of the hiring freeze, they are now closed out. And I just wanted to make sure that each of your offices is actually open for young people who are looking to be in the public service now. And I don't know if we could just go down the line. Perhaps, Chief, you could start.

Chief VERDEROSA. Yes. We are hiring as needed based on our position availability.

Mr. RASKIN. Terrific.

Ms. VANCE-COOKS. We are very interested in hiring pathway interns. Okay? And I notice in the latest document on the hiring freeze that we can do that. And so you will see that.

Mr. RASKIN. Terrific.

Ms. HAYDEN. Very similar. And also volunteer opportunities that will lead and position young people to be right there and have the

experience when the positions are open. So we also have intern-
ships and fellowships.

Mr. RASKIN. Gotcha. You mean when the hiring freeze is lifted,
the position——

Ms. HAYDEN. When there is an available position, they have—al-
ready have experience and have worked in the Library.

Mr. RASKIN. Gotcha.

Mr. AYERS. And we are continuing to recruit new employees, and
also we have a summer intern program where we recruit about 100
or more summer interns to work for about 12 weeks for us. And
that program is usually announced in the month of February as
well. And we will start them in May or June.

Mr. RASKIN. Terrific. Dr. Ayers, let me stay with you for a sec-
ond, if I could. And I am so impressed by the work of your office,
and all of us get to enjoy working in this awesome and most beau-
tiful Capitol campus of any democracy or any nation on Earth. It
is really extraordinary. So I regret that I have to raise a matter
with you that is an issue not of your own making. But I wanted
to take this opportunity to ask you about this whole incident that
has taken place with the removal of one of the paintings that a
Member of Congress brought forward as part of the Congressional
Art Competition.

And I want to know whether, first, is it correct that this is un-
precedented, that there has never been a removal of a piece of art
from the Capitol campus on political grounds before?

Mr. AYERS. That is my understanding as well.

Mr. RASKIN. Okay. And so my understanding, and, again, correct
me if I am wrong, was that up until that removal, we basically had
the American rule of free speech. If you look at a painting or a
sculpture and you don't like it, you just go to the next one, and
maybe you like that one more, or you go to the next one, but you
don't remove it or petition for its removal. Was that basically the
rule up until this took place?

Mr. AYERS. Well, again, I am not familiar that a piece of artwork
was ever moved. There has been public perceptions about pieces of
artwork. I can recall a statue of George Washington by Greenough,
you know, more than 100 years ago that was placed in different
places in the Capitol building because the public's perception of
President Washington. And ultimately, that sculpture was moved
out of the Capitol and today is in the Smithsonian.

Mr. RASKIN. But are you now supposed to be regulating the po-
tential political incorrectness or offensiveness of art because of this
incident?

Mr. AYERS. No, I wouldn't say that. I think this particular art-
work competition that happens on an annual basis, there are a set
of rules, that it is my responsibility to enforce those rules. And so
just that narrow focus. I think if you are talking a broader view
of sculpture or artwork, that really comes under the Joint Com-
mittee in the Library.

Mr. RASKIN. I see. Because my office people have raised with me
questions of other works of art now as being offensive or politically
incorrect in the wake of the removal of that piece of art. So I appre-
ciate it. Thank you very much.

I yield back, Mr. Chairman.

The CHAIRMAN. Thank you very much, Mr. Raskin. And again welcome.

At this time, the Committee will recognize Mark Walker for 5 minutes.

Mr. WALKER. Thank you, Mr. Chairman. Thank you to our panel for being here today. A little bit late in the day, but appreciate your willingness to come out.

I have a few questions, if I could direct them to the director of the GAO, Ms. Vance-Cooks, if that is okay, just for a few minutes. I was looking at your resume, and if this doesn't work out, it looks like your experience in the insurance industry—we might could use you around here these days. But we—quite impressive. It certainly is.

I do have a few questions regarding certainly the printing office, if I could do so. As you know, we hear a lot about openness and transparency in—in both sides, really, as far as that being our goal, certainly striving to do so. Is there anything concrete or something that you would hope to do this upcoming year that would promote those transparency goals, anything in the works, and would you be okay to speak to those?

Ms. VANCE-COOKS. Sure. Thank you for the question. In fact, there are several things that we are doing right now that I would like to highlight.

The first has to do with digitization of content, especially historical content. This is critical for openness and transparency. As we sit here today, I am proud to report that we are collaborating with the Library of Congress, friend right here, to digitize the bound Congressional Record all the way back to 1873. And we are also working and collaborating with the OFR to digitize the Federal Register all the way back to its inception in 1936. So right away, you can see that we have a lot of historical digitized content that is about to go out into the public.

Secondly, with our govinfo FDsys digital database, it is important to remind everyone that this is a huge repository database that we build every single day. Every time we publish a document, we feed it into the FDsys govinfo database. And that is why it is growing exponentially. And as we sit, it has 1.6 million titles. Over 40 million of those documents are retrieved and downloaded every month across the world. So you can see that when we start to increase that database, we are also increasing openness and transparency.

And then we also are doing a lot of work with XML bulk data. We actually are a member of the legislative branch bulk data task force. And we worked very diligently with the members to make some of this data available in XML, specifically the bill text, the bill summary, and bill status information. The beauty of this is simple. When you have XML data available, the transparency advocates love it because they can take that data and they can repackage it. They can repurpose it and create a different product. That too allows us to go into openness and transparency.

And last but not least is the fact that we are working diligently with a lot of libraries across the Nation in our FDLP program to preserve some of the historical collections actually in tangible format. We have what we call preservation stewards. And were are

working with them. We have three already. One is in Kentucky. And they have agreed to preserve, for example, all of the documents for the WPA. That is major. That is going to be wonderful when we can really spread it out across the United States. So I hope that is helpful.

Mr. WALKER. I promise we didn't rehearse this before. Very, very good answers there.

Ms. VANCE-COOKS. Thank you.

Mr. WALKER. And you really touched on the second one, my question, as far as how often do you maybe review this process to make sure that you are doing the digital world. But maybe let me drive to this. Any work being done as far as projected cost savings by moving this from the paper world to the digital world? Have you looked into that at all?

Ms. VANCE-COOKS. We are starting to look—that is a great question too. Because we are starting to look into it and trying to figure out how to monetize digitized content. And that is pretty difficult at this point. But what we can see is that when we no longer print the tangible copy, we are having great savings. And a good example, of course, is when we talked about the ZMR press, for example. When we actually installed that press and we started to realize that we were printing faster and having less waste, we realized that we could reduce the rate that we normally would charge. And we reduced the rate by 7 percent. So that is an example of how we can attempt to monetize——

Mr. WALKER. Sure. Let me squeeze one more thing in here just for time purposes. If we are reducing cost savings, it may be sometimes—I know there is a lot of people have been scoping out the property over there. Is it possible at some point that this would be a reduction in size as well? And that would be my last question. I will let you wrap it up there.

Ms. VANCE-COOKS. You mean a reduction in the employees?

Mr. WALKER. The actual physical property, the actual employees, et cetera. Yes.

Ms. VANCE-COOKS. Well, right now, we are sitting with 1,750 employees, the lowest we have had in a century. But what we have been doing with the space is consolidating our members or our employees into certain areas of the building, and we have been renting out the rest. In fact, we rent out space to the Architect of the Capitol, and we rent out space to Chief of Police. We rent out space to the International Commission on Religious Freedom and the Senate Sergeant at Arms. And later on this year, OFR is going to move into our building, which is great because we do a lot of work with the Federal Register. And also NARA has asked for quite a bit of space for their archives. We are going to archive their legislative documents.

Mr. WALKER. Thank you, Director Vance-Cooks.

Mr. Chairman.

The CHAIRMAN. Thank you, Mr. Walker.

The Chair will now recognize Mr. Smith for 5 minutes.

Mr. SMITH. Thank you, Mr. Chairman. Thank you for the agency heads here today. I appreciate your service, not only to those of us here on the panel or even all of Congress, but to the American people.

To Mr. Ayers, thank you for outlining in your testimony. I was wondering if you could perhaps elaborate on the maintenance needs and obviously deferred maintenance. We have some projects underway now, whether it is Cannon renewal or the Rayburn parking garage, that kind of separated themselves perhaps from some other deferred maintenance projects and how you prioritize addressing these projects, especially as it relates to health and safety issues.

Mr. AYERS. A great question. And we have a really mature project prioritization process in place that helps us distinguish and bubble up the most important priorities to the top of our Capitol improvement project list. And we will look at deferred maintenance and Capitol renewal, capital investment, and Capitol construction. And our algorithm moves deferred maintenance to the top of that list.

So the theory that you want to take care of what you have before you build new holds true in our project prioritization process. But not only that, we look at mission and economics and energy and environmental stewardship, historic preservation, regulatory compliance. All of that comes into this prioritization process. And we then will filter those projects out by whether we can do them, are we ready to execute them, how critical they are to the functioning of the Congress and the like. And this has been in place for a number of years. And it has really been a fantastic tool both for us to be able to put forth to the Congress what we believe are the most important projects, but also for the Congress to use to validate a process that we have gone through to ensure they are making the right investments.

Today, our deferred maintenance stands at—or backlog of deferred maintenance stands at $1.5 billion and continues to grow each year. Obviously, from a strategic perspective, we have got to continue to work to drive that down. Deferred maintenance should never be zero, nor should it be $1.5 billion.

Mr. SMITH. Sure. Can you give us an update on the Rayburn parking and Cannon renewal? Are we on time and otherwise?

Mr. AYERS. We are, both on the Rayburn parking garage which we recently kicked off. It is on time and on schedule. And we are looking forward to continuing to work with this Committee who has been really helpful in kicking off that first phase, the first of four phases in the Rayburn garage. And each of those will take a year and a year and a half. So this is a multiyear, more than $100 million investment in that building. And the ability to reach out to members and communicate what is going on has been really invaluable for us working with this Committee.

Similarly, on the Cannon renewal project, you know, we have another 8 years to go in that—in the renewal of that building. We remain on budget. We remain on schedule. And looking forward to continuing to work with this Committee to keep members informed of the progress of that work.

Mr. SMITH. All right. Thank you.

I yield back.

The CHAIRMAN. The Chair will now recognize Mr. Loudermilk for 5 minutes.

Mr. LOUDERMILK. Well, thank you, Mr. Chairman. And thank to all our panel for being here.

And spending 30 years of my life in the IT sector, I have a lot of concerns, as many do, with cybersecurity and access to information. And in our jobs, that is a balance, providing the access to public and transparent information, but at the same time protecting the information that should be protected. Unfortunately, the Federal Government has become notorious throughout the Nation as being the most insecure of most of major organizations in this Nation.

Prior to coming to this Committee, I served on the Science, Space, and Technology Committee, which we conducted several investigations into cybersecurity breaches. And I remember asking the inspector general after one: How would you rate the Federal Government's cybersecurity posture on an elementary school grading scale? And he said D minus, which was of grave concern. So I know we do have a lot of work to do there. So most of my questions will be geared around that. I do have a lot of questions. And what I don't get to, because of time, we will submit for the official record, if that is all right, Mr. Chairman, but—

The CHAIRMAN. Yes, sir.

Mr. LOUDERMILK. And I do know that many of you are making strides in that direction. And, Dr. Hayden, thank you for coming by our office. I really enjoyed our chat. And really excited about you being on board. And I know that you are already taking steps in moving in the right direction following a lot of the IG's initiatives or recommendations. I got a couple of questions, though, just for clarity, so I can understand.

I understand the centralization that you are going through with the IT, and I commend that. I think that is very important. A lot of organizations get into trouble because they don't centralize. But in the memorandum that was sent out recently, you stated that top level supervisors of staff conducting IT activities throughout all service units will report through the CIO. Those not currently reporting to the CIO will be placed on a detailed assignment to the CIO. My question is what type of activities are those that you are realigning or restructuring to the CIO?

Ms. HAYDEN. Centralization, especially in an organization like the Library of Congress that has several very mission-oriented areas—copyright——

Mr. LOUDERMILK. Right.

Ms. HAYDEN [continuing]. CRS, Library services, National Library for the Blind and Physically Handicapped—those mission critical aspects will be protected and maintained with IT centralization. The centralization centers more on security and making sure that there is cross-departmental coordination of security as well as procurement and coordination of general effort. There are opportunities for lapses in security when you have siloed IT departments that are not even working together.

And so the Library of Congress in that memo that you referred to really—and this was a very pointed GAO recommendation— needed to centralize IT aspects of operation without physically, in some instances, removing the people from their actual—the CRS

people are still in—located in CRS, and copyright. They report through——

Mr. LOUDERMILK. But functionally, they are working for——

Ms. HAYDEN. Functionally, they——

Mr. LOUDERMILK [continuing]. Copyright Office.

Ms. HAYDEN. Right. And you need that.

Mr. LOUDERMILK. But operationally they report to this CIO so——

Ms. HAYDEN. Right. And also an important aspect, and this was another GAO recommendation, is a project management unit. So that if, for instance, CRS has a specialized IT need and they are contracting out for a project, that there is a centralized project management office that is overseeing all IT projects and just being quality control on that.

Mr. LOUDERMILK. Okay. And I appreciate that, because working in this field we worked a lot of businesses that did not have centralization. And you had aspects—IT resources in other departments that weren't under the direction of the CIO. Therefore, it is hard to implement cybersecurity and updates and those things that are important. So—and I think I see your CIO nodding in agreement with this.

Ms. HAYDEN. Yes. Mr. Barton. Yes.

Mr. LOUDERMILK. I agree with that. And thank you so much.

Ms. HAYDEN. Thank you.

Mr. LOUDERMILK. Look forward to working with you.

Chief.

Chief VERDEROSA. Yes, sir.

Mr. LOUDERMILK. Similar type questions. But I know that from a—from my experience in working in the IT field, everything is risk management. You know, you put—you can put the most secure network system in the world, but it is unuseable, so you have this balance. How—what role, that you can speak of, does the Capitol Police play in our IT infrastructures predominantly for the House of Representatives?

Chief VERDEROSA. Well, in reference to the House, we are more of an enforcement when there is a violation. The House has a chief administrative officer who controls the IT areas and how they interact with each individual employing office. So we do partner on the legislative branch cross committee in terms of sharing information, looking at ways to combine efforts in terms of security, training. Of course, we are always our worst enemy when it comes to our weakest links are our employees that are falling——

Mr. LOUDERMILK. Right.

Chief VERDEROSA [continuing]. Victim to phishing expeditions and those types of things. So I think that across the enterprise, the entire leg branch, we have a very good working group. We don't control—we control our own and our own infrastructure, both classified and unclassified, and we work very closely with our inspector general to close audit recommendations in terms of whether it is a system issue on our financial statements or whether it is an IT specific enterprise.

Mr. LOUDERMILK. Thank you.

Mr. CHAIRMAN, may I close with one quick question for the Chief just to bring closure to that or——

The CHAIRMAN. Unless Mr. Brady objects, you may ask the question.

Mr. LOUDERMILK. Understanding you have an investigatory role there, does the Capitol Police have investigators that are forensic experts in the IT field for cybersecurity or is that something——

Chief VERDEROSA. We do.

Mr. LOUDERMILK. You do?

Chief VERDEROSA. We do.

Mr. LOUDERMILK. Okay. Thank you, Mr. Chairman and Ranking Member. I appreciate it.

The CHAIRMAN. Thank you very much. And I want to thank each of you for coming today. This is a special place. And I know everyone in here is an institutionalist and respects it and loves this—what we do. And the only thing I would say is, you know, we are all in this together. So we really don't want—we don't like surprises. Do we, Chief? Nobody likes surprises. So if there is a problem or something is coming up, talk to us about it and give us that advance notice.

But again, thank you. Thank you to the Members for being here.

Without objection, this hearing will recess until tomorrow where we will hear from our second panel of witnesses, and we will also have a markup.

[Whereupon, at 6:22 p.m., the Committee was recessed, to reconvene on Tuesday, February 7, 2017.]

TUESDAY, FEBRUARY 7, 2017

The Committee met, pursuant to call, at 11:09 a.m., in Room 1310, Longworth House Office Building, Hon. Gregg Harper [Chairman of the Committee] presiding.

Present: Representatives Harper, Davis, Walker, Smith, Brady, and Raskin.

Staff Present: Sean Moran, Staff Director; Katie Patru, Deputy Staff Director for Outreach and Communications; Kim Betz, Senior Advisor; Cole Felder, Counsel; C. Maggie Moore, Legislative Clerk; Erin McCracken, Communications Director; Rob Taggart, Deputy Legislative Clerk/Oversight; Alex Attebery, Staff Assistant; Jamie Fleet, Minority Staff Director; Matt Pinkus, Minority Senior Policy Advisor; Khalil Abboud, Minority Chief Counsel; Eddie Flaherty, Minority Chief Clerk; and Meredith Connor, Minority Staff Assistant.

The CHAIRMAN. The Committee on House Administration will reconvene for the purpose of continuing its hearing on the operations and priorities of the House officers and legislative branch entities. As I indicated yesterday, the hearing record will remain open for 5 legislative days so that members may submit any materials they wish to include.

A quorum is present. So we may proceed.

I want to thank my colleagues and our second panel of witnesses for coming this morning to continue our discussion on priorities for fiscal years 2017 and 2018.

Before we start, I want to thank our House officers for their hard work and partnership with our Committee during New Member Orientation, the transition into the 115th Congress, and especially for the incredible amount of work that went into the planning and

preparation and hosting of the Presidential inauguration. We understand and appreciate the incredible undertaking that it was. And we commend you for the attention to detail and the precise execution of this event by your teams.

As you know, while I am not new to the Committee, I do have a new role as Chairman. I look forward to learning about your priorities, your needs, and expectations for the year ahead during this hearing. As I said yesterday, we all share a common goal, and that is to serve the public, the Members, and their staffs. We can only accomplish that goal if we work together. I am going to keep this short so we can hear from our witnesses, but I want to thank you again for appearing here today.

I would now like to recognize my colleague and Ranking Member of the Committee, Mr. Brady, for the purpose of providing an opening statement.

Mr. Brady.

[The statement of The Chairman follows:]

Mr. BRADY. Thank you, Mr. Chairman. Thank you for holding this hearing.

I have no statement other than to thank our witnesses. I spent a fair amount of time with Paul and Phil recently, and as always, their judgment and professionalism has made this a better, safer institution.

It is always good to see Karen, who is always available to our Members for whatever they need. Usually it is because they lost a card or whatever. But her team is professional and gives all the Members a lot of confidence in our legislative process.

We are lucky to have these three working for the House.

Thank you, Mr. Chairman.

The CHAIRMAN. Thank you, Mr. Brady.

Does any other Member wish to be recognized for the purpose of an opening statement?

We are honored to have yet another distinguished panel of witnesses before us. Karen Haas was sworn in as Clerk of the House of Representatives on January 5, 2011. This is her second appointment to this position, having previously served as the House Clerk from 2005 to 2007. Ms. Haas has a strong working knowledge of the House, as she served on Capitol Hill as a legislative staffer, a Floor Assistant to a former Speaker, and a Staff Director for a House committee.

Paul Irving was sworn in as the Sergeant at Arms of the United States House of Representatives on January 17, 2012, during the second session of the 112th Congress. He is the 36th person to hold this post since 1789. Mr. Irving previously served as an Assistant Director of the U.S. Secret Service from 2001 to 2008 and served as a Special Agent with the Secret Service for 25 years.

Phil Kiko was sworn in as the Chief Administrative Officer of the House of Representatives on August 1, 2016. This is the second time Mr. Kiko is serving as the CAO. In the mid-1990s, Mr. Kiko joined the team, the then newly formed CAO, as an Associate Administrator for Procurement and Purchasing, and helped establish the procurement office. Mr. Kiko has a long record of dedicated service both in the House and throughout the Federal Government. He has most recently served as the Staff Director and General

Counsel for two House committees, including this Committee from 2011 to 2013. Mr. Kiko also worked in two other House committees and also served as Chief of Staff in a Member's congressional office.

Again, we thank each of you for being here today and to share your upcoming testimony. The Committee has received your written testimony. At the appropriate time, I will recognize you for 5 minutes to present a summary of that submission. You know how the light system works. You have 5 minutes. When it gets to yellow, you have a minute left. And when you get to red, we just ask you to end sometime before the day is over and bring it in for a landing.

The Chair will now recognize the Clerk of the House, Karen Haas, for 5 minutes.

STATEMENTS OF THE HONORABLE KAREN L. HAAS, CLERK, UNITED STATES HOUSE OF REPRESENTATIVES; THE HONORABLE PAUL D. IRVING, SERGEANT AT ARMS, UNITED STATES HOUSE OF REPRESENTATIVES; AND THE HONORABLE PHILIP G. KIKO, CHIEF ADMINISTRATIVE OFFICER, UNITED STATES HOUSE OF REPRESENTATIVES

STATEMENT OF THE HONORABLE KAREN L. HAAS

Ms. HAAS. Thank you. Chairman Harper, Ranking Member Brady, and Members of the Committee, thank you for the opportunity to testify today regarding the priorities of the Office of the Clerk for the upcoming year. My staff and I appreciate the guidance and support we receive from the Committee.

The primary responsibility of our office is to support the legislative process. We have just completed a successful opening to the 115th Congress, but there is much work to be done for the remainder of this fiscal year and next. We intend to continue our efforts to make the legislative process as transparent as possible, improve business practices, and look for efficiencies wherever possible.

Two ongoing major projects, our website redesign and updates to the Electronic Voting System, should be completed during this year. The website redesign provides legislative data in a dynamic and user-friendly approach. It has robust search capabilities, more detailed vote data, and easy access from any device. We have been testing the site with internal House customers and expect to launch early this year. The updates to the voting system include new wiring, modernized voting boxes, and internal components, as well as improvements for the visually impaired user. We anticipate testing a prototype soon and hope to deploy in August.

In our continuing effort to reduce overall printing and provide timely information, we released a beta version of a revised House telephone directory website. This website makes contact information publicly available and easily accessible. We are encouraging all offices to update their individual information as they incur staffing changes. Having information that is accurate and easily accessible will help drive users from the printed version to the electronic option. Over the last several years, we have cut the number of directories printed, and we expect to see more dramatic cuts as users transition to the electronic format.

We have also been busy working with our partners, including the Office of Legislative Counsel and the Government Publishing Office, on a new and unplanned project. A newly adopted House rule, known as the comparative print rule, will take effect at the end of this calendar year. It requires that a document be prepared showing the changes to current law proposed by every bill, joint resolution, and amendment before they may be considered on the House floor. Although similar to the current Ramseyer rule, this new rule will apply to more legislation and require quicker turnaround than the existing rule. We have been meeting regularly to understand the scope of this project and determine how best to comply with this requirement. In particular, we are trying to determine how much of the work can be automated and how much will require legal staff to ensure accuracy. At this time, we are unsure of the impact that this project will have on our projects, staffing, and budget.

In closing, I appreciate this chance to share our upcoming priorities for the next fiscal year. All the divisions within the Office of the Clerk diligently work together every day to provide support for the legislative process in the House of Representatives. We strive to do more with less, to increase efficiencies, and improve transparency while still providing top-quality service, products, and information to Members, staff, and the public. We enjoy our long-standing collaboration with the other House officers and look forward to continuing to work with their organizations and staff to provide support to the House community.

I am happy to answer any questions. And thank you.

[The statement of Ms. Haas follows:]

OFFICE OF THE CLERK
UNITED STATES HOUSE OF REPRESENTATIVES

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THE HONORABLE KAREN L. HAAS
CLERK OF THE HOUSE OF REPRESENTATIVES

**STATEMENT BEFORE THE COMMITTEE ON HOUSE ADMINISTRATION
ON THE FY 2018 PRIORITIES OF THE OFFICE OF THE CLERK**

FEBRUARY 7, 2017

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Chairman Harper and Ranking Member Brady, Members of the Committee: Thank you for the opportunity to testify before the Committee on House Administration about the operations and priorities of the Office of the Clerk. My staff and I meet regularly with your committee staff, and we appreciate the support and feedback this committee provides to the Clerk's Office.

HOUSE LEGISLATIVE OPERATIONS

The Clerk's Office supports the core legislative operations of the House of Representatives and its committees. Our office touches virtually every step of the legislative process, from committee hearings to the presentment of enrolled bills to the President. We work to ensure the integrity of the legislative process while we continually seek to improve public access to House and committee proceedings.

Support for Floor Operations

The Clerk's Office supports the legislative process from introduction to engrossment and presentment. The bill clerks process all bills and resolutions when they are introduced. The tally clerks record all Floor votes cast through the Electronic Voting System and manually in the Well of the House, maintain the *House Calendar*, and process all committee reports filed with the House. The journal clerks produce the constitutionally mandated *Journal of the House of Representatives* and handle all Presidential Messages. When bills and resolutions pass the House, the enrolling clerks prepare the official text for transmission to the Senate or the White House. Along with their more visible duties of announcing pending business on the Floor, the reading clerks deliver bills and messages to the Senate. Our staff is hard at work whenever the House is in session—day or night—supporting the work of the House of Representatives.

Availability and Transparency of Legislative Proceedings

In addition to supporting the House's Floor operations, the Clerk's Office is responsible for making the proceedings of the House easily accessible to the public and Members alike. The Clerk's Office hosts the publicly available website, *Bills to be Considered*, at docs.house.gov. This site is the central source for all legislation scheduled to be considered on the Floor each week.

Our staff maintains and updates the online summary of House Floor proceedings, including information on pending legislation and votes taken, on our website at clerk.house.gov. The Clerk's Office also maintains live and archived video of all Floor proceedings at HouseLive.gov and provides closed-captioning services to ensure that House proceedings are accessible to all. Our official reporters transcribe Floor debate from gavel to gavel. We provide these transcripts and other legislative data to the Government Publishing Office, which publishes them the next day online and in print in the *Congressional Record*. The Clerk's Office also makes daily updates to the bill summary information hosted by the Library of Congress at Congress.gov.

Support for Committee Operations

In addition to supporting the legislative work of the House on the Floor, the Clerk's Office supports the work of House committees. The official reporters provide reporting services for all committee markups, hearings, and depositions as well as many investigative interviews. Whereas in the 113th Congress only one standing committee was authorized to take depositions, all standing committees are authorized to take depositions in the 115th. This expanded deposition authority may create additional demand for reporting services.

The House Library provides research services for committee and Member legislative staff. Last year, the Library launched an online portal providing comprehensive guides to legislative research topics. The portal offers a chat feature that allows D.C. and district staff to communicate with the House librarians during business hours. Our librarians also offer regular training through our partners in the House Learning Center.

Over the past two years, the Clerk's Office has made significant improvements to *Reports Due to Congress*, a document required to be published at the beginning of each session of Congress that lists all of the reports that any government agency is required by law to make to Congress. We have added a new section that lists reports with sunset provisions. The improved report will help committees and Members comply with the Majority Leader's Floor protocols on reporting requirements. Reports received and the statutory requirements they satisfy are now linked, which greatly enhances the Executive Communication search function on LIS.gov. We are working with our partners at the Library of Congress to move this search function from LIS.gov to Congress.gov.

Availability and Transparency of Committee Proceedings

The Clerk's Office maintains the Committee Repository website at docs.house.gov. This centralized online portal enables the public to track committee hearing and markup schedules along with meeting notices, testimony, truth-in-testimony disclosures, opening statements, legislative text and amendments, and recorded votes. The House has made great progress in increasing the transparency of committee proceedings, and the Clerk's Office is proud to support that effort.

ARCHIVES, ART, AND HISTORY OF THE HOUSE

The Office of the Clerk preserves the history of the House and meets its archival, historical, and curatorial needs.

Archives

The Clerk's Office is responsible for preserving the House's archived records. Our professional archivists assist committees as they comply with their archival obligations and help them research and retrieve records in their archives. During the 114th Congress, more than 2 million

new print records and a terabyte (1,144.5 gigabytes) of electronic records were archived. Our archives staff retrieved 385,500 records from the legislative archives for committees.

Last year, the Clerk's Office launched a new Records Search feature on our History, Art & Archives website at history.house.gov. The feature showcases a selection of official House records that illustrate the institution's work, its responses to issues of the day, and its relationship with the public and other branches of government. We include documents from all 50 states, as well as the District of Columbia and the territories, petitions and memorials, correspondence with Members, certificates of election, hearing transcripts, and maps and charts. Each record is accompanied by a brief description that provides context and links to related material. As with the rest of the website this new feature is a tremendous resource for the general public and educators.

Art and History

The curatorial staff of the Clerk's Office are responsible for preserving the historical art and artifacts in the House Collection and making the collection accessible to the public. With sections on the Institution, People, Exhibitions, Collections, Oral History, Education, and Research, our History, Art & Archives website offers a wealth of information about the House.

In the spring of this year, we will open an exhibition on the first floor of the Capitol to commemorate the centennial of Jeannette Rankin's arrival as the first woman in Congress. The History, Art & Archives website also includes extensive and compelling content on the history of women in Congress to mark this milestone.

The Cannon renovations have required our curatorial staff to relocate many works of art from the Cannon building, including the largest painting in the House Collection and several busts that have not been moved in half a century. Our partners with the Architect of the Capitol and the Chief Administrative Office have supported our efforts to preserve, relocate, and store the artwork by providing staff, equipment, and funds in a timely manner.

PUBLIC DISCLOSURE AND INFORMATION SERVICES

By statute and the Rules of the House of Representatives, the Clerk's Office is charged with providing public disclosure information that helps preserve the integrity and increase the transparency of the legislative process.

Memorials from the States Calling for an Article V Convention

Pursuant to a House rule adopted last Congress, the Clerk's Office developed a page on its website to host state applications (and rescissions of prior applications) calling for a constitutional convention, as designated by the Chairman of the Judiciary Committee. So far, 127 such Memorials from 1960 to the present have been identified and posted. With the passage of H. Res. 5 this Congress, the House further changed the rule, which required us to make an unplanned

update to the page last month. We will continue to work with the Committee on the Judiciary to post these Memorials online.

Financial Disclosure

The Clerk's Office administers the filing and public publishing of all financial disclosure forms and periodic transaction reports submitted by House Members, Officers, candidates, and senior House staff as well as disclosures filed by employees of the Capitol Police, Library of Congress, Government Publishing Office, Botanic Gardens, and Congressional Budget Office. We maintain the online filing system for these reports and work closely with the Ethics Committee to continue to improve both the filing system and public access to the records on our website.

Lobbying Disclosure

The Clerk's Office continues to enhance the lobbying disclosure filing system in coordination with the Secretary of the Senate, who shares responsibility for administering the filing requirements of the Lobbying Disclosure Act. We make these filings available online in a searchable, sortable, and downloadable format. To ensure compliance with the act, the Office sends reminders to approximately 14,000 registrants before the deadlines and follow-up notices after due dates. The Office sends additional notifications throughout the filing period to keep users informed of filing requirements.

Online Telephone Directory

Last year, we released a beta version of the online telephone directory and made it available to the House community and the public at directory.house.gov. This mobile-friendly and searchable directory improves public access to House offices and allows us to reduce the printing of House phonebooks. With the support of the congressional community, we may eventually discontinue the print version entirely.

PRIORITIES

The following priorities are our most significant ongoing and upcoming projects. Many of these priorities will carry over from the 2017 calendar year and into fiscal year 2018.

Website Redesign

In 2017, the Clerk's Office will launch a redesigned website, which will focus on legislative activities and bring key legislative information and updates together in one place. We will also launch a new HouseLive, our streaming internet video service, which will feature video rewind and closed captioning search functions and integrate floor summaries into the live broadcast. Although the look and feel of the website will be updated, the expanded functionality and application program interfaces (API) supporting the website are the major enhancements. The APIs allow us to improve efficiencies and provide more modern access to data for internal House

customers, other legislative branch customers, and the public and fulfill our transparency and accessibility requirements.

Electronic Voting Station Upgrade

The Clerk's Office will test and deploy next-generation voting stations this year. We anticipate that prototype stations will be delivered early in the year. Our team will conduct comprehensive testing to confirm the dependability of the new stations before we make any changes. If the testing goes well, we may be able to deploy the new stations this year.

Comparative Print Implementation

The Clerk's Office is working with House partners, including the Office of Legislative Counsel and the Government Publishing Office, to determine the work necessary to comply with the new House rule requiring comparative prints showing proposed changes from current law before legislation will be considered in the House. The new rule will go into effect on December 31 of this year. As this is an unplanned project, we are unsure of its impact on our other projects, staffing, and budget.

Turner Redstone Data Center

The Clerk's Office plans to add data center operations in the new Turner Redstone data center later this year. We are currently working on a detailed implementation plan and coordinating our efforts with the Chief Administrator's Office.

Congressional Biographical Directory

The Congressional Biographical Directory (BioGuide) at bioguide.congress.gov is a searchable biographical directory of Members of Congress from 1774 to the present. It launched in 1996 and is now the oldest website still hosted at Congress.gov. Along with the Office of the Historian and in consultation with our Senate partners, we are exploring a complete overhaul of the look, feel, and functionality of the BioGuide website.

Increased Storage for Congressional Records

The Center for Legislative Archives, part of the National Archives, maintains, preserves, and provides public access to archived House records pursuant to House Rules. However, the National Archives is running out of space for congressional records. Last year we secured suitable additional storage space at a Government Publishing Office facility and obtained funding for the initial phase of construction. We expect to occupy the new space in 2018.

Lobby Disclosure

We need to begin the process of enhancing our web-based lobby disclosure system to provide the lobbying community with a better means to file individual and bulk reports. We aim to improve the administrative functions of the system to ensure robust filing statistics, search capabilities, and means to approve pending reports. By creating a unique lobbyist identifier, we will be able to synchronize House and Senate notification, approval, reporting, and referral efforts. The enhanced disclosure system remains on our priority list but continues to be pushed back due to the addition of unforeseen and other higher-priority projects.

On-Demand Printing

The Clerk's Office provides printed legislative materials for use on the House Floor and in committee hearings and for distribution to congressional staff and the public. Our production printers are nearing the end of their lifecycle. New printers will be faster, have improved binding and finishing capabilities, and allow us to reduce our reliance on overstocking materials. Through this year and next year, we will focus our efforts on shifting from a warehousing system to an on-demand print and delivery operation. With appropriate funding, we will implement this change in steps and anticipate completion by fiscal year 2020.

In closing, I appreciate this chance to share our priorities for the next fiscal year. All the divisions within the Office of the Clerk diligently work together every day to provide support for the legislative process and the House of Representatives. We strive to do more with less, identify efficiencies, and improve transparency while we continue to provide top-quality service, products, and information to Members, staff, and the public. We enjoy our longstanding collaboration with the other House Officers and look forward to continuing to work with their organizations and staff to provide support to the House Community.

The CHAIRMAN. Thank you very much.

The Chair now recognizes the House Sergeant at Arms, Paul Irving, for 5 minutes.

STATEMENT OF THE HONORABLE PAUL D. IRVING

Mr. IRVING. Good morning, Chairman Harper, Ranking Member Brady, and Members of the Committee. I appreciate the opportunity to appear before you to discuss the Sergeant at Arms' priorities for 2018 and beyond. Before beginning, I would like to say that it is truly an honor to have the opportunity to serve this institution, and I look forward to continuing to work with you.

As Sergeant at Arms, I am responsible for the oversight of security matters which relate to the House of Representatives. I also serve as a member of the U.S. Capitol Police Board, which is statutorily charged with oversight of the U.S. Capitol Police. And I work with the Board to support the Capitol Police in its mission to protect and serve the Capitol community.

My office has been involved in a number of very important new and ongoing projects, which I would like to highlight.

First, the House garage security enhancement project is designed to move the entire Capitol complex closer to 100 percent screening by bringing the House Office Buildings into a secure perimeter in line with the Senate Office Buildings and the Capitol. As you know, the first phase has been completed: staffing the Ford Garage, the Cannon and Longworth Underground Garages. And the next phase of this initiative will incorporate the Rayburn Garage into the screening protocol. This will occur concurrently with the Rayburn Garage rehabilitation project, which will entail the buildout of selected elevator lobbies to accommodate the screening equipment and dedicating certain elevators to those screening areas. The Cannon Garage screening checkpoint will likewise be developed simultaneously with the Cannon renovation project.

In addition to these initiatives, I have been prioritizing various security enhancements to further augment our external security posture. These projects will enhance the security coverage of the Capitol while maintaining the openness and park-like structure of the grounds.

Our 2018 priorities include installing an underground alarm around the perimeter of the Capitol, bolstering the physical structure of the outer planters in the Olmsted wall, and financing a study to upgrade the lighting on the east plaza of the Capitol.

Another exterior security initiative entails the life-cycle replacement of post-9/11 physical security infrastructure requirements such as the barriers and kiosks. Many security barriers and kiosks were installed over a decade ago and are beyond their life cycle and must be replaced. Additionally, the installation of reinforced windows is a vital part of this initiative to upgrade and strengthen the exterior facades of the House Office Buildings.

Along with these enhancements, I have been working closely with the Board and the Capitol Police to increase manpower at the most heavily used entrances throughout the Capitol complex in order to increase presence for prescreening. A core component to this prescreening initiative is the use of highly specialized K9 teams.

Within the Capitol, in addition to existing magnetometers, continued implementation of enhanced screening portals in the Capitol Visitor Center will provide an additional layer of security for the House galleries. Visitors are now able to be screened for powders, liquids, and other nonmetallic objects.

Finally, in partnership with the Capitol Police, my office maintains a strong, effective outreach program with Member offices regarding district office security. We will continue this aggressive outreach as Members are active in their districts furthering the work of the House of Representatives.

As always, I am grateful for the unyielding support from this Committee as we strive to maintain the delicate balance between implementing strong security measures while simultaneously allowing free and open access to the Capitol complex. I remain vigilant and focused on security preparedness, striving to adhere to the strict level of fiscal responsibility entrusted to us by the Congress. I will continue to keep the Committee informed of my activities and will be happy to answer any questions you may have. Thank you.

[The statement of Mr. Irving follows:]

Statement of the Honorable Paul D. Irving
Sergeant at Arms
U.S. House of Representatives
Committee on House Administration
February 7, 2017

Good morning Chairman Harper, Mr. Brady, and members of the Committee. I appreciate the opportunity to appear before you to discuss the Sergeant at Arms priorities for 2017 and beyond. Before beginning, I would like to say that it is truly an honor to have an opportunity to serve this institution, and I look forward to continuing to work with you.

As you know, the Office of the Sergeant at Arms provides security, safety and protocol services to Members, Committees and the staff who serve them. To accomplish our mission, we have an extremely dedicated team whose diverse strengths provide the highest level of professionalism and expertise in each of our divisions: Police Services and Law Enforcement, Protocol and Chamber Operations, Parking Security, House Security, Information and Identification Services, and Emergency Management. These offices collectively and collaboratively ensure solid management and governance over House operations, especially in matters related to security.

As Sergeant at Arms, I am responsible for the oversight of these divisions and all security matters which relate to the House of Representatives. I also serve as a member of the Capitol Police Board, which establishes policies and guidelines to protect the Capitol complex and its occupants. The Capitol Police Board is a statutorily created, bicameral, non-partisan board of directors comprised of the House and Senate Sergeants at Arms, the Architect of the Capitol (AOC), and the Chief of Police. The Board is statutorily charged with oversight of the U.S. Capitol Police (USCP), and I work with the Board to support the USCP in its mission to protect and serve the Capitol community. The Board proactively seeks to implement new security initiatives to stay ahead of new and emerging threats.

As the Committee is aware, in March of last year the Board selected Matthew Verderosa, a 30-year veteran of the department, as the 9th Chief of the Capitol Police. I have worked closely with Chief Verderosa over the past several years, and his long tenure with the USCP has been a tremendous asset both to this institution and also to my office in managing the security of the House.

Along with the Board and the Chief, I receive real-time intelligence information providing an overview of local, national, and international events which may have an impact on the safety and security of the House of Representatives. These events include identified criminal activities, threats to Members of Congress, families, and staff, as well as those events and information that might be more closely associated with terrorism and other potentially disruptive activities.

All of this information is gleaned from a variety of sources and through partnerships with federal, state, and local intelligence and law enforcement agencies. These resources and efforts in intelligence-gathering assist me in evaluating security countermeasures, providing a more secure environment for the House to conduct its business, and allowing visitors to safely view and participate in the legislative process. I want to assure the Committee that I carefully evaluate and balance the security posture of the House of Representatives with the effects that any new security protocol may have on the business process of this institution.

Thanks to the support of this Committee, the Office of the Sergeant at Arms is involved in a number of important new and ongoing projects which I would like to highlight. I have been taking active measures to address the security of the House garages. The goal of the House Garage Security Enhancement Project is to protect Members, staff and visitors in the HOBs by adding nine new USCP screening access points inside the House garages. This project is designed to move the entire Capitol complex closer to 100% screening by bringing the HOBs into the secure perimeter and in line with the Senate Office Buildings and the Capitol. My office continues to work in conjunction with the AOC and the USCP to implement this important initiative. With the Committee's help, the AOC and the USCP have already commenced the phased-in approach to all the House garages, beginning with the Ford garage and the Cannon and Longworth Underground garages. This phase included the implementation of standard security screening equipment (x-ray machines and magnetometers) at the established access checkpoints from those garages into the HOBs.

The next portion of this initiative will incorporate the Rayburn garage into the screening protocol and will be completed in coordination with the Rayburn garage renovation project. This will entail the build-out of selected elevator lobbies to accommodate the screening equipment in the Rayburn Garage, dedicating certain elevators to access the screening areas into the building, and repurposing other areas of the garage as support office and storage space. The objective of this phase is to maintain an organized garage with ease of traffic flow and a smooth transition from unscreened to screened areas. The Cannon Garage screening checkpoint will likewise be developed simultaneously with the Cannon Renewal project.

With regard to security issues associated with the Cannon Renewal project, the demolition and reconstruction of the building will involve the closure of the Cannon Rotunda at the basement level, which required the Appointments Desks, as well as the Capitol Guide Service desks, to be relocated to a place convenient to the screening site into the Capitol. Furthermore, as the screening site will be accessible from Cannon through a single tunnel to be constructed through the Rotunda, we have been working with the AOC and USCP to develop measures which will help alleviate potential pedestrian points of congestion. We will also be working with the Committee to keep the House community notified of security-related and other issues which

invariably occur with a construction project of this magnitude.

In addition to these initiatives, I have been prioritizing various security enhancements to further augment our external security posture. A number of projects, coordinated with House and Senate Leadership, Appropriations Committees, and the AOC, will help enhance the security coverage of the Capitol, while maintaining the openness and park-like setting of the grounds. Our current planned projects include the installation of an underground alarm around the perimeter of the Capitol building; bolstering the physical structure of the outer planters and the Olmsted wall; and financing a study to upgrade the lighting on the Capitol East Plaza. The additional alarm will further enhance the USCP coverage of individuals approaching the base of the Capitol, as well as provide full integration with the existing cameras. Bolstering the planters and the Olmsted wall will complete the outer perimeter security and help prevent breaches onto the Capitol Square. Upgrading the lighting systems will provide illumination levels necessary to meet current security and safety standards and would ideally have the capability of adjustable lighting levels to be utilized after dark during votes or in emergency situations.

Along with these exterior enhancements, I have been working closely with the Board and the USCP to increase manpower to the House and Senate Office Buildings to tactically address security concerns at key exterior points of entry in order to identify and mitigate threats before they reach the interior security screening checkpoints. The USCP has put forth a plan to staff the most heavily used entrances throughout the Capitol Complex and House and Senate Office Buildings in order to increase presence for pre-screening. A core component of this pre-screening initiative is the use of additional highly specialized K-9 teams and other assets to patrol exterior zones to pre-screen visitors and enhance our presence.

Another exterior security initiative entails the lifecycle replacement of post-9/11 physical security infrastructure requirements (e.g. barriers and kiosks). Many security barriers installed over a decade ago are reaching the end of their lifecycle and must be replaced. Therefore, I have been working with the Board and the Appropriations Committee to acquire the funding to begin the lifecycle replacement of the barriers. Additionally, with regard to security kiosks, the AOC is developing a strategy to gradually replace system components, thus extending the kiosk lifecycle and defraying the cost of the project.

Finally, the installation of new, reinforced windows is a vital part of the initiative to upgrade and strengthen the exterior facades of the House Office Buildings (HOBs). The Architect is currently reviewing the design of these windows, and installation is already underway with the Longworth Building. This is a multi-part project, as noted, beginning with the Longworth and continuing with the Rayburn and the Cannon HOBs. The Cannon windows will be replaced in coordination with the current Cannon renovation project.

This year also begins the transition of the O'Neill Federal Office Building from the GSA to the jurisdiction of the House. As you may be aware, my office serves as the Designated Official for O'Neill, taking the lead in emergency planning and preparedness. Because the building is an Executive Branch building (with space leased to the House), there is no permanent USCP presence, but instead contracted security provided by the Department of Homeland Security's Federal Protective Service (FPS). This contract will expire by the end of the fiscal year, and the USCP is working to acquire the manpower necessary to take over all physical screening operations. In addition to screening, my office is collaborating with both FPS and USCP in maintaining, upgrading, and unifying the security systems of the building (cameras, prox cards, alarms, etc.). The USCP's Security Services Bureau (SSB) was involved in the initial design of the building, which will significantly help smooth the transition of the security systems to the USCP.

Within the Capitol, in addition to existing magnetometers, continued implementation of Enhanced Screening Portals (ESPs) in the House Gallery check-in area in the Capitol Visitor Center will provide an additional layer of security to the galleries of the House of Representatives. Visitors are now able to be screened for powders, liquids and other non-metallic objects prior to entering the House galleries. While this additional specialized equipment is currently utilized only for Joint Meetings and in circumstances of heightened threat intelligence on the House side, the ultimate objective is to implement their operation whenever the House is in session. I and the Board will continue to engage in ongoing briefings with the Committees of jurisdiction with the details of this law enforcement sensitive program as the project progresses. I would like to thank the Committee for its support of this project.

Additionally, one of my newest initiatives is to increase Chamber Security to staff the House Gallery, in order to redirect more costly USCP manpower to more security-critical initiatives. Similar to the Doorkeeper posts on the Senate side, the additional House Chamber Security staff would coordinate logistics with the USCP for the movement of visitors to the third floor, assist Members and their staff with seating of Gallery guests, enforce Chamber decorum, and provide enhanced Gallery visitor services coordination. Staffing of the Galleries would be provided to the public Galleries in proportion with the volume of visitors, as well as to the House Press Gallery, a dedicated Staff Gallery, and the Member and Family Gallery. USCP would maintain a uniformed presence on the third floor and would be readily accessible for quick response to protests or disruptions in the Galleries.

One of our more recent House-wide projects is the transition of GSA-approved safes from the Chief Administrative Officer (CAO) to the Sergeant at Arms. This transition and subsequent program will encompass the secure management, storage, training, and record keeping for all GSA-approved safes being utilized within the House. My office will ensure protocols to track the location and identifiable information of every GSA-approved safe in the House and

consolidate all unused safes into a single secure storage facility. We will also provide training for proper safe procedures to cleared individuals who remain in possession of a GSA-approved safe. The goal of this project is to secure classified information and to provide accountability within Member and Committee offices.

I would also like to take this opportunity to thank the Committee staff who worked with our Division of Parking Security to implement the new parking software system. This system will allow the Committee to receive requested information in a more efficient manner. It was a valuable tool for planning out parking rosters for the Rayburn garage renovation.

Finally, in partnership with the USCP, my office maintains a strong, effective outreach program with Member offices regarding District Office security. We offer guidance on best practices, providing information on how to obtain a thorough security review and how to coordinate security surveys when requested. One of our most successful District security initiatives is the mail hood program. The mail hood is designed to protect the operator from exposure to dangerous material that may be mailed to a District Office. This is accomplished by containing the materials within the device and filtering particles through a HEPA filtration system. To date, every Member who has requested a mail hood has received and implemented them successfully in their District Offices.

I want to assure the Committee that I remain conscious of and sensitive to working within the parameters of given resources. The USCP has already made numerous internal efficiencies so that several of these projects will have the requisite manpower to be executed as soon as possible. I will continue to work with the USCP, with Leadership, and with the Committees of jurisdiction to prioritize our security posture as we continually re-evaluate the threats to the Capitol complex and our multi-layered security plan.

As always, I am grateful for the unyielding support from the Committee as we strive to maintain the delicate balance between implementing strong security measures while simultaneously allowing free and open access to the Capitol complex. My top priority is providing the highest level of security for the House of Representatives, while maintaining the safest and most secure environment possible. I remain vigilant and focused on security and preparedness, striving to adhere to the strict level of fiscal responsibility entrusted to us by the Congress.

I will continue to keep the Committee informed of my activities and will be happy to answer any questions you may have.

The CHAIRMAN. Thank you very much.

The Chair now recognizes the Chief Administrative Officer, Phil Kiko.

STATEMENT OF THE HONORABLE PHILIP G. KIKO

Mr. KIKO. Chairman Harper, Ranking Member Brady, and Members of the Committee, I welcome the opportunity to present the CAO's current priorities. I would also like to express my appreciation for my fellow officers, Karen Haas and Paul Irving.

As the Committee is aware, I began my tenure on August 1. Since then, I have had the opportunity to meet nearly every one of the more than 600 talented and dedicated employees, discussing what they do. This was very productive as it enabled the receipt of direct and unfiltered information and input in an attempt to obtain the pulse of the organization of the CAO.

My history with and understanding of the CAO, as was indicated, is one that dates back to the formation of the CAO organization in the mid-1990s. An examination of the CAO's current operations compared with today's needs of the House community serves as the basis for the priorities of the 115th Congress. However, the immediate priorities do not represent the complete CAO picture, only a snapshot in time.

The CAO strategic plan, cybersecurity, and customer service are three of my top immediate priorities. Led by an internal cross-functional team, the strategic planning process started in August and included input from CAO employees representing every business unit. Employing all staff surveys and solicitations for input, offsite meetings, focus groups, the strategy team spent approximately 5 months refining and developing the organization's mission and vision to convey the draft strategic plan, which was sent to the Committee last week.

Not unlike the original CAO charter, the new mission and vision statements focus on being an essential resource for Members and staff by providing outstanding customer service. In the coming days and months, as we work to finalize and operationalize the plan, we welcome the Committee and other stakeholder input.

Another immediate priority is protecting the House's IT infrastructure and the data it supports. Maintaining the House's cybersecurity is critical. It is made increasingly difficult by ever-evolving cyber threats. Cyber attacks occur in varying ways, targeting the House as a whole as well as individual network users. To successfully protect the House network and its users, a robust cybersecurity posture must be maintained. There is a constant assessment and reassessment of the House's IT infrastructure, which results in ever-evolving and updating strong countermeasures and subsequent investments. Success requires a unified front that creates a stronger, more controlled IT environment. It requires vigilance and active participation by every individual with access to the House network. And it requires strict adherence to and enforcement of current and future House information security policies. Noncompliance with these policies increases the level of threat posed to the institution as a whole as well as Members and staff individually. The CAO cannot do it alone. All the members of this Committee

and staff have been very supportive of our cybersecurity efforts, and we look forward to continued close collaboration.

Last but not least, I want to mention customer service. Whether it is technology services provided to the D.C. and district offices; financial services, such as processing vouchers or helping Members get more bang out of their buck through the procurement team; or caring for the children of Members and their staff, the CAO provides a myriad of services relied upon by each Member office. Providing each office with top-notch service needs to be a priority. The heart of the CAO's existence is to serve Members in the House and their staff. Every day, CAO employees strive to do so. In my previous work on four different committees, the Members' standard was perfection or at least to strive for perfection. And that is the standard I think that should be utilized in providing services to the Members of this Committee and to the House. Nothing less will do. Thank you.

[The statement of Mr. Kiko follows:]

Statement of
The Honorable Philip G. Kiko
Chief Administrative Officer
United Stated House of Representatives
Before the
Committee on House Administration

February 7, 2017

Summary Statement
Philip G. Kiko
Chief Administrative Officer

Chairman Harper, Ranking Member Brady, and members of the Committee on House Administration, I would like to express my gratitude for this opportunity to present the CAO's current priorities. I would also like to express my appreciation for my fellow officers, Clerk of the House Karen Haas and Sergeant at Arms Paul Irving. Having served the House in various capacities over the course of four decades, I have observed the collaborative relationship among the House officers. Now, as CAO, I have the privilege of experiencing it firsthand.

As the Committee is aware, I began my tenure to serve as CAO late last summer. Since then, I have had the opportunity to meet nearly every one of the CAO's talented and dedicated employees. The CAO has more than 600 employees who take great pride in their work and the opportunity to be a part of this incredible institution.

My history with and understanding of the CAO is one that dates back to the formation of the organization in the mid-1990s when I served as its Associate Administrator for Procurement and Purchasing. Since then, I have helped oversee CAO operations as a staff member of this Committee and have been a recipient of its services working in both committee and personal offices.

As I have re-immersed myself in CAO operations, I have been impressed with some of its advancements and recent accomplishments. For instance, this past October, House Information Resources seamlessly completed a highly-coordinated relocation of House servers to a new state-of-the art data center. The CAO's Web Solutions Team has grown significantly and, today, maintains over 440 House websites, offering Members a competitive, cost-free option to costly outside vendors. Additionally, previous CAOs have effectively managed House finances over the past several years as evidenced by 18 consecutive clean audits.

In collaboration with CAO employees, our oversight committees, House Leadership, and other House stakeholders, I have also identified areas where the organization can make significant improvements. Some components of the CAO need to evolve faster as the organization is not achieving its maximum potential to serve the House community.

An examination of the agency's current operations, compared with today's needs of the House community we strive to serve, serves as the basis of this organization's priorities for the 115th Congress. The CAO's Strategic Plan, cybersecurity, and customer service are three of my top immediate priorities.

The first priority highlighted in my testimony, the CAO Strategic Plan, plays an important and underlying role in every aspect of CAO operations and the mission our operations collectively support. Put simply, before we can figure out how to get there, we first need to know where we are going. Having a clear strategic plan will translate into improved operations and, ultimately, improved services for Members and the House community.

In the Fall of 2016, we initiated a comprehensive strategic planning process that facilitated and included input from CAO employees representing every business unit. Working together, we developed a five-year strategic plan centered on a refined mission and vision. The CAO's overall mission is to be an essential resource for Members of Congress through outstanding customer services. We identified strategic goals supported by objectives that we feel will re-focus and energize the CAO and ensure that our operations meet the current needs of our House customers.

Another priority for the CAO is cybersecurity. The increased amount of state-sponsored activity waged against the United States underscores the serious threat posed by malicious actors constantly attempting to exploit IT vulnerabilities. There is no doubt that we are a target. It is absolutely imperative that we establish and maintain a robust cybersecurity posture.

The CAO must constantly assess and adapt its cybersecurity posture and invest in strong countermeasures. But the CAO cannot do it alone. To succeed, the House must present a unified front that fosters a consistent IT environment. Presenting a unified front requires strict compliance to House Information Security Policies and warrants the exploration of industry best practices and enterprise approaches that would strengthen our posture, all of which we look forward to discussing with the Committee.

Customer service is another priority for the CAO this year and one that will be advanced through the implementation of the Strategic Plan and targeted initiatives. Targeted customer service initiatives for this year include, but are not limited to: enhancing House Learning Center services, improving technology services provided to Member offices, expanding upon services provided to District Offices, and improving enterprise solutions for all offices.

One major component of improving CAO customer service worthy of being identified as a standalone priority is the comprehensive assessment of our Finance Office. Formally initiated in September of 2016 and expected to conclude in the third quarter of 2017, the assessment is expected to identify ways to improve staff training, knowledge management, and, ultimately, accountability and accuracy through quality assurance.

Finally, there are ongoing projects and initiatives, both CAO-specific and House-wide, in various phases of completion that will be a priority for the CAO this year. These include the Cannon Renewal Project, CAO asset management, the continued expansion of the new House data center, House hearing room renovations, and Identity Access Management – a centralized identity hub for House entities which track and store user information for operational and security purposes.

All of the aforementioned priorities are intended to help the CAO fulfill its newly refined mission of serving the House community through realizing our vision of exceptional customer experiences.

Again, I sincerely appreciate the opportunity to present the CAO's current priorities on behalf of more than 600 dedicated employees and look forward to working with the

Committee and other House stakeholders, including my fellow officers, as we strive to better serve House Members and their staff.

Strategic Planning

When it was created back in 1995, the CAO's original credo was, "serving our Country by serving our Congress." An excerpt from what was called the CAO's "Contract with the Congress" stated:

> *The House of Representatives deserves the best service in the world, and that is provided by those of us who work for the Office of the Chief Administrator.*
>
> *As service professionals we are proud to have the Congress as our customer. Its Members are independent elected officials, ultimately responsible and accountable to the people who elected them. Our role is to serve each and every Member equally and impartially.*
>
> *To ensure an enduring tradition of world class service for our customers we will devote our every action and thought to the following:*
>
> *As Service Professionals, we will constantly and consistently listen to our customers, meet their needs, and seek ways to continuously improve our services to them.*

Though CAO operations have changed over time, many remain. Over the course of two decades, certain aspects of CAO operations and services have shifted away from its original pledge to provide forward-thinking, cutting-edge solutions to more day-to-day, and in some instances antiquated, operations and services.

Finalize the CAO Strategic Plan

In an effort to reenergize and refocus the CAO, an internal cross-functional strategy team was formed in the Fall of 2016. This team led a comprehensive evaluative planning process that facilitated and included input from CAO employees representing every business unit. Employing all-staff surveys and solicitations for input, offsite meetings, and focus groups, the strategy team spent over four months refining the CAO's mission and vision to convey what staff believe is and should be the organization's present day purpose.

CAO Mission Statement: We serve the House community by providing administrative, technical, and operations solutions so Members can perform their Constitutional duties.

CAO Vision Statement: To be an essential resource for every Member of the People's House through outstanding customer experiences delivered by exceptional employees.

To support the new mission and vision, the CAO developed supporting goals, objectives, and values.

As the CAO finalizes the Strategic Plan, it welcomes the input and feedback of the Committee.

Operationalize the Plan
Once finalized, the CAO will move to operationalize the Strategic Plan. Operationalizing the plan will require the organization to reevaluate and possibly make modifications to its governance and organizational structures. It will also entail a close examination of the CAO's human capital and require the establishment of uniform performance metrics to gauge progress.

Cybersecurity

Protecting the House's IT infrastructure and the data it supports is a paramount responsibility for the CAO and one that is made increasingly difficult by ever-evolving cyber threats. Cyberattacks against the House come in varying manifestations and target the entity as a whole as well as individual network users. To successfully protect the House network and its users, and, in turn, the Speech and Debate protections guaranteed by the U.S. Constitution, the House must maintain a robust cybersecurity posture. The House must also maintain a unified front that fosters a controlled and consistent IT environment.

Continue Assessment and Expansion of House Cybersecurity Programs
Establishing and maintaining a robust cybersecurity posture requires the House to constantly assess and reassess the House's IT infrastructure and cyber programs and adapt accordingly with strong countermeasures and subsequent investments. While the CAO is in the process of conducting a comprehensive assessment of its cybersecurity posture, it has recently made critical investments in cyber programs that enhance the House's overall posture, including enhancements to Dark Web monitoring capabilities, system vulnerability testing, threat intelligence gathering, and mobile platform security for smartphones and tablets.

Cyber threats are evolving at the same accelerated rate as technology. The CAO must ensure the House's cybersecurity posture evolves and elevates at the rate required to counter these ever-changing threats.

Strengthen House Cybersecurity Policies
In addition to maintaining a robust cybersecurity posture through strong cyber programs, most of which are acquired and maintained by House Information Resources, the House must also present a unified front against cyber threats. Presenting a unified front will create a stronger, more controlled IT environment across the House, but it requires vigilance and active participation by every individual with access to the House network. It requires strict adherence to and enforcement of current and future House Information Security Policies and warrants the exploration of an enterprise approach to IT equipment procurement and deployment.

Customer Service

As evidenced by the CAO's original and refined mission statements, the heart of the CAO's existence is to serve Members of the House and their staff. The CAO strives to provide excellent customer service delivered by exceptional employees to meet and, if possible, exceed the needs of the House community. Specific initiatives that will help ensure the CAO provides outstanding customer experiences include enhancing the House Learning Center, improving technology services provided to Member offices, increasing service offerings for District Offices, and expanding enterprise solution services for all offices.

House Learning Center
The House Learning Center has provided a full spectrum of training courses since the creation of the CAO in 1995. There is currently a wide variety of courses, available both in the classroom and virtually, on topics ranging from financial administration to legislative and information services to web development.

Unfortunately, attendance has not been what it ought to be, which is indicative of a disconnect between when and what the House Learning Center offers and what House offices need. To enhance House Learning Center services and better meet the needs of House offices, the CAO will reevaluate its offerings and make adjustments as needed. Additionally, the House Learning Center will take greater consideration of the House legislative schedule and events when determining its course offerings.

Improving Technology Services for Member Offices
Efforts to maintain a robust cybersecurity posture and identify cost-saving enterprise solutions has required centralizing certain IT procedures and services.

For example, House Information Security Policies approved by the Committee apply greater controls on an individual's ability to create and modify accounts on the House network. Without these controls it is difficult to identify and eliminate inactive network accounts, which pose an increased security risk to the House. The House has an estimated 12,000 active network accounts; however, independent security assessments have identified a significant number of invalid network accounts.

While having greater controls over network access reduces the number of inactive accounts and network vulnerabilities, it increases House office reliance on the CAO's technology services. If the House is going to continue to increase office reliance on CAO technology services, it is critical that the organization ensures those services meet the highest level of quality.

Expand District Office Services
From network connectivity to employee benefits, the CAO provides varying levels of support to approximately 900 District Offices. For example, as part of the 115th Congressional Transition, the CAO is working to equip all freshman District Offices with newly-required Broadband internet connections and Voice over Internet Protocol (VoIP) phone connections. Broadband and VoIP connections yield higher-quality internet and phone connections, greater functionality, and cost savings. Once finished connecting

freshman offices with these services, the CAO will focus on expanding them to the remaining District Offices.

Establishing Broadband and VoIP connections in District Offices are just two examples of what the CAO can do to help District Offices. The CAO recognizes that it can do more. District Offices are vital to a Member's operations and must be made a priority. Therefore, the CAO is exploring additional service offerings to support District Office operations.

Improve Enterprise Solution Services for all Offices
There are a growing number of resources for House offices that improve operations and provide cost savings. The CAO vets these solutions for use in House offices, and in limited cases, purchases enterprise subscriptions so that all House offices may access and use the services.

For example, the CAO has purchased Hyperion, a budget planning platform, and will soon deploy the platform for all House offices' financial management. Hyperion will replace the outdated Congressional Accounting and Personnel System (CAPS). The Hyperion platform eliminates redundancies that were problematic under CAPS.

The CAO is also expanding access to various Cloud services, including Office 365. Full implementation of Office 365 across all House offices will result in a reduced cost of House-owned infrastructure and more efficient and cost-effective upgrades to the latest versions of the Microsoft Office suite of products. Office 365 was offered to freshman Members of the 115th Congress in January 2017, and will be expanded to the rest of the House community by early 2019.

The CAO must continue to seek enterprise solutions that help House offices, reduce operating costs, and secure the House network.

Financial Assessment
In addition to the service standards included in the CAO's original "Contract with the Congress," the contract states:

> *As Stewards of Public Funds, we will constantly and consistently account for every action and expenditure based on the highest standards of ethics, honesty, and integrity. We will make our every action documentable and measurable.*

> *As Managers in a Service Environment, we will constantly and consistently provide clear leadership on direction and requirements for the work we do. We will provide our associates with the resources, support, and learning experiences necessary for them to meet our requirements. We will communicate timely and useful feedback to our associates, so that they may continuously improve their work processes and their professional capabilities.*

Although it accounts for less than 10 percent of the CAO's current operating budget, the CAO's Office of Finance is very impactful to the House. Whether it's the Office of Members' Services, Financial Counseling, Payroll and Benefits, Accounting, or Budget Policy and Planning, the CAO's financial operations impact every individual elected and hired to serve this institution. Additionally, the CAO's Office of Finance is responsible for collecting, disbursing, and publicly reporting all expenditures of the U.S. House of Representatives, essentially facilitating the transparency and accountability promised to Americans by their elected representatives.

Considering the significant, impactful role the CAO's Office of Finance plays, it is tremendously important that its operations "meet the highest standards," as promised in the organization's original "Contract with the Congress."

Finalize Comprehensive Assessment of the Finance Office
With the full support of the Committee, the CAO initiated a comprehensive organizational assessment of the Office of Finance to identify opportunities for improvement and operational and organizational deficiencies. The assessment started in September of 2016 and is expected to conclude in the third quarter of 2017.

The comprehensive review will cover every aspect of the CAO's financial operations, including internal operations, customer service models, use of technology, staff training, and management. The last time the CAO conducted a financial assessment of this magnitude was 15 years ago. Working with the Committee, the CAO looks forward to utilizing the findings of this assessment to improve upon its service to the House and fulfill its obligation to meet the highest standards.

Improve Staff Training and Knowledge Management
To provide exceptional customer service, staff must be provided with exceptional training and support. Using preliminary and final assessment results, the CAO plans to formalize training and development within the Office of Finance to ensure information is exchanged more consistency and reliably from one employee to another. Also, the CAO will utilize a new knowledge management system launched in 2016 to ensure institutional knowledge is captured and clear accurate answers, policies, and procedures are documented and conveyed to the House community.

Improve Accountability and Accuracy through Quality Assurance
Another important component to improving customer service and overall performance is the establishment of baseline and target metrics. As part of the organizational assessment process, the Office of Finance is redefining the metrics it captures to better define and understand error rates. Two important aspects include the use of dashboards and predictive analysis. The customizable dashboards will enable the office to recognize emerging situations and to work proactively to anticipate trends, needs, and solutions of House offices. For example, measuring and analyzing the error rate on processing vouchers will enable Finance to work more quickly to correct the situation.

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Continuation of Ongoing Major Projects

In addition to the aforementioned initiatives, it is imperative that the CAO continue to focus on and provide support for its various ongoing major projects. Ongoing projects include the Cannon Renewal Project, management of House assets, migration of House data to a new data center, renovations to Committee hearing rooms, and identity and access management.

Cannon Renewal

In preparation of Phase One of the Cannon Renewal Project, which commenced in January of 2017, the CAO helped facilitate office moves from the New Jersey Avenue side of the building as well as subsequent office moves across the House campus. This included the transfer of phones, computers, office furnishings, and other House equipment. The CAO will also outfit the newly-renovated spaces in Cannon with traditional window treatments. The CAO anticipates providing the same services throughout each phase of the Renewal Project and will strive to conduct these moves with minimal interruption to House office operations.

Asset Management

CAO's Asset Management is responsible for tracking over 60,000 assets on Capitol Hill and across the nation in District Offices, a charge that presents a variety of challenges. Information technology equipment constitutes a majority of the House's assets, and this equipment shifts between individual staffers and offices. It is a priority for the CAO to track the House's assets accurately and comprehensively through a robust asset management program.

Data Center

In October 2016, the CAO migrated CAO data center services and supporting technologies from the outdated Ford Data Center to a new data center facility. The new state-of-the-art Tier 3 Data Center provides a geographically dispersed, more efficient and resilient capability to protect the House's critical IT systems and business continuity, even during large-scale natural or manmade disasters. The CAO is now working to migrate services for House Leadership, Committees, and other support offices.

Hearing Room Renovations

The CAO continues to work with the Architect of the Capitol in renovating committee hearing rooms at the House. The House Recording Studio supports the renovations by updating audiovisual equipment, including cameras, televisions, and sound systems. Logistics and Support replaces carpet and drapes and moves and installs furniture.

Identity and Access Management

In 2017, the CAO will roll out an identity hub to help manage how applications employed by various House offices receive, update, and/or exchange identity-related data of House Members and staff. The Identity and Access Management program will integrate with multiple House identity management applications and sources, such as

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Lawson/Paylinks, Active Directory, and PeopleSoft, and facilitate secure control of identity data throughout the House.

Conclusory Statement
Philip G. Kiko
Chief Administrative Officer

As mentioned, the priorities identified in this testimony are based on an examination of the agency's current operations compared to today's needs of the House community. They are intended to help the CAO fulfill its newly refined mission and to restore its original commitment to provide exceptional, forward-thinking services.

I appreciate the opportunity to present these priorities on behalf of more than 600 dedicated employees, and I look forward to working with the Committee as we strive to better serve House Members and their staff.

The CHAIRMAN. Thank you Mr. Kiko.

Committee Members will now ask questions of the witnesses. Each Member is allotted 5 minutes to question the witnesses. And I will begin by recognizing myself for 5 minutes.

Mr. Kiko, in your testimony, you described the process of formulating the CAO's strategic plan, which included input from each business unit within the organization. Can you explain briefly the steps going forward as you finalize and come up with a way to make this plan work?

Mr. KIKO. Yeah. So what the process will be going forward is— and this is a similar process that was followed when the CAO was created and a very similar process that we used when I was at the Department of the Interior. But now that we have had all this input from various individuals within the CAO, we basically are going to move forward on four different concepts to try to nail things down with more particularity. These are customer focus, process, stewardship, and employees.

For customer goals, we need to establish a baseline for customer satisfaction. Customer satisfaction is the Congress, the Members, the other officers, district offices, staff, everybody that uses our services, and the outside public as well.

And for process, we need to take a comprehensive look at our services, including how they are used as well as how consistent and accurate the CAO is in providing the services. Using that information, we will try to establish target service levels that will be consistent and accurate.

For stewardship, we need to make sure that we are investing in resources that are being utilized by the House and not waste money.

And for employee goals, when all the top three are done, we are going to start to overhaul our performance standards for all of our employees so they tie back into this, into the concepts that I just articulated.

On Thursday, we are having an all-staff discussion about the plan. And that is an all-employees meeting that we are going to roll this out. And, obviously, a strategic plan is of no value unless it is developed by those responsible for its execution. So we are going to have continuous input from staff and other stakeholders. Once finalized, we want to start to operationalize the plan. And it is a 5-year strategic plan, and I hope to have most of this done by the end of 2018.

The CHAIRMAN. Okay.

Mr. KIKO. Thank you.

The CHAIRMAN. Thank you very much.

This is really a question for all of you. Every Congress, each of your offices works closely with us on the transition and New Member Orientation activities. With the majority of the transition-related activities behind us and all of the things well underway, what, in your opinions, over these last weeks went well? Are there any areas that you think that we can improve on for the experiences of the Members-elect in the future? And I will start with— ladies first. I will go with you, Ms. Haas.

Ms. HAAS. Mr. Chairman, I think each cycle things continue to improve. And the one item that I found this time that I thought

was extremely helpful was the focus on opening day. I am not sure previously Members had gotten a lot of information about what to expect on opening day. So, when you had the session and were providing that information as well as you heard from some of the Members directly, I think that was really a helpful addition to the program.

The CHAIRMAN. Okay.

Mr. Irving.

Mr. IRVING. Okay. Yeah, I will echo Karen's sentiments. This year was a little more challenging during the transition than others with the advent, not only of the inauguration, which caused a lot of logistical issues in January, but also the construction, the Rayburn Garage rehabilitation, and other issues that caused a couple of logistical challenges. And everyone rose to the challenge. And I appreciate the work of this Committee during New Member Orientation because that certainly helped with our parking and identification issues. So I think it went about as smooth as we could have expected.

The CHAIRMAN. Mr. Kiko.

Mr. KIKO. I think there are a couple of things. With regard to the CAO, with regard to all the responsibilities we had, I do think a couple of things stand out. In addition to all the effort that was put in by the staff, we did improve our role in the Member-elect one-on-one briefings. I thought that was very helpful. And also we used, to a much greater extent than I have seen in the past, sharing technology so we knew exactly where every Member-elect was in every part of the process.

Was one of your questions improvements too?

The CHAIRMAN. If you have a suggestion for improvements, we would like to hear that as well.

Mr. KIKO. All right. Well, I guess I would like to say that we are going to take a very close look at the after-action reports. And I also think that we need to expedite district office setup. I know that there are some issues with regard to the leases always being a 2-year cycle, and the leases run out, and they have to be renegotiated. But we also need to figure out a way to expedite—to figure out a way to get around that process so we can get technology in the district offices sooner. The one other thing is there is always— there seems to be a problem with inventory that is transferring from the old office to the new office. And sometimes some of the inventory is not very good, but the Members-elect still want to use it because, if they don't have it, then they don't have anything. So we have to improve that process too.

The CHAIRMAN. Great. Great suggestions. Thank you.

I now recognize the Ranking Member of the Committee, Mr. Brady, for 5 minutes.

Mr. BRADY. Thank you, Mr. Chairman.

For our Sergeant at Arms, I would like to thank you. I thanked the Chief of Police last night, and I want to thank you for the great job you did in Philadelphia for the Democratic National Convention. It was done with the utmost professionalism, class. Everybody raved about the job that you had done as integrating with our police force and also with the Capitol Police and no arrests. And it was a tough, tough week. It was only 99 degrees, I think. And you

guys and gals had to be out there in full uniform, some of you with some vests. You know, so I want to publicly thank you for the great job you did.

Also, could you tell me—our offices here, this Capitol is a for-tress—is there anything we can do, you can do, or we need to do for our district offices to keep our staff and our visitors safe? Any advice?

Mr. IRVING. The district offices are certainly a challenge because of the sheer magnitude number of offices that we have in the House in our districts. Therefore, we use a very, very aggressive outreach approach to Members with security awareness training to ensure that those offices are aware of the full force multiplier ap-proach that we utilize with State and local law enforcement to as-sist. We aggressively reach out to all the law enforcement coordina-tors in the districts to ensure that they are doing everything that they can do to ensure that they abide by and use the checklist that we provide for district office security. Not only the office itself, the residents, but also anytime a Member is out with a townhall ap-pearance or a field hearing or any other public appearance in the district, we want to be aggressive and ensure that there is ade-quate security. So we liaise very aggressively with local law en-forcement. As the Chief noted yesterday, the Capitol Police has a very aggressive Threat Assessment Section that will certainly reach out. We will dispatch officers to districts to conduct site secu-rity surveys if need be and do other security assessments. So, to answer your question, in short, it is outreach, aggressive outreach, on security awareness for each district.

Mr. BRADY. Thank you.

Madam Clerk, we noticed the new voting board. Anything else that we are doing to improve—any other work to be done on the House floor? I know Members come up to me from time to time and want more voting boxes. I would imagine that they would probably want a voting box right in front of each one of them. But I never requested that because I think that they—I don't think that is valid to have. But anything new going on on our House floor?

Ms. HAAS. So, with the current upgrade to the EVS, you are going to see new voting stations. They are going to look visually pretty similar to what we have. We are going to have LED lighting on the new voting stations. They will also have an audio feedback for the visually impaired. As far as additional stations, we cur-rently don't have the ability to add, but we have built that into the new upgrades.

Mr. BRADY. Thank you. Thank you.

Mr. Kiko, we had a lot of discussion about inventory recently. And it has been an issue that has come up on our financial state-ments. The auditors called it a significant deficiency, which I don't agree with. But what is your plan to better manage and control in-ventory both inside the CAO and the Members' offices?

Mr. KIKO. Thank you. Although we have had clean audit opin-ions, we have had significant deficiencies over property and equip-ment since fiscal year 1913 [sic]. And I expect another deficiency in fiscal year 1916 [sic]. So I am sort of hoping—let me just tell you what we have done and what we need to still do.

In fiscal year 2016, the CAO conducted the third annual wall-to-wall physical inventory of CAO-accountable equipment and capitalized assets to develop a baseline inventory. We then established a central management business unit within the CAO to better track this equipment. Asset Management is now responsible for the central receiving, management, and disposal of assets within the CAO. We just recently hired a new director that did some of this stuff with the Architect of the Capitol. And we then implemented new scanner security to more efficiently capture asset information. It is my hope that we can have this cleared up by fiscal year 1918 [sic].

Mr. BRADY. Thank you.

Again, Mr. Chairman, I think we are most fortunate to have them. They have to deal with all our egos and personalities. They do it professionally, with class, and do an excellent job.

And, again, thank you for the job you are doing. Thank you for continuing to do it.

Thank you, Mr. Chairman.

The CHAIRMAN. Thank you, Mr. Brady. I couldn't agree with your assessment more.

And at this time, I will recognize the Vice Chairman of the Committee, Rodney Davis, for 5 minutes.

Mr. DAVIS. Thank you, Mr. Chairman. And thanks to all of you.

Mr. Kiko, I was a little shocked when I heard you say "fiscal year 1913." I was wondering if you were here at that point.

Mr. KIKO. I meant 2013. Thank you.

Mr. DAVIS. Well, we appreciate what you are doing. And thank you for, you know, putting up with our humor too.

I appreciate some of the comments that were made in regard to, you know, an after-action report on looking how we can do things better, you know, looking at our next swearing in. Obviously, this January 2 was different than my previous two, being a Federal holiday. I hope that the Committee can continue to work with the three of you through Chairman Harper to ensure that we have an even better process going forward after you get those after-action reports.

Ms. Haas, you and I have talked about the upgrade to the Electronic Voting System. I appreciate what you are doing there. And I know that this is kind of a followup to some of the previous questions. But I know that it was supposed to be done by August when we first talked. Can you let the Committee know what you are doing to ensure that this process is moving ahead as quickly as possible to get toward being on schedule? And what are you doing to address the IG recommendations?

Ms. HAAS. Sure. Thank you. So you are correct. We had hoped to be able to transition to the new Electronic Voting System last August. We did put all the wiring in during the August recess of last year, but because we are using new technology, the new microprocessors that were engaged in the testing did not meet the standards that we expect. So they had to go back and find a different microprocessor. So our vendor is still working on the prototype. We expect to have that within the next couple weeks.

We have weekly telephone conference calls with our vendor to ensure that we are making progress on our effort. One of the things that is really challenging is that the technology that we are

using is state-of-the-art technology, and with our voting system, it has to be 100 percent. So we are going to make sure that that testing is done completely with our vendor. And then, once we receive it, we will do additional testing before we deploy. August is the ideal time to go forward with the system because we need to do all the installations on the House floor and test it fully again. So we need a several-week break for the install. So we are pushing weekly with updates from our vendor to ensure they are meeting that timeline.

Mr. DAVIS. What about any other IG recommendations?

Ms. HAAS. So you are correct. We had a couple remaining items from the IG. As of last week, we sent them an updated memo on the outstanding items. There are two items that are tied into the EVS upgrade. We are not able to make those updates until this upgrade is complete. So we have addressed all of the ones that we could at this point. The remaining two will be addressed as part of this next upgrade.

Mr. DAVIS. Thank you. Thank you.

Mr. Kiko, Mr. Harper actually made a wager with me that I couldn't make you laugh earlier. I won. So let's see if I can do it again.

I wanted to ask you: As you know, I helped lead a review of the financial processes in the last Congress, and you and I have talked about this on occasion; how do we make it work better for our offices, and also how do we make it work better for the folks you have working for you in the Office of Finance?

Do you think the Finance Office is following our recommendations that were made during that review process that you and I have talked about?

Mr. KIKO. I think they are. I mean, we support the standards. And we do believe—and I have looked into this—that they provide the right amount of controls. Having said that, we would like to, I know, make some fine-tune adjustments so that we are not just chasing small dollars, you know, so that we are going after the right amount. Training is still key for the staff to make sure there aren't mistakes. There is an issue with regard to we have to make sure that there is knowledge management, that everybody understands what the regulations are, and there is consistency. So I know that they are trying to comply. And I think there is going to be some reports, you know, on that. In addition, we have an assessment for the Finance Office that is going to be an outside assessment that will help tamp that down further.

Mr. DAVIS. When do you anticipate that assessment being brought to completion?

Mr. KIKO. In September.

Mr. DAVIS. September. Okay. Well, thank you. And please offer our thanks to the men and women who work in the Finance Office. I know they do a great job on a daily basis.

Mr. KIKO. Thank you.

Mr. DAVIS. Thank you.

I yield back.

The CHAIRMAN. The gentleman yields back.

I will now recognize Mr. Walker for 5 minutes.

Mr. WALKER. Thank you, Mr. Chairman.

Mr. Kiko, thank you again for your time yesterday. I appreciated getting a little more background. I hope we can do that again. Very informative for us.

Mr. Brady already touched on a little bit of where I was wanting to go, Mr. Irving, with some of the district concerns that seem to be growing. I know, even at our conference this morning, we talked about it. So I won't go too much in there. You did mention the law enforcement coordinator program. Could you take maybe 30 seconds and expound a little bit more on, specifically, what consists of that?

Mr. IRVING. Yes. We ask each office, each district office, to appoint a law enforcement coordinator, who is the point of contact between the office and local law enforcement but also to our office and the Capitol Police; and remain vigilant of any item security, you know, item or issue in the district; and ensure that they maintain a liaison with local law enforcement, let them know, again, if a Member is going to be out and about in the district, if they foresee anything, and likewise maintain a liaison with us.

Mr. WALKER. Are you getting Member participation to the level that you feel like it should be?

Mr. IRVING. It is outstanding. We are over 90 percent now.

Mr. WALKER. Wow.

Mr. IRVING. There are a few here and there that we need to update, but generally speaking, we have a very, very positive response to the program.

Mr. WALKER. I am glad to hear that. I know it is hard to speculate or predict, but if we look out over the next year or two for protests or for things that are happening here around the Capitol, can you talk a little bit about some of the preemptive work that you guys are doing?

Mr. IRVING. Yes. Absolutely. In the district, for example, the Capitol Police have a very robust Threat Assessment Unit that looks at open-source information and also works with Member offices to foresee any potential demonstrations or security issues in the district. If they do foresee a demonstration or something that might be a little volatile, they will reach out to local law enforcement for assistance, and again, if it warrants, I will authorize Capitol Police to go to that Member district as well.

In town, we also have an uptick in the demonstration activity. Capitol Police does an outstanding job at demonstration management. They have a number of what they call CDU, or Civil Disturbance Units or platoons, that are actively engaged when we foresee that we are going to have issues and do a great job. So the key is to stay ahead of it with intelligence and with other information to ensure that we have the manpower to address it.

Mr. WALKER. Under the First Amendment, we want to make sure that everybody's opportunity to protest, to speak out on things they believe in, is always protected. You did use the term "civil disobedience." So you are going on record, I guess, to say that there is some kind of plan if it reaches that place—and we certainly hope it doesn't—or worse, that you guys feel confident that whatever the venue or the event, the protest or the demonstration, that we would have an adequate plan in place?

Mr. IRVING. Yes. And I very much appreciate you qualifying that. It is rare, really, that we get true civil disobedience. Most people that come to the Capitol exercise their First Amendment rights in a very, very peaceful manner. So the Capitol Police are very respectful of the First Amendment rights and have a very established process in place for permits and demonstrations. We always ensure that we do the best that we can to be on the forefront of that.

Mr. WALKER. I am glad to hear that. I just have one other question. Can you outline the current programs and initiatives you offer to the D.C. staff, such as the Office Emergency Coordinator Program—in case there was an emergency, since it is a new season, new time, I just want to make sure that, from an update standpoint, would you take just a second and address that?

Mr. IRVING. Yes. We also continually update our Office Emergency Coordinator Program to ensure that each office here in D.C. has a representative that liaises with our office and also ensures that the emergency management procedures of each office is up-to-date and everyone is trained and versed in emergency management procedures, such as what to do in case of a fire, what to do in case of an emergency relocation, and those sorts of items. So yes. We also have fantastic cooperation, and a very high percentage of offices also volunteer and help out.

Mr. WALKER. Thank you, Mr. Irving.

With that, Mr. Chairman, I will yield back.

Thank you.

The CHAIRMAN. The gentleman yields back.

The Chair will now recognize Mr. Smith for 5 minutes.

Mr. SMITH. Thank you, Mr. Chairman.

Thank you. For our witnesses here today, I appreciate your service. Obviously, you have a very integral role in the operation of the House of Representatives, Congress in general. So I am grateful for your service.

Mr. Kiko, your testimony talks a lot about customer service and so forth. And I can certainly appreciate that. I am glad that you highlight that. I am just curious; have there been any current benchmarks established in terms of being able to kind of gauge where we are now and where we might want to go in the future?

Mr. KIKO. Not yet. I mean, I think that is the next step, probably within the next couple of months. We are just rolling out the strategic plan to all the offices, all the staff in the CAO, on Thursday, and then they are going to look at the strategic plan. And then we are starting to establish those benchmarks soon thereafter. But we don't have anything yet although some of the efforts, you know, that we have had in the past, like what Congressman Davis was talking about on voucher processing and those kinds of things, those will fold into some of that. But we have not established any benchmarks yet.

Mr. SMITH. Okay. Thank you.

Ms. Haas, your testimony alludes to the changes made this past January in the rules package requiring each bill, resolution, amendment, et cetera, that comes to the House floor to have a comparative print. Is your office the lead with respect to implementing this rule change? What steps have you taken to move forward?

Ms. HAAS. Yes. I think we are taking the lead in this project. And we are working very closely with Leg Counsel. Much of the work has to come from the Office of Leg Counsel. But I think we have the technical expertise. But we may need to go outside to get additional assistance with the other IT projects that we already had in the pipeline. So we have been meeting weekly at this point, and we are trying to narrow down the scope of the project.

Mr. SMITH. Okay. Very well. Thank you.

I yield back.

I yield back, Mr. Chairman. Thank you very much.

The CHAIRMAN. The gentleman yields back.

Mr. Brady, anything else?

Without objection, all Members will have 5 legislative days to submit to the Chair additional written questions for the witnesses, which we will forward and ask the witnesses to respond as promptly as they can so that those answers may be made a part of the record.

I just want to thank each of you for being here today. You know, this Committee has oversight responsibilities. And the one word no one wants to hear is "surprise," and so if there is a problem or something going on, please come to us. We are all in this together, and I appreciate your attendance today.

Without objection, this hearing is adjourned.

[Whereupon, at 11:49 a.m., the Committee was adjourned.]

Congress of the United States

House of Representatives

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February 27, 2017

The Honorable Stephen T. Ayers
Architect of the Capitol
SB-16, United States Capitol
Washington, D.C. 20515

Dear Mr. Ayers,

Thank you for testifying during the Committee on House Administration's February 6, 2017 hearing entitled, "Priorities of the House Officers and Legislative Branch Entities for FY 2018 and Beyond". The Committee requests you respond to additional questions that will be made parts of the hearing record. Please provide your responses to the following questions to the Legislative Clerk, Maggie Moore (Maggie.Moore@mail.house.gov), with the Committee by **Monday, March 13, 2017 at 5:00pm.**

Questions from the Majority:
1. Mr. Ayers, your 2016 testimony to the Legislative Branch Appropriations Subcommittee highlighted the critical need for improvements to the Capitol Power Plant (CPP). Please describe the important role the CPP plays on the Capitol complex. Who does the CPP serve? What safety projects are necessary to ensure the system is working accordingly? Are the repairs to the CPP included on the deferred maintenance or capitol repairs list? Alternatively, are the improvements proposed by the Architect of the Capitol (AOC) associated with the AOC's new energy reduction goals?

2. Over the last few years, lead in the Cannon House Office Building water sources has been an issue. Is there still a concern that lead remains in the Cannon HOB water sources? What has the AOC done to eliminate the threat and prevent it from occurring in the future?

   How is the AOC addressing the potable water issue in the Cannon HOB generally as well as the rest of the House Office Buildings? Given the age and condition of the plumbing within all the House Office Buildings, would you recommend all potable water sources be equipped with additional filtration? Currently many offices pay for bottled water or some sort of filtration systems that connect to AOC water lines. Would water delivery within the House Office Buildings be more effective with the AOC in charge of all potable water contracts and delivery systems compared to the current piece meal approach?

3. From your perspective, are there ways to improve the communication between the United States Capitol Police and the AOC on projects?
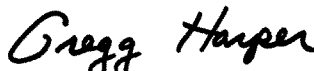
4. Please describe the AOC's role in the transition of the O'Neill building to a House Office Building. Has the AOC started to implement its plans for the transition? Does the AOC have the resources it needs to make transition successful and to fulfill the AOC's maintenance responsibilities going forward? Please identify the barriers to a smooth transition.

5. GAO recently suggested the AOC explore options for developing a more robust analysis in order to meet project deadlines. Moreover, while the AOC is not subject to the Federal Acquisition Regulations, GAO recommended the AOC develop and implement suspension and debarment processes for those contractors who do not meet deadlines for specified reasons. Has the AOC developed those analyses and/or implemented the GAO's recommendations?

6. Computer systems control several of the AOC's physical systems, such as the AOC's heating and cooling systems. As the number of cyber-attacks on information technology (IT) networks increase, what is the AOC doing to protect the computer systems from intrusion?

7. In your testimony to the Committee, you described the AOC's new 10-year goal to reduce energy consumption and improve efficiency across the Capitol campus. This is after the AOC met its FY 2016 energy reduction target of 32 percent. The AOC has used Energy Saving Contracts to exceed energy savings goals. Is the AOC concerned about diminishing returns? With such major projects as Cannon Renewal and the Rayburn Garage and the $1.5 billion in deferred maintenance repairs, do you believe energy efficiency projects are the best use of limited AOC resources?

Questions from the Minority:

1. How are accessibility issues being resolved in the cannon renewal project?

2. What resources will be required to support the O'Neill building?

3. What is the status of our deferred maintenance and how are those projects prioritized?

4. What is the status of lead water testing in the Cannon building?

5. Are you intending to participate in the migration to the Redstone Turner Data Center and if so, when?

If you have any questions concerning this matter, please feel free to contact the Legislative Clerk, Maggie Moore at (202) 225-8281. Thank you again for your testimony. We look forward to hearing from you.

Sincerely,

Gregg Harper
Chairman

Questions from the Majority:

1. Mr. Ayers, your 2016 testimony to the Legislative Branch Appropriations Subcommittee highlighted the critical need for improvements to the Capitol Power Plant (CPP). Please describe the important role the CPP plays on the Capitol complex. Who does the CPP serve? What safety projects are necessary to ensure the system is working accordingly? Are the repairs to the CPP included on the deferred maintenance or capitol repairs list? Alternatively, are the improvements proposed by the Architect of the Capitol (AOC) associated with the AOC's new energy reduction goals?

The Capitol Power Plant is very important to the operation of the buildings on Capitol Hill because it provides centralized utility services for the entire Capitol campus. The CPP operates and maintains a refrigeration plant that provides chilled water for air conditioning, a central steam plant for heating and hot water and a utility distribution system to deliver and meter these utilities.

We have several projects at the plant that impact campus-wide services. Replacement of the chillers in the refrigeration plant and the public-private partnership to install a cogeneration system will replace aging and unreliable plant infrastructure, improve system efficiency and reduce energy costs.

2. Over the last few years, lead in the Cannon House Office Building water sources has been an issue. Is there still a concern that lead remains in the Cannon HOB water sources? What has the AOC done to eliminate the threat and prevent it from occurring in the future?

How is the AOC addressing the potable water issue in the Cannon HOB generally as well as the rest of the House Office Buildings? Given the age and condition of the plumbing within all the House Office Buildings, would you recommend all potable water sources be equipped with additional filtration? Currently many offices pay for bottled water or some sort of filtration systems that connect to AOC water lines. Would water delivery within the House Office Buildings be more effective with the AOC in charge of all potable water contracts and delivery systems compared to the current piece meal approach?

Last summer, the AOC's lead-in-water testing program identified elevated levels from five of the 26 samples taken from primary drinking sources in the Cannon House Office Building. While there was no reason to believe that these elevated levels posed an immediate threat to building occupants and visitors, in an abundance of caution, all Cannon Building drinking water sources and office-provided water filtration units were turned off and will remain out of service pending the results of an ongoing, building-wide analysis. Our investigation continues and until we are able to identify the root cause and address any additional repairs/maintenance that might be necessary, bottled water will continue to be provided throughout the building.

Since 2005, overall and campus-wide, the results have been below criteria established by the Environmental Protection Agency and indicate there has not been a lead-in-drinking water concern in any other building.

3. From your perspective, are there ways to improve the communication between the United States Capitol Police and the AOC on projects?

The AOC-Capitol Police relationship is very strong and our priorities remain aligned. We work collaboratively to strike the right balance between security and openness, preservation and architecture, and we believe we have been very successful at doing so. However, we have also identified an opportunity to strengthen our relationship on projects and provide consistency across the agency. Currently, each AOC jurisdiction leads the coordination effort with USCP for projects within their facilities. While this approach allows flexibility for addressing specific issues within each jurisdiction, it can also lead to inconsistent implementation of standards. To address this, we are seeking a new Construction Security Coordinator position within the Office of Security Programs to coordinate security issues related to AOC projects across all jurisdictions. This position will ensure that construction security requirements are developed and incorporated in the budget request, as well as coordinate security issues during the design and implementation of the project.

4. Please describe the AOC's role in the transition of the O'Neill building to a House Office Building. Has the AOC started to implement its plans for the transition? Does the AOC have the resources it needs to make transition successful and to fulfill the AOC's maintenance responsibilities going forward? Please identify the barriers to a smooth transition.

Working in tandem with the General Services Administration, the AOC established a team to identify and execute requirements for the transition. Hiring efforts for immediate needs are underway and the potential need for additional support staff is being evaluated. The team has also made significant progress in identifying additional requirements for both one-time and recurring costs.

5. GAO recently suggested the AOC explore options for developing a more robust analysis in order to meet project deadlines. Moreover, while the AOC is not subject to the Federal Acquisition Regulations, GAO recommended the AOC develop and implement suspension and debarment processes for those contractors who do not meet deadlines for specified reasons. Has the AOC developed those analyses and/or implemented the GAO's recommendations?

The Government Accountability Office (GAO) recently suggested that the AOC take additional steps to enhance the robustness of its cost estimating process. In connection with that suggestion, the AOC began performing integrated cost-schedule risk analyses in accordance with GAO's best practice guides for project cost estimating and scheduling. Key aspects of this effort involve identifying the risks and uncertainties that could affect the project schedule, establishing realistic completion dates considering these risks and uncertainties, and implementing mitigation measures to address the risks identified.

We have completed integrated cost-schedule risk analyses for Phases 0 and 1 of the Cannon Renewal Project and are completing such an analysis for the House Underground Garage Interior Rehabilitation project.

The AOC established a Suspension and Debarment program on June 10, 2016, that is consistent with the Federal Acquisition Regulation.

6. Computer systems control several of the AOC's physical systems, such as the AOC's heating and cooling systems. As the number of cyber-attacks on information technology (IT) networks increase, what is the AOC doing to protect the computer systems from intrusion?

AOC Industrial Control Systems (ICS) are not on the main AOC business network. They are required to be on a separate "air-gapped" network with no access to or from the Internet. Access to ICS devices can only be performed on-site by authorized personnel. We regularly check for vulnerabilities – especially wireless connections and unsecure network ports. The rest of AOC's business applications have the requisite infrastructure in place to protect its network. This includes firewalls, intrusion protection and detection systems, proxy servers, and enterprise-managed anti-virus and anti-spyware software. To further bolster the security posture, the AOC has and will continue to work on joint cybersecurity initiatives with the other Legislative Branch organizations.

7. In your testimony to the Committee, you described the AOC's new 10-year goal to reduce energy consumption and improve efficiency across the Capitol campus. This is after the AOC met its FY 2016 energy reduction target of 32 percent. The AOC has used Energy Saving Contracts to exceed energy savings goals. Is the AOC concerned about diminishing returns? With such major projects as Cannon Renewal and the Rayburn Garage and the $1.5 billion in deferred maintenance repairs, do you believe energy efficiency projects are the best use of limited AOC resources?

To reduce reliance on our annual funding, the AOC is using privately-financed public-private partnerships, known as Energy Savings Performance Contracts (ESPC), to fund project work that conserves resources, reduces energy consumption and saves money. The savings from ESPC's are guaranteed by the Energy Service Company, and exceed payments in each year of the contract. To date, the AOC has successfully managed three ESPC's for the U.S. Capitol and the House and Senate office buildings. These projects continue to meet their energy and water saving projections.

In addition, we have identified significant cost-effective opportunities to improve energy and water performance as well as reliability in our buildings and the Capitol Power Plant. Our strategies ensure that there is always a positive return on investment for the resources expended. In most cases, our significant deferred maintenance priorities, such the Cannon Renewal and the Rayburn garage projects, include energy efficiency components that allow us to address multiple goals within the same project.

Questions from the Minority:

1. How are accessibility issues being resolved in the cannon renewal project?

The AOC is committed to addressing the Americans with Disabilities Act Accessibility Guidelines, while also taking into account the need to preserve the historic nature of the Cannon Building. Throughout all phases, the Cannon Renewal project's design will address accessible entrances, handrails, elevators and restrooms and upgraded signage. In addition, Committee hearing rooms will undergo a series of modifications, including ramps for dais accessibility, increased accessible seating and accessible entrances and door operators.

2. What resources will be required to support the O'Neill building?

Working in tandem with the General Services Administration, the AOC established a team to identify and execute requirements for the transition. Hiring efforts for immediate needs are underway and the potential need for additional support staff is being evaluated. The team has also made significant progress in identifying additional requirements for both one-time and recurring costs.

3. What is the status of our deferred maintenance and how are those projects prioritized?

Our backlog stands at $1.55 billion as of the end of FY 2016. This includes projects classified as Deferred Maintenance (where repair or replacement is past due, in some cases significantly) or Capital Renewal (projects approaching the end of useful life). The two essential elements for reducing the backlog are funding and workforce.

The AOC's project prioritization process involves input from stakeholders across the agency, who coordinate and prioritize projects that are eligible for funding. The three main components to the prioritization process are project classification, project risk and project importance. Projects are classified into categories including whether the project involves maintenance that is past-due (deferred maintenance), improvements prior to failure (capital renewal), enhancements to existing facilities and systems (capital Improvement) or if the project is new construction (Capital Construction). We analyze the risk the project poses to our mission by evaluating Impact of Failure, Condition, Probability of Failure and Frequency of Failure. Each project is also scored based upon how the project meets the agency goals of Regulatory Compliance, Security and Resilience, Mission, Preservation, Economics and Sustainability. These criteria form an overall Criteria Rating and the effort results in the projects to be included in our annual budget request.

4. What is the status of lead water testing in the Cannon building?

Last summer, the AOC's lead-in-water testing program identified elevated levels from five of the 26 samples taken from primary drinking sources in the Cannon House Office Building. While

there was no reason to believe that these elevated levels posed an immediate threat to building occupants and visitors, in an abundance of caution, all Cannon Building drinking water sources and office-provided water filtration units were turned off and will remain out of service pending the results of an ongoing, building-wide analysis. Our investigation continues and until we are able to identify the root cause and address any additional repairs/maintenance that might be necessary, bottled water will continue to be provided throughout the building.

Since 2005, overall and campus-wide, the results have been below criteria established by the Environmental Protection Agency and indicate there has not been a lead-in-drinking water concern in any other building.

5. Are you intending to participate in the migration to the Redstone Turner Data Center and if so, when?

In coordination with the House Chief Administrative Officer, the AOC requested funding within our FY 2017 budget to prepare for a relocation to the Redstone Turner Data Center. Subsequently, we have been asked by the House Appropriations Committee to perform an external, independent study of our data center needs and a cost-benefit analysis of the data center alternatives. That study was recently completed, and we are evaluating their findings.

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House of Representatives

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JAMIE FLEET, MINORITY STAFF DIRECTOR

February 27, 2017

The Honorable Dr. Carla Hayden
Librarian of Congress
The Library of Congress
101 Independence Ave., S.E.
Washington, D.C. 20540

Dear Dr. Hayden,

Thank you for testifying during the Committee on House Administration's February 6, 2017 hearing entitled, "Priorities of the House Officers and Legislative Branch Entities for FY 2018 and Beyond". The Committee requests you respond to additional questions that will be made part of the hearing record. Please provide your responses to the following questions to the Legislative Clerk, Maggie Moore (Maggie.Moore@mail.house.gov), with the Committee by **Monday, March 13, 2017 at 5:00pm.**

Questions from the Majority:
1. Dr. Hayden, on November 28, 2016 you issued a memorandum directing all Library technology activities to be: (1) coordinated through the Office of Information Officer (OCIO) and (2) approved by the Library's Chief Information Officer.

    The memorandum also states "top level supervisors of staff conducting IT activities throughout all service units will report through the OCIO. Those not currently reporting to the OCIO will be placed on a detailed assignment to the OCIO. This reporting will commence as quickly as practical, but no later than the first pay period of January 2017."

    Please describe the individuals to which the memorandum refers and the process for detailing individuals to OCIO. Are the detailed individuals from existing service units within the Library? The memorandum suggests this transition should have already taken place – has it? At what point will an individual's detail to the OCIO terminate?

2. The same memorandum states, "these details are an intermediate step in the path toward strengthening technology investment and leadership throughout the Library." A subsequent document provided by Library staff interprets this statement as the Library is undertaking necessary analysis and planning for a top-down agency-wide reorganization of IT during FY 2017 with a target implementation date of October 1, 2017. The Library will explore options regarding agency IT funding alignment throughout FY 2017.

Please describe all additional analysis and planning the Library is conducting with respect to upgrading its IT infrastructure? Is this top-down agency-wide reorganization consistent with the GAO and IG recommendations? What additional changes can the Committee expect?

3. Please describe the Library's decision-making process with respect to the data centers. How would you rate the effectiveness of these facilities during critical events or emergencies? In the Library's 2016 testimony to the Legislative Branch Appropriations Subcommittee, an off-site Primary Computing Facility was highlighted. Does the LOC intend to use the off-site PCF? Would you comment on what decisions the Library has taken to secure its data centers and what the Committee should expect?

4. GAO also focused on challenges related to the U.S. Copyright Office and its IT network. How does the current Library reorganization address the needs of the Copyright Office? What steps has the Library taken independent of the Library's reorganization to address the Copyright's IT challenges and needs?

    Please describe the timeline for finding a new Copyright Registrar. Without a Registrar, how is the Library addressing the Copyright Office's needs generally?
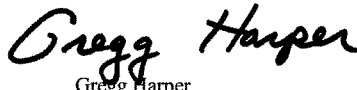
5. Like many of our Legislative Branch entities, storage has been and continues to be an issue for the Library. Please describe the Library's efforts to both physically store collections as well as digitize them. What additional resources are needed?

6. Please update the Committee on the Library's efforts to transition from LIS to Congress.gov. In documents provided to the Committee, the Library indicated this transition would be complete at the end of CY 2018. Are you still on track to meet this deadline?

7. Cyber security is quickly emerging as a critical security issue. Has the Library's cyber security program suffered as a result of its IT reorganization? What steps is the Library taking to enhance its cybersecurity platform? How important is the Legislative Branch Cyber Security Working Group to your efforts?

8. The Library has extensive collections. How are you making them available to the American people? What should we expect and how can we help increase the accessibility of these collections?

Questions from the Minority:
1. How has the Library of Congress adapted in the face of tightening budget constraints when it comes to collections stewardship? As an authorizing committee, how can CHA help the Library adapt?

2. LoC recently undertook a senior-level reorganization. So far, has the reorganization been working as intended and what are the ultimate goals of the reorganization?

3. What is the status of the selection of the new Copyright Register?

4. What are LoC's legislative priorities for the 115th Congress?

If you have any questions concerning this matter, please feel free to contact the Legislative Clerk, Maggie Moore at (202) 225-8281. Thank you again for your testimony. We look forward to hearing from you.

Sincerely,

Gregg Harper
Chairman

THE LIBRARIAN OF CONGRESS

March 13, 2017

The Honorable Gregg Harper
Chairman
Committee on House Administration
U.S. House of Representatives
1309 Longworth House Office Building
Washington, DC 20515

The Honorable Robert A. Brady
Ranking Member
Committee on House Administration
U.S. House of Representatives
1307 Longworth House Office Building
Washington, DC 20515

Dear Chairman Harper and Ranking Member Brady:

Thank you for the opportunity to respond to additional questions from the Committee on House Administration related to the February 6, 2017 hearing, "Priorities of the House Officers and Legislative Branch Entities for FY 2018 and Beyond." It was a great honor to appear before you for the first time as the Librarian of Congress. My responses to the Committee's questions supplement information provided during the hearing and address additional topics of interest to the Committee.

I look forward to working with you on moving forward with our priorities for the upcoming year and in the future. I will be pleased to provide any additional information related to the enclosed responses.

Sincerely,

Carla Hayden
Librarian of Congress

Enclosure

Library of Congress Responses to Questions for the Record

Committee on House Administration
February 6, 2017 Hearing

"Priorities of the House Officers and
Legislative Branch Entities for FY 2018 and Beyond"

<u>Questions from the Majority:</u>

1. Dr. Hayden, on November 28, 2016 you issued a memorandum directing all Library technology activities to be: (1) coordinated through the Office of Information Officer (OCIO) and (2) approved by the Library's Chief Information Officer.

The memorandum also states "top level supervisors of staff conducting IT activities throughout all service units will report through the OCIO. Those not currently reporting to the OCIO will be placed on a detailed assignment to the OCIO. This reporting will commence as quickly as practical, but no later than the first pay period of January 2017."

Please describe the individuals to which the memorandum refers and the process for detailing individuals to OCIO. Are the detailed individuals from existing service units within the Library? The memorandum suggests this transition should have already taken place – has it? At what point will an individual's detail to the OCIO terminate?

ANSWER:

The detailed employees comprise senior IT supervisors/managers from existing Library of Congress service units who oversee IT functions and have responsibility for supervising employees performing IT work. Affected service units include the United States Copyright Office, the Congressional Research Service, Library Services, and the Office of National and International Outreach (NIO). Also included is the National Library Service for the Blind and Physically Handicapped (NLS), a division of NIO.

OCIO used a standard Library HR process for detailing the staff. In total, the Library detailed 6 supervisors/managers who supervise over 100 IT staff. They commenced their detail on Sunday, January 8, 2017. The details will continue until OCIO completes Phase 2 of the agency-wide reorganization that will permanently realign the IT functions and all staff performing those functions into the OCIO. Phase 2 is expected to be completed by October 1, 2017.

2. The same memorandum states, "these details are an intermediate step in the path toward strengthening technology investment and leadership throughout the Library." A subsequent document provided by Library staff interprets this statement as the Library is undertaking necessary analysis and planning for a top-down agency-wide reorganization of IT during FY 2017 with a target implementation date of October 1, 2017. The Library will explore options regarding agency IT funding alignment throughout FY 2017.

Please describe all additional analysis and planning the Library is conducting with respect to upgrading its IT infrastructure? Is this top-down agency-wide reorganization consistent with the GAO and IG recommendations? What additional changes can the Committee expect?

ANSWER:

The Library has completed several actions and has ongoing efforts to determine an appropriate organizational structure that focuses on customer service and IT governance. These efforts address congressional guidance and audit recommendations from GAO and IG.

The Library recently completed Phase 1 of an IT agency-wide reorganization, which only addressed OCIO personnel. This phase addressed several audit recommendations and streamlined OCIO work processes. Major improvements from Phase 1 include: establishing a Project Management Office, combining OCIO software developers into one group, and realigning several functional groups to strengthen lines of reporting.

In addition to detailing senior IT representative across the Library, OCIO is hiring an independent consulting firm to assist with Phase 2 of the agency-wide IT reorganization. Our target date to complete the reorganization is October 1, 2017. However, unforeseen circumstances and labor negotiations may require additional time. Phase 2 actions address congressional guidance and audit recommendations from GAO and IG.

The Library is partnering with the Office of Personnel Management (OPM) to perform an agency-wide IT Human Capital Needs Assessment with the goal to identify gaps between current skills and future needs of IT staff. Upon completion of the gap analysis, the Library will determine a strategy for closing the gaps through training and other means.

The Committee can expect that there will be greater effectiveness and efficiencies in the technology capabilities that the Library provides as a result of this centralization.

3. Please describe the Library's decision-making process with respect to the data centers. How would you rate the effectiveness of these facilities during critical events or emergencies? In the Library's 2016 testimony to the Legislative Branch Appropriations Subcommittee, an off-site Primary Computing Facility was highlighted. Does the LOC intend to use the off-site PCF? Would you comment on what decisions the Library has taken to secure its data centers and what the Committee should expect?

ANSWER:

OCIO analyzed industry service delivery best practices, as well as the General Services Administration (GSA) service delivery contracts, to establish a foundation for an analysis of alternatives. Based on the analysis, the Library developed a data migration strategy that encompasses alternative options requiring Tier 3 level service for each production application currently in the Madison data center. The Library intends to make service delivery decisions based on the best alternative available for each technical capability we support. These include cloud hosting, co-located data center (Redstone-Turner facility), shared services, and Software as a Service.

The benefits of a Tier 3 level service allows the Library to transfer all risk associated with power and climate control to the service provider. There is no service interruption necessary for the Tier 3 level service provider to perform their required maintenance. This arrangement puts the Library in control of any scheduled service interruption.

The Redstone-Turner co-located facility provides geographical distance away from a high-risk target area. Additionally, the facility provides physical security including guards, perimeter fences, alarm systems that secure the site. Only authorized individuals are allowed inside. From an IT security perspective, there will be multiple layers of data security protecting and monitoring OCIO networks and systems to prevent possible attacks.

The Committee can expect that by transferring risk to Tier 3 level services the Library will lower the possibility of service disruptions or data loss due to power outage, natural disasters, or man-made threats. In doing so, a more reliable service delivery environment will be created and better position the Library to meet the needs of Congress, the American public, and the creative community.

4. GAO also focused on challenges related to the U.S. Copyright Office and its IT network. How does the current Library reorganization address the needs of the Copyright Office? What steps has the Library taken independent of the Library's reorganization to address the Copyright's IT challenges and needs?

Please describe the timeline for finding a new Copyright Registrar. Without a Registrar, how is the Library addressing the Copyright Office's needs generally?

ANSWER:

The U.S. Copyright Office, the Congressional Research Service, and the National Library Services for the Blind and Physically Handicapped as components of the Library of Congress are integral to the agency IT planning considerations. Component IT challenges are Library IT challenges. Additional benefits of centralization include:

- Providing Congress with one authoritative source for all IT information in the Library;
- Providing transparency into all IT spending in the Library;
- Reducing cost of hardware and software;
- Enabling more efficient application of personnel, contracted labor, hardware, and software resources; and
- Increasing overall IT security posture;

Centralizing the Library's IT functions provides OCIO with full technical visibility into the IT systems of Copyright and all service units. This will enable OCIO to design and implement a consistent, cost-effective, IT modernization program across the Library. For example, the Library plans to upgrade campus-wide network infrastructure capacities for all service units, including Copyright. This approach is consistent with congressional guidance and audit recommendations from GAO and IG.

Independent of the reorganization, OCIO routinely assigns engineering resources to Copyright to resolve IT challenges as well as supporting projects including disaster recovery, hardware upgrades, and software enhancements. The recent redesign of the copyright.gov website is one such example.

Following the resignation of the previous Copyright Register on October 29, 2016, I have taken a deliberate and inclusive approach to filling this vacancy. I have met with dozens of leaders from the copyright community and Members of Congress to solicit their input about the desired qualities and priorities of the next Register. I have invited the public to comment on this search, and approximately 5,000 people shared with me their views on the office's needs. By the end of March 2017, the Library expects to post the vacancy announcement, which will remain open for 60 days, after which time interviews will be conducted and a hiring decision will be made. I am committed to working closely with Congress throughout this process, and I am determined to bring stability and leadership to the Copyright Office as it undertakes the vital task of modernizing to better meet the needs of its users.

While the Library conducts this search, Karen Temple Claggett is the Acting Register of Copyrights. I meet regularly with Ms. Claggett and have personally toured the Copyright Office to learn more about its operations and challenges. Because I believe that improvements to the Office's IT infrastructure are essential to its modernization, I've instructed the Library's Chief Information Officer, Mr. Bernard Barton, to work more closely with his counterpart in the Copyright Office. That partnership is productive and will improve the users' experience with the office, even during the search for a permanent Register.

During this transition period, I am committed to ensuring that the Copyright Office's users receive a high level of service. However, there is no substitute for permanent leadership and the authority derived from clear, consistent direction. I believe strongly that it is important to have a permanent Register of Copyrights soon in order to make the significant and transformative improvements the office needs and its users deserve.

5. Like many of our Legislative Branch entities, storage has been and continues to be an issue for the Library. Please describe the Library's efforts to both physically store collections as well as digitize them. What additional resources are needed?

ANSWER:

The Library acquires material that is essential to its mission to serve Congress and the American people, as well as document American culture and creativity. These include physical materials and materials available only in digital form. Stewardship, including providing appropriate collection storage, is the responsibility that comes from that collecting activity.

The Library addresses physical collection storage issues in multiple ways:

- The Library continues to take steps to reevaluate its selection and retention criterion to ensure what is acquired is needed to meet its mission. In particular, by reducing the number of additional service copies in the collections the Library has been able to reduce storage needs while not sacrificing collection universality.

- The Library has been able to better utilize its current space by replacing, where possible, existing shelving with space-efficient compact shelving. In these selected areas this has led to 10 – 40% gains of shelving within the same square footage, and allowed curators to position collections close to the point of need.

- The Library has also obtained interim off-site storage space at the Cabin Branch facility (until permanent preservation storage space is available). It is a superior environment to the Landover Center Annex that not only provides capacity for newly received items but most importantly will allow the Library to decompress collections on Capitol Hill, which improves access and mitigates stress on aging buildings.

- The Library is working closely with the AOC on developing additional preservation storage space at our Ft. Meade facility. Module 5 is under construction with completion

scheduled for late FY2017; collections to fill the module are being processed and staged. The Module 6 design and cost estimate phase is almost complete, and AOC will be requesting construction funding in their FY2018 budget request.

The Library's digitization programs are an essential part of the institution's strategic goal to *"acquire, preserve, and provide access to a universal collection of knowledge and the record of America's creativity."* These efforts produce a growing body of material representing the core strengths, as well as the diversity, of the Library's physical collections. From single items to entire collections, digitized resources underpin Library programs, including research services, exhibitions, social media, and educational outreach.

Aligning with the Library's Strategic Plan for 2016-2020, the following principles inform and support the Library's digitization strategy.

The Library will focus on digitizing its own content that is 1) unique and scarce, 2) public domain or rights-cleared, and 3) in high demand.

- The Library will emphasize American content, including Congressional history, with selected international content as it relates to Congress and the American people.

- Preservation reformatting of material that cannot be retained in its original physical form is an important component of the Library's digitization program. Examples include newsprint and videotapes. If the materials are not public domain or rights-cleared, access will be restricted.

- For master files, the Library will adhere to the relevant guidelines of the Federal Agencies Digitization Guidelines Initiative (FADGI) and related standards to maximize fidelity to the original, usability, sustainability, and accessibility into the future.

- Files resulting from the Library's digitization program investments constitute assets that must be secured, migrated, and preserved over time.

The digitization work primarily involves the Library's own collections and is typically funded and carried out with Library resources. Third party digitization arrangements, partnerships through which the Library acquires digitized content (such as the National Digital Newspaper Program and the American Archive of Public Broadcasting), and donated digitized content also contribute to the Library's collections.

For the most part, digitization is used by the Library to provide copies for online access and has little impact on the Library's continuing need for physical storage space since almost all physical items are retained in the collections. The major exception to this is newspapers—highly acidic materials that are microfilmed or digitized rather than be retained in their rapidly degrading physical form.

While digitization only minimally affects physical storage requirements, storage, processing, and preservation of the Library's rapidly growing digital and digitized collections bring a new set of needs.

The Library is addressing these issues in a variety of ways:

- The Library is optimizing existing staff resources to support digital collections. A reorganization of staff in June 2016 consolidated into a single division the Library Services staff providing general support for the Library's digitization and born-digital acquisitions programs. OCIO is actively centralizing and coordinating IT resources to ensure maximum benefit and reduce duplication of effort in providing the infrastructure necessary for managing digital content.

- Maintaining sufficient amounts of varied digital storage is critical. Digital collections storage falls broadly into three categories: preservation storage (multiple copies, high latency, low-cost storage), presentation storage (high availability, low latency, high-cost storage), and processing storage (like presentation storage, except much lower usage). The amount of new storage needed for digital collections grows exponentially and since we do not delete it is needed in perpetuity. Overall, the size of the Library's digital collection doubles every 32 months, with 1.5 petabytes of new content expected in 2017. The Library plans to incrementally expand digital storage to meet this need.

A collection storage program for physical or digital collections requires space, staff, and systems. Resources used in the past and currently needed include:

- Fund reprogramming has been an invaluable method to reallocate resources to address collection storage issues. For example, in FY2015, the Library reprogrammed significant funds to lease and outfit the Cabin Branch interim collection storage facility; it has also been used for smaller amounts required for targeted compact shelving projects.

- Through new statutory authority, the National Collection Stewardship Fund would allow the Library, with Congressional approval and oversight, to reprogram and pool Library Salaries and Expenses for the purpose of preparing collection materials for long-term storage, or for designing, constructing, leasing, altering, upgrading, and equipping collections preservation and storage facilities. As any amounts in the Fund shall remain available until expended, if approved it would be a powerful tool to reduce historically challenging issues funding large multi-year construction projects. This Fund, conceptually modeled on the House Historic Buildings Revitalization Trust Fund, would provide a mechanism to accumulate funds over several appropriations cycles, providing a steady level of no-year base resources to accommodate annual requirements that vary according to construction and renovation project cycles.

In FY2016 and FY2017, the Library requested new funding for staff in its Digital Collections Center/Digital Collections Management and Services division. Despite exponential increases in digitized and born-digital materials since the early 2000s, staffing levels have remained constant.

Additional staff with the requisite skills are critical to the Library's ability to efficiently process, preserve, and make its digital collections accessible.

6. Please update the Committee on the Library's efforts to transition from LIS to Congress.gov. In documents provided to the Committee, the Library indicated this transition would be complete at the end of CY 2018. Are you still on track to meet this deadline?

ANSWER:

The Library remains on track to meet its goal of retiring the LIS from congressional view at the end of CY 18. As planned and briefed to the Committee in November, the Library has since successfully deployed a series of infrastructure upgrades that have resulted in the increased security and accessibility of Congress.gov.

Three additional major releases planned for this fiscal year will further align Congress.gov with capabilities found within the LIS. The scheduled releases cover areas such as data monitoring, alerts, and search. The next release is targeted for late March/early April 2017. The scheduled releases include minor fixes and enhancements based on congressional user feedback, including improvements to the Congress.gov homepage and functionality to download a set of search results to an excel spreadsheet.

Targeted for release in October, the Library continues to work in close partnership with the House Clerk on the first iteration of a new searchable Congress.gov data set that will include House Executive Communications, Petitions, Memorials, and Presidential Messages. In addition, and key to meeting the Library's goal of retiring the LIS at the end of CY 18, discussions have commenced with the House Clerk and the Government Printing Office as to the priority and capacity to convert committee reports and the Congressional Record to United States Legislative Markup (USLM) during the first half of FY18. While in LIS, the presentation of committee reports and the Congressional Record is based on the legacy locator code format. The conversion of these document types to USLM will enable the Library to ingest a modern format into Congress.gov and present the results as a Web-friendly HTML display.

7. Cyber security is quickly emerging as a critical security issue. Has the Library's cyber security program suffered as a result of its IT reorganization? What steps is the Library taking to enhance its cybersecurity platform? How important is the Legislative Branch Cyber Security Working Group to your efforts?

ANSWER:

The Library's cyber security program has not suffered as a result of the ongoing IT reorganization. On the contrary, the reorganization is designed to improve the Library's cyber security program through a maturation of IT governance. The reorganization will provide the IT Security Group the oversight and authority to support the entire agency. The reorganization efforts also provide greater transparency and allow IT Security to be engaged earlier in addressing potential threats.

The Library has enhanced its cyber security platform in a number of important ways. It recently joined several other Legislative Branch agencies in an information sharing platform to provide intelligence sharing services between the agencies. In addition, the Library submitted an FY 2017 funding request that, if approved, will provide IT Security centralization, as well as Multifactor Authentication (MFA) and Identity and Access Management. These security enhancements are consistent with congressional guidance and recommendations of GAO and IG.

The Legislative Branch Cyber Security Working Group (LBCSWG) has been an excellent forum for discussing issues faced by agencies, learning about and leveraging technologies others are using, and developing strategies and solutions for the Legislative Branch. LBCSWG enabled the Library to join the information sharing platform in the Senate. We have also reviewed the House contract for security awareness training and will be migrating to their contract from the Library's existing security training. As a member of the LBCSWG, the Library is leading an effort with Carnegie Mellon on a Legislative-Branch-wide study for best-of-class MFA solutions. These efforts all resulted from discussions at the working group.

8. The Library has extensive collections. How are you making them available to the American people? What should we expect and how can we help increase the accessibility of these collections?

ANSWER:

The Library of Congress is the home to more than 164 million items in all formats and languages. From letters written by Rosa Parks, to photographs of inaugurations through history, from the largest comic book collection to historic documents including the draft of the Gettysburg Address and the Declaration of Independence.

I have taken some initial steps toward increasing the Library's accessibility both on site and online. We opened the Librarian's Ceremonial Office for visitors to the Jefferson Building and recently expanded the hours of the Young Readers Center to include Saturday hours for families to enjoy free programs and activities. We have hired a new Chief of Exhibits who will enhance the visitor experience and spotlight the collection for onsite visitors.

We have also launched a new home page that is more dynamic and connects our collections more directly with the public. The Library's leadership is creating a digital strategic plan that will provide for the digitization of the collection so the public can view it from their computers or devices at home.

Library of Congress Responses to Questions for the Record

Committee on House Administration
February 6, 2017 Hearing

"Priorities of the House Officers and
Legislative Branch Entities for FY 2018 and Beyond"

Questions from the Minority:

1. How has the Library of Congress adapted in the face of tightening budget constraints when it comes to collections stewardship? As an authorizing committee, how can CHA help the Library adapt?

ANSWER:

The Library acquires material that is essential to its mission to serve Congress and the American people, as well as document American culture and creativity. Stewardship is the responsibility that comes from that collecting activity.

For all library collections (analog or digital, in paper, plastic, or other formats), stewardship encompasses activities involving collection storage, inventory control, preservation, and collections security. The Library must ensure that these related programs are at a sufficient level to meet collection needs:

- Collection Storage – Items in the Library's collections spend most of their time in storage, and improving the quantity and quality of collection storage is the most efficient way to help the greatest number of items and widest variety of formats. Creating storage environments with controlled temperature, humidity, and cleanliness promotes the life of the collections and reduces the need to do more expensive preservation treatments.

  o For maximum impact, collection storage efforts have focused on making more effective use of current and new space through the installation of compact or high-density shelving, as well as developing spaces for specific critical collection needs (such as nitrate vaults, secure storage facilities, and interim collection storage facilities like Cabin Branch).

- Inventory Control – Providing access to and being accountable for Library collections involves knowing what materials we have, who can use them, and where the items are located at any point in time.

  o For maximum impact, highest priorities for inventory control are materials targeted for access or processing: new material, material requested for use, and material being relocated to high-density storage.

- Preservation – The Library's diverse collections require many types of activities and treatment, including environmental control of collection storage areas as a holistic approach; housing collections in protective enclosures to prevent physical damage as well as to create a microclimate to buffer temperature/humidity changes; reducing deterioration in types of material (for example, bit rot of digital items or degradation of paper or film) by direct treatment, binding, or reformatting; and maintaining research staff to understand collections from a material science point of view.

  o As budgets tighten, the Library needs to be careful to maintain a balanced preservation program that is not overinvested in any one particular approach. For maximum benefit, the Library has been reviewing programs to determine where investment should be made and where we can reduce investment.

    - Because of its broad impact and applicability, the Library has increased attention to storage environment planning, development, monitoring, and testing.

    - The Library has reduced its yearly binding budget from $2 million to $1 million, choosing not to bind second copies and selectively binding things that need a protective cover.

    - In reformatting, the Library has a large quantity of acidic newsprint that it cannot maintain in its degrading paper form so it is reformatting pages as a replacement for the physical materials, taking steps to increase efficiencies by digitizing the workflow.

    - Mass deacidification represents one of the largest single preservation investments at the Library. In FY16 Congress directed the Library to spend $5.5 million on the program, which we believe is more than adequate for the limited part of the collection that could benefit from this kind of treatment.

- Collection Security – This effort involves a variety of physical measures to control access to different parts of the collection and can include activities like inspections of belongings, security cameras, or restricted collection storage or access areas.

As an authorizing committee, CHA could help the Library by supporting funding flexibilities:

- Through new statutory authority, the National Collection Stewardship Fund would allow the Library, with Congressional approval and oversight, to reprogram and pool Library Salaries and Expenses for the purpose of preparing collection materials for long-term storage, or for designing, constructing, leasing, altering, upgrading, and equipping collections preservation and storage facilities. As any amounts in the Fund shall remain available until expended, if approved it would be a powerful tool to reduce historically challenging issues funding large multi-year construction projects. This Fund, conceptually modeled on the House Historic Buildings Revitalization Trust Fund, would

provide a mechanism to accumulate funds over several appropriations cycles, providing a steady level of no-year base resources to accommodate annual requirements that vary according to construction and renovation project cycles.

- In FY2016 and FY2017 the Library requested new funding for staff in its Digital Collections Center/Digital Collections Management and Services division. Despite exponential increases in digitized and born-digital materials since the early 2000s, staffing levels have remained constant. Additional staff with the requisite skills are critical to the Library's ability to efficiently process, preserve, and make its digital collections accessible.

2. LoC recently undertook a senior-level reorganization. So far, has the reorganization been working as intended and what are the ultimate goals of the reorganization?

ANSWER:

The reorganization has worked as intended and serves several goals. The Deputy Librarian of Congress, a position recently vacated by David Mao, focuses on the substantive work of the Library, while the newly created Deputy Librarian for Institutional Advancement creates a central focus on fundraising and outreach by consolidating all related programs under this position. The Office of the Chief Information Officer is now a direct report to the Librarian, elevating and enhancing the Librarian's management of the information technology (IT) support structure. Additionally, the Director for Strategic Planning and Performance Management reports directly to the Librarian, ensuring that institution-wide planning remains a visible and coordinated effort across the Library. The Chief Communications Officer position establishes direct oversight and management of the Office of Communications and the Multimedia and Digital Scanning Group, allowing for greater visibility of programs and services provided to the Library, Congress, and the Nation. The Chief of Staff position oversees the Librarian's Office and adds the responsibility of oversight of Special Events and Public Programs, as well as Public Programs Services, both of which are in the process of consolidating to streamline and bring uniformity to Library events.

3. What is the status of the selection of the new Copyright Register?

ANSWER:

Following the resignation of the previous Copyright Register on October 29, 2016, I have taken a deliberate and inclusive approach to filling this vacancy. I have met with dozens of leaders from the copyright community and Members of Congress to solicit their input about the desired qualities and priorities of the next Register. I have invited the public to comment on this search, and approximately 5,000 people shared with me their views on the Office's needs. By the end of March 2017, the Library expects to post the vacancy announcement, which will remain open for 60 days, after which time interviews will be conducted and a hiring decision will be made. I am committed to working closely with Congress throughout this process, and I am determined to bring stability and leadership to the Copyright Office as it undertakes the vital task of modernizing to better meet the needs of its users.

4. What are LoC's legislative priorities for the 115th Congress?

ANSWER:

A preliminary package of the Library's Legislative Proposals for the 115th Congress is attached as a separate enclosure to this document. The Library plans to formally transmit its full list of legislative priorities to the Committee on House Administration in the coming weeks, which may contain additional proposals.

The attached enclosure contains a brief description, narrative justification, and draft legislative language for three previously transmitted legislative proposals, which will be familiar to your staff. Proposals to amend the Library's gift and revolving fund authorities were previously transmitted to the Committee in the 113th and 114th Congress. The proposal to create a National Collection Stewardship Fund was previously submitted in the 114th Congress.

The Congressional Relations Office would be pleased to meet with your staff to answer any questions they may have on the Library's authorizing requests for the 115th Congress.

**LIBRARY OF
CONGRESS**

Legislative Proposals
115th Congress

*1. Revolving Fund Amendments.
    a. MBRS storage fees
    b. Traveling exhibit fees
    c. Training fees
    d. FEDLINK availability to tribal governments

*2. Gift Authority Expansion. Update gift authority to allow:
    a. The Librarian to accept personal property, non-personal services, and volunteer
        services; and
    b. The Librarian to sell donated securities and deposit proceeds into appropriate gift
        fund

**3. Create a National Collection Stewardship Fund. No-year fund to be used for
    processing/storage of collection materials.

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*Transmitted in the 113th and 114th Congress.
**Transmitted in the 114th Congress.

1.   **Changes in Revolving Fund Statutes** to amend the Library's public enterprise revolving fund statutes (for MBRS activities and general fee-for-service activities) and the intra-governmental revolving fund statute (for FEDLINK) as follows:

> **a. MBRS Storage Fees.** Allow the Library to charge libraries, archives, studios, and similar organization fees to store audio-visual materials at Culpeper.

> **b. Traveling Exhibit Fees.** Allow the Library to charge fees and retain the proceeds for preparing and sending Library items and exhibitions for display at other venues.

> **c. Training Program Fees.** Allow the Library to charge fees and retain the proceeds for training programs.

> **d. FEDLINK Availability to Tribal Governments.** Allow American Indian tribal governments to use the commercial information service contracts, accounting services, and library support services offered by FEDLINK.

Justification
Changes to the revolving fund statute will allow the Library to accept payment for four additional special services the Library provides but for which it is not currently reimbursed.

(a) The Library allocates storage space in its state-of-the-art audiovisual conservation facility in Culpeper, Virginia to libraries, archives, studios and others to store audiovisual materials, generally under long-term deposit agreements that benefit the Library and researchers. However, the Library lacks authority to charge for such storage and associated activities and retain the proceeds. This language would authorize us to do so.

(b) The Library also prepares and sends materials for exhibition at other venues, but must either absorb these costs or seek gift funding to do this. This language would authorize the Library to charge fees to certain receiving institutions or entities, and retain the proceeds.

(c) The Library provides training in areas of the Library's special expertise, e.g., preservation, disaster recovery for library and archival materials, digitization standards, cataloging, and legislative and legal research. We have no authority currently to charge a fee for training programs and retain any proceeds to offset our costs.

(d) Through FEDLINK, Federal agencies and the District of Columbia have had access to volume discounts for online services, books, periodicals, library support services and related accounting and training services since the 1970s. We have been approached by tribal governments to include their libraries in the FEDLINK library consortium, but currently have no authority to do so. In 2002, Congress extended authority to tribal governments to use General Services Administration (GSA) schedule contracts for information technology

equipment and services. A similar change would allow them access to FEDLINK programs and services.

Prior Congressional Consideration

At request of then-Legislative Branch Chairman Ben Nelson, the Library submitted the MBRS, traveling exhibit and training cost-recovery provisions along with others for inclusion in the Senate version of the fiscal 2011 appropriations bill as "nonappropriated funds initiatives." These revolving fund additions were included in the Senate version of the fiscal 2011 appropriation for the Legislative Branch (S. 3799). However, the bill did not pass by the end of the 111th Congress.

Language was re-submitted in the 112th Congress. The Committee on House Administration took an interest in the proposed language, inquiring in particular about the current extent of third-party film storage at Culpeper, what a fee schedule would look like, and storage capacity. The Committee did not include this language in authorizing legislation in the 112th Congress. Revolving Fund language was included in the Senate Report for the fiscal 2012 and fiscal 2013 appropriations for the legislative branch, but neither bill passed, and the language was dropped from the conference reports in both cases.

In the 113th Congress all oversight and appropriations staff signed off on the renewed request but the language did not appear in legislation. Senate oversight staff worked with appropriations staff in 2014 to insert the language into the appropriations bill for fiscal 2015 and again appeared to have agreement but the language did not make it into legislation.

The proposal to make FEDLINK services available to tribal governments was a new proposal in the 113th Congress. The Library did not get an indication of interest or objection from the oversight committees during the course of the Congress.

In the 114th Congress, Committee on House Administration Ranking Member Bob Brady introduced H.R. 4093 and H.R. 5264, both of which included language to expand the Library's revolving funds authorities for MBRS storage arrangements; traveling exhibits; training services; and making FEDLINK available to tribal governments.

Draft Bill Language

SEC._. LIBRARY OF CONGRESS REVOLVING FUNDS UPDATE. The Library of Congress Fiscal Operations Improvement Act of 2000 (2 U.S.C. 182a *et seq.*; Public Law 106-481) is amended-

(a) in section 101 (2 U.S.C. 182a)-

(1) in the section heading, by striking "duplication";

(2) in subsection (a)-

(A) by striking "duplication and delivery services provided by" and inserting "the following programs and activities of";

(B) by striking the period and inserting a colon; and

(C) by adding at the end the following: "(1) Services related to duplication and preservation of audiovisual materials and associated collections. (2) Storage and delivery of audiovisual materials and associated collections."; and

(b) in section 102 (2 U.S.C. 182b)-
(1) in the section heading, by striking the heading and inserting "revolving fund for sales shop and other services"; and

(2) in subsection (a), by adding at the end the following: "(5) Traveling exhibitions and exhibition materials. (6) Training.".

(c) in section 103 (2 U.S.C. 182c)-

(1) in subsection (f)(l), by inserting "tribal governments (as defined in 40 U.S.C. 502(c)(2)(B))" after "Federal Government,".

2. **Changes to Gift Statute** to authorize the Librarian to accept gifts of property and services for immediate use.

Justification

The Library's gift authority has been essentially unchanged since it was enacted, along with the creation of the Trust Fund Board, in 1925, to allow the Librarian to accept gifts of cash. The Library has been offered various types of donations, not suitable to be handled as trust funds, that we have not had proper authority to accept. These include: donations of IT equipment, audio-visual equipment, and volunteer services outside of the American Folklife Center or the Center for the Book. In these cases, the Library will try to work with a donor so that the gift or bequest comes in a form the Library is authorized to accept, but that is not always possible. In 2010, the Library was asked by the Senate Appropriations Subcommittee for the legislative branch to provide language to expand the Library's opportunities to develop non-appropriated sources of funds, specifically in the areas of Revolving Funds and Gift Funds. The Library submitted changes to its gift statute to allow, in addition to the gifts of "money for immediate disbursement" currently authorized:
- Sale by Librarian of gifts in the form of securities;
- Librarian acceptance of non-personal services as gifts;
- Librarian acceptance of volunteer services; and
- Librarian acceptance of personal property as gifts.

Prior Congressional Consideration

This language was submitted to oversight staff early in the 111th Congress, as well as in the Library's fiscal 2010 budget request. At the request of then-Appropriations Subcommittee Chairman Nelson, the language was submitted for inclusion in the Senate version of the fiscal 2011 appropriations bill. The staff of the Senate Committee on Rules and Administration preferred that it not move forward unless a number of transparency and reporting provisions were included.

In the 112th Congress, then-Committee on House Administration Chairman Lungren introduced H.R. 6122, to expand the Library's gift fund authority to include: gifts of securities for immediate disbursement; personal property valued at $25,000 or less; nonpersonal services; and voluntary and uncompensated personal services. H.R. 6122 required the Librarian to disclose a description of each gift or bequest valued at $1,000 or more in the Annual Report of the Library of Congress. The bill was reported out by the Committee and passed the House on a unanimous roll call vote under suspension of the rules. The bill was referred to the Senate Committee on Rules and Administration, which did not take up the bill.

Language was again included in the Senate version of the fiscal 2012 appropriations bill, which did not pass both chambers, and the Senate version of the fiscal 2013 appropriations bill, but that language was not picked up in the conference report/continuing resolution.

The Library prefers the language as included in the fiscal 2012 appropriations bill.

This proposal was again discussed with Senate staff during the 113th Congress, particularly in light of offers for in-kind contributions relating to the Magna Carta exhibit and other Library events. Members of Congress are particularly sensitive about appearances of federal employees personally benefitting from such gifts (airline seats, travel accommodations, etc.) because Congress' own gift restrictions are much more circumscribed.

The Library recently noted an inconsistency between the proposed language and application of the Internal Revenue Service substantiation rules under 26 C.F.R. 1.170A-13. Therefore, the Library updated the gift receipt language to provide the flexibility necessary to address potential differences in circumstances impacting the fair market value of the gift and corresponding recordkeeping requirements.

In the 114th Congress, Committee on House Administration Ranking Member Bob Brady introduced H.R. 4093 and H.R. 5264, both of which included language to expand the Library's gift fund authority to allow the acceptance of bequests of personal property, nonpersonal services, voluntary and uncompensated personal services, and securities.

Draft Bill Language

SEC._. GIFTS. - The first undesignated paragraph of section 4 of the Act entitled "An Act to create a Library of Congress Trust Fund Board, and for other purposes", approved March 3, 1925 (2 U.S.C. 160), is amended-

(a) in the first sentence,

> (1) by striking "gifts or bequests of money for immediate disbursement" and inserting "and"; and

> (2) by striking the period at the end and inserting "gifts or bequests of the following: personal property, nonpersonal services, voluntary and uncompensated personal services, or money for immediate disbursement.";

(b) in the second sentence, by inserting "of money" after "bequests";

(c) in the third sentence, by striking "enter them" and inserting "enter the gift, bequest or proceeds";

(d) by inserting after the second sentence the following: "In the case of a gift of securities, the Librarian shall sell the securities and provide the donor with acknowledgment as needed to substantiate such a gifts."; and

(e) by adding the following sentence at the end of the first paragraph: "The Librarian shall make an annual public report regarding gifts accepted under this section."

3. **National Collection Stewardship Fund** for processing and storage of collection materials.

Create a no-year fund, modeled on the House of Representatives Historic Buildings Revitalization Trust Fund, to provide consistent financial support for expansion and improvement of Library of Congress collection storage.

Justification

To sustain its role as the nation's library, the Library of Congress must continue to collect the creative output of the nation and preserve the collections it has required. This requires the continued expansion of capacity to hold the national collection, and the continued improvement of the environmental and security conditions of collection facilities.

In 1993, the Library and the Architect of the Capitol developed a master plan for the Ft. Meade property, which envisioned building--in the most space-efficient and environmentally optimal manner--13 collections storage modules by 2027 for Library collections, copyright deposits, and logistics activities. Under this two decades-old plan, the Library anticipated having ten storage modules completed as of 2015. Currently only four have been built, and we have had to accommodate collection materials through creative use of compact shelving, leased storage, and overcrowding the stacks on Capitol Hill. In fiscal 2014, Congress approved completion of Storage Module 5 at Ft. Meade, Maryland.

Now, with shelves loaded at 100% capacity (instead of the optimal 80%), the Library has over 3 million books that cannot be shelved properly. These books are on the floor, on book carts parked in the stacks, or shelved 2 and 3 deep on existing shelves. By 2025 with no additional new facilities and all shelving at 100% capacity, the Library will have over 3 million books that cannot be shelved properly. If shelves are kept at optimal density of 80%, over 7 million books will not be shelved properly.

To forestall this harm to the national collections, the Library proposes the establishment of a National Collection Stewardship Fund to provide consistent resources for the Library to continue to expand its collections facilities through new construction and adaptation of existing storage facilities. The fund would also ensure that new facilities are built to the highest preservation science and security standards and that existing facilities are upgraded.

Appropriating the full construction price for a Ft. Meade module in a single year has proved difficult in the current budget environment, yet the full amount is required in order to proceed with a construction contract. The current authorization available to the Library and the Architect does not allow funds appropriated in one fiscal year to be used in a later year. This Fund, conceptually modeled on the House Historic Buildings Revitalization Trust Fund established in 2009, would provide a mechanism to accumulate funds over several

appropriations cycles, and, when the pooled amounts are sufficient, to contract for modules, upgrades to existing facilities, and collection transition projects that have been approved for design, construction and implementation. The Fund would provide a steady level of no-year base resources to accommodate annual requirements that vary according to construction and renovation project cycles. This will allow continuous progress on national collections stewardship.

Upon establishment of the Fund, the Library would submit a five-year expenditure plan to the Congress. The Library would also be required to provide annual reporting to Congress on expenditures.

Prior Congressional Consideration.

The provision was introduced in the 114th Congress by Committee on House Administration Ranking Member Robert Brady in H.R. 4093, "Library of Congress Administrative Reform Act of 2015." The language was referred to the Committee on House Administration and the Committee on Transportation and Infrastructure, but this bill did not receive committee action. The provision was reconsidered and reported by the Committee on House Administration as a part of H.R. 5227, "Library of Congress Modernization Act of 2016," as introduced by then-Chairman Candice Miller.

The provision was also included in H.R. 5325, "Legislative Branch Appropriations Bill, 2017," which the Committee on Appropriations reported in May 2016 and the House passed in June.

Senate staff advised the Library to remove language authorizing transfers of funds from the Architect of the Capitol and direct appropriations to the Fund. In addition, Senate staff observed the reporting requirements were excessive. A five year plan was considered irrelevant based on the Library's description of the Fund's purpose and an annual report not necessary so long as the Library notified the requisite committees prior to the transfer of funds. The current proposal adopts all of the Senate's revisions.

Draft Bill Language

SEC. X. LIBRARY OF CONGRESS NATIONAL COLLECTION STEWARDSHIP FUND.

(a) ESTABLISHMENT.—There is hereby established in the Treasury of the United States, as an account for the Librarian of Congress, the "Library of Congress National Collection Stewardship Fund" (hereafter in this section referred to as the "Fund").

(b) USE OF AMOUNTS.—Amounts in the Fund may be used by the Librarian as follows:

> (1) The Librarian may obligate amounts directly for the purpose of preparing collection materials of the Library of Congress for long-term storage.

(2) The Librarian may transfer amounts to the Architect of the Capitol to be obligated for the purpose of designing, constructing, altering, upgrading, and equipping collections preservation and storage facilities for the Library of Congress, or for the purpose of acquiring real property by lease for the preservation and storage of Library of Congress collections in accordance with section 1102 of the Legislative Branch Appropriations Act, 2009 (2 U.S.C. 1823a).

(c) CONTENTS OF THE FUND.—The Fund shall consist of such amounts as may be transferred by the Librarian from amounts appropriated for any fiscal year for the Library of Congress under the heading "Salaries and Expenses".

(d) CONTINUING AVAILABILITY OF FUNDS.—Any amounts in the Fund shall remain available until expended.

(e) NOTIFICATION.—The Librarian shall send a letter to the Joint Committee on the Library and the Committees on Appropriations of the House of Representatives and the Senate prior to transfer of amounts into the Fund.

(f) EFFECTIVE DATE. -- This section shall apply with respect to fiscal year 2018 and each succeeding fiscal year.

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House of Representatives

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ONE HUNDRED FIFTEENTH
CONGRESS

JAMIE FLEET, MINORITY STAFF DIRECTOR

February 27, 2017

The Honorable Davita Vance-Cooks
Director
U.S. Government Publishing Office
732 North Capitol Street N.W.
Washington, D.C. 20401

Dear Director Vance-Cooks,

Thank you for testifying during the Committee on House Administration's February 6, 2017 hearing entitled, "Priorities of the House Officers and Legislative Branch Entities for FY 2018 and Beyond". The Committee requests you respond to additional questions that will be made part of the hearing record. Please provide your responses to the following questions to the Legislative Clerk, Maggie Moore (Maggie.Moore@mail.house.gov), with the Committee by **Monday, March 13, 2017 at 5:00pm.**

Questions from the Majority:
1. Director Vance-Cooks, on February 5, 2017, you testified about utilizing the zero-make-ready press in order to reduce the Government Publishing Office (GPO)'s printing costs. In fact, you testified this type of printing has enabled GPO to reduce its printing rates by as much as seven percent. Please share GPO's current page rate for printing reports, hearings, bills, and the Congressional Record. In addition, please share with the Committee any additional strategies GPO intends to employ in order to reduce costs.

2. What are GPO's physical space needs – particularly in a digital environment? Has GPO studied the potential cost savings associated with relocating its operations? What percentage of building space does GPO occupy? Does GPO make any unoccupied space available to other entities? With respect to the unoccupied space, is GPO equipped to handle the responsibilities associated with being a property owner? Would the Architect of the Capitol be better suited to handle these responsibilities?

3. Director Vance-Cooks, the Committee is interested in learning more about the partnership GPO has with the private sector with respect to government printing. Please describe for the Committee how GPO utilizes public-private partnerships.

   On average, what is the cost savings realized by private sector partnerships? How does GPO determine work done in-house and work completed by the private sector?
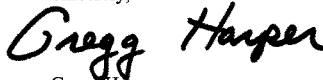
4. Please describe your strategic plan to continue modernizing the GPO's printing responsibilities. For example, how often does GPO review government documents to determine whether the documents are convertible to an electronic format? What are the cost savings associated with moving GPO printing responsibilities to an electronic format? Does GPO perform any cost analyses before printing? If so, is this something that GPO shares with the customer in cases where you are printing beyond statutory requirements? Please list GPO's current statutory and regulatory printing requirements.

5. Director Vance-Cooks, in your testimony, you highlighted GPO's production of the 114th Congressional Directory. Please expand on the production costs associated with the Congressional Directory. Please identify the direct costs associated with producing the Congressional Directory. How much staff time did GPO utilize in the production of the Congressional Directory? Please identify any other resources GPO utilized to produce the Congressional Directory? Given the constant change in content associated with the Congressional Directory, did GPO contemplate or conduct a cost-benefit analysis on producing a digital version? Did GPO consider any lower cost alternative to the Congressional Directory?

Questions from the Minority:

1. In addition to the suggestions you offer in your testimony, are there any additional reforms to Title 44 that you would like us to consider?

2. Please describe the greatest challenges to expanding your secured document printing service?

3. Are you intending to participate in the migration to the Redstone Turner Data Center and if so, when?

If you have any questions concerning this matter, please feel free to contact the Legislative Clerk, Maggie Moore at (202) 225-8281. Thank you again for your testimony. We look forward to hearing from you.

Sincerely,

Gregg Harper
Chairman

Committee on House Administration
Questions for the Record

1. Director Vance-Cooks, on February 5, 2017, you testified about utilizing the zero-make-ready press in order to reduce the Government Publishing Office (GPO)'s printing costs. In fact, you testified this type of printing has enabled GPO to reduce its printing rates by as much as seven percent. Please share GPO's current page rate for printing reports, hearings, bills, and the *Congressional Record*. In addition, please share with the Committee any additional strategies GPO intends to employ in order to reduce costs.

Response: GPO constantly utilizes technology improvements and related strategies to reduce printing costs, as demonstrated by changes in the value of our Congressional Publishing Appropriation over the years.

As discussed in my prepared statement, the use of computerized information technologies by GPO over the past generation has been the principal contributor to lowering the cost, in real economic terms, of congressional information products by more than 70%. Since FY 2014, funding for the Congressional Publishing Appropriation has been flat, which is unprecedented for any period since 1980.

GPO is not funded primarily by appropriation, like most Federal agencies, but instead finances its operations on a businesslike basis through its Business Operations Revolving Fund. Our printing rates, by legislative design, recover our costs through reimbursement for all direct and indirect costs of production, including the costs of prepress work (formatting, pagination, proofing, etc.), presswork, binding, and delivery, as well as overhead.

Overhead is distributed to all of GPO's revenue-generating operations in accordance with generally accepted accounting principles and recovers not only utility and related production support costs but a share of the total costs of operating GPO as a Federal agency. These include several that would not ordinarily be found in a private sector printing plant, such as costs for GPO's Office of Inspector General, our police force, IT and cybersecurity, facilities maintenance and repair, etc.

Overhead currently accounts for approximately 34% of the per-page or unit cost for work performed in GPO's plant. Controlling GPO's overhead costs is an important part of controlling printing costs per page. In FY 2016 these costs were approximately 5% lower than in FY 2010, and as my prepared statement notes, they grew just 1.6% over the preceding year. GPO has not increased its plant printing rates since FY 2015.

Hearings are billed at one of three page rates (a page rate covers not only development of the first page but all additional copy-pages in a press run), depending on the method of copy submission: digital $65, camera-ready copy $69, and manuscript $113. After overhead, the balance of these rates are divided between prepress costs and printing and binding costs. For digital submission, the prepress costs are just 32%, while they are 40% for camera-ready copy and 60% for manuscript, which requires the most work by GPO.

In addition to the rate reduction for hearings we have achieved through use of the zero make-ready (ZMR) press, we are also working to implement a new method for producing House hearings based on a design pioneered by staff of the House Administration Committee and Office of the Clerk. This system is expected to further reduce hearing production costs.

Reports are also produced on our ZMR press. However, they are not billed by a page rate but by the accumulated costs of production of each specific report. For budget estimating purposes, the average per-page cost for reports is $74 for FY 2017. The balance of the cost after overhead is 51% for prepress and 49% for printing and binding. Production of reports on the ZMR press is resulting in savings vs. production on the previous equipment.

Bills are produced on different equipment due to their size. The vast majority are produced in our Digital Production Center (DPC) on high-speed copying equipment; generally, press production is used only if the page count is over 250-300, and/or the copy count is over 500. Like reports, bills are not charged at a page rate but by accumulated cost. For budget estimating purposes, the per (original) page cost for bills is $37 for FY 2017. After the factor for overhead, the cost of bills is 25% prepress (since bills are set in the House and Senate Offices of Legislative Counsel) and 75% printing and binding.

As my prepared statement notes, we are developing a new XML-based automated composition system to replace our aging proprietary system. We have just introduced this system in beta mode for the composition of bills coincident with the opening of the 115th Congress. This system will allow GPO to compose bills natively in XML for print production and digital dissemination, which will lead to reduced costs and improved throughput.

The *Congressional Record* is printed on high-speed newspaper presses designed for that purpose. The page rate is $803, including the factor for overhead. The division between prepress and printing and binding costs is 67% and 33%, respectively, in view of the amount of work GPO performs to assemble this unique document every night Congress is in session.

With the reduction in the print run for the *Record*, the current equipment is planned for replacement by a more efficient alternative that is currently under consideration. The introduction of this equipment will reduce the printing and binding cost for the *Record*. The balance of the rate associated with the unique prepress costs of making the *Record* available, including digital dissemination and storage, will continue to be incurred even if no *Congressional Record* issues were printed.

As my prepared statement also notes, in 2016 we installed the first of two new adhesive binding lines, which will be used to bind printed copies of the *Congressional Record* and congressional hearings and reports, along with other documents. The new high efficiency Muller Martini "Bolero" equipment will replace 3 binding lines installed more than 30 years ago, reducing costs, increasing productivity, and freeing up plant production space for other uses. The second line will be installed by the spring of 2017.

    2.   What are GPO's physical space needs – particularly in a digital environment? Has GPO studied the potential cost savings associated with relocating its operations? What

percentage of building space does GPO occupy? Does GPO make any unoccupied space available to other entities? With respect to the unoccupied space, is GPO equipped to handle the responsibilities associated with being a property owner? Would the Architect of the Capitol be better suited to handle these responsibilities?

Response: GPO is housed in 4 interconnected buildings. Over time, these buildings have been modified to meet changing technology requirements. Today, they represent a significant investment in terms of the infrastructure they provide for GPO's digital as well as conventional print operations. Their physical location adjacent to our primary customer, Congress, facilitates and supports the daily and often hourly interactions we experience in carrying out our congressional support mission. Previous efforts to relocate GPO have not been successful due to a variety of factors including the daunting budget score (approximately $400 million) that would be imposed on the annual Legislative Branch Appropriations bill as a result of trying to replicate elsewhere the investment that exists in GPO's infrastructure today.

As reported by the National Academy of Public Administration in its congressionally-mandated 2013 study, *Rebooting the Government Printing Office: Keeping America Informed in the Digital Age*, "GPO has...a highly promising program aimed at reducing its facilities footprint coupled with increasing leasing of unused building space as a means of reducing and recovering costs of operation." GPO's Buildings 1-3 measure about 1.25 million square feet altogether, but total usable space is about 825,000 square feet (of which about 91,000 square feet is the unfinished basement, used for storage).

Of the remaining 733,000 square feet, about 94,300 square feet of office, industrial, and storage space (or 13%) plus several parking spaces are currently assigned to continuing space leasing arrangements with the Architect of the Capitol, the U.S. Capitol Police, the Senate Sergeant at Arms, and the U.S. Commission for International Religious Freedom. These generate annual revenues to GPO of nearly $2 million. (GPO leases another 4,000 square feet of space to the USCP every 4 years to support the Presidential Inauguration, and small packages of space plus limited parking are available for assignment to meet other temporary legislative branch needs). In the Spring of 2017, the Office of the Federal Register will relocate into 17,000 square feet of reconditioned office space in GPO's Building 1, a move that will generate an additional $600,000 in annual revenue.

GPO's Building 4 has a gross area of approximately 170,000 square feet, of which about 30,000 square feet is not used for GPO operations. This space, along with about 25,000 square feet in GPO's Building 1, will be configured by the National Archives and Records Administration to serve as its congressional archives space, a project that has the support of the offices of the Clerk of the House and the Secretary of the Senate.

Because of our long history of managing our buildings ourselves, GPO has experienced no problems with establishing and administering these space sharing agreements that would lead us to seek outside assistance.

In its 2013 report, the Academy also observed that "as GPO continues to modernize plant operations, introduce more compact and efficient equipment, and downsize production space

requirements, additional facilities savings and leasing appear to be possible." However, since then GPO's operational space requirements have expanded significantly with the introduction of equipment and necessary facilities modifications required to support production of the next generation passport, a project that has entailed the investment of an estimated $100 million over the past 5 years, and which has involved improving more than 60,000 square feet of space for production and storage in areas where space was previously underutilized.

3. Director Vance-Cooks, the Committee is interested in learning more about the partnership GPO has with the private sector with respect to Government printing. Please describe for the Committee how GPO utilizes public-private partnerships. On average, what is the cost savings realized by private sector partnerships? How does GPO determine work done in-house and work completed by the private sector?

GPO has a unique and highly successful partnership with the American printing industry that is a model of service provision. The competition for Government printing contracts by thousands of printers ensures taxpayer savings while generating job opportunities nationwide, especially in the small business sector. The percentage of private sector printing could potentially increase as GPO demonstrates the savings that Federal agencies can achieve in their printing and publishing programs by increasing their use of GPO's print procurement program.

With the Federal Government confronting the need to reduce its spending, GPO's print procurement program deserves a closer look by Federal agencies looking for ways to increase savings in meeting their requirements for printing, and by a Congress committed to reducing the costs of Government operations. For a Congress and an Administration that want to stimulate job growth in the private sector, GPO's print procurement program can help.

GPO provides centralized operations for the procurement of information products for the entire Government, purchasing last year $360 million from private sector vendors nationwide for our agency customers. Other than congressional and inherently governmental work such as the *Federal Register*, the *Budget*, and security and intelligent documents, GPO regularly procures approximately 75% of all the orders we receive. All products procured by GPO comply with the Government's requirements for recycled paper and vegetable oil-based inks. Our contracts are awarded on a purely competitive basis: there are no set-asides or preferences of any kind allowed other than what is in law and regulation such as the provision for Buy American. With competition keen for Federal printing contracts, GPO's print procurement program maximizes the value of the taxpayers' Federal printing dollars, frequently procuring work for little more than the cost of materials.

The vast majority of the firms we deal with are small businesses, many with 20 employees or fewer. We annually award contracts to more than 2,500 – 3,000 vendors nationwide, supporting potentially 50,000 – 60,000 private sector jobs. The total number of contractors registered to do business with us is around 9,000, representing potentially 180,000 jobs. In addition to the procurements we make out of our central office in Washington, DC, we have regional and satellite procurement offices to work with Federal agencies and the printing industry nationwide, located in Atlanta, Boston, Charleston SC, Chicago, Dallas, Denver, Virginia Beach VA, New York, Oklahoma City, Philadelphia, San Diego, San Francisco, and Seattle. Surveys of our

Federal agency customers in recent years have consistently reported high rates of satisfaction with our print procurement program. One of our objectives for FY 2017 and beyond is to develop and implement a new print procurement service that provides a seamless mechanism for digitally ordering and placing work through this program.

One of the reasons for customer satisfaction is the broad variety of contracting vehicles we have developed for Federal agencies to use in obtaining their print and information product needs, including the GPOExpress program. GPOExpress has handled more than 145,000 orders since our partnership with FedEx Office began a decade ago. The program provides Federal agencies with discounted services to meet their small and short turnaround printing and binding needs. By enrolling in the program, Federal agency employees receive a GPOExpress card that allows them to take advantage of pre-negotiated prices that are substantially below FedEx Office retail rates.

GPOExpress currently has more than 3,000 Federal Government employees enrolled, including employees at the Department of Defense, the Department of Transportation, the Department of Interior, the National Aeronautics and Space Administration, and the Department of Homeland Security. The program has also been used to support publishing activities of the Committee on House Administration. The program utilizes the FedEx Office network of more than 1,800 locations nationwide to provide Federal agencies with convenient, low-cost professional services, including printing, binding, and finishing; banner and sign production; and direct mail services. The new contract provides cardholders with improved online print ordering and document management tools including a no-cost online catalog where documents can be accessed and printed on demand by authorized users.

It has long been clear to us that there is a significant amount of Government printing being performed by the Government that does not come through GPO. Most likely this work is being performed in number of Federal plants. 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 in operation Government-wide (**www.gao.gov/assets/660/655936.pdf**).

As multiple studies in the past have shown, the production of Government printing by Federal agency plants is costly, in some cases as much as 50% more than the cost of procured work, and it also impairs other goals of Federal printing policy. We realize that some of the work produced by Federal agency plants is quick turnaround printing for administrative or purely internal needs, which is why most of them were established in the first place, and GPO has no interest in taking that capability away. What we are interested in is the amount of work that could be procured via GPO's partnership with the private sector printing and information product industry, which can generate substantial savings for taxpayers.

4. Please describe your strategic plan to continue modernizing the GPO's printing responsibilities. For example, how often does GPO review government documents to determine whether the documents are convertible to an electronic format? What are the cost savings associated with moving GPO printing responsibilities to an electronic format? Does GPO perform any cost analyses before printing? If so, is this something

that GPO shares with the customer in cases where you are printing beyond statutory requirements? Please list GPO's current statutory and regulatory printing requirements.

Response: GPO's strategic plan is to transition its operations from a print-centric to a content-centric capability, so that we are positioned to provide that content in the forms and formats that Congress and Federal agencies need.

Virtually all Government documents today, including congressional documents, are born digital, and are capable of being processed by GPO's digital and print systems on that basis. Virtually all congressional documents that are printed are also placed online on GPO's FDsys and its successor system, **govinfo**, for free, permanent public access. For those documents that are not born digital – principally historical documents – GPO has a program to digitize them via scanning and develop the necessary metadata for searchability, preservation, and other features. We have done this for a number of historical documents on FDsys/**govinfo** and are currently working to digitize the entire collection of the permanent edition of the Congressional Record dating to 1873, as well as the entire collection of the Federal Register dating to 1936.

The cost savings from increased digitization are significant. As I discussed in my prepared testimony, GPO has reduced the expense of congressional information products by more than 70% through computerization of its operations and products. Likewise, GPO's Federal Depository Library Program has been transitioned to a predominantly digital basis, yielding similar cost reductions in that program and expanding the availability of information access exponentially.

Decisions to print or not are made by the ordering agency, not GPO, which does not have that authority except where the dissemination of publications through the Federal Depository Library Program (FDLP) and our sales program is concerned. GPO provides information such as cost estimates so that the decision is an informed one. An order to GPO to produce a product, accompanied by the statutorily-required certification of availability of funds, obligates GPO to fulfill the order. Likewise, GPO has no authority to go "beyond" statutory printing requirements, or to print more than is required to fulfill the order, other than for additional copies ordered by agencies, for the Federal Depository Library Program, or for our sales program. Congress and Federal agencies are well aware of GPO's capabilities: our online dissemination system began more than 2 decades ago, and today GPO works with Congress and Federal agencies to pioneer new digital capabilities, such as the development of bulk data downloads in XML, the development of e-Books, the production of smart card secure documents, and related products.

Over the years, as the move to increased digitization has accelerated, some Government publications, such as tax forms, effectively have been replaced by digital alternatives. More common has been the trend to reduce printing where a digital replica is also made available, so that printing becomes a complementary function that serves the needs of those without computers and/or to meet legal or preservation requirements. As a result of this trend, though print has not disappeared entirely, print volumes have decreased significantly while the use of digital equivalents has grown.

The statutory requirements for GPO's print and digital responsibilities are contained in the public printing and documents chapters of Title 44, U.S.C.

5. Director Vance-Cooks, in your testimony, you highlighted GPO's production of the 114th Congressional Directory. Please expand on the production costs associated with the Congressional Directory. Please identify the direct costs associated with producing the Congressional Directory. How much staff time did GPO utilize in the production of the Congressional Directory? Please identify any other resources GPO utilized to produce the Congressional Directory? Given the constant change in content associated with the Congressional Directory, did GPO contemplate or conduct a cost-benefit analysis on producing a digital version? Did GPO consider any lower cost alternative to the Congressional Directory?

Response: The *Congressional Directory* for the 114th Congress was produced as a Senate publication. Both case-bound and paperback copies were produced. The requisition was for approximately 5,000 copies for distribution to Members of Congress and to other statutory recipients. An additional 1,600 "rider" copies were produced to fulfill orders supplied by Federal agencies and GPO's FDLP and sales programs. The *Directory* was also made available digitally and free of charge on GPO's FDsys and its successor system, **govinfo**.

The primary cost of this document was the labor required to assemble the data for the *Directory* from both Congress and Federal agencies and perform the necessary prepress work (data input, formatting, pagination, proofreading, etc.) ($340,000). This work would be required regardless of whether there were any print copies produced. Paper, ink, and press and binding work totaled $104,000. Additional charges incurred included the cover design ($2,900) and GPO's surcharge ($87,700). The total billing to the Congressional Publishing Appropriation was $507,400, with additional billings to Federal agencies and other programs for the "rider" copies at $27,200.

The *Congressional Directory* follows an established design that includes detailed information on Members of Congress and congressional committees, historical information on the U.S. Capitol and sessions of Congress, and detailed information on the departments and agencies of the executive branch and on the U.S. Courts. To the best of our knowledge, there is no other document like it. Additionally, it is the only document published by the Congress which officially details the organization of each Congress.

Questions from the Minority

1. In addition to the suggestions you offer in your testimony, are there any additional reforms to Title 44 that you would like us to consider?

Response: My view is that Title 44 generally provides a sufficient basis for GPO's operations as it currently stands. However, we may approach the Committee at a later date with recommendations for revising chapter 19 of Title 44, which governs the operation of the Federal Depository Library Program. Enacted in 1962, the current statute provides a "one-size-fits-all" design for the program that could be reshaped to provide participating libraries with greater flexibility to manage their print collections in this digital era. GPO has attempted to provide

some of this flexibility in changes to the program that have been approved by the Joint Committee on Printing, but there may be additional legislative remedies that would help libraries without undermining the basis of the program.

2. Please describe the greatest challenges to expanding your secured document printing service?

GPO has produced the U.S. passport for the State Department since the 1920's, giving us extensive experience in the field of secure credentials. More than a decade ago we worked with the Department to re-engineer and develop the e-passport. Since then, we have produced over 100 million e-passports that are in use by the American public today.

Based on this experience, in 2007 the Joint Committee on Printing approved our request to begin producing secure credentials for Federal agencies that were asking us for these solutions. In 2012, the JCP approved our request to establish a continuity of operations site for secure credential production at our facility in Stennis, MS. The JCP has overseen and approved funding for this program throughout its existence.

To date, we have produced over 9 million secure credential cards across 15 different product lines. Among these are the Trusted Traveler Family of border crossing cards – NEXUS, SENTRI, FAST, and Global Entry – for the Department of Homeland Security. We produce a Border Crossing Card that is issued by the State Department for travel across the Mexican border.

Our secure credential program has been validated by the Government Accountability Office and the National Academy of Public Administration. It is overseen by our legislative and appropriations committees. It is also subject to audit and investigation by our Inspector General.

Our program is a government-to-government solution, backed by robust partnerships with nearly 3 dozen private sector companies. We produce secure credentials using qualified expert staff working in an ISO 9001-certified manufacturing operation, backed by a COOP facility, and supported by a secure supply chain. We have access to both Federal and commercial experts in fraudulent document testing and forensic laboratories.

We serve as a printer and card integrator. We work closely with the secure credential industry for consulting, design, equipment, fabrication, materials, and supplies. Through our outsourcing initiatives, we have access to cutting edge security technologies. We leverage "the best of the best" rather than being limited to a proprietary system. Our partnerships put business and jobs into the private sector economy nationwide.

Our secure credentials program is well-established and well-known among Federal agencies that need these products. Our program is an option—a choice—for Federal agencies and we do not require them to use us. However, the agencies that have chosen to use our program are highly satisfied with GPO's product performance, reliability, security, and pricing. Our employees are committed to providing quality products to help secure our borders and protect our government

facilities. As Federal agencies continue to requisition these products from us, we will adjust our capabilities to meet their needs.

3. Are you intending to participate in the migration to the Redstone Turner Data Center and if so, when?

GPO's FY 2013 annual spending plan submitted to the Joint Committee on Printing for approval included $2.5 million to modernize the GPO data center environments currently located in GPO's Washington, DC, buildings to meet current and future technology needs. In approving the spending plan, the JCP commended our modernization efforts and agreed that GPO's data center must meet current and future needs with operations protected from harm or disaster. However, the Committee requested GPO to establish a comprehensive long term plan detailing where the funds will be spent and submit it to the JCP for consideration. The Committee also asked that the final plan be coordinated with the results of the Legislative Branch Data Center Study, which was expected to be released in February 2013. Subsequently, GPO's plan was submitted to the JCP in July 2013 and was approved.

The plan envisions migrating GPO's primary data facility to the Legislative Branch Alternate Computer Facility (ACF). GPO's Chief Information Officer is carrying out the data center migration effort. When completed, the migration effort will provide a state-of-the-art multisite, fully mirrored resilient data processing and hosting operation that meets the requirements of GPO stakeholders and also provides options for future expansion. To date approximately 60% of our legacy servers and storage systems have been migrated to the ACF. The projected completion date is September 2018. At this time we have no plans to migrate our systems to the Redstone Facility, but can conduct a cost/benefit survey if the Committee requests.

Congress of the United States
House of Representatives
COMMITTEE ON HOUSE ADMINISTRATION
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February 27, 2017

Chief Matthew Verderosa
Chief of Police
United States Capitol Police
119 D Street NE
Washington, D.C. 20510

Dear Chief Verderosa,

Thank you for testifying during the Committee on House Administration's February 6, 2017 hearing entitled, "Priorities of the House Officers and Legislative Branch Entities for FY 2018 and Beyond". The Committee requests you respond to additional questions that will be made part of the hearing record. Please provide your responses to the following questions to the Legislative Clerk, Maggie Moore (Maggie.Moore@mail.house.gov), with the Committee by **Monday, March 13, 2017 at 5:00pm.**

1. Chief Verderosa, you have been in your job for almost a year, and the USCP is in year three of its FY 2015-2019 strategic plan. Please describe USCP's successes, challenges, and your observations for the USCP in the last year.

2. Your written testimony describes several mission-specific initiatives for the year ahead. These initiatives include garage enhancements, additional pre-screeners and enhanced portal screeners. Please expand on the role these initiatives play in USCP's long-term strategic vision and the resources required to implement them.

3. Please describe USCP's current security posture. Please describe how the posture has changed over the past year in light of recent terrorist attacks both here at home and around the world. What do you envision the posture to be in the future -- particularly in light of recent protests? Are you planning for an increased number of protests/demonstrations -- particularly violent demonstrations?

4. Please describe your vision for an ideal United States Capitol Police force. You made several senior promotions, including an Assistant Chief of Police. What impact will these senior officials have on the force? How will it improve the USCP's security posture?

5. How would you evaluate USCP's efforts to recruit, train and promote sworn officers and civilians? What is USCP's succession plan? How is USCP handling increasing overtime demands? Are your recruitment and training plans sufficient to maintain necessary sworn and civilian staffing?
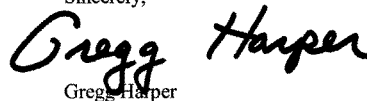
6. Last April, during a week-long mass demonstration event, the USCP successfully struck a balance between security and protecting individuals' rights under the First Amendment. Over the course of that week, the USCP made nearly 1,300 arrests. What did the Department do to handle the volume of people demonstrating and to process that many arrests? How would you evaluate the Department's activities in light of recent demonstrations on the Complex and specifically during various Chamber and Committee proceedings?

7. How is USCP addressing the social media or cyber components of major events or civil disturbances?

8. Please describe USCP's efforts to address demonstrations within the House Office Buildings, both in common areas and within individual Member or Committee offices? What guidance or other resources can USCP offer to Members and staff to prepare for these situations?

9. What advice would USCP offer Members and staff to help better prepare themselves prior to an incident? What resources are available to assist them?

10. Please describe the timelines for implementing security screening in the Rayburn and Cannon Garages. Do you have the resources to ensure screening is effective?

11. How would you rate the overall state of emergency readiness for the House?

12. What security initiatives is the USCP undertaking to bolster the exterior of the Capitol and House Office Buildings?

13. Nearly a year ago, USCP officers responded to a visitor entering the CVC who pointed what appeared to be a gun at officers. How would you rate the implementation of security procedures and protocols during that incident? What changes were necessary and have those changes been implemented?

14. How would you rate the implementation and operation of the Joint Emergency Mass Notification System? What coordination and implementation challenges has the USCP encountered with respect to communicating with Members and staff during emergencies? What are the USCP's plans to improve the Joint Emergency Mass Notification System? What role does technology, such as smartphone apps, play in these improvement plans?

15. How would you describe USCP-AOC cooperation on current projects such as the replacement of doors in Rayburn or windows in Cannon, the Garage Security project, lights on the East Front of the Capitol, and House Chamber gallery upgrades? In your opinion, are there ways to improve communication and cooperation?

16. Last year, Congress authorized the transfer of the O'Neill Federal Office Building to the House of Representatives. Your testimony describes the significant additional resources needed to effectively protect and secure the O'Neill building. Please describe the resource requirements and security considerations you are anticipating? Has USCP's resource and security considerations changed as

USCP gets closer to the June 2017 transition date? Please describe the USCP's plans for the transition. Will the USCP be ready for a June 2017 date?

17. What is USCP doing to transition the Security Aides program to the Sergeant-at-Arms? Is there a timeline for this transition? Will this free up any additional resources for the Department?

18. Your testimony references the USCP IG recommendations and the 43 remaining open recommendations. Please describe the steps the USCP is taking to close each of the remaining open recommendations. When does USCP anticipate all 43 will be closed – FY 2017 or FY 2018?

19. How would you rate USCP's new human resources management software? What efficiencies do you expect from this software? Is implementation of the software consistent with the OIG's recommendation on time and attendance? Do you consider the recommendation to be closed? Does OIG?

20. How would you describe the wait times at the various entrances to the House Office Buildings and Capitol? What staffing or other adjustments are necessary to maintain efficient access to and egress from the buildings within the complex, including ADA-compliant entrances?

If you have any questions concerning this matter, please feel free to contact the Legislative Clerk, Maggie Moore at (202) 225-8281. Thank you again for your testimony. We look forward to hearing from you.

Sincerely,

Gregg Harper
Chairman

UNITED STATES CAPITOL POLICE

OFFICE OF THE CHIEF
119 D STREET, NE
WASHINGTON, DC 20510-7218

March 13, 2017

COP 170118

The Honorable Gregg Harper
Chairman
Committee on House Administration
United States House of Representatives
1309 Longworth House Office Building
Washington, D.C. 20515

The Honorable Robert A. Brady
Ranking Member
Committee on House Administration
United States House of Representatives
1307 Longworth House Office Building
Washington, D.C. 20515

Dear Chairman Harper and Ranking Member Brady:

Thank you for the opportunity to respond to additional Questions for the Record from the Members of the Committee on House Administration following the February 6, 2017, hearing, "Priorities of the House Officers and Legislative Branch Entities for FY 2018 and Beyond."

Please find enclosed the Department's responses. If you have any questions regarding this document, please do not hesitate to contact my office.

Again, I thank you for the opportunity to further discuss our mission and accomplishments for the record. Your continued support of the Department and the women and men of the United States Capitol Police is greatly appreciated.

Very respectfully,

Matthew R. Verderosa
Chief of Police

COMMITTEE ON HOUSE ADMINISTRATION

QUESTIONS FOR THE RECORD – February 6, 2017 HEARING

UNITED STATES CAPITOL POLICE RESPONSE

QUESTION 1: *Chief Verderosa, you have been in your job for almost a year, and the USCP is in year three of its FY 2015-2019 strategic plan. Please describe USCP's successes, challenges, and your observations for the USCP in the last year.*

  In my first year as Chief of Police, and in my nearly 31-year career with the United States Capitol Police (USCP), I have witnessed firsthand our Department doing an exemplary job of both serving and protecting the Congress while at the same time, representing the Legislative Branch with distinction to the visiting public. We have been able to strike the appropriate balance of securing the seat of our nation's government, and ensuring that each individual's rights under the U.S. Constitution are protected.

  Chief among our successes in just the past few months was the planning and implementation of our Operational Security Plan for the 58th Presidential Inauguration on January 20, 2017. We spent a tremendous amount of time preparing for the event and worked very closely with our numerous law enforcement partners and stakeholders. As a result of these coordinated efforts, ticketed guests for the swearing-in ceremony at the U.S. Capitol were all admitted and the event occurred with minimal disruption from demonstration activity. We made certain that specific contingencies and flexibilities were built into the overall security plan given the knowledge that demonstrators might attempt to disrupt the event. The USCP and our law enforcement partners regularly monitor and manage large scale events, including demonstration activities so this effort was easily accomplished.

  Additional successes over the past year include, but are not limited to:

A) The appropriate handling of an attempted breach of security in the Capitol Visitor Center (CVC) by an armed individual in March 2016
B) Successful implementation and execution of new and enhanced mass arrest procedures in spring 2016
C) Summer concert series planning and execution
D) USCP planning and execution of National Convention coverage
E) USCP planning and execution of the Presidential Address to a Joint Session of Congress on February 28, 2017
F) Opening of the USCP Rayburn Firing Range

G) Increased mission responsibilities and staff a portion of the House Garage Security project without additional resources

H) Increased the size and function of the K9 unit and increased staffing of subject interdiction officers

I) Promoting requisite supervisory personnel to support daily operations

Challenges include identifying staffing and resources for increased mission such as the takeover of the O'Neill Building beginning in June 2017, and completion of House Garage Security should resources and/or staffing not be augmented to meet the requirements. The increasingly organized and spontaneous demonstration activities occurring post-election have also challenged the ability to staff these events within the constraints of a Continuing Resolution. Furthermore, receiving the necessary resources to provide continuous training for our personnel, to ensure we foster needed skillsets and develop new leaders within the Department, is required as a part of our increased mission.

Overall observations include a great sense of pride in the ability of the Department's staff to operationally handle a myriad of emerging events in a dynamic threat environment. Working in conjunction with and under the guidance of the Capitol Police Board and committees of jurisdiction has provided the necessary support and direction to complete the mission.

QUESTION 2: *Your written testimony describes several mission-specific initiatives for the year ahead. These initiatives include garage enhancements, additional pre-screeners and enhanced portal screeners. Please expand on the role these initiatives play in USCP's long-term strategic vision and the resources required to implement them.*

With regard to the three multi-year initiatives described in my testimony, these initiatives are the direct result of consultation with, and direction from, the Capitol Police Board. The multi-year strategy employed provides for growth of the Department to fulfill these critical new mission sets in an effort to further enhance the successful long-term protection of the Capitol Complex. At the same time, we are also taking into consideration the need to balance resources with our ability to recruit, hire, and train sufficient staff to meet the requirements of these initiatives.

In order to successfully implement these three initiatives, there will need to be a significant investment in the necessary equipment, and an increase in staffing and officer training to man these new stationary posts and effectively utilize the new tools that will greatly enhance visitor screening and campus security. We will continue to balance the requirements of these initiatives with new, unfunded responsibilities, such as protecting and securing the O'Neill

Building beginning later this spring, which was not anticipated when the Department submitted its Fiscal Year 2017 budget request.

QUESTION 3: *Please describe USCP's current security posture. Please describe how the posture has changed over the past year in light of recent terrorist attacks both here at home and around the world. What do you envision the posture to be in the future -- particularly in light of recent protests? Are you planning for an increased number of protests/demonstrations -- particularly violent demonstrations?*

The Department constantly maintains a level of security necessary to balance openness with safety. The Department is well-connected to the law enforcement and intelligence communities. We work very closely with our law enforcement partners, including local, state, and federal entities who share responsibility for investigating terrorist acts. As the Department monitors the intelligence, both classified and unclassified, decisions are made to adjust or enhance assets to provide the level of security needed to protect the Capitol Complex.

For many years, the Department has been facilitating various groups who plan and execute First Amendment activities on Capitol Grounds. The Department reviews and assesses all events to confirm that there is adequate staffing and resources available to ensure the safe and peaceful events are conducted in a manner within the established regulations. The Department also has the capability to respond to and address demonstration activity that does not conform to established regulations or to those that have the potential to become violent. In addition, the Department has the ability to seek mutual assistance from, and provide it to local agencies should assistance become necessary due to group sizes or tactics. While it is difficult to predict future events, the Department is prepared to increase its capability in this area should demonstration activity reach a point at which resources are exceeded.

QUESTION 4: *Please describe your vision for an ideal United States Capitol Police force. You made several senior promotions, including an Assistant Chief of Police. What impact will these senior officials have on the force? How will it improve the USCP's security posture?*

As I noted in my prepared testimony, I could not be more proud of the women and men of the USCP for flawlessly implementing the vast number of requirements each and every day to ensure that we fulfill our mission of protecting and securing Congress, and that we represent our nation on the world stage in the most positive way possible.

The type of policing that our officers engage in is not typical of most metropolitan police departments. Our officers interact with thousands, sometimes tens of thousands, of people each

day and do it in a highly-visible environment. As a result of the training they receive and the invaluable experience they gain while on the job, our officers are among the best in federal law enforcement. As they participate in the promotion process, they bring their skills, training, and experience to the table, and therefore, the Department benefits from their talents, professionalism, and ideas.

As new senior leaders move up the ranks, the Department will only continue to mature and evolve in our efforts to adjust to the ever-changing threats that we encounter. This includes increasing our investigative efforts and intelligence because the threats are not as obvious since September 11, 2001. And, we will continue to actively engage with our law enforcement partners to share and analyze information.

What will not change is our officers' efforts to be great ambassadors of the Department and of the Congress while keeping everyone safe and secure.

QUESTION 5: *How would you evaluate USCP's efforts to recruit, train and promote sworn officers and civilians? What is USCP's succession plan? How is USCP handling increasing overtime demands? Are your recruitment and training plans sufficient to maintain necessary sworn and civilian staffing?*

I believe the Department is very adept in recruiting the best and brightest, as we are regularly competing with other federal law enforcement agencies for the same group of talented and qualified candidates. In order to stand out from the competition, we have streamlined our recruiting process to make it more meaningful to applicants, the starting salary for new hires is very competitive, and our Diversity Officer and Office of Human Resources are implementing new initiatives to attract personnel from varied backgrounds. As a result of these ongoing efforts, we have had a successful track record of hiring highly-qualified and diverse personnel in recent years, and I expect that this will continue well into the future.

Like many other law enforcement organizations, with the surge of post-September 11, 2001 hiring, we will have a large number of sworn personnel who will be eligible for retirement in approximately five years. To ensure we have a qualified succession pool when these sworn personnel retire, we have promoted more sworn personnel in the last year to fill our authorized sworn officials' ranks than we have in the past five years. With the on-boarding of the Assistant Chief completed, the next step will be to establish competitive processes for the ranks of Deputy Chief, Inspector and Captain. We are working internally to complete the Deputy Chief and Inspector processes by the end of summer, 2017. Concurrently we are working with outside vendors to develop and complete a new Captain's process that will likely conclude in the fall 2017. This is a key component of our succession planning efforts. Additionally, we have retooled

our supervisory training program to ensure that supervisors are learning the critical skills they will need to lead the Department into the future.

The Department is monitoring its overtime usage on a daily basis and continues to work with our sworn officials to identify overtime savings. We also have worked with our stakeholders to find offsets, where practicable, to meet new or emerging mission requirements that result in overtime. Where offsets are not achievable, the Department has been working closely with the Capitol Police Board and our committees of jurisdiction to attain the necessary resources to meet new mission requirements.

Training of new recruits is one of our strongest features and requirements to meet our mission, however in some fiscal years operational demands overtake in-service training opportunities. Specifically, because an officer needs to be taken offline to participate in training, if operational demands require additional overtime, there is less available overtime to backfill the officers scheduled to attend training. Operational requirements imposed on the Department during appropriations cycles without allocated funding can ultimately affect our ability to train officers offline. During these times, we try to bring training to the divisions, but this does not always achieve the same outcomes as we are limited in the types and scope of training that can be conducted on the Capitol Complex. Further, the opening of the Department's new firearms range last fall has provided the Department with the ability to expand the varieties of firearms training. As for training for our civilian staff, it is often difficult to provide the requisite training to maintain professional skill sets since these training funds are often reallocated to meet new mission requirements. That said, during the years where the Department's training funds remain steady, we make every effort to achieve these critical training needs.

I believe our recruitment plans are sufficient to maintain staffing, as demonstrated by the fact that at the end of Fiscal Year 2016, we were at our highest sworn and civilian staffing numbers, within our authorized staffing levels, than before the sequester. However, we are mindful of the potential challenges that we may face as other federal law enforcement agencies prepare to hire and train new officers to meet their emerging missions.

QUESTION 6: *Last April, during a week-long mass demonstration event, the USCP successfully struck a balance between security and protecting individuals' rights under the First Amendment. Over the course of that week, the USCP made nearly 1,300 arrests. What did the Department do to handle the volume of people demonstrating and to process that many arrests? How would you evaluate the Department's activities in light of recent demonstrations on the Complex and specifically during various Chamber and Committee proceedings?*

In anticipation of the April 2016 demonstration activity, at my direction, the Department initiated a "citation and release" non-custodial arrest program that other law enforcement agencies in the District of Columbia employ. Leveraging changes in several statutes relating to charges for criminal activity, the Department was able to employ citation and release procedures for non-violent offenders, particularly when the volume or number of offenders is excessive. These procedures can be scalable should the need to exercise these procedures be present for demonstrations within Congressional buildings. Very specific guidelines must be followed to employ these non-custodial arrest procedures. These violations are prosecuted by the Office of the Attorney General for the District of Columbia.

Arrest procedures, particularly mass arrest procedures for situations involving more than 10 arrestees, have been revised to assist in streamlining the arrest process, even for custodial arrests. These arrests are typically more closely associated with committee and Chamber disruptions or with demonstration activities, which because of the type of violation are prosecuted by the United States Attorney's Office. While the types of charges and types of prosecutions can vary depending on circumstances, both custodial and non-custodial processes have been revised to make the process more streamlined and efficient, and therefore, save resources.

Looking ahead, we anticipate that mass demonstration situations, such as the ones held last year, are likely to be more frequent, and therefore, will have an impact on our workforce and our resources. However, I believe the changes made in both processes have been successful to date, and we will continue to evaluate the process and apply common sense changes as necessary.

QUESTION 7: *How is USCP addressing the social media or cyber components of major events or civil disturbances?*

The Department, as well as our local law enforcement partners, has great experience in monitoring and facilitating First Amendment activities on Capitol Grounds and/or in the city. We monitor the available information and intelligence, to include the livestreaming of activities, to ensure we have resources available to deal with these types of events.

QUESTION 8: *Please describe USCP's efforts to address demonstrations within the House Office Buildings, both in common areas and within individual Member or Committee offices? What guidance or other resources can USCP offer to Members and staff to prepare for these situations?*

We diligently work to balance protecting our nation's greatest symbol of democracy with ensuring that each individual's rights under the U.S. Constitution are protected.

As noted in the previous responses, the USCP monitors many platforms for information about demonstration activity, and we often communicate in advance with groups that may be planning civil disobedience activities to minimize the impact and risk of disruptions to Congressional proceedings. Additionally, when information is obtained by the Department on known, planned demonstrations, the effected USCP Uniformed Services Bureau Division (Capitol, House, Senate, and/or Library of Congress) will conduct community outreach meetings with the staff. This provides the staff with information about the event, and offers options for staff, including training on the use of duress alarms, appropriate USCP telephone contact information, and knowledge about USCP personnel in the area. In addition, our officers are trained to handle protests that occur inside buildings, hearing rooms, or in the Chambers.

Members of Congress and Congressional staff may obtain additional information regarding acts of civil disobedience in or near their offices, or general assistance by contacting the House Sergeant at Arms office or the USCP directly. Together, we provide routine security awareness briefings, and we also work with Members' staff and local law enforcement for offices located outside of the National Capital Region.

QUESTION 9: *What advice would USCP offer Members and staff to help better prepare themselves prior to an incident? What resources are available to assist them?*

For critical incidents that involve a shelter-in-place or relocation, the Department advises staff to follow police direction. This includes direct contact with officers, following building evacuation procedures based on evacuation drills, and following the directions provided through the Public Address System and annunciators. Additionally, staff may sign up for House Alerts to receive messaging from the House emergency management officials.

All staff should take drills and training seriously, and participate fully in the exercises that take place throughout the year. Additionally, the USCP can provide "active shooter response" training upon request through the Offices of the Sergeants at Arms as well as security awareness training seminars conducted by the USCP Threat Assessment Section.

Finally, the House Sergeant at Arms maintains the Office Emergency Coordinator program. The security of a Member's office will only be effective if everyone assumes responsibility for its security. This begins with designating a staff member as the office's liaison with law enforcement agencies – both with the USCP and with the local police department in each Member's district. Further, any Member of Congress may request that a security

assessment be conducted in their offices. The office security liaison should contact the House Sergeant at Arms office to make arrangements for such an assessment.

Members of Congress and Congressional staff may obtain additional information or assistance by contacting either the House Sergeant at Arms office or the USCP at any time.

QUESTION 10: *Please describe the timelines for implementing security screening in the Rayburn and Cannon Garages. Do you have the resources to ensure screening is effective?*

The screening for the balance of the Garage Security initiative will follow the screening model employed at all other Capitol Complex access points. The funding requests for these initiatives are included in the Fiscal Year 2017 funding request and in out years. In order to successfully implement this initiative, the Department will require additional resources or achieve cost savings through offsets to our current mission.

Funding for the O'Neill Building staffing is the Department's first priority, followed by completion of House Garage security. Screening will begin approximately one year following the receipt of the funding, which includes the required time for the Department to hire, train, and deploy the necessary personnel.

QUESTION 11: *How would you rate the overall state of emergency readiness for the House?*

The Department, in conjunction with the House Sergeant at Arms and the House Emergency Management Team, are responsible for various aspects of the emergency planning and readiness. I am confident that the Capitol Complex, and specifically the House, is prepared to react to emergencies. I would encourage all offices to continue to participate in all drills provided for by the Congressional leadership and emergency planners.

QUESTION 12: *What security initiatives is the USCP undertaking to bolster the exterior of the Capitol and House Office Buildings?*

There are a number of physical security initiatives that are ongoing with our Congressional stakeholders and partners that will serve to bolster existing infrastructure and USCP manpower. I would be pleased to discuss these initiatives in more detail with members of the Committee in a closed forum. The House Sergeant at Arms noted in his February 7, 2017, testimony before this Committee some planned projects include installing an underground alarm

around the perimeter of the Capitol Building; bolstering the physical structure of the outer planters and the Olmsted walls; and initiating a study regarding East Plaza lighting upgrades.

Additionally, there are further staffing initiatives that will enhance our security posture campus-wide. These involve initiatives that were discussed in my written testimony to include Garage Security, pre-screening enhancements, and enhanced K9 patrols.

QUESTION 13: *Nearly a year ago, USCP officers responded to a visitor entering the CVC who pointed what appeared to be a gun at officers. How would you rate the implementation of security procedures and protocols during that incident? What changes were necessary and have those changes been implemented?*

I believe the actions of the involved officers during the CVC event were heroic and protected innocent bystanders and fellow officers while keeping the institution secure. The CVC security protocols in place worked as planned as they were designed to contain the event. The procedures followed by the officers eliminated the threat with minimal injury to bystanders. Accordingly, I rate the response to the event as a success.

As always with any incident, the Department reviews tactics and mitigation strategy to determine if changes are needed. Should there be recommendations for changes; the Department will share any recommendations with the Capitol Police Board and our committees of jurisdiction, to include the Committee on House Administration.

QUESTION 14: *How would you rate the implementation and operation of the Joint Emergency Mass Notification System? What coordination and implementation challenges has the USCP encountered with respect to communicating with Members and staff during emergencies? What are the USCP's plans to improve the Joint Emergency Mass Notification System? What role does technology, such as smartphone apps, play in these improvement plans?*

JEMNS testing is ongoing for the USCP, House, and Senate to ensure that the mission requirements of the system are met. The vendor has appropriately enhanced their end of the product's efficiency and each entity has been working with their respective Information Technology departments to address end user expectations. USCP user training is scheduled to occur when the delivery requirements of the system are met. These USCP personnel are directly responsible for implementing the messaging upon the system going live.

The JEMNS working team is collaborating to achieve the goals of the system. As a result of this communication and efforts, each respective entity (USCP, House, and Senate) will

manage their own stakeholder contact lists, therefore, requests for additions or removals are managed from within each body.

JEMNS does have the ability to enhance additional stakeholder notification. The campus Public Address System and Annunciator program is more than 15 years old, so discussions among the USCP, House, and Senate are ongoing to identify the potential to leverage additional capabilities of the JEMNS, however no action will be finalized until JEMNS is actively online and fully operational. Further, JEMNS has a smartphone application therefore users may receive notifications through the JEMNS application, as well as, through email and text capabilities. The respective stakeholder groups will be providing additional information to the Congressional community on how to leverage this opportunity once the system is operational.

QUESTION 15: *How would you describe USCP-AOC cooperation on current projects such as the replacement of doors in Rayburn or windows in Cannon, the Garage Security project, lights on the East Front of the Capitol, and House Chamber gallery upgrades? In your opinion, are there ways to improve communication and cooperation?*

The USCP and AOC have a long history of project management, and I have a very close working relationship with the Architect to ensure there is optimum communication in the overall planning process for security projects. Further, our respective teams, to include the AOC's Office of Security Programs and the respective jurisdiction superintendents, work closely together to ensure that there are no gaps in campus-wide security.

QUESTION 16: *Last year, Congress authorized the transfer of the O'Neill Federal Office Building to the House of Representatives. Your testimony describes the significant additional resources needed to effectively protect and secure the O'Neill building. Please describe the resource requirements and security considerations you are anticipating? Has USCP's resource and security considerations changed as USCP gets closer to the June 2017 transition date? Please describe the USCP's plans for the transition. Will the USCP be ready for a June 2017 date?*

The O'Neill Building is not currently part of the Department's mission set and therefore, will require additional manpower and resource needs. Based on the expected stakeholder utilization of the building, the staffing requirement is 59 FTEs (55 officers and four supervisors). The staffing to meet this requirement will need to be absorbed through overtime in the balance of Fiscal Year 2017 and part of Fiscal Year 2018; assuming additional staffing is funded in Fiscal Year 2018. Should the necessary resources not be provided, requisite offsets to the current operating posture will need to be identified to meet the O'Neill Building requirements given current, competing mission requirements.

The Department continues to work closely with stakeholders to meet the funding and staffing needs given other known priority security initiatives. In May, the House Division staff will begin in-service training and renewed familiarization with the O'Neill Building's procedures. Assuming the necessary resources are provided, the Department will be able to meet the June start date.

QUESTION 17: *What is USCP doing to transition the Security Aides program to the Sergeant-at-Arms? Is there a timeline for this transition? Will this free up any additional resources for the Department?*

As a part of routine considerations for the efficient use of sworn and civilian personnel, a concept to transfer security aide personnel from the Department to the Office of the House Sergeant at Arms was considered. After careful review, it has been determined that this effort would not result in greater efficiencies in the utilization of personnel, as additional sworn personnel would be needed to fulfill the mission requirements currently being handled by the Department's security aides. Therefore, this concept will not be pursued.

QUESTION 18: *Your testimony references the USCP IG recommendations and the 43 remaining open recommendations. Please describe the steps the USCP is taking to close each of the remaining open recommendations. When does USCP anticipate all 43 will be closed – FY 2017 or FY 2018?*

The USCP Inspector General's review of the Department's programs and the resulting recommendations is an ongoing process intended to enhance the Department's ability to meet its mission more efficiently and effectively. Therefore, the Department expects to continue to receive recommendations from the Inspector General that identify areas of improvement for our programs. The closure of the current 43 audit recommendations will be in compliance with our audit recommendation closure action plans.

The Department has formulated action plans to close all but four of the current 43 remaining open recommendations by the end of 2017. Financial Statement Audit findings can only be closed once each year during our financial statement audit, which occurs annually in the first quarter of the fiscal year. The Department expects to close these remaining four recommendations through that process.

The Department's plan to close audit recommendations is very aggressive because I believe the Inspector General's recommendations make the Department better and more

efficient. I am proud of the many efforts my team is taking to close out these recommendations while still accomplishing all of our mission requirements.

QUESTION 19: *How would you rate USCP's new human resources management software? What efficiencies do you expect from this software? Is implementation of the software consistent with the OIG's recommendation on time and attendance? Do you consider the recommendation to be closed? Does OIG?*

I look forward to the implementation of our new time and attendance software, which is an upgrade of the existing software. This will allow the Department to have a paperless time and attendance system.

The most efficient part of this new system is that it includes a mobile application that can be used from any mobile device using a secure token. This is in addition to the regular desktop access that Department employees have either at their workstations or remotely by using a secure token from any computer or tablet. This new feature will allow all Department employees to submit leave requests and/or certify their time from any device at any time at their convenience.

The software is consistent with the USCP's Inspector General's recommendation on time and attendance. This software update is intended to meet the OIG's recommendation that will provide for greater internal controls over the Department's utilization of salary appropriations. Once the software upgrade has been implemented, I will be submitting a request to the OIG for closure of this recommendation according to established protocols.

QUESTION 20: *How would you describe the wait times at the various entrances to the House Office Buildings and Capitol? What staffing or other adjustments are necessary to maintain efficient access to and egress from the buildings within the complex, including ADA-compliant entrances?*

The Department regularly monitors the wait times at the entrances to the Capitol Complex access points via closed circuit cameras and field personnel. While there are periodic anomalies due to events, construction schedules, group attendance, and varying Congressional schedules, the typical wait time is less than 2-3 minutes. These times may be impacted by the level of Congressional activities each day such as hearings or other meetings, as these events tend to attract large groups of supporters and/or demonstrators. Special events during certain times of the year, such as the Cherry Blossom and summer tourist seasons, also draw a large influx of visitors for several months. Commanders anticipate and plan for these variations in door traffic and regularly make adjustments.

On a day-to-day basis, the Department monitors and manages lines by staffing additional personnel during rush hour periods and by diverting or moving line-standers to other entrances. Since the Department can only react to the large numbers of visitors -- without the ability to control bus drop off schedules, committee hearing schedules or other events -- it is difficult to specifically predict when lines will materialize and have a one-size-fits-all approach to lines. With that said, commanders try to minimize any inconvenience for staff and visitors looking to access Congressional buildings, but do so with our focus and priority always remaining on conducting thorough and consistent screenings to ensure the safety and security of Members, staff, visitors, and the overall Capitol Complex.

Congress of the United States

House of Representatives

COMMITTEE ON HOUSE ADMINISTRATION
1309 Longworth House Office Building
Washington, D.C. 20515-6157
(202) 225-8281
https://cha.house.gov

February 27, 2017

The Honorable Karen L. Haas
Clerk of the House
United States House of Representatives
H154 United States Capitol
Washington, D.C. 20515

Dear Madam Clerk:

Thank you for testifying during the Committee on House Administration's February 7, 2017 hearing entitled, "Priorities of the House Officers and Legislative Branch Entities for FY 2018 and Beyond". The Committee requests you respond to additional questions that will be made part of the hearing record. Please provide your responses to the following questions to the Legislative Clerk, Maggie Moore (Maggie.Moore@mail.house.gov), with the Committee by **Monday, March 13, 2017 at 5:00pm.**

Questions from the Majority:

1. Ms. Haas, the Committee appreciates all your efforts and the efforts of your staff to serve Members and staff. In addition, the Committee appreciates your collective efforts to better serve the public with information. Your testimony highlights a number of initiatives. Please describe your top three priorities.

2. What challenges do you see in FY 2017 and 2018 to accomplishing these priorities?

3. As you know, the Speaker announced plans to make laws in all forms available in standard XML format. Please describe the Clerk's efforts.

4. What are the Bulk Data Task Force's goals for FY18? For our newer Members, please start by describing the Bulk Data Task Force and what purpose it seeks to achieve.

5. Your testimony touches on the upgrades to the Clerk.house.gov website. When in 2017 will it be completed? What improvements will users notice? What is the anticipated rollout date for the new website? How do the website upgrades enhance transparency and the accessibility of legislative data?
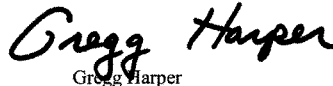
6. Last August, the Clerk's Office launched a new electronic version of the House telephone book that will necessitate fewer printed copies of the publication and facilitate access to more up-to-date information. What feedback has your office received? Are offices keeping it up to date as intended?

7. For several years now, the Clerk's Office has been working on the Lobby Disclosure Filing System redesign. Please update the Committee on the status of the redesign efforts.

8. Part 1: The new Financial Disclosure system has been in use for a few years now. What has been the feedback from Members and staff about the electronic filing? Is the Clerk's Office planning upgrades to the filing system in 2017 and 2018?
   Part 2: Last year, 70% of filers were using the online submission functionality. What is the percentage today and what steps are necessary to get closer to 100% online submissions?

9. In a document provided to the Committee, one of your priorities listed is strengthening training opportunities. Would you elaborate on this and explain if and how this relates to your succession planning efforts especially as experienced senior staff retire.

Questions from the Minority:
   1. What current improvements are being made on the House floor?

   2. Looking ahead 10 years or so, what new technology might be employed on the floor and to otherwise enhance the operations of the House?

   3. Are there sufficient trained personnel in the office ready to replace persons retiring who perform specialized and critical tasks, such as enrollment and engrossment of legislation?

   4. Are you intending to participate in the migration to the Redstone Turner Data Center and if so, when?

If you have any questions concerning this matter, please feel free to contact the Legislative Clerk, Maggie Moore at (202) 225-8281. Thank you again for your testimony. We look forward to hearing from you.

Sincerely,

Gregg Harper
Gregg Harper
Chairman

KAREN L. HAAS
CLERK

ROBERT F. REEVES
DEPUTY CLERK

Office of the Clerk
U.S. House of Representatives
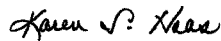**Washington, DC 20515–6601**

March 13, 2017

The Honorable Gregg Harper
Chairman
The Honorable Robert Brady
Ranking Member
Committee on House Administration
1309 Longworth House Office Building
Washington, D.C. 20515

Dear Chairman Harper and Ranking Member Brady:

Enclosed please find my answers for the Questions for the Record from the February 7, 2017, Committee on House Administration hearing. Please let me know if you need any additional information.

With best wishes, I am,

Sincerely,

Karen L. Haas

Karen L. Haas

KLH/vfm
Enclosure

COMMITTEE ON HOUSE ADMINISTRATION
QUESTIONS FOR THE RECORD

MARCH 13, 2017

1. Ms. Haas, the Committee appreciates all your efforts and the efforts of your staff to serve Members and staff. In addition, the Committee appreciates your collective efforts to better serve the public with information. Your testimony highlights a number of initiatives. Please describe your top three priorities.

Our top three priorities to make legislative information more available are: the implementation of the comparative print rule; the redesign of our website; and, the continuing efforts of the Bulk Data Task Force.

Under the rules of the House adopted on January 3rd, the House must implement a new rule on comparative prints that show changes to current law and also changes to bills as reported from committee prior to Floor consideration by the end of 2017. The Office of the Clerk has the lead role in implementing the information technology aspects of this rule's implementation.

The requirement to make available comparative prints showing changes to current law is similar to the existing Ramseyer rule for committee reports. We anticipate improvements to the existing Ramseyer tool used by the Office of Legislative Counsel will enable the House to comply with this part of the rule. In order to make available comparative prints showing changes from bills as reported by committee, we will need to develop a new tool. We are currently working with potential contractors to explore software development options. We hope to build on prior House IT investments used by the Office of Law Revision Counsel to provide a solution.

Our website redesign will greatly improve access to legislative activities and information. The response to question five provides greater detail on the timeline for and features of the new website.

The ongoing and upcoming work of the Bulk Data Task force will continue our efforts to make legislative information available as structured and bulk data. The availability of this data allows for the innovative use and presentation of legislative information to wider and more diverse customers. The response to question four provides more information on the work of the task force.

2. What challenges do you see in FY2017 and 2018 to accomplishing these priorities?

Unplanned new requirements, such as the comparative print rule, require us to reorder existing priorities. The adoption of the comparative print rule in January with an effective date at the end of this year has required us to shift efforts from other existing projects.

We strive to work within budgetary constraints and to do more with less. We take pride in our continuing efforts to provide timely legislative information to the public in new and more effective ways.

3. As you know, the Speaker announced plans to make laws in all forms available in standard XML format. Please describe the Clerk's efforts.

At the 2016 Legislative and Data Transparency Conference, Speaker Ryan announced the start of the "More Documents in United States Legislative Markup (USLM)" project which was approved by the House Legislative Branch Appropriations Subcommittee. This multi-year project seeks to convert enrolled bills, public laws, and the Statues at Large from GPO locator-coded text format into an XML format using the USLM schema and to make the resulting XML available on GPO's Federal Digital System (FDsys) / govinfo. The first phase of this project is to develop three stand-alone, java based utilities that build upon the House's existing U.S. Code utility to transform from GPO locator-coded text to USLM XML. It is assumed that separate utilities will be required for enrolled bills, public laws and Statutes at Large. This project is important because now that we have finished the creation of bills, bill summaries and bill status in bulk data XML format using the USLM schema, we can go back and start converting all of our other legislative documents into the same new standard. This project that will take the Legislative Branch from current First Generation Data Type Definitions (DTDs) to Second Generation XML schema, validate, and if necessary, extend the existing USLM schema for use with legislative provisions. The Clerk's Office has worked with GPO on the project definition, requirements gathering, RFP creation and the procurement evaluation process.

4. What are the Bulk Data Task Force's goals for FY18? For our newer Members, please start by describing the Bulk Data Task Force and what purpose it seeks to achieve.

H. Rept. 112-511 accompanied H.R. 5882 Legislative Branch Appropriations Act 2013, which was passed by the House on June 8, 2012. The House Report raised several questions that were heard during testimony about requests from non-governmental groups for the increased dissemination of congressional information via bulk data download to support openness and transparency in the legislative process. The Report also directed the establishment of a task force composed of staff representatives from the Library of Congress, Congressional Research Service, Office of the Clerk, Government Publishing Office, and such other congressional offices as may be necessary, to examine these and any additional issues considered relevant.

The Bulk Data Task Force (BDTF) has been meeting regularly since 2012. During that time, major progress has been made in the availability of bulk data for download.

The "more docs in USLM" project is a focus of the Task Force for FY2017 and FY2018. If it is successful it could lead to many other projects such as:

- Provide a USLM dataset for potential replacement of the current Bill-DTD XMetal editing environment;

- Provide an opportunity to transform additional documents containing legislative provisions into USLM XML including the compilations of non-positive law, all other versions of bills and resolutions, engrossed amendments, other types of amendments, the Congressional Record, committee prints, Congressional reports, and Congressional hearings;

- Provide a USLM dataset to the transparency community, vendor community, and the public;

- Promote international interoperability with documents produced by parliaments world-wide.

In FY2018 the BDTF will also begin to explore with our outside group participants the use of the Clerk website Application Program Interface (APIs) to access transparency data.

5. Your testimony touches on the upgrades to the Clerk.house.gov website. When in 2017 will it be completed? What improvements will users notice? What is the anticipated rollout date for the new website? How do the website upgrades enhance transparency and the accessibility of legislative data?

The full website replacement will not occur until late 2017 but we plan to release an alpha version of the site internally in late March. If everything goes well with internal testing and feedback we will release the alpha version to the public in April. The alpha version of the website includes a replacement for the Clerk landing page and a HouseLive (live and archived streaming video) replacement page. The focus of the new landing page is the legislative activity on the House Floor. It brings together streaming video, the Floor Summary and access to bills, votes, Committee schedules and "Congress at a Glance" information in a new, clean, user friendly appearance. The HouseLive replacement page features a new video player with rewind capabilities, searchable closed captioning text, legislative actions and the Floor Summary. The new website is mobile friendly.

The new infrastructure of the Clerk website makes extensive use of Application Program Interface to populate the dynamic content on the website. We plan to provide access to these APIs to internal data partners and eventually the public. Use of the APIs will improve transparency by streamlining access to the data in timely, machine-readable format. The Clerk's website is also a consumer of the APIs which enhance and streamline its data operations.

6. Last August, the Clerk's Office launched a new electronic version of the House telephone book that will necessitate fewer printed copies of the publication and facilitate access to more up-to-date information. What feedback has your office received? Are offices keeping it up to date as intended?

The new Telephone Directory website was released internally in July 2016 and released to the public in August. Initial feedback has been very positive and the data was well maintained throughout 2016. The start of the new 115th Congress has presented us with some short term challenges to get the data for new Member offices and incorporate all of the other changes that

have occurred. We are about to kick-off our Telephone Directory project which will help us to assist offices in making the needed updates. We also look to make continued improvements to the online system.

7. For several years now, the Clerk's Office has been working on the Lobby Disclosure Filing System redesign. Please update the Committee on the status of the redesign efforts.

A web redesign was deployed to all users a couple of years ago and we've been maintaining the application and the rest of the system since then, but we are not actively in a redesign cycle. We have discussed with our Senate partners how we might together move this project forward. The Committee is correct that the redesign is an important project to our office. Unfortunately,due to unforeseen projects, this redesign has fallen to a lower priority.

8. Part 1: The new Financial Disclosure system has been in use for a few years now. What has been the feedback from Members and staff about the electronic filing? Is the Clerk's Office planning upgrades to the filing system in 2017 and 2018?

The online Financial Disclosure system has been available for three years. The Members and staff that file electronically have had positive things to say about it. There have been some changes to the administrative functions of the system but there are no major updates for the 2017 filing. We have not yet discussed potential changes for 2018 with the Ethics Committee.

8. Part 2: Last year, 70% of filers were using the online submission functionality. What is the percentage today and what steps are necessary to get closer to 100% online submissions?

During the first year of electronic Financial Disclosure filings we had an overall 75% participation rate. The rate was a little higher among staff and a little lower among Members. The second year the overall participation rate grew to 85% and stayed at 85% for the third year. During our annual Financial Disclosure awareness campaign, we communicate extensively with filers to encourage use of the electronic system including email reminders, Dear Colleagues, HouseNet postings, posters and opportunities for hands-on support. At this point it appears that the online filing percentage could remain the same unless there is a mandate to file electronically.

9. In a document provided to the Committee, one of your priorities listed is strengthening training opportunities. Would you elaborate on this and explain if and how this relates to your succession planning efforts especially as experienced senior staff retire.

We are constantly evaluating our training opportunities to ensure they align with the overall goals and strategy of the Clerk's organization. Cross-training continues to be a priority in our organization as many of our staff are considering retirement options. With careful planning and preparation, we are better equipped to manage these changes that result from the transfer of

leadership as well as the ongoing changes that occur regularly when key personnel leave the organization. It is our goal to keep our exceptional employees motivated by allowing them to move around and acquire new skills. We have seen progress in this area by establishing a thorough training plan process to ensure sustainability and employee development. This further leverages our workforce talent to promote within while ensuring that these transitions occur smoothly, with little disruption to the business of the organization.

Questions from the Minority:

1. **What current improvements are being made on the House Floor?**

We are currently in the process of replacing the electronic voting stations on the House Floor. As you may recall, the Summary Boards were replaced in August 2009 and the Main Display Boards in August 2010. The upgrade of the voting stations will complete the technology refresh for all components of the Electronic Voting System (EVS). The current voting stations are in excellent working order. We decided to proactively work with our vendor to design the next generation of voting stations at the beginning of 2016 with the following goals:

- Maintain the integrity, availability and security of the voting station technology
- Move away from custom designed to commercially available proven technologies
- Utilize the latest smart card technology with highest level of security
- Provide additional capacity for voting stations through plug and play capability
- Implement capabilities to accommodate the visually impaired
- Maintain a similar look, feel and usage of the current voting machines.

All of the internal components of the voting stations and the network cabling are being replaced. We originally planned to implement the new voting stations in 2016 but were not far enough along in the testing process to make that happen. We received a working prototype of the new voting station on March 3, 2017. We remain cautious about meeting our new August 2017 implementation timeframe due to the extensive integration and testing that needs to be performed.

Below is the expected impact to Members of the new voting stations:

- Voting stations will look and operate just as they do now with slight enhancements for the visually impaired
- We will have to issue new voting cards to all Members when the system is deployed
- We are also working in coordination with the CAO for potential voting box construction.

2. Looking ahead 10 years or so, what new technology might be employed on the Floor and to otherwise enhance the operations of the House?

Getting out our crystal ball we have been thinking about several areas where potential enhancements could be made:

- Improving real-time notifications to Members and staff on what's happening on the House Floor
- Although we have no issues with voting stations throughput perhaps adding additional voting stations for ease of voting. This might also ease the ability to change the current 15, 5 and 2 minute votes to other timeframes
- Potentially eliminating manual well card voting and replacing it with a voting station or voting stations that Members have to be recognized to use
- Improving the capability of Leadership staff to access real-time data during votes
- Making real-time vote data available to the public.

3. Are there sufficient trained personnel in the office ready to replace persons retiring who perform specialized and critical tasks, such as enrollment and engrossment of legislation?

There are many unique positions within the Office of the Clerk, some of which require specific skills and training to support the legislative operations of the House. In an effort to maintain continuity through the attrition of personnel, we have produced comprehensive, detailed manuals outlining the tasks of these distinctive positions. There manual provide volumes of institutional knowledge which are used to cross-train staff within our divisions. It allows critical positions to have strong back up and ensures continuity within the Clerk's organization.

4. Are you intending to participate in the migration to the Redstone Turner Data Center and if so, when?

Yes, we plan to migrate our backup data center currently running at the ACF to the Redstone Turner Data Center. We are in the process of developing a detailed migration plan but anticipate beginning to move equipment during the fourth quarter of 2017 and completing final testing and implementation during the first quarter 2018. The move is contingent upon some equipment purchases planned for the end of FY17 and beginning of FY18.

Congress of the United States
House of Representatives
COMMITTEE ON HOUSE ADMINISTRATION
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February 27, 2017

The Honorable Paul D. Irving
Sergeant at Arms
United States House of Representatives
H124 United States Capitol
Washington, D.C. 20515

Dear Mr. Irving:

Thank you for testifying during the Committee on House Administration's February 7, 2017 hearing entitled, "Priorities of the House Officers and Legislative Branch Entities for FY 2018 and Beyond". The Committee requests you respond to additional questions that will be made part of the hearing record. Please provide your responses to the following questions to the Legislative Clerk, Maggie Moore (Maggie.Moore@mail.house.gov), with the Committee by **Monday, March 13, 2017 at 5:00pm.**

Questions from the Majority:

1. Mr. Irving, each Congress, the Sergeant-at-Arms (SAA) works closely with the Committee on security procedures and training for transition and new member orientation activities. With the majority of transition-related activities complete or nearly complete, has the SAA conducted an after action report? In your opinion, what aspects of the transition were successful? What areas can be improved prior to the next transition?

2. Please describe the security posture for the House of Representatives in 2017 and 2018? To the extent you can discuss in a public forum, what changes do you anticipate to strengthen campus security?

3. What are some considerations and priorities the SAA is including in its next strategic plan? When do you expect to finalize the document?

4. Are there any resources or additional capabilities the SAA needs in order to fulfill its mission of protecting the House of Representatives, the public, Members or staff?

5. What type of exercises does the SAA perform to train and prepare for emergencies? Do these exercises include preparations for a cyberattack? How would you evaluate the state of emergency readiness of the House?

6. Cybersecurity has become an increasingly important part of the House of Representative's security strategy. Describe the SAA's role in the House of Representative's cybersecurity program and what measures your office is employing to protect the House's IT network? What training assistance are you providing to educate Members and staff?

7. What are the SAA's expectations about the number and size of demonstrations at the Capitol in the coming months, years? Does the SAA have a strategy to address problems that may arise from civil disobedience?

8. What guidance and resources does the SAA provide to Member offices, both in Washington D.C. and in District Offices, regarding best practices for handling unanticipated demonstrations or protests at their offices?

9. What other recommendations do you have for Members and staff to improve the security posture within their offices during daily operations? Where can Members or staff access training materials or other resources to better secure an office?

10. Describe the structure of the SAA Office? How many FTEs does the SAA employ? Does the SAA employ contractors? What services do they provide that FTEs do not? Does the SAA have succession plans? If not, is the SAA in the process of developing one?

11. To what extent does the SAA Office utilize various employee development practices to train and mentor leaders in various junior and senior positions within the Sergeant at Arms? Are you comfortable with the pace of recruitment, promotion and training efforts to ensure full staffing?

12. Security screening now occurs in the House Underground Garages (HUGs). How would you evaluate the progress to date? What is the status of the plan to add screening to the Rayburn and Cannon Garages? What additional resources do you need?

13. The O'Neill Federal Office Building will transition to the House of Representatives in June 2017. What is the SAA's role in securing the O'Neill building? Has the SAA coordinated with the USCP and other agencies. What progress has the SAA made to prepare for a seamless transition in June? What additional resources are needed? What considerations are you making with regard to access to services and amenities for House staff that will be moving to O'Neill?

14. How would you assess the implementation and operation of the Joint Emergency Mass Notification System? What coordination and implementation challenges does the SAA encounter when communicating with Members and staff during emergencies? What are the SAA's plans for continued improvement to the Joint Emergency Mass Notification System? What role will technology, such as smartphone apps, play in this plan?

15. The SAA's budget includes training for its information technology (IT) systems. Does the SAA Office need its own IT network system? Are their cost savings or other benefits associated with utilizing a shared network with other House Officers?
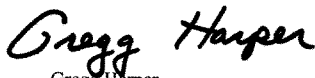
16. What steps is the SAA taking to take over the United States Capitol Police Security Aides program? What is the timeline for this transition?

17. How would you evaluate the progress of transferring the Safe program from the CAO to the Office of House Security?

18. How would the SAA evaluate the day-to-day operation of the Parking Security office? What recent improvements has the SAA made to parking operations? Do you anticipate needing any additional resources to maintain an efficient, secure parking operation on the campus?

19. What improvements are you looking to make to the LEC and OEC programs? What additional steps are you planning to ensure an open line of communication between your office and Members' offices with regard to emergency and security coordination, information and training?

Questions from the Minority:
1. We understand that you have been in the process of offering mail hoods to district offices to ensure that the district staff can safely open and securely handle mail it receives. Have the hoods been offered to all the district offices and if not do you currently know how many district offices are participating in the mail hood program? Do you anticipate a 100 % participation rate within district offices and if so when? If all district offices are not yet participating then what steps is your office taking to ensure that district offices are aware of the program and the benefits it provides?

2. How many offices are participating in the law enforcement coordinator program and what steps have been taken for offices to be aware of the program? Around how many offices are participating in the program?

If you have any questions concerning this matter, please feel free to contact the Legislative Clerk, Maggie Moore at (202) 225-8281. Thank you again for your testimony. We look forward to hearing from you.

Sincerely,

Gregg Harper
Gregg Harper
Chairman

1. Each Congress, the Sergeant-at-Arms (SAA) works closely with the Committee on security procedures and training for transition and New Member Orientation activities. With the majority of transition-related activities complete or nearly complete, has the SAA conducted an after-action report? In your opinion, what aspects of the transition were successful? What areas can be improved prior to the next transition?

While a written after-action report for New Member Orientation (NMO) has not formally been prepared, my office has assessed the successful aspects of the transition and examined items which could be improved in the future.

The Division of Parking Security is currently completing the process of affixing 115th Congress parking stickers to staff vehicles throughout the campus, which was particularly challenging this year due to the renovation of the Rayburn Garage. As you know, the Rayburn Garage project entailed the reallocation of over 1,000 parking spots for all Member, Committee, Leadership and House Officer parking rosters. Informational sessions hosted by the Committee were instrumental in allowing my staff to educate Member and Committee offices on the changes required by this project, and I would like to thank the Committee for their assistance in this endeavor. Additionally, our newly implemented Parking Asset Management software system provided a tremendous advantage in assigning the 115th parking rosters. As with any new system, some time was required to familiarize staff as well as to work through some software issues, but the process was overwhelmingly smoother and more streamlined. We are continuing to work with IT to fully utilize and enhance this system to maximize the efficiency of the permitting process.

Another successful area of the transition involved the transfer of staff identification badges from the 114th Congress to the 115th Congress. The new Congress identification process culminates after of months of preparation and coordination between my office, the Senate Sergeant at Arms' identification office and the United States Capitol Police (USCP). As of February 28, 2017, approximately 20,000 staff records have been updated, and 12,618 identification badges have been issued to House and AOC staff, interns, vendors, and contractors.

Finally, the panels hosted by the Committee during NMO allowed my office to provide information to the new Members on our life safety programs such as the Office Emergency Coordinator program and our Law Enforcement Coordinator program.

Going forward, the area that has traditionally been an issue for my office is the updating of emergency contact information for Members and staff. Over the next few months, the House will be transitioning to a new notification platform known as Joint Emergency Mass Notification System (JEMNS). The system is designed to simplify the acquisition of emergency contact information, as Members will be required to submit their information in order to receive emergency messages.

2. Please describe the security posture for the House of Representatives in 2017 and 2018? To the extent you can discuss in a public forum, what changes do you anticipate to strengthen campus security?

As you know, the mission of the Office of the Sergeant at Arms resides in providing the maximum degree of safety and security to Members of the House, Congressional staff, and visitors within the Capitol complex, while simultaneously preserving free and open access to the People's House. Coordinating with the USCP, Architect of the Capitol (AOC), Senate Sergeant at Arms, House Leadership and the oversight committees, my office is actively involved in a variety of initiatives, which will enhance our security posture during the upcoming fiscal year.

As you know, our primary security initiative is the Garage Security Enhancement project, which is continuing to address existing vulnerabilities and provide a greatly improved level of security in the House Office Buildings. This project is designed to move the entire Capitol complex closer to 100% screening by bringing the House Office Buildings into the secure perimeter and in line with the Senate Office Buildings and the Capitol.

My office is also working with the USCP and the Capitol Police Board to increase manpower to the House and Senate Office Buildings and to tactically address security concerns at key exterior points of entry in order to identify and mitigate threats before they reach the interior security screening checkpoints. A core component of this pre-screening initiative is the use of additional highly specialized K-9 teams and other assets to patrol exterior "zones" to pre-screen visitors and show an increased presence.

The installation of new storm windows in the House Office Buildings fronting Independence Avenue is a vital part of the initiative to upgrade and strengthen the facades of the House Office Buildings. These windows are also designed to be blast and shatter-resistant for greater protection of occupants inside the offices, as well as maintaining the structural integrity of the buildings.

Finally, we are working with the Committee on Appropriations to acquire funding to install an underground alarm around the perimeter of the Capitol building and provide full camera coverage of Capitol grounds; to bolster the physical structure of the outer planters and the Olmsted wall; to finance a study to upgrade the lighting on the Capitol East Plaza; and to begin the lifecycle replacement of the kiosks and barriers around campus.

We are also working toward implementation of the security measures necessary to incorporate the O'Neill Building into the legislative branch security network, and will be working with Leadership and committees of jurisdiction as we move forward with this initiative.

My office strives to be proactive in developing our security strategy. All of these initiatives will serve to augment the security posture of the Capitol campus both in the short-term and in the long-term while maintaining the openness of the grounds.

3. What are some considerations and priorities the SAA is including in its next strategic plan? When do you expect to finalize the document?

My office is in the final editing stages of our next strategic plan. On February 6, 2017, I met with my division directors and discussed my vision for the SAA strategic plan and received their review and input. We will continue to confer over the course of the next few weeks, engaging in more in-depth discussion as we finalize our draft. At this time, I anticipate the full plan to be finalized by mid-to-late June.

The overarching goal of our strategic plan is to address the security measures, both at the Capitol complex and in District Offices, most specifically as they pertain to current conditions, specifically, current threats and countermeasures to those threats.

One of our main objectives is to equip District Offices with security strategies tailored to their needs, as well as physical security enhancements to assist staff in addressing any incidents and situations of concern. We will also be exploring integrating more advanced products and services for Capitol/House/Chamber security over the next 5 years, while continuing to augment the day-to-day operational services that the various SAA divisions provide to the House community.

4. Are there any resources or additional capabilities the SAA needs in order to fulfill its mission of protecting the House of Representatives, the public, Members or staff?

The primary resource that my office needs is increased personnel and the associated funding, both for my office and the USCP. For the upcoming fiscal year, I have requested an additional 12 FTE to support all SAA divisions in executing our new security initiatives as well as the day-to-day duties. Two FTE will assist with the increased duties and responsibilities relating to the acquisition of the O'Neill Building and will enhance my office's ability to staff the O'Neill service center to provide security guidance for House staff working in that building. The remaining requested FTE are necessary for supporting the operations of other HSAA divisions (Parking Security, Emergency Management, House Security, Protocol and Chamber Operations and Information Services).

While my office has assisted the USCP in creating internal efficiencies for officer staffing, the USCP remains critically in need of increased FTE, especially with the implementation of the Garage Security Initiative, which will ultimately require an additional FTE. Additionally, with the O'Neill House Office Building being integrated into the campus footprint, the USCP will require additional FTE to secure the building.

5. What type of exercises does the SAA perform to train and prepare for emergencies? Do these exercises include preparations for a cyberattack? How would you evaluate the state of emergency readiness in the House?

SAA maintains a rigorous exercise schedule to ensure that the House is prepared for all types of emergencies. Exercises range in scope from life safety drills with limited impact to the Capitol campus to large-scale continuity exercises that focus on the endurance of the House of Representatives or Congress as a whole following a major catastrophic event. Based on the robust exercise program, which encompasses a breadth of exercise types, scenarios and approaches, the current state of emergency readiness is strong.

Life safety drills are coordinated with the USCP, the AOC, and the Senate Sergeant at Arms on a quarterly basis to ensure that staff are familiar with the protective actions that USCP would direct in the event of an emergency. Life safety drills include evacuation, internal and external security threat, severe weather threat, and internal relocation procedures. In addition to benefitting staff, these drills also provide my office and the USCP with an opportunity to practice implementing protective action procedures so that they are trained to respond quickly and effectively to incidents affecting the Capitol campus.

My office also conducts multiple continuity exercises throughout the year to ensure that the House is prepared to conduct legislative operations, whether on campus or offsite, in the aftermath of a major disaster. These exercises typically test sites, capabilities, resources, and the abilities of essential staff to establish, move to, and operate within a contingency environment. We work closely with the Office of the Clerk, CAO, AOC, USCP and other congressional partners to plan these exercises, execute them and evaluate their outcomes.

The types of continuity exercises conducted vary based on objectives – some are discussion-based "tabletop" exercises that focus on decision-making and coordination. Others are tests of specific systems or capabilities. Many are full-scale exercises involving multiple factors being evaluated simultaneously to include alternate facilities, resources, logistics and key personnel. SAA routinely partners with the Senate and other legislative branch organizations on joint exercises so that interdependencies are understood, communication is enhanced, and capabilities are as integrated as possible so that they are reflected in overarching emergency plans and procedures. While most exercises are conducted on a regular basis (e.g. quarterly or annually), others are conducted as specific needs arise so that issues can be addressed immediately. On average, SAA conducts 4-6 life safety drills and exercises per year, and 10-12 continuity exercises per year.

In terms of exercises relating to a cyberattack, responsibility for the IT infrastructure and the integrity of the House network resides with the CAO. The SAA office does participate, in conjunction with the Committee, in the Cyberguard exercise, and works with the Committee staff to develop cyber initiatives within the House and look for opportunities to better integrate

cyber related requirements into the institutional framework. Cybersecurity is a critical piece of the ability of Congress to function and my office stands ready to assist in whatever manner the CAO and the Committee require.

6. Cybersecurity has become an increasingly important part of the House of Representative's security strategy. Describe the SAA's role in the House of Representative's cybersecurity program and what measures your office is employing to protect the House's IT network? What training assistance are you providing to educate Members and staff?

The Sergeant at Arms participates with the House Secure Computer Management Program, which ensures that all SAA-managed servers and workstations are in compliance with House policies and HIR Cybersecurity checklists. In addition, our servers employ a powerful firewall, which limits access to the system and/or database based on user need. All staff and contractors also complete the annually required Information Security training.

As alluded to in the previous question, while cybersecurity primarily falls within the portfolio of the CAO, my office participates in the Cyberguard exercise and works with the Committee to facilitate cybersecurity practices. My office is always willing to assist the CAO, the Committee and the House as needed.

7. What are the SAA's expectations about the number and size of demonstrations at the Capitol in the coming months, years? Does the SAA have a strategy to address problems that may arise from civil disobedience?

At the beginning of each day, I receive real-time intelligence information providing an overview of campus-wide, local, national, and international events which may have an impact on the safety and security of the House of Representatives. While predicting the number and size of demonstrations is challenging because of the often random nature of these events, I closely coordinate with a variety of law enforcement entities and, in particular, the USCP's Intelligence, Special Events, and Threats sections to provide the House community reliable and up-to-date information regarding demonstration activities.

In light of the increase in demonstration activity, we are working to prepare for the ramifications of continued protests and demonstrations at the Capitol. While large-scale events (e.g. 1,000 participants) are not the norm, smaller groups frequent the Capitol Complex daily, most peacefully and without incident. My staff and USCP are experienced in managing both small and large protest groups. We conscientiously strive to balance the dichotomy between free

speech and civil disobedience, ensuring that, should a demonstration devolve from peaceful to civilly disobedient, Members, staff and visitors are protected from harm.

Our civil disobedience mitigation strategy includes coordinating and sharing information with other law enforcement agencies, utilizing the USCP camera system to track movements of groups, utilizing USCP mobile units to manage traffic and direct groups to authorized demonstration permit areas, and monitoring social media for postings from and/or about groups, their backgrounds, and their intentions. All USCP personnel are highly trained in civil disobedience management and response, on-site and remote command and control structures to allow for the real-time direction and application of USCP assets, and robust intelligence-gathering to assist in forecasting potential demonstration activities.

8. What guidance and resources does the SAA provide to Member offices, both in Washington D.C. and in District Offices, regarding best practices for handling unanticipated demonstrations or protests at their offices?

The Sergeant at Arms coordinates with the USCP, especially the Intelligence, Special Events, and Threats sections, to provide guidance to Members and staff regarding protest activity. In the Capitol offices, Members and staff have the advantage of ubiquitous police presence, which can be summoned immediately in any emergency or threat situation. My office and USCP are also readily available to schedule a meeting with a Member's office when needed and provide physical response at a moment's notice. In addition to being in close proximity to Member's offices, we also periodically distribute newsletters, "Dear Colleague" announcements, and "House Alerts," as well as maintain a robust set of curriculum on our website at saa.house.gov and on HouseNet.

Because most District Offices in non-federal space do not have 24/7 police coverage as a general rule, my office has recently provided the Law Enforcement Coordinator (LEC) Handbook to the Districts as an educational tool for the LEC Program. Available on our website and HouseNet, this handbook provides detailed information on how to manage a variety of situations and to provide a more safe and secure office environment. My office frequently participates in teleconferences with the District Offices, providing one-on-one assistance to facilitate coordination with their local law enforcement entities in preparation for town hall events and activities around the District, as well as for potential situations at the office.

Additionally, I am requesting FY18 funding to provide a physical security package to the District Offices, which would augment the LEC Program and the very successful Mail Hood Initiative. If approved, this package would include the installation of a duress alarm system and a video intercom system for each Member's primary District Office (or the office that the Member deems the most critical). Similar to the duress alarms with which the DC Offices are equipped, a District Office duress alarm would enable staff to discreetly summon local law enforcement in an

emergency or threat situation. A video intercom system would also allow staff to monitor visitors entering the District Office and assist in preventing unwanted or unscheduled individuals from accessing the office area.

9. What other recommendations do you have for Members and staff to improve the security posture within their offices during daily operations? Where can Members or staff access training materials or other resources to better secure an office?

Members and staff can benefit greatly from implementing several protocols. The single most critical, effective action we strenuously emphasize is to be vigilant, observant, and continually aware of their surroundings. If something looks out of place or simply does not feel right (e.g. a visitor's demeanor or actions, a phone call, an email), *immediately* report it to the USCP and/or local law enforcement. The importance of reporting suspicious, concerning, or threatening behavior cannot be overstated.

As referenced in the previous question, the LEC Handbook provides a wealth of security information to assist office personnel in creating a safer and more secure office environment. This handbook was developed primarily for the District Offices, but DC Office staff will find useful information as well. Likewise, the USCP Guide to Security Awareness, also available on our website and HouseNet, provides pragmatic security information for Members and staff.

Furthermore, Members may request a Security Awareness Briefing from my office to ensure that staff remain current on essential security protocols, as well as to afford staff an opportunity to ask questions pertinent to their office's specific issues. The USCP performs similar community outreach to Member Offices to ensure ongoing communication between the USCP and the Member (and staff) and to address any new or continuing concerns.

In the District Offices, we strongly encourage Members to request a physical security assessment of their office to ensure that they are able to employ the best practices in providing physical security for their office(s). For this fiscal year, I am proposing that the SAA, along with the USCP and CAO, dispatch a team to visit District Offices around the country (or groups of District Offices, if in close geographical proximity) to present more advanced security methodologies tailored to each office's individual circumstances and location. We have developed a strategic curriculum which entails an overview of the Law Enforcement Coordinator Program; an in-depth analysis of District Office Security Awareness (to include how to handle demonstrations, threatening behavior in the office, bomb threats, social media, public appearances and event security); cybersecurity awareness; behavioral analysis training; emergency planning and active shooter training. This curriculum would be presented by experienced current and former security and law enforcement professionals and subject matter experts of the Sergeant at Arms, USCP, and CAO.

10. Describe the structure of the SAA Office? How many FTEs does the SAA employ? Does the SAA employ contractors? What services do they provide that FTEs do not? Does the SAA have succession plans? If not, is the SAA in the process of developing one?

The Office of the Sergeant at Arms comprises seven divisions: Immediate/Administrative Office, Police Services/Law Enforcement, Protocol and Chamber Operations, Identification and Information Services, House Security, Parking Security, and Emergency Management.

In addition to our authorized 132 positions, my office also employs two consultants that provide high-level advisory support to the Sergeant at Arms on mission requirements, major programs, and legal services. These consultants also provide invaluable historical and institutional reference and perspective regarding the protocols and procedures of the House of Representatives in relation to its interaction with the SAA and USCP.

With regard to contractors, the SAA does utilize temporary contracted services to assist with facilitating and controlling access to the House Galleries during peak tourist season; providing emergency preparedness support in the development, execution, and after-action of emergency exercises; and managing the inventory of escape hoods, victim rescue units, and wireless emergency annunciators located throughout the campus.

The office has been moving away from contractors when the work can be done by employees and I have been requesting job reclassification and redescription to FTE, where necessary, to bridge gaps within the organization. However, our currently available, funded FTE are no longer able to accomplish all SAA duties. Absent an increase in the SAA FTE count, we will not be able to continue with certain services, particularly in our Emergency Management Division, without some contractor support.

11. To what extent does the SAA Office utilize various employee development practices to train and mentor leaders in various junior and senior positons within the Sergeant at Arms? Are you comfortable with the pace of recruitment, promotion and training efforts to ensure full staffing?

The SAA requests funding annually for staff training. Due to budget constraints in recent fiscal years, we were unable to provide our usual complement of training in management, IT systems, and emergency management, but we will resume the training in this fiscal year.

We utilize in-house training and recently completed an identified four course series for SAA managers, as well as training for new employees (e.g. sensitivity and drug free workplace training). Additionally, we cross-train employees within various divisions to provide staff coverage during peak times. In the next fiscal year we hope to increase staff training within our divisions of Police Services and Emergency Management.

With regard to recruiting and retaining staff, I am fortunate to have employees with a wide range of talents and levels of expertise in their respective fields. Many of my employees have served this institution for decades, and many have been loyal to this office until retirement. When that time comes, junior staff have already been well-trained for the job and can be promoted seamlessly.

12. Security screening now occurs in the House Underground Garages (HUGs). How would you evaluate the progress to date? What is the status of the plan to add screening to the Rayburn and Cannon Garages? What additional resources do you need?

The implementation of security screening in the HUGs and the Ford building has been a success, with minimal negative impact on the business process of the institution. We have received no complaints regarding any lines entering through the HUG screening area, even in light of the increased volume of parking in the HUGs due to the Rayburn Garage Renovation.

Cannon Garage

The Cannon Renewal project (Phase 1) is scheduled to conclude in November 2018. We propose that Garage Security/Screening begin after Phase 1 of the Cannon Renewal. We believe it is prudent to wait until the Phase 1 Renewal is completed during which time the permanent location for the screening can be completed.

An additional USCP post will be necessary at the Cannon Garage entrance so that the breezeway can remain open for normal business operations. A third officer will monitor personnel returning from the unscreened garage through the breezeway. The original two officers are concentrating on vehicle entries with one officer further out toward the street and one posted in the street.

The staffing requirement for the Cannon Garage Security and the additional post to maintain the operations of the breezeway is ten FTE's.

Rayburn Garage

With regard to the Rayburn Garage Security initiative, Phase 1 (lockdown) will be substantially completed by April of 2017. Construction for the Rayburn Garage Rehabilitation and Phase 2 of Garage Security have been bridged together. The rehabilitation will include the build out of vestibules for security screening which is scheduled to begin in March of 2018 (subject to change and USCP FTE). If Phase 2 of Garage Security is implemented in March 2018, access to the Rayburn Building will be as follows:

    1. Lobby 2, 3, 4 and 8 would be the only lobbies allowing access to the Rayburn Building

2. Lobby 2 and 3 will have screening equipment placed in the interior of the lobby. One (1) elevator will be reprogrammed to service the Levels G1 through G3. The remaining three elevators will service G3 to the 4th Floor of the Rayburn. Lobby 2 and 3 will require additional Phase 1 lockdown hardware at the SB and B Levels to allow for the hybrid plan for Phase 2 to begin.
3. Lobby 4 and Lobby 8 will have screening vestibules built during the Rayburn Garage Rehabilitation and screening equipment will be located on G3. Neither lobby will be accessible on the G1 and G2 Level of the Rayburn. As part of Rayburn Garage Rehabilitation, additional elevators are to be built in the Garage to accommodate accessibility and House services.
4. Lobby 1 will be closed as part of the Rayburn Garage Rehabilitation, Phase 2 (4/2018-6/2019)
5. Lobby 5 will be closed as part of the Rayburn Garage Rehabilitation Phase 2. At the completion of Phase 2 (4/2018-6/2019) this Lobby will no longer provide access or egress to the Garage.
6. Lobby 6 will be closed during Phase 3 (6/2019-8/2020) for access and egress at the G1, G2 and G3 Levels.
7. Lobby 7 will allow access at the G1, G2 and G3 for access to the House Gym. The Lobby will not be accessible from the SB or B Levels of Rayburn.
   Note: Phase 2 Garage Security cannot be implemented without the addition of USCP FTE's.

The SAA, AOC, and USCP continue to meet on Garage Security to ensure all concerns are effectively resolved.

13. The O'Neill Federal Office Building will transition to the House of Representatives in June 2017. What is the SAA's role in securing the O'Neill building? Has the SAA coordinated with the USCP and other agencies? What progress has the SAA made to prepare for a seamless transition in June? What additional resources are needed? What considerations are you making with regard to access to services and amenities for House staff that will be moving to O'Neill?

Currently, the SAA's role in securing the O'Neill building is coordinating with the Federal Protective Service (FPS), as they are the designated security agency for GSA-owned buildings. The SAA also provides the "Designated Official" for the building. The Designated Official is the highest ranking official of the primary occupant Federal agency. Thus, my office makes the Office Emergency Plan activations for the facility, relying on first responders for emergency situations and coordinating with HHS for the emergency response. My office also serves as the designated chair of the building's Facility Security Committee (FSC). The FSC meets once a

month and its members are comprised of all of the tenant agencies. The SAA is currently coordinating with USCP, GSA and FPS for the smooth transition of the O'Neill building in June.

Once the transition is complete, the USCP will take over all security aspects of the O'Neill HOB. The USCP Security Services Bureau (SSB) will maintain all of the technical systems (i.e. cameras, alarms, prox card systems), and the USCP House Division will be the primary division responsible for screening and response duties.

The only additional resources needed would be additional USCP officers for screening, as well as funding and manpower to install security systems on the lower level, concourse level and floors 1 & 2 as they are currently HHS and GSA spaces. I have also requested one additional FTE to be posted in the O'Neill Building service center in order to expand the hours of the service center.

14. How would you assess the implementation and operation of the Joint Emergency Mass Notification System (JEMNS)? What coordination and implementation challenges does the SAA encounter when communicating with Members and staff during emergencies? What are the SAA's plans for continued improvement to JEMNS? What role will technology, such as smartphone apps, play in this plan?

The JEMNS implementation is in the final stages with an anticipated implementation this spring. We are currently in the acceptance phase of the implementation process. The final element before we accept the system from the vendor is the configuration and testing of email notifications. Tests of the new notification system began in November with some tests involving the entire House community. With the exception of email configuration, all other notification methods (computer pop-ups, mobile app, text message and voice calls) have been configured and successfully tested. Email tests are being conducted to determine if the delay will persist with the new email setup and to ensure proper configuration upon JEMNS implementation.

USCP Command Center personnel and CAO Emergency Communications Center personnel will conduct formal training with the new system. This training will be presented by internal experts from the House and Senate and will be scheduled upon system acceptance. Additionally, an outreach and communication plan is being finalized by SAA and CAO to ensure Members and staff are informed of the transition to the new alert system. This outreach plan includes a combination of notifications, e-Dear colleague messages, HouseNet postings and posters in the House Office Buildings.

The JEMNS Legislative branch organizations have completed a transition plan that addresses the operational aspects of JEMNS to include roles, responsibilities and concept of operations for use of the system. This plan provides a structure that will enable USCP to login to one system and send a single alert to the entire Capitol Hill community, minimizes the opportunity for

conflicting information, and defines the type and content of messages sent to the Capitol Hill community

As we transition to JEMNS, the House, Senate, USCP and AOC will all operate from one system although each organization will maintain autonomy of its portion of the system. This means that, for example, USCP will maintain responsibility for disseminating life-safety notifications, but the House will manage its own contact data and can send internal messages to the House Community.

The current House Alert system is a partially opt-in system. If Members or staff elect not to receive life safety notifications, they will not be contacted via email or text message during an emergency. Outreach and coordination efforts for emergency contact information will be simplified and more streamlined by using a secure, centralized system with an easily accessible, user-friendly interface, to allow Members and staff to update their contact information.

The transition to JEMNS serves as a significant improvement from today's capabilities. In addition to streamlining the notification process as covered earlier, JEMNS will provide the House with an improved means of reaching the House community by adding new methods of communication (computer pop-ups and mobile app). My office is committed to continuous improvement of the system and will monitor implementation efforts for additional areas of improvement.

15. The SAA's budget includes training for its information technology (IT) systems. Does the SAA Office need its own IT network system? Are there cost savings or other benefits associated with utilizing a shared network with other House Officers?

The Sergeant at Arms server hardware infrastructure was upgraded in March 2016, to replace older physical fileservers with virtual server technology. During the review and evaluation of the replacement hardware, my office consulted HIR for offerings and best practices, and they recommended that the SAA maintain its own infrastructure due to sensitive data (PII, emergency plans, etc.) stored on the servers.

The SAA systems infrastructure is currently installed in the House Ford data center, with secondary replication servers at the Alternate Computing Facility data center. Plans are underway to move the primary equipment to the Redstone data center during the second quarter of 2017. Cost savings that could be realized by utilizing the House server infrastructure rather than the current SAA virtual environment are negligible and limited to annual maintenance costs.

16. What steps is the SAA taking to take over the United States Capitol Police Security Aides program? What is the timeline for this transition?

Originally, this initiative was designed to allow the USCP to reassign officers from the House Galleries to other posts. After a review of this initiative, in consultation with the USCP, the operational efficiencies of moving to a new model of securing the House galleries will not be realized. Therefore, we have recently readjusted our FY18 proposal to reflect the current state. However, we continue to look for opportunities to more efficiently secure the campus.

17. How would you evaluate the progress of transferring the Safe program from the CAO to the Office of House Security?

The progress in transferring the Safe program is ongoing. My office has obtained a list from the CAO which contains the current status of each safe's location, decal numbers and delivery dates, as well as which office maintains the safe. In the initial phase of the inventory to date, SAA has conducted a thorough inspection of 141 of the 378 safes listed. Some of the issues encountered thus far include safes missing tracking number decals, safes not in their reported location, safes being used for Non-Classified material, and House staff not giving safe combination numbers to SAA staff. We will keep the Committee apprised as we develop solutions and continue with the transition.

18. How would the SAA evaluate the day-to-day operations of the Parking Security office? What recent improvements has the SAA made to parking operations? Do you anticipate needing any additional resources to maintain an efficient, secure parking operation on the campus?

The Division of Parking Security is functioning very well. Working with the Committee, Parking Security was able to configure Member, Committee, Leadership, Officer and Support Office parking rosters to absorb the loss of a quarter of the Rayburn Garage. Also, Parking Security has substantially completed the permit process for the 115th Congress approximately a month ahead of schedule.

My office upgraded the software to the Parking Asset Management (PAM) system in June 2016. Working with SAA IT personnel, Parking Security staff were able to implement the new system, which significantly streamlined the permitting process. PAM also allows for the ability to transfer permit assignments from Congress to Congress, to cross-reference with the Metro Benefits list, to notify users if a permit is to be deleted, and to track violations for all vehicles permitted by an individual.

While there were some initial technical issues with the system regarding the transfer of some data, we have worked with the vendor to fix those items. SAA IT has continued working with the vendor to improve the end user experience and ensure the accuracy and consistency of the data. In addition, existing data has been modified to include index fields that will enable PAM to exchange information with other systems, such as prox card information from the ID badging system, and transit benefit information from the payroll system.

The only additional resources that have been requested for Parking Security are FTE to allow for a more robust enforcement of parking policies, which is increasingly necessary, given the decreased number of parking spots available throughout campus.

19. What improvements are you looking to make to the Law Enforcement Coordinator (LEC) and Office Emergency Coordinator (OEC) programs? What additional steps are you planning to ensure an open line of communication between your office and Members' offices with regard to emergency and security coordination, information and training?

LEC Program improvements are a continuing part of the LEC process. The recent initiation of the LEC Newsletter has been designed to communicate more often with LECs and provide pertinent LEC information. Additionally, we have partnered with the Committee to participate in teleconferences that address issues pertinent to District Office security.

Additional improvements that the SAA is moving to implement in the LEC Program include the development and implementation of webinars and video conferencing to address matters of mutual interest and importance to LECs. My office is also proposing a plan to provide locality-based LEC and District Office Security Awareness training. We have developed a strategic curriculum which entails an overview of the Law Enforcement Coordinator Program; an in-depth analysis of District Office Security Awareness (to include how to handle demonstrations, threatening behavior in the office, bomb threats, social media, public appearances and event security); cybersecurity awareness; behavioral analysis training; emergency planning and active shooter training. This curriculum will be presented by experienced current and former security and law enforcement professionals and subject matter experts of the SAA, USCP, and CAO.

As with the LEC Program, my office continually evaluates the OEC Program to ensure it is meeting offices' needs and achieving the goals of keeping staff informed, safe, secure and in touch with key emergency points of contact. SAA uses multiple methods and tools to achieve those goals, including assisting OECs with emergency and continuity plan development, providing several types of OEC and staff training, providing bimonthly OEC newsletters, and hosting an annual preparedness fair to which OECs and staff are invited. SAA also conducts targeted outreach to OECs when emergency plans and procedures need to be adjusted (e.g. when emergency doors or stairwells near them are unavailable, or when mobility-impaired resources and strategies need to be developed).

At the start of the 115th Congress, an SAA emergency preparedness specialist has been dedicated to each campus building (Capitol/CVC, the HOBs, and the O'Neill FOB) as part of the new SAA Emergency Management Division (EMD) customer service model. This ensures that OECs have a dedicated SAA staff member to whom they can go for questions, training requests, or planning assistance. These dedicated points of contact are able to form personal connections with OECs and better maintain awareness of specific conditions within the building they are assigned in order to provide quick and essential advice on situations affecting their location. This relationship-building model will benefit the OEC community and provide for more effective program administration.

For the first time last October, OECs were invited to participate in the House Chamber protective action exercise. This gave them the opportunity to learn about Chamber emergency actions and take that knowledge back to their office so that the Member and office staff are aware Chamber emergency procedures. During the exercise, OECs were encouraged to provide feedback on what they experienced and relay any thoughts from their perspective. This was a valuable experience and a pivotal milestone in the OEC program.

SAA communicates our monthly training offerings via the Preparedness Post newsletter that OECs receive and via the HouseNet website. OECs may also contact the House Learning Center to find the list of classroom-based training. As SAA maintains a training record, we may also call Member Offices that have not received recent training to offer them in-office training for their staff.

This more personalized communication model between my office and OECs puts emergency preparedness front and center in the minds of OECs and member offices as a whole, greatly increasing the reach and effectiveness of our outreach programs, training initiatives, and emergency planning support.

Questions from the Minority

1. We understand that you have been in the process of offering mail hoods to district offices to ensure that the district staff can safely open and securely handle mail it receives. Have the hoods been offered to all the district offices and if not do you currently know how many district offices are participating in the mail hood program? Do you anticipate a 100% participation rate within district offices and if so when? If all district offices are not yet participating then what steps is your office taking to ensure that district offices are aware of the program and the benefits it provides?

The Mail Safety Hood Program began in the 114th Congress and has been offered to all District Offices. We have recently notified all new Members of the 115th Congress of the Mail Safety Hood Program. The outreach provided an introduction to the mail hood and also included information on how to obtain one as well direction to guidance on how to properly use the mail hood and additional information on mail safety. Currently, 400 Member offices are in possession of Mail Safety Hoods.

The choice to participate in the Mail Safety Hood Program is at the Member's Office discretion; there is no requirement for a Member's Office to participate. My office makes periodic contact with those offices which have not chosen to receive a mail hood to verify that the office does not wish to obtain a mail hood. In a very few instances, offices that have initially chosen to receive a mail hood have returned them.

Through the LEC Program, we conduct outreach to LEC's in District Offices and the mail safety hood program is a topic that is discussed during this outreach. In addition, during office requested Security Awareness Briefings we also discuss mail safety at which time the Mail Safety Hood Program is noted. Information also remains readily available on the SAA website and on HouseNet.

2. How many offices are participating in the Law Enforcement Coordinator program and what steps have been taken for offices to be aware of the program? Approximately how many offices are participating in the program?

We are in the process of updating our list of LECs to correspond with the beginning of the 115th Congress, and we currently have 360 District Offices with LECs. Since the beginning of this year, we have distributed 3 LEC Newsletters, which has assisted us in determining which offices have designated LECs. We also make it a point to contact District Offices directly to promote the LEC Program, and request that the office designate an LEC immediately.

Congress of the United States

House of Representatives

COMMITTEE ON HOUSE ADMINISTRATION
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February 27, 2017

The Honorable Philip G. Kiko
Chief Administrative Officer
United States House of Representatives
HB-28 United States Capitol
Washington, D.C. 20515

Dear Mr. Kiko:

Thank you for testifying during the Committee on House Administration's February 7, 2017 hearing entitled, "Priorities of the House Officers and Legislative Branch Entities for FY 2018 and Beyond". The Committee requests you respond to additional questions that will be made part of the hearing record. Please provide your responses to the following questions to the Legislative Clerk, Maggie Moore (Maggie.Moore@mail.house.gov), with the Committee by **Monday, March 13, 2017 at 5:00pm.**

Questions from the Majority:

1. As the incoming CAO, what do you want to accomplish by the end of this Congress?

2. The Committee appreciates the time and effort the CAO and staff put into the CAO's strategic planning. As you know, this is not the first time a CAO has worked on strategic planning. What is the CAO doing to ensure this plan is implemented? What is the CAO doing to ensure the plan is sustainable through future Congresses?

3. In your testimony, you highlight the challenges associated with safeguarding the House's information technology (IT) infrastructure against today's ever-evolving cyber threats. Since you became CAO, have you identified ways your organization can improve the House's cybersecurity capabilities?

4. There have been a number of challenges with the installation of phone services, including VOIP, in Freshman District Offices. What recommendations do you suggest for improving this aspect of the transition in January 2019? In your opinion, would all Members benefit from VOIP services?

5. Every Member knows the importance of their District Office(s) and staff. What plans does the CAO have to expand and improve upon its District Office services?

6. Your testimony highlights the House Learning Center. Please describe the operational aspects of the Learning Center. For example, how many staffers use the Learning Center on an annual basis? How many instructors does the Learning Center employ? What specific plans do you have to strengthen the content of training and educational sessions provided by the Learning Center?

7. The comprehensive assessment of the Finance Office will continue through September 2017. Although the report will provide many recommendations for improving processes moving forward, what steps is the Office of Finance taking now to improve its operations – particularly in the areas that are most important to customers?

8. Your testimony briefly describes the rollout of Hyperion, the new budget-planning tool. Please elaborate and provide the Committee with a more detailed timeline of its rollout?

9. Your testimony briefly describes the rollout of the Identity and Access Management Program. Please provide a timeline of this program, including major project milestones.

10. The CAO relies on the use of service contracts to fulfill many of its needs. Please describe the processes associated with: determining the need for such contracts, awarding such service contracts, monitoring such contracts to determine their continued importance to the CAO. In your opinion, do service contractors take jobs that otherwise may be filled by full time employees?

11. Please describe the CAO's asset management program in place and the steps the CAO is taking to strengthen the program.
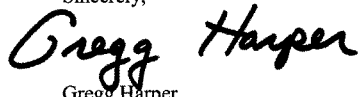
Questions from the Minority:
1. Can you explain the steps and where you are in the Chief Administrative Officer's (CAO) all-staff strategic planning process?

2. For three consecutive audits our auditors have identified our inventory control processes as a "repeat significant deficiency". Please summarize the issues and tell us about your efforts to remediate.

3. In early 2016 the Congresswoman Lofgren and Congressman Davis lead a review of voucher documentation standards. They met with CAO staff and Member financial points of contact. Based on those discussions the committee approved strengthened and updated standards, which were implemented on October 1, 2016.
    a. How are the new standards working?
    b. What is the current turn-around time for vouchers?
    c. Has a CAO considered a regulator financial point of contact training program?
    d. Do you have a plan to move all House offices to e-voucher submissions?
    e. What is your plan to assess the standards on an ongoing basis?

4. Every transition we approve our processes and services for both current and new members - preparation for the 115th Congress was no exception- but there were a few problems, including timely answers to district offices, automobile questions, and the affordable installation of VOIP phone service. Please comment on what improvements will be made to better execute the 116th Congressional transition.

5. I understand you have 714 employees and several hundred contract employees spread across 10 divisions.
   a. How are the contract employees managed and how is their work integrated?
   b. How does the current number of CAO contractors compare with the number of contractors from previous Congresses?
   c. How do you determine which functions are best performed by a contractor or by a Congressional employee?
   d. How many of the CAO staff are represented by a collective bargaining agreement?
   e. Do you have a CAO professional training program in place? If so, are you satisfied with it?

6. Please describe the CAO's role in the Cannon renovation and explain any concerns about the schedule of the project.

7. Cybersecurity training is difficult in any office environment, and the high turnover rate for House staff—along with other issues unique to the House—makes proper training even more difficult. Is CAO looking at systems/methods for more continuous, year-round cybersecurity training for House staff? What about new methods for dealing with non-compliance of cybersecurity training?

8. Insider threats are also uniquely challenging in the House due to its openness to the public, use of large numbers of interns, high turnover, and the privacy rights of Member offices. Given that these constraints will not change, what technologies/methods do you already have in place to handle insider threats, and how are you planning to improve this protection?

9. Over the years there have been notable issues with being able to effectively enforce contracts between member offices and outside vendors they use to support their web presence, constituent management systems and internal IT support. Examples of some of the contract breaches are: late cybersecurity fixes, insufficient quality of service, and refusal to export data owned by the Member. Also of concern is the vendors' apparent reliance on HIR staff for trouble shooting and cybersecurity solutions without compensating HIR for its work. What changes to the vendor contracts are CAO considering to address these issues? Should the taxpayer have to pay for IT support twice?

10. CAO's Web Solutions Team is a good example of successfully bringing competitive solutions in-house at no cost to Members. Are you looking at other services to bring in-house, and if so, what services show the most promise?

11. CAO has made effective "seat management"—centrally managing purchase of software, computers, smart phones, printers, etc—one of its goals. Proper seat management not only saves money, it also improves our cybersecurity posture. What steps are CAO taking to centralize seat management, and what are some of the hurdles to effective seat management unique to the House?

12. CAO has already rolled out multifactor authentication (MFA) for system administrators, what is the timeline for rolling out MFA to the rest of the House, and what technologies are being looked at?

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If you have any questions concerning this matter, please feel free to contact the Legislative Clerk, Maggie Moore at (202) 225-8281. Thank you again for your testimony. We look forward to hearing from you.

Sincerely,

Gregg Harper
Chairman

Philip G. Kiko
Chief Administrative Officer

Office of the
Chief Administrative Officer
U.S. House of Representatives
Washington, DC 20515-6860

HB–26, The Capitol

March 13, 2017

The Honorable Gregg Harper
Chairman
Committee on House Administration
United States House of Representatives
1309 Longworth House Office Building
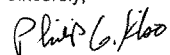Washington, D.C. 20515

Dear Chairman Harper:

I would like to reiterate my appreciation for the opportunity to testify before the Committee on House Administration on February 7, 2017, at the Committee hearing entitled, "Priorities of the House Officers and Legislative Branch Entities for FY 2018 and Beyond."

Attached are the responses to the Committee's additional questions for the record. If you or your staff have any questions, please feel free to contact Salley Wood on my staff.

Again, thank you. My staff and I very much look forward to working with the Committee, its staff, and other House stakeholders this Congress in our efforts to serve the House community.

Sincerely,

Philip G. Kiko
Chief Administrative Officer

Cc: The Honorable Robert A. Brady
     Ranking Member

Phillip G. Kiko
Chief Administrative Officer
U.S. House of Representatives

Response to questions for the record from the Committee on House Administration
pertaining to its February 7, 2017, hearing entitled: "Priorities of the House Officers and
Legislative Branch Entities for FY 2018 and Beyond."

<u>Questions from the Majority:</u>
1. As the incoming CAO, what do you want to accomplish by the end of this
   Congress?
As outlined in the written testimony submitted to the Committee, there are four
paramount CAO initiatives as well as other major ongoing projects that will be the
CAO's priorities for the 115th Congress. The four initiatives are the CAO's Strategic
Plan, customer service, cybersecurity, and the organization's financial assessment. The
other major ongoing projects include, but are not limited to, asset management, the
Cannon Renewal project, and Identity Access Management.

At the conclusion of the 115th Congress, I expect the CAO to have reached major
milestones for each of the identified priorities. Specifically, I expect the CAO will finalize
and operationalize its Strategic Plan for the organization, and, as a result make
significant improvements to the level of customer satisfaction with CAO services.

The heart of the CAO's existence is customer service, which means the organization
must constantly strive to improve and build upon its services. More specifically, I would
like courses offered by the House Learning Center to better align with the needs of
Member, Committee, and Leadership offices and the House's legislative calendar. I
want to improve the CAO's technology services increasingly relied upon by House
offices and the enterprise solutions the CAO offers. I also want to expand and improve
upon the services provided to Members' District Offices, including transition services
with an eye to the 116th Congressional transition.

The CAO needs to not only safeguard the House's IT infrastructure and data, but also
better align the House's approach to cybersecurity with the reality of today's cyber
environment. We must be in a constant state of assessment and come to terms with the
fact that the amount of resources we need to dedicate to strong cyber countermeasures
will only increase.

The comprehensive assessment of the CAO's financial operations is well underway,
with preliminary findings indicating the need for major reforms. It is my hope that by the
end of this Congress, the CAO will have implemented the necessary, recommended
controls and procedures as identified at the conclusion of the assessment. In the
interim, I expect the CAO's Office of Finance to establish quality assurance processes
that will improve accountability and accuracy.

Finally, as highlighted in my testimony, I expect the organization to continue to make progress on other major ongoing initiatives that are critical to House operations and the continuity of its operations.

2. **The Committee appreciates the time and effort the CAO and staff put into the CAO's strategic planning. As you know, this is not the first time a CAO has worked on strategic planning. What is the CAO doing to ensure this plan is implemented? What is the CAO doing to ensure the plan is sustainable through future Congresses?**

I firmly believe that having a clear strategic plan is vital to the collective success of an organization and its employees. Without clear direction and a common mission, an organization's operations and services can easily stray away from their original intended purpose. Thus, I made the CAO's Strategic Plan a priority from day one. Having participated in two other comprehensive strategic plans, one being the CAO's when it was first created, I understand that the key to successful implementation and longevity is employee involvement.

A strategic plan is of no value unless it was developed by those responsible for its execution and those intended to benefit from its outcome. That is why, to ensure the Strategic Plan can be implemented and withstand the test of time, I have and will continue to ensure that CAO employees develop the plan and that the Committee and House community at large supports it. Additionally, working with employees and stakeholders, we will ensure the plan is structured in a forward-thinking manner so that it may be applicable to the needs of the House community today and in the future.

3. **In your testimony, you highlight the challenges associated with safeguarding the House's information technology (IT) infrastructure against today's ever-evolving cyber threats. Since you became CAO, have you identified ways your organization can improve the House's cybersecurity capabilities?**

When I started as CAO a few months ago, I initiated a comprehensive analysis of the House's cybersecurity posture and reviewed subsequent assessments. As a result of that review, the CAO enhanced some of the House's countermeasure programs, including enhancements to Dark Web monitoring, system vulnerability testing, threat intelligence gathering, and the security for smartphones and tablets. For example, the CAO's Office of House Information Resources recently forced updates to iPhone operating systems and improved its ability to scan mobile applications for malicious activity.

The CAO also identified areas where we could strengthen our cybersecurity posture through the implementation of new House policies and procedures and improved compliance to existing policies. Working together with the Committee and other House stakeholders, the CAO will continue to seek opportunities to bolster the House's cybersecurity posture.

4. There have been a number of challenges with the installation of phone services, including VOIP, in Freshman District Offices. What recommendations do you suggest for improving this aspect of the transition in January 2019? In your opinion, would all Members benefit from VOIP services?

Prior to the 115th Congress, Voice over Internet Protocol (VoIP) was utilized by a limited number of House offices on a trial basis. This Congress, to accommodate freshman Members with the new VoIP requirement and support a broader rollout of the technology, the CAO entered into a nationwide contractual agreement with Comcast and AT&T. Working with the two service providers, the CAO has facilitated the installation of Broadband and VoIP in the primary or "flagship" office of each freshman Member where the services are available at a feasible cost. Once freshman "flagship" offices are completed, the CAO will redirect its efforts to facilitate the transition to Broadband and VoIP for the remaining House District Offices currently not using the technologies.

Going forward, the CAO will take the experiences and lessons learned from the initial rollout for freshman "flagship" offices to better manage the customer experience and expectations going forward and into the transition to the 116th Congress. Additionally, for the next transition, the CAO would like to expedite technology installation by exploring options to gain access to offices prior to the start of the new Congress.

The perceived benefits of VoIP will likely vary from office to office as telecom needs differ. However, VoIP does offer greater functionality than conventional digital phone systems, including soft phone capabilities, audio and web conferencing, and greater mobility options. Furthermore, VoIP offers Member offices a significant cost savings over conventional digital systems.

5. Every Member knows the importance of their District Office(s) and staff. What plans does the CAO have to expand and improve upon its District Office services?

Currently, the CAO provides several technology services specific to House network connections and phone services for each Member's "flagship" District Office. In addition to those services, which generally are provided during the transition to each new Congress, I believe there are other technology solutions and/or services the CAO can provide to all District Offices.

For example, once finished with freshman offices of the 115th Congress, the CAO plans to assist other District Offices looking to transition to Broadband and VoIP technologies, which will improve their network connections, functionality, and save them money. Another service might include expanding the House Learning Center offerings. The House Learning Center recently updated classroom equipment that will enable more course offerings to be viewed via the internet, which opens the door to more learning opportunities for District Office staff.

I believe that District Office staff should have access to the same resources as D.C.-based staff, and the CAO can help. In addition to the abovementioned services, the CAO plans to engage stakeholders to determine ways it can improve its services to District Offices.

6. **Your testimony highlights the House Learning Center. Please describe the operational aspects of the Learning Center. For example, how many staffers use the Learning Center on an annual basis? How many instructors does the Learning Center employ? What specific plans do you have to strengthen the content of training and educational sessions provided by the Learning Center?**

The House Learning Center employs five full-time training instructors and one administrative coordinator. To deliver a wide range of curriculum offered to over 10,000 House employees, the Center also commonly utilizes subject matter experts from within the CAO as well as other House offices and third-party organizations. For example, in addition to courses taught by the CAO's five instructors, the Learning Center offers educational and instructional courses taught by its learning partners including, but not limited to: the Office of the Attending Physician, the House Historian, the Library of Congress, the Congressional Management Foundation, Bloomberg, CQ/Roll Call, National Journal, and ProQuest.

During FY16, 10,158 registrations were received to attend 662 courses offered by the House Learning Center. Of those, 5,386 (53%) attended and 4,772 (47%) either cancelled their registration or did not show up to the class. 75% of House Learning Center utilization is by Member offices, 10% by Committees, and 6% by CAO staff. The remaining 9% of participants are from various other House offices. In addition, the breakdown between participants in Washington, D.C., and District Offices is 75% to 25%.

Since 2014, the most popular courses have been on the subjects of Staff Development, Emergency Preparedness, and Legislative & Information Services.

One of our priorities this Congress is to improve the course offerings provided to House staff, both D.C. and District-based. To accomplish this, the CAO has already taken action to assess our course offerings to see where we can expand and improve. As we move forward, the CAO will engage in a robust effort to consult with our customers from Member, Committee, and Leadership offices to identify their training and development needs and design courses that coincide with those needs.

7. **The comprehensive assessment of the Finance Office will continue through September 2017. Although the report will provide many recommendations for improving processes moving forward, what steps is the Office of Finance taking now to improve its operations – particularly in the areas that are most important to customers?**

4

While the CAO eagerly awaits the final results and recommendations of the independent comprehensive assessment of its Office of Finance, there are multiple initiatives underway intended to improve operations within the Office of Finance and, subsequently, the services provided to its House customers.

First, the Office of Finance is in the process of filling vacant positions within its offices of Financial Counseling and Payroll and Benefits. It has also recently welcomed one of two new Deputy Chief Financial Officers who started in late February, with the second deputy anticipated to come on board in April. Filling these positions will not only improve timing on current consultative and transactional services provided, but also help facilitate short and long-term service goals.

Beginning in January 2017, the Office of Finance deployed a new voucher uploading process enabled within PeopleSoft by HIR's Enterprise Applications for recurring vouchers. The new upload feature significantly reduces the amount of time typically required to process hundreds of recurring vouchers, such as District Office and vehicle leases and technology service contracts. The Office of Finance is continuing to work with HIR to identify additional solutions to help improve its daily voucher management processes and continue the pilot deployment of Hyperion, a new and improved budget tool integrated with PeopleSoft for Member, Committee, and Leadership offices that provides greater functionality.

The Office of Financial Counseling is in the process of developing training and tools to assist House offices in their efforts to better manage and reconcile expenditures made with House Purchase and Travel cards. It is also developing refresher training on Voucher Documentation Standards for its own Financial Counselors and Administrators.

To enhance and better utilize customer feedback, the Office of Finance is working to increase its interaction with stakeholders within the House community (i.e., the Professional Administrative Managers Group). Maintaining regular interaction will help the Office better understand and meet their customers' needs.

Additionally, to improve operational efficiency, the CAO is currently drafting proposals for the Committee's consideration requesting approval to eliminate paper distribution of monthly payroll certificates, paper distribution of payroll earning statements, and paper submissions of voucher documentation.

8. **Your testimony briefly describes the rollout of Hyperion, the new budget-planning tool. Please elaborate and provide the Committee with a more detailed timeline of its rollout?**

Phase 1 of the Hyperion implementation project launched on October 1, 2015. The CAO worked throughout Phase 1 with a pilot group of representatives from Member, Committee, and Leadership offices to gather feedback and design functionalities and processes to be incorporated in Phase 2 of the rollout.

On January 9, 2017, Phase 2 of the rollout launched, and members of the pilot group were given access. The CAO is working with the pilot group to gather any additional feedback. The application will roll out to other users beginning in July 2017.

Work products and processes planned for Phase 2 include Budget Status Reporting, the ability to store and share different versions of budgets including personnel planning scenarios, Payroll Authorization Form functionality, and voucher status and detail information.

A potential upgrade to the system is anticipated in March 2018.

9. **Your testimony briefly describes the rollout of the Identity and Access Management Program. Please provide a timeline of this program, including major project milestones.**

The current focus of the IAM project is to document IAM governance policies, review and improve the onboarding/offboarding process across the House, determine initial requirements for a comprehensive identity management application that integrates with other House applications and sources and facilitates House-wide secure control of identity, and inventory related applications and business processes. These initial steps are expected to be completed during the first half of FY17.

A more comprehensive solution, similar to an identity hub, is planned for selection in late FY17. This solution will support cybersecurity efforts through better identity control of staff who require access to IT systems and resources and may also integrate with Office 365 and Public Key Infrastructure, both of which will be deployed in April 2017.

10. **The CAO relies on the use of service contracts to fulfill many of its needs. Please describe the processes associated with: determining the need for such contracts, awarding such service contracts, monitoring such contracts to determine their continued importance to the CAO. In your opinion, do service contractors take jobs that otherwise may be filled by full time employees?**

In general, the following factors help determine whether the CAO organization will use contractors for a specified purpose:

- The nature of the work (CAO has a wide breadth of services with various operational demands)
- The duration of the work to be completed (short-term project, long-term service delivery, etc.)
- The timeliness of the requirement (immediate need versus a longer range project/activity)

- The required skillset necessary to accomplish the work

The CAO has a robust process to solicit, compete, and award service contracts. Once the need is established and funds are available, a solicitation is issued. A request for quotations may be sent to a list of GSA schedule contractors. Alternately, the CAO may issue an open, competitive request for proposal (RFP). The type of solicitation depends on several factors, including adequate competition and the timeline for needed services. Solicitation decisions are made in coordination with each impacted business unit. Adequate time is dedicated for the solicitation, evaluation, and award recommendation as well as approval by the Committee, if required. Upon approval and award, all offerors are notified, debriefs are provided to those who did not win the award if requested, and a Contracting Officer's Representative (COR) is appointed by the Chief Procurement Officer. The COR is typically an employee within the CAO business unit who works on the specified project, helped identify the need for contractor support, and developed the requirements.

Contractors are managed and monitored by CORs. The COR is responsible for overseeing the daily work of the contractor, accepting deliverables, tracking performance, processing invoices, and reporting issues related to performance. The COR is responsible for completing a vendor performance evaluation once a year before any extension options are considered and executed. The COR is also responsible for monitoring relevant funding and balances, initiating requests to exercise any extension options, if any, and performing closeout at the conclusion of the contract.

The CAO understands the benefit of utilizing full-time staff versus contractors, especially for long-term programs and projects. However, from a practical standpoint, that is not always a realistic option since the duration and timeline of the statement work may be compressed. Additionally, the salary requirements and varying skill sets that certain contractors can deliver in the private sector cannot always be easily matched within our operational environment. In certain circumstances, it is important to note that we have studied work performed by contractors and converted the activities to CAO employees. The decision to review whether it is appropriate to consider contractor conversions occurs on a case-by-case basis when the business need arises and it is apparent that the work can be conducted by CAO employees in a more cost effective manner.

11. Please describe the CAO's asset management program in place and the steps the CAO is taking to strengthen the program.

The CAO's Asset Management program is currently responsible for tracking over 60,000 assets in the House, a majority of which are IT assets.

The House's FY13 financial audit identified valid deficiencies with the CAO's asset management program. Recognizing these deficiencies, in 2014, the CAO conducted a comprehensive assessment of its asset management processes, which included a wall-to-wall inventory of CAO assets.

The intention of the assessment was to improve the efficiency of the House's overall asset management, specifically the processes surrounding purchasing, receiving, inventory, transfer/redeployment, and disposal.

Using the recommendations from the assessment, as well as recommendations from subsequent House financial audit findings, the CAO developed a three-phase approach which required the application of standard operating procedures to each abovementioned process during each phase. Phase 1 entailed the application of the new procedures to CAO assets. Phase 2 extends the roll out to House Officers, and Phase 3 extends the roll out to the rest of the House. Additionally, the CAO centralized its asset management operations through the creation of the Asset Management department.

The standard operating procedures, as executed in Phase 1, require central receiving for CAO items and the use of hand-held scanners to record serial numbers and track assets, which helps eliminate a multitude of manual errors. This year, the use of barcode scanning technology was expanded to the CAO's reallocation and disposal processes, which also reduced manual errors and should help reduce the backlog of asset redeployment and disposal through faster processing.

As a result of the new processes, the CAO's Asset Management program has successfully initiated a monthly CAO asset monitoring program that provides more timely updates and reviews for asset transactions within the organization.

The CAO's Asset Management program has nearly completed Phase 1 and has already deployed barcode scanning technology to the disposal procedures to all House assets – improving adherence to House Information Policies on data sanitization.

Once the CAO finalizes its standard operating procedures, it will complete Phase 1 and initiate Phase 2 with the concurrence of the other House officers. The CAO acknowledges that actions need to be taken to expedite this process.

Questions from the Minority:
1. **Can you explain the steps and where you are in the Chief Administrative Officer's (CAO) all-staff strategic planning process?**

As mentioned above, my experience with strategic planning has taught me that employee involvement is critical to success, which is why I have sought an inclusive approach that involves CAO employees from every business unit and from every level within the organization.

Initial planning started on day one in August 2016, and, by September, a team of representatives from across the organization was assembled to start developing the draft five-year strategic plan. In developing the draft plan, all CAO staff were engaged through a survey, focus groups, and a variety of other opportunities to provide direct feedback.

The finalized draft plan was presented to all CAO staff electronically Tuesday, February 7th, and in person at an all-staff meeting Thursday, February 9th. The draft plan was also shared with other House stakeholders for additional feedback.

As the CAO awaits final input on the draft plan, a broad-based Design Team was formed earlier this month to examine the organizational structure of the CAO and determine how to best align the organization to meet the needs of the House community per the Strategic Plan. Members of the Design Team were selected from a pool of CAO employees nominated by their colleagues for their understanding of the CAO, its employees, and its customers.

Over the upcoming months, the Design Team will evaluate the organization's alignment and present its findings, which will guide implementation of the CAO Strategic Plan. Certain aspects of the Strategic Plan, including an examination and redesign of the CAO's internal performance management system, have already begun and will run on parallel timeframes as the Design Team to keep up momentum with implementation.

A similar effort with the Architect of the Capitol took two years to finalize, and I expect the CAO's timeline to be comparable with a majority of our objectives complete or well underway by 2019.

2. For three consecutive audits our auditors have identified our inventory control processes as a "repeat significant deficiency". Please summarize the issues and tell us about your efforts to remediate.

Starting with FY13, the House's financial auditors have identified valid deficiencies with the CAO's inventory processes, including lack of properly defined processes and controls that have led to discrepancies, particularly related to the disposal of House assets. The inventory deficiency was also included in the FY14 and FY15 audits, and it is expected to be included in the FY16 audit findings.

As mentioned above, in response to the FY13 audit findings, the CAO initiated a comprehensive assessment of its inventory processes. Based on the findings of the assessment and subsequent audit recommendations, the CAO established standard operating procedures for the inventory processes and a three-phase plan to implement them across the House. Additionally, in an effort to advance this initiative and keep it on track, the CAO centralized its asset management resources, creating an Asset Management department currently under the leadership of a new director.

While progress has been made since the initial audit finding, the CAO has not achieved its previously stated goals for completion and is still in the final stages of completing Phase 1. However, with the expansion of its barcode scanning procedures across the House, the CAO has made progress tracking the disposal of all House assets – a specific deficiency identified by auditors.

The CAO acknowledges that action must be taken to expedite the remediation of the remaining identified deficiencies and is currently in the process of identifying next steps.

3. **In early 2016 the Congresswoman Lofgren and Congressman Davis lead a review of voucher documentation standards. They met with CAO staff and Member financial points of contact. Based on those discussions the committee approved strengthened and updated standards, which were implemented on October 1, 2016.**
   a. **How are the new standards working?**
   The new, more stringent Voucher Documentation Standards that went into effect October 1, 2016, have led to closer scrutiny of submissions as intended and, as a result, longer voucher processing times. With the new standards, Financial Counselors are spending more time ensuring adherence to the new requirements and communicating with offices for clarifications and to request additional required receipts or information.

   Additionally, Financial Administrators have the increased responsibilities associated with voucher processing such as obtaining receipts or invoices from office staff, ensuring that signatures and dates are included on the Voucher and Expense Reimbursement Form, and notating the Citibank statements. Although these new tasks currently increase voucher processing times, the CAO believes the process will speed up as both House offices and Financial Counselors become more familiar with the new standards, which will ultimately yield greater accuracy and accountability.

   Financial Counseling will continue to work with Financial Administrators and the Committee on House Administration to identify possible enhancements that improve its processes and procedures going forward.

   b. **What is the current turn-around time for vouchers?**
   The average cycle time as of February 28, 2017, is 6.4 days.

   c. **Has a CAO considered a regulator financial point of contact training program?**
   Yes. The CAO has considered establishing a regular financial point of contact training program. Initial considerations include developing a program that targets both new and existing financial points of contact to ensure they have the requisite knowledge, training, and skills necessary to perform their jobs and advise Members in making sound financial management decisions.

   d. **Do you have a plan to move all House offices to e-voucher submissions?**

Yes. As previously mentioned, the CAO is currently drafting a proposal for CHA consideration to request the elimination of paper copy submission of vouchers and supporting documentation and to require email/electronic submission by all House offices.

e. **What is your plan to assess the standards on an ongoing basis?**
To assess the Voucher Documentation Standards on an ongoing basis the Office of Financial Counseling will:

- Conduct periodic internal department meetings to review standards and obtain feedback and recommendations.

- Review recommendations resulting from changes to House laws, policies, procedures, and processes; best practices used in government and/or private industry; and actions implemented as a result of Financial Statement Audits, Inspector General Audits and Advisories, and other compliance audits by entities such as the Internal Revenue Service.

- Actively engage and host periodic meetings with Financial Administrators to obtain feedback and recommendations on the standards.

- Actively engage and have periodic meetings with the Committee on House Administration and include, when appropriate, representation from Financial Administrators to identify and consider changes to the voucher documentation standards.

4. **Every transition we approve our processes and services for both current and new members - preparation for the 115th Congress was no exception- but there were a few problems, including timely answers to district offices, automobile questions, and the affordable installation of VOIP phone service. Please comment on what improvements will be made to better execute the 116th Congressional transition.**

I agree that, in close coordination with the Committee and other House officers, process improvements were made to the transition experience for freshman Members of the 115th Congress. However, I also agree that there is always room for improvement and that the CAO must closely review its after-action reports as well as the feedback and suggestions provided to the Committee in the recently-deployed transition surveys.

As mentioned above, the CAO believes that, utilizing the experiences gained from the initial rollout of Broadband and VoIP for freshman "flagship" offices, customer experiences and expectations will be better managed going forward and into the transition to the 116th Congress. Additionally, for the next transition, the CAO would like to expedite technology installation by exploring options to gain access to offices prior to the start of the new Congress.

The CAO will also evaluate its inventory processes surrounding transition and develop communications aimed at setting more accurate expectations about the equipment freshman Members will be inheriting with special consideration for new IT requirements and standards. Similarly, the CAO will evaluate how best to relay information to Members-elect regarding District Office and vehicle leases. Additionally, the CAO will explore other financing options for Members' vehicle leases that will yield greater cost savings.

As we start to look towards the transition to the 116th Congress, the CAO will evaluate the abovementioned processes and work with the Committee to make needed improvements.

5. **I understand you have 714 employees and several hundred contract employees spread across 10 divisions.**

   a. **How are the contract employees managed and how is their work integrated?**

   As mentioned above, contractors working within the CAO organization are managed by Contracting Officer's Representatives (CORs). Individuals serving as CORs are appointed by the Chief Procurement Officer based on the recommendation of the business unit utilizing the contractor services. To ensure that all CORs understand their obligations to the organization, they must complete COR training before they are appointed to their role. Each COR also receives an appointment letter, which contains a specific list of duties and responsibilities. In addition to a variety of contract oversight responsibilities, (e.g., accepting deliverables, tracking performance, processing invoices and reporting issues on performance) CORs are expected to manage the way contractors are integrated into the CAO workforce. This important COR responsibility assures that contractors provide deliverables that meet the appropriate timeliness and quality standards outlined in the statement of work.

   b. **How does the current number of CAO contractors compare with the number of contractors from previous Congresses?**

   There are many factors that influence the number of contractors utilized by the CAO during any given year as the need for contractor support varies based on each business unit's operational projects and activities. In addition, the CAO has several master contracts with specific task orders issued over a five-year period, which means contractors are assigned on an "as needed" basis throughout the year. Therefore, compiling the annual figures of contractors would be difficult and not meaningful for comparison purposes across Congresses.

   However, we are able to estimate the number of current contractors using two factors, individuals who have (1) completed the background investigation required every three years and (2) been issued an ID badge for the 115th

Congress. Using this criteria, the CAO has approximately 1,300 contractors currently onboard. Of that number, approximately 300 contractors are assigned to the Sodexo food service contract and 150 are working on the Novitex mail contract.

c. How do you determine which functions are best performed by a contractor or by a Congressional employee?
As mentioned above, in general, the following factors help determine whether the CAO organization will use contractors for a specified purpose:

- The nature of the work (CAO has a wide breadth of services with various operational demands)

- The duration of the work to be completed (short-term project, long-term service delivery, etc.)

- The timeliness of the requirement (immediate need versus a longer range project/activity)

- The required skillset necessary to accomplish the work

Historically, the organization uses a decentralized and informal approach to workforce planning. This process, which is conducted at the business unit and department level, is a determining factor whether full-time employees or contractors should be used to support operations.

Moving forward, per the draft CAO Strategic Plan's objective to "evaluate and optimize the current workforce alignment, succession planning, and organizational design by 2020," the CAO intends to design, develop, and deploy a more coordinated and centralized approach for workforce and succession planning.

d. How many of the CAO staff are represented by a collective bargaining agreement?
The Office of the CAO has two groups of employees represented by the National Association of Broadcast Employees and Technicians Communications Workers of America (NABET-CWA). Currently, 35 employees within the House Recording Studio and 7 employees in Photography are covered by their respective agreements.

e. Do you have a CAO professional training program in place? If so, are you satisfied with it?
CAO managers have a number of training opportunities available to them through the CAO's Office of Human Resources (HR). First, HR makes use of specific management training offered by the Office of House Employment Counsel. In addition, the House Learning Center provides technical and job skills training tailored to job-related activities performed within many CAO

units. Finally, in 2017-2018, the CAO will develop and deploy more specific training designed for our supervisors and managers on a range of topic areas.

6. Please describe the CAO's role in the Cannon renovation and explain any concerns about the schedule of the project.

To support Phase 1 of the Cannon Renewal Project the CAO helped facilitate office moves from the New Jersey Avenue side of the building as well as subsequent office moves across the House campus. This included the transfer of phones, computers, office furnishings, and other House equipment.

Working with the AOC, the CAO is also helping to facilitate the selection and procurement of the furniture that will be installed in the renovated Cannon offices. The CAO will also outfit the newly-renovated spaces in Cannon with traditional window treatments.

The CAO anticipates providing all of these services throughout each phase of the Renewal Project and will strive to conduct these moves with minimal interruption to House office operations.

At this time, the CAO does not have concerns with the project schedule.

7. Cybersecurity training is difficult in any office environment, and the high turnover rate for House staff—along with other issues unique to the House— makes proper training even more difficult. Is CAO looking at systems/methods for more continuous, year-round cybersecurity training for House staff? What about new methods for dealing with non-compliance of cybersecurity training?

The CAO recently deployed the updated SANS Cybersecurity Platform, which allows us to manage continuous, year-round cybersecurity training for House staff and alert staff about upcoming deadlines to complete the required training. The CAO is also exploring options to trigger automated notifications to the managers when their staff fails to take the required training as well as options to limit network access for non-compliant staff.

A full-time "Outreach and Communications Manager" position was created to oversee the House Security Awareness Program and to help ensure the House remains current with "best in class" processes for delivering security education content that is useful, effective, and memorable for staff.

The CAO is also exploring additional content to augment the SANS Cybersecurity Platform that integrates "storytelling," which is shared content describing real world security breaches and how those breaches relate to the House community. Storytelling is an effective and memorable method to enhance the overall cybersecurity awareness of House staff.

Additional cybersecurity awareness initiatives, such as a House-wide phishing campaign, are underway and will be deployed as part of the CAO's overarching initiative to enhance the CAO's cybersecurity posture.

8. **Insider threats are also uniquely challenging in the House due to its openness to the public, use of large numbers of interns, high turnover, and the privacy rights of Member offices. Given that these constraints will not change, what technologies/methods do you already have in place to handle insider threats, and how are you planning to improve this protection?**

The CAO staffs a full-time Security Operations Center (SOC)—manned 24 hours a day, 7 days a week, 365 days a year—to handle all cybersecurity events, including insider threats. The SOC manages a suite of "best in class" security tools, including the rapid identification of advanced persistent threats; carrier class firewalls that help identify and limit the potential for the extraction of sensitive data; devices to analyze lateral movements conducted by insiders; and a robust security information and event management suite that provides real-time analysis of security alerts generated by critical networking devices.

All of the abovementioned resources and tools, as well as those being developed, help the CAO combat insider threats posed by the high turnover of staff and other unique characteristics of the House environment.

9. **Over the years there have been notable issues with being able to effectively enforce contracts between member offices and outside vendors they use to support their web presence, constituent management systems and internal IT support. Examples of some of the contract breaches are: late cybersecurity fixes, insufficient quality of service, and refusal to export data owned by the Member. Also of concern is the vendors' apparent reliance on HIR staff for trouble shooting and cybersecurity solutions without compensating HIR for its work. What changes to the vendor contracts are CAO considering to address these issues? Should the taxpayer have to pay for IT support twice?**

The CAO fully understands how important vendor-provided IT services and support are to the operations of many Member, Committee, and Leadership offices. The CAO also understands there have been times in which these vendor provided services and support did not fully meet the expectations of their customers or comply with House Information Security Policies (HISPOLS) or contractual agreements. To address vendor performance and compliance issues, the CAO has taken several actions to hold vendors more accountable to their House customers, including the following actions:

- Established the IT Vendor Management team within House Information Resources (HIR) to provide more rigor and oversight over the House's Technology Service Contract vendors and web vendors. As this team matures and becomes fully staffed, the CAO envisions this team will expand its oversight

responsibilities to other categories of IT vendors which service large numbers of House customers, without similar oversight or controls (e.g., bulk mail vendors);

- Strengthened and communicated House security policies (HISPOLS) affecting IT vendors;

- Strengthened CAO contractual documents in support of the House's Technology Service Contract and web development and hosting services provided by vendors; and

- Strengthened remedies against vendors for non-compliance or unsatisfactory performance ranging from withholding payments, imposing vendor-specific service fees based on their inability to meet contractual obligations to their customers or requiring extensive assistance from HIR to restore their services, to barring non-compliant vendors from providing further services to the House.

With regard to specific changes made to vendor contracts, the CAO has taken the following actions:

- When drafting the new Technology Services Contract (effective January 3, 2017), considerable attention was given to eliminating areas of possible support duplication. Additionally, new language was added to strengthen security requirements in the statement of work for existing and new cloud vendors by requiring encryption, segregation of data, adherence to best practices, and support for security investigations as well as addressing security requirements for protecting the House network from serious security threats originating from externally hosted or Cloud–based CMS solutions. The terms and conditions were updated with more precise language to offer the House greater legal protections and remedies for non-performance or breach of contract and more clearly defined delineations of responsibilities.

- The new Master Web Services Agreement (effective March 1, 2017) makes the vendor responsible for protecting their clients' websites from malicious software and exploitation. It also further expands requirements by adding Information Security Office directives, House IT Policies, and policies and regulations issued by the Committee on House Administration to the list of standards to which vendors must comply

10. CAO's Web Solutions Team is a good example of successfully bringing competitive solutions in- house at no cost to Members. Are you looking at other services to bring in-house, and if so, what services show the most promise?

The CAO is constantly exploring enterprise solutions that enhance House operations, save money, and improve the House's cybersecurity posture. The services provided by the CAO's Web Solutions Team is an example where all three benefits are achieved through a centralized service provided by the CAO.

Another centralized service that would likely yield similar benefits would be an enterprise approach to the procurement and deployment of House IT equipment and software, commonly referred to as "commodity IT" or "seat management." Under this scenario, the CAO would either use existing or new blanket purchase agreements with trusted IT equipment suppliers with known commodity development and supply chain management to centralize the purchase of House equipment. Through these agreements, which would provide bulk purchase discounts, House offices would be required to purchase their standard IT office equipment such as desktops, laptops, smartphones, tablets, and printers.

This enterprise approach to IT procurement and deployment would reduce the work associated with comparison shopping for House offices, save offices money, and reduce the risks associated with allowing unknown commodities access to the House network.

11. **CAO has made effective "seat management"—centrally managing purchase of software, computers, smart phones, printers, etc—one of its goals. Proper seat management not only saves money, it also improves our cybersecurity posture. What steps are CAO taking to centralize seat management, and what are some of the hurdles to effective seat management unique to the House?**
As highlighted in the previous question, seat management would yield operational, cost, and cybersecurity benefits to the House. Currently, the House employs this approach to equipment purchased on behalf of freshman members as part of its Washington, D.C., office setup services. Additionally, the CAO currently has blanket purchase agreements with trusted vendors that provide IT equipment at discounted rates for House offices.

However, offices are not currently required to purchase standard IT equipment through these agreements, maintaining a decentralized process of procurement that prevents the House from achieving maximum bulk savings and allowing unknown equipment to be connected to the House network.

12. **CAO has already rolled out multifactor authentication (MFA) for system administrators, what is the timeline for rolling out MFA to the rest of the House, and what technologies are being looked at?**
The CAO is constantly reviewing opportunities to expand the use of MFA technologies across the House that minimize the operational impact to users while providing the additional security benefits MFA provides.

The CAO's Office of Cybersecurity has and will continue to deploy this technology to enhance the House's cybersecurity posture.