Y 4.AP 6/1:
L 52/2018/PT.1

NCH APPROPRIATIONS FOR 2018

UNIV. OF MD COLLEGE PARK
3 1430 05904048 7

HEARINGS

BEFORE THE

COMMITTEE ON APPROPRIATIONS
HOUSE OF REPRESENTATIVES

ONE HUNDRED FIFTEENTH CONGRESS

FIRST SESSION

SUBCOMMITTEE ON LEGISLATIVE BRANCH

KEVIN YODER, Kansas, *Chairman*

MARK E. AMODEI, Nevada	TIM RYAN, Ohio
DAN NEWHOUSE, Washington	BETTY McCOLLUM, Minnesota
JOHN R. MOOLENAAR, Michigan	DEBBIE WASSERMAN SCHULTZ, Florida
SCOTT TAYLOR, Virginia	

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

ELIZABETH C. DAWSON, *Clerk*
JENNIFER PANONE, *Professional Staff*
TIM MONAHAN, *Professional Staff*

PART 1

JUSTIFICATION OF THE BUDGET ESTIMATES

Printed for the use of the Committee on Appropriations

LEGISLATIVE BRANCH APPROPRIATIONS FOR 2018

HEARINGS

BEFORE THE

COMMITTEE ON APPROPRIATIONS

HOUSE OF REPRESENTATIVES

ONE HUNDRED FIFTEENTH CONGRESS

FIRST SESSION

SUBCOMMITTEE ON LEGISLATIVE BRANCH

KEVIN YODER, Kansas, *Chairman*

MARK E. AMODEI, Nevada
DAN NEWHOUSE, Washington
JOHN R. MOOLENAAR, Michigan
SCOTT TAYLOR, Virginia

TIM RYAN, Ohio
BETTY McCOLLUM, Minnesota
DEBBIE WASSERMAN SCHULTZ, Florida

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

ELIZABETH C. DAWSON, *Clerk*
JENNIFER PANONE, *Professional Staff*
TIM MONAHAN, *Professional Staff*

PART 1

JUSTIFICATION OF THE BUDGET ESTIMATES

Printed for the use of the Committee on Appropriations

U.S. GOVERNMENT PUBLISHING OFFICE
25-711 WASHINGTON 2017

COMMITTEE ON APPROPRIATIONS

RODNEY P. FRELINGHUYSEN, New Jersey, *Chairman*

HAROLD ROGERS, Kentucky[1]
ROBERT B. ADERHOLT, Alabama
KAY GRANGER, Texas
MICHAEL K. SIMPSON, Idaho
JOHN ABNEY CULBERSON, Texas
JOHN R. CARTER, Texas
KEN CALVERT, California
TOM COLE, Oklahoma
MARIO DIAZ-BALART, Florida
CHARLES W. DENT, Pennsylvania
TOM GRAVES, Georgia
KEVIN YODER, Kansas
STEVE WOMACK, Arkansas
JEFF FORTENBERRY, Nebraska
THOMAS J. ROONEY, Florida
CHARLES J. FLEISCHMANN, Tennessee
JAIME HERRERA BEUTLER, Washington
DAVID P. JOYCE, Ohio
DAVID G. VALADAO, California
ANDY HARRIS, Maryland
MARTHA ROBY, Alabama
MARK E. AMODEI, Nevada
CHRIS STEWART, Utah
DAVID YOUNG, Iowa
EVAN H. JENKINS, West Virginia
STEVEN M. PALAZZO, Mississippi
DAN NEWHOUSE, Washington
JOHN R. MOOLENAAR, Michigan
SCOTT TAYLOR, Virginia

NITA M. LOWEY, New York
MARCY KAPTUR, Ohio
PETER J. VISCLOSKY, Indiana
JOSÉ E. SERRANO, New York
ROSA L. DELAURO, Connecticut
DAVID E. PRICE, North Carolina
LUCILLE ROYBAL-ALLARD, California
SANFORD D. BISHOP, JR., Georgia
BARBARA LEE, California
BETTY McCOLLUM, Minnesota
TIM RYAN, Ohio
C. A. DUTCH RUPPERSBERGER, Maryland
DEBBIE WASSERMAN SCHULTZ, Florida
HENRY CUELLAR, Texas
CHELLIE PINGREE, Maine
MIKE QUIGLEY, Illinois
DEREK KILMER, Washington
MATT CARTWRIGHT, Pennsylvania
GRACE MENG, New York
MARK POCAN, Wisconsin
KATHERINE M. CLARK, Massachusetts
PETE AGUILAR, California

---

[1] Chairman Emeritus

NANCY FOX, *Clerk and Staff Director*

CONTENTS

Page

Comparative statement of new budget (obligational) authority for 2017 and the budget estimates for 2018 1

TITLE I—LEGISLATIVE BRANCH APPROPRIATIONS

HOUSE OF REPRESENTATIVES

Summary 12
Payments to Widows and Heirs of Deceased Members of Congress 23
Salaries and Expenses 25
  House Leadership Offices 27
  Members' Representational Allowances 57
  Committee Employees 61
 Salaries, Officers and Employees:
    Office of the Clerk 75
    Office of the Sergeant at Arms 82
    Office of the Chief Administrative Officer 87
  Allowances and Expenses 130

JOINT ITEMS

Joint Committee on Taxation 165
Office of the Attending Physician 169
Joint Economic Committee 208

CAPITOL POLICE

Salaries and Expenses 215

OFFICE OF COMPLIANCE

Salaries and Expenses 265

CONGRESSIONAL BUDGET OFFICE

Salaries and Expenses 293

ARCHITECT OF THE CAPITOL

Summary 327
Capital Construction and Operations 338
Capitol Building 348
Capitol Grounds 360
Senate Office Buildings 368
House Office Buildings 378
Capitol Power Plant 391
Library Buildings and Grounds 403
Capitol Police Buildings and Grounds 418
Botanic Garden 432
Capitol Visitor Center 440

LIBRARY OF CONGRESS

Summary 455
Salaries and Expenses 463
Copyright Office, Salaries and Expenses 562
Congressional Research Office 583
Books for the Blind and Physically Handicapped, Salaries and Expenses 591
Reimbursable Funds 595
Revolving Funds 597
Library Buildings and Grounds (Architect of the Capitol) 624

GOVERNMENT PUBLISHING OFFICE

Summary 627
Congressional Publishing 658
Public Information Programs of the Superintendent of Documents 671
Business Operations Revolving Fund 679

GOVERNMENT ACCOUNTABILITY OFFICE

Salaries and Expenses 681

OPEN WORLD LEADERSHIP CENTER

Trust Fund 763

JOHN C. STENNIS CENTER FOR PUBLIC SERVICE TRAINING AND DEVELOPMENT

Trust Fund 919

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2017 AND THE BUDGET REQUEST FOR 2018

(Amounts in Thousands of Dollars)

	FY 2017 Enacted	FY 2018 Request	Request vs. Enacted
TITLE I LEGISLATIVE BRANCH			
HOUSE OF REPRESENTATIVES			
Payment to Widows and Heirs of Deceased Members of Congress (FY17 PL 114-223, Sec.142)1/..............	174	---	-174 M
Salaries and Expenses			
House Leadership Offices			
Office of the Speaker.................................	6,645	6,645	---
Office of the Majority Floor Leader..................	2,180	2,180	---
Office of the Minority Floor Leader..................	7,114	7,114	---
Office of the Majority Whip..........................	1,887	1,887	---
Office of the Minority Whip..........................	1,460	1,460	---
Republican Conference................................	1,505	1,505	---
Democratic Caucus....................................	1,487	1,487	---
Subtotal, House Leadership Offices.............	22,278	22,278	---
Members' Representational Allowances Including Members' Clerk Hire, Official Expenses of Members, and Official Mail			
Expenses...	562,632	567,000	+4,368
Committee Employees			
Standing Committees, Special and Select..............	127,053	129,062	+2,009
Committee on Appropriations (including studies and investigations)...................................	23,271	23,226	-45
Subtotal, Committee employees..................	150,324	152,288	+1,964

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2017 AND THE BUDGET REQUEST FOR 2018

(Amounts in Thousands of Dollars)

	FY 2017 Enacted	FY 2018 Request	Request vs. Enacted
Salaries, Officers and Employees			
Office of the Clerk	26,268	28,421	+2,153
Office of the Sergeant at Arms	15,505	18,076	+2,571
Office of the Chief Administrative Officer	117,165	133,635	+16,470
Office of the Inspector General	4,963	5,037	+74
Office of General Counsel	1,444	1,492	+48
Office of the Parliamentarian	1,999	2,037	+38
Office of the Law Revision Counsel of the House	3,167	3,261	+94
Office of the Legislative Counsel of the House	8,979	9,437	+458
Office of Interparliamentary Affairs	814	816	+2
Other authorized employees	1,183	584	-599
Subtotal, Salaries, officers and employees	181,487	202,796	+21,309
Allowances and Expenses			
Supplies, materials, administrative costs and Federal tort claims	3,625	3,625	---
Official mail for committees, leadership offices, and administrative offices of the House	190	190	---
Government contributions	245,334	251,630	+6,296
Business Continuity and Disaster Recovery	16,217	16,186	-31
Transition activities	2,084	2,273	+189
Wounded Warrior program	2,500	2,500	---
Office of Congressional Ethics	1,658	1,699	+41
Miscellaneous items	720	722	+2
Subtotal, Allowances and expenses	272,328	278,825	+6,497
Total, House of Representatives (discretionary)	1,189,049	1,223,187	+34,138
Total, House of Representatives (mandatory)	174	---	-174

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2017 AND THE BUDGET REQUEST FOR 2018

(Amounts in Thousands of Dollars)

	FY 2017 Enacted	FY 2018 Request	Request vs. Enacted
JOINT ITEMS			
Joint Economic Committee	4,203	4,203	---
Joint Committee on Taxation	10,095	11,169	+1,074
Office of the Attending Physician			
Medical supplies, equipment, expenses, and allowances	3,838	3,838	---
Office of Congressional Accessibility Services			
Salaries and expenses	1,429	1,444	+15
Total, Joint items	19,565	20,654	+1,089
CAPITOL POLICE			
Salaries	325,300	347,096	+21,796
General expenses	68,000	75,211	+7,211
Total, Capitol Police	393,300	422,307	+29,007
OFFICE OF COMPLIANCE			
Salaries and expenses	3,959	4,056	+97
CONGRESSIONAL BUDGET OFFICE			
Salaries and expenses	46,500	49,945	+3,445

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2017 AND
THE BUDGET REQUEST FOR 2018
(Amounts in Thousands of Dollars)

	FY 2017 Enacted	FY 2018 Request	Request vs. Enacted
ARCHITECT OF THE CAPITOL (AOC)			
Capital Construction and Operations	92,957	98,360	+5,403
Capitol building	32,584	54,898	+22,314
Capitol grounds	12,826	14,279	+1,453
House of Representatives buildings:			
House office buildings	185,731	176,948	-8,783
House Historic Buildings Revitalization Trust Fund	17,000	10,000	-7,000
Capitol Power Plant	95,646	117,205	+21,559
Offsetting collections	-9,000	-9,000	---
Subtotal, Capitol Power Plant	86,646	108,205	+21,559
Library buildings and grounds	47,080	121,182	+74,102
Capitol police buildings, grounds and security	20,033	54,177	+34,144
Botanic Garden	14,067	13,400	-667
Capitol Visitor Center	20,557	21,470	+913
Total Architect of the Capitol	529,481	672,919	+143,438

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2017 AND THE BUDGET REQUEST FOR 2018

(Amounts in Thousands of Dollars)

	FY 2017 Enacted	FY 2018 Request	Request vs. Enacted
LIBRARY OF CONGRESS			
Salaries and expenses	457,017	504,260	+47,243
Authority to spend receipts	-6,350	-6,350	---
Subtotal, Salaries and expenses	450,667	497,910	+47,243
Copyright Office, Salaries and expenses	68,825	77,709	+8,884
Authority to spend receipts	-39,548	-38,864	+684
Prior year unobligated balances	-6,179	-7,429	-1,250
Subtotal, Copyright Office	23,098	31,416	+8,318
Congressional Research Service, Salaries and expenses	107,945	119,279	+11,334
Books for the blind and physically handicapped, Salaries and expenses	50,248	52,815	+2,567
Total, Library of Congress	631,958	701,420	+69,462
GOVERNMENT PUBLISHING OFFICE			
Congressional publishing	79,736	79,528	-208
Public Information Programs of the Superintendent of Documents, Salaries and expenses	29,500	29,000	-500
Government Publishing Office Business Operations Revolving Fund	7,832	8,540	+708
Total, Government Publishing Office	117,068	117,068	---

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2017 AND THE BUDGET REQUEST FOR 2018
(Amounts in Thousands of Dollars)

	FY 2017 Enacted	FY 2018 Request	Request vs. Enacted
GOVERNMENT ACCOUNTABILITY OFFICE			
Salaries and expenses	567,856	614,478	+46,622
Offsetting collections	-23,350	-23,800	-450
Total, Government Accountability Office	544,506	590,678	+46,172
OPEN WORLD LEADERSHIP CENTER TRUST FUND			
Payment to the Open World Leadership Center (OWLC) Trust Fund	5,600	5,800	+200
JOHN C. STENNIS CENTER FOR PUBLIC SERVICE TRAINING AND DEVELOPMENT			
Stennis Center for Public Service	430	430	---
GENERAL PROVISIONS			
Scorekeeping adjustment (CBO estimate) 2/	-1,000	---	+1,000 CH
Grand total	3,480,590	3,808,464	+327,874
Discretionary	(3,480,416)	(3,808,464)	(+328,048)
Mandatory 1/	(174)	---	(-174)

1/ FY2017 funds provided in Continuing Appropriations Act, 2017 (Public Law 114-223)

2/ FY2017 is Sec. 175 of Further Continuing Appropriations Act, 2017 (Public Law 114-254)

COMPARATIVE STATEMENT OF NEW BUDGET (OBLIGATIONAL) AUTHORITY FOR 2017 AND THE BUDGET REQUEST FOR 2018

(Amounts in Thousands of Dollars)

	FY 2017 Enacted	FY 2018 Request	Request vs. Enacted
RECAPITULATION			
House of Representatives (discretionary)	1,189,049	1,223,187	+34,138
House of Representatives (mandatory) 1/	174	---	-174
Joint Items	19,565	20,654	+1,089
Capitol Police	393,300	422,307	+29,007
Office of Compliance	3,959	4,056	+97
Congressional Budget Office	46,500	49,945	+3,445
Architect of the Capitol	529,481	672,919	+143,438
Library of Congress	631,958	701,420	+69,462
Government Publishing Office	117,068	117,068	---
Government Accountability Office	544,506	590,678	+46,172
Open World Leadership Center	5,600	5,800	+200
Stennis Center for Public Service	430	430	---
General Provisions 2/	-1,000	---	+1,000
Grand total	3,480,590	3,808,464	+327,874
Discretionary	(3,480,416)	(3,808,464)	(+328,048)
Mandatory 1/	(174)	---	(-174)

1/ FY2017 funds provided in Continuing Appropriations Act, 2017 (Public Law 114-223)

2/ FY2017 is Sec. 175 of Further Continuing Appropriations Act, 2017 (Public Law 114-254)

FY 2018

U.S. HOUSE OF REPRESENTATIVES

Budget Justification

Table of Contents

House Budget Justification

MASTER HOUSE SCHEDULES....1
  House Budget Justification Summary....1
  House Three Year Comparative Table....3
  House Summary....4
  Joint Items Summary....7
  House and Joint Items Summary....9
PAYMENT TO WIDOWS AND HEIRS OF DECEASED MEMBERS OF CONGRESS....12
SALARIES AND EXPENSES....14
LEADERSHIP....16
  Office of the Speaker....16
  Office of the Majority Floor Leader....20
  Office of the Minority Floor Leader....24
  Office of Majority Whip....28
  Office of Minority Whip....32
  Republican Conference....36
  Democratic Caucus....40
  TOTAL - HOUSE LEADERSHIP OFFICES....44
MEMBERS' REPRESENTATIONAL ALLOWANCES....46
STANDING COMMITTEES, SPECIAL AND SELECT....50
  Standing Committees, Special and Select....50
  Hearing Room Renovations....54
  TOTAL - STANDING COMMITTEES, SPECIAL AND SELECT....58
COMMITTEE ON APPROPRIATIONS....60
SALARIES, OFFICERS AND EMPLOYEES....64
  Office of the Clerk....64
  Office of the Sergeant at Arms....71
  Office of the Chief Administrative Officer....76
  Office of Inspector General....82
  Office of General Counsel....87
  Office of the Parliamentarian....91
  Office of the Law Revision Counsel....95
  Office of the Legislative Counsel....99
  Office of Interparliamentary Affairs....103
  Technical Assistants, Office of Attending Physician....107
  Former Speaker's Staff....111
  Total - Other Authorized Employees....115
  TOTAL - SALARIES, OFFICERS AND EMPLOYEES....117
ALLOWANCES AND EXPENSES....119
  Supplies, Materials, Administrative Costs and Federal Tort Claims....119
  Official Mail for Committees, Leadership and Administrative Offices....123
  Government Contributions....127
  Business Continuity and Disaster Recovery....132
  Transition Activities....136
  Wounded Warrior Program....140

  Office of Congressional Ethics....144
  Miscellaneous Items....148
  TOTAL - ALLOWANCES AND EXPENSES....152
JOINT ITEMS....154
  Joint Committee on Taxation....154
  Office of Attending Physician....158

FISCAL YEAR 2018 BUDGET JUSTIFICATION SUMMARY

For salaries and expenses of the House of Representatives, $1.223 billion (excluding Mandatory and Joint Items) which is $44.696 million or 3.79% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

Mandatory (Personnel & Benefits) Changes: Increase of $14.804 million

The FY18 Personnel increase for U.S. House of Representatives Salaries and Expenses (excluding Joint Items) are attributed to variances in following categories:

- Personnel Compensation Base - ($3.469) million

- Base Adjustment - $0.281 million

- Personnel Benefits - $0.479 million

- Cost of Living Adjustments (COLAs) - $15.775 million
  - COLAs were applied to positions that are included within the House Employees Schedule or at the discretion of the approving House Officers and other House Officials for the respective accounts. COLAs were not applied to positions cited within the Speaker's Pay Order.

- Longevity Increases - $0.752 million
  - Longevity Increases were applied to positions that are included within the House Employees Schedule or at the discretion of the approving House Officers and other House Officials for the respective accounts. Longevities were not applied to positions cited within the Speaker's Pay Order.

- Meritorious Increases - $0.000 million

- Overtime Pay - $0.986 million

- Reclassifications - $0.000 million

House Positions Summary

US House of Representatives Accounts (excluding Joint Items)	FY17 Authorized Positions	FY18 Requested Positions	Variance
Total - House Leadership Offices	245	245	0
Total - Members' Representational Allowances	9,702	9,702	0
Total - Standing Committees, Special and Select	1,424	1,424	0
Total - Committee on Appropriations	220	220	0
Total - Salaries, Officers and Employees	1,213	1,225	12
Total - Allowances and Expenses	64	64	0
Total - Positions	**12,868**	**12,880**	**12**

Price Level Increases: Increase of $0.906 million

This non-personnel 2.30 percent increase was applied to various House Accounts throughout this request. This increase is the projected inflation factor per the Congressional Budget Office (CBO) for FY18.

Price Program Changes: Increase of $28.987 million

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

US House of Representatives Accounts (excluding Joint Items)	FY17 CR Annualized ($000)	FY18 Estimate ($000)	Variance ($000)
Total - House Leadership Offices	$1,396	$1,439	$42
Total - Members' Representational Allowances	$135,951	$140,791	$4,840
Total - Standing Committees, Special and Select	$9,668	$13,517	$3,850
Total - Committee on Appropriations	$1,442	$894	($548)
Total - Salaries, Officers and Employees	$61,274	$81,855	$20,581
Total - Allowances and Expenses	$23,508	$23,729	$221
Total - Program Changes	**$233,239**	**$262,225**	**$28,987**

House Three Year Comparative Summary Table

House Accounts	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY17 CR Annualized vs. FY18 Request Net Change	FY17 CR Annualized vs. FY18 Request % Change
Office of the Speaker	$4,489,613	$6,632,784	$6,645,417	$12,633	0.19%
Office of the Majority Floor Leader	$1,564,903	$2,175,904	$2,180,048	$4,144	0.19%
Office of the Minority Floor Leader	$4,315,148	$7,100,946	$7,114,471	$13,525	0.19%
Office of the Majority Whip	$1,310,552	$1,883,046	$1,886,632	$3,586	0.19%
Office of the Minority Whip	$1,665,180	$1,456,864	$1,459,639	$2,775	0.19%
Republican Conference	$1,071,855	$1,502,564	$1,505,426	$2,862	0.19%
Democratic Caucus	$986,483	$1,484,431	$1,487,258	$2,827	0.19%
Total - House Leadership Offices	**$15,403,733**	**$22,236,539**	**$22,278,891**	**$42,352**	**0.19%**
Total - Members' Representational Allowances	**$533,404,092**	**$553,263,974**	**$567,000,000**	**$13,736,026**	**2.48%**
Standing Committees, Special and Select	$115,906,119	$123,667,633	$125,762,000	$2,094,367	1.69%
Hearing Room Renovations	$1,724,247	$0	$3,300,000	$3,300,000	100.00%
Total - Standing Committees, Special and Select	**$117,630,367**	**$123,667,633**	**$129,062,000**	**$5,394,367**	**4.36%**
Total - Committee on Appropriations	**$20,619,984**	**$23,226,766**	**$23,226,000**	**($766)**	**0.00%**
Office of the Clerk	$22,443,050	$24,933,409	$28,421,000	$3,487,591	13.99%
Office of the Sergeant at Arms	$14,430,081	$14,798,934	$18,076,000	$3,277,066	22.14%
Office of the Chief Administrative Officer	$96,875,654	$116,942,269	$133,635,000	$16,692,731	14.27%
Office of Inspector General	$3,541,073	$4,732,795	$5,037,000	$304,205	6.43%
Office of General Counsel	$1,474,232	$1,410,763	$1,492,000	$81,237	5.76%
Office of the Parliamentarian	$1,734,154	$1,970,852	$2,037,000	$66,148	3.36%
Office of the Law Revision Counsel	$2,180,206	$3,113,835	$3,261,000	$147,165	4.73%
Office of the Legislative Counsel	$8,445,842	$8,337,096	$9,437,000	$1,099,904	13.19%
Office of Interparliamentary Affairs	$357,535	$812,521	$816,000	$3,479	0.43%
Total - Other Authorized Employees	$617,559	$1,139,903	$584,000	($555,903)	(48.77%)
Total - Salaries, Officers and Employees	**$152,099,387**	**$178,192,377**	**$202,796,000**	**$24,603,623**	**13.81%**
Supplies, Materials, Administrative Costs and Federal Tort Claims	$2,454,770	$3,618,344	$3,625,000	$6,656	0.18%
Official Mail for Committees, Leadership and Administrative Offices	$83,274	$190,124	$190,000	($124)	(0.07%)
Government Contributions	$190,491,127	$251,151,077	$251,630,000	$478,923	0.19%
Business Continuity and Disaster Recovery	$14,948,396	$16,186,179	$16,186,000	($179)	0.00%
Transition Activities	$163,855	$2,080,038	$2,273,000	$192,962	9.28%
Wounded Warrior Program	$2,042,988	$2,495,247	$2,500,000	$4,753	0.19%
Office of Congressional Ethics	$1,224,664	$1,464,241	$1,699,000	$234,759	16.03%
Miscellaneous Items	$446,992	$718,878	$722,000	$3,122	0.43%
Total - Allowances and Expenses	**$211,856,067**	**$277,904,128**	**$278,825,000**	**$920,872**	**0.33%**
Total - U.S. House of Representatives	**$1,051,013,629**	**$1,178,491,417**	**$1,223,187,891**	**$44,696,474**	**3.79%**

JOINT ITEMS					
Joint Committee on Taxation	$9,925,888	$10,075,809	$11,169,000	$1,093,191	10.85%
Office of Attending Physician	$2,487,096	$3,776,807	$3,838,000	$61,193	1.62%
Total - Joint Items	**$12,412,984**	**$13,852,616**	**$15,007,000**	**$1,154,384**	**8.33%**

Total - U.S. House of Reps and Joint Items	**$1,063,426,613**	**$1,192,344,033**	**$1,238,194,891**	**$45,850,858**	**3.85%**

Schedule A - House Summary
Pg 1 of 3

House of Representatives
House Summary - Mandatory Fund

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)
Payment to Widows and Heirs of Deceased Members of Congress	174	174	-	(174)

House Summary - Mandatory Fund by Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)
1100 Personnel Compensation				-
1200 Personnel Benefits				-
1300 Benefits to Former Personnel	174	174		(174)
2100 Travel				-
2200 Transportation of Things				-
2300 Rent, Communications, Utilities				-
2400 Printing and Reproduction				-
2500 Other Services				-
2600 Supplies and Materials				-
3100 Equipment				-
4200 Insurance Claims/Indemnities	-	-	-	-
Payment to Widows and Heirs of Deceased Members of Congress	174	174		(174)

Schedule A - House Summary
Pg 2 of 3

House of Representatives
House Summary - Discretionary Funds

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)
Total - House Leadership Offices	15,404	22,237	22,279	42
Total - Members' Representational Allowances	533,404	553,264	567,000	13,736
Total - Standing Committees, Special and Select	117,630	123,668	129,062	5,394
Total - Committee on Appropriations	20,620	23,227	23,226	(1)
Total - Salaries, Officers and Employees	152,099	178,192	202,796	24,604
Total - Allowances and Expenses	211,856	277,904	278,825	921
Total House of Representatives	1,051,014	1,178,491	1,223,188	44,696

House Summary - Discretionary Funds by Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)
1100 Personnel Compensation	649,107	694,102	709,400	15,298
1200 Personnel Benefits	190,097	251,206	251,685	479
1300 Benefits to Former Personnel	144	399	400	1
2100 Travel	20,809	25,218	24,452	(766)
2200 Transportation of Things	27	88	90	2
2300 Rent, Communications, Utilities	69,042	69,781	74,981	5,201
2400 Printing and Reproduction	17,700	15,296	20,323	5,027
2500 Other Services	46,992	55,061	65,448	10,387
2600 Supplies and Materials	16,891	21,277	21,212	(65)
3100 Equipment	40,203	46,056	55,189	9,132
4200 Insurance Claims/Indemnities	2	8	8	-
Total House of Representatives	1,051,014	1,178,491	1,223,188	44,696

Schedule A - House Summary
Pg 3 of 3

House of Representatives
House Summary (Positions)

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change
Payment to Widows and Heirs of Deceased Members of Congress				-
Total - House Leadership Offices	222	245	245	-
Total - Members' Representational Allowances	7,290	9,702	9,702	-
Total - Standing Committees, Special and Select	1,155	1,424	1,424	-
Total - Committee on Appropriations	151	220	220	-
Total - Salaries, Officers and Employees	1,059	1,213	1,225	12
Total - Allowances and Expenses	46	64	64	-
Total House of Representatives	9,923	12,868	12,880	12

Schedule A - Joint Items Summary
Pg 1 of 2

House of Representatives
Joint Items Summary

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)
Joint Committee on Taxation	9,926	10,076	11,169	1,093
Office of Attending Physician	2,487	3,777	3,838	61
Total - Joint Items	12,413	13,853	15,007	1,154

Joint Items Summary by Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)
1100 Personnel Compensation	8,533	8,800	9,523	723
1200 Personnel Benefits	160	162	162	-
1300 Benefits to Former Personnel				-
2100 Travel	29	84	70	(14)
2200 Transportation of Things		8	8	-
2300 Rent, Communications, Utilities	157	336	340	4
2400 Printing and Reproduction	4	4	9	5
2500 Other Services	2,015	2,869	3,130	261
2600 Supplies and Materials	832	935	1,100	165
3100 Equipment	683	655	665	10
4200 Insurance Claims/Indemnities	-	-	-	-
Total - Joint Items	12,413	13,853	15,007	1,154

Schedule A - Joint Items Summary
Pg 2 of 2

House of Representatives
Joint Items Summary (Positions)

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change
Joint Committee on Taxation	65	77	77	-
Office of Attending Physician	[18]	[18]	[18]	-
Total - Joint Items	65	77	77	-

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

House of Representatives
House and Joint Items Summary

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)
Payment to Widows and Heirs of Deceased Members of Congress	174	174		(174)
Total - House Leadership Offices	15,404	22,237	22,279	42
Total - Members' Representational Allowances	533,404	553,264	567,000	13,736
Total - Standing Committees, Special and Select	117,630	123,668	129,062	5,394
Total - Committee on Appropriations	20,620	23,227	23,226	(1)
Total - Salaries, Officers and Employees	152,099	178,192	202,796	24,604
Total - Allowances and Expenses	211,856	277,904	278,825	921
Total House of Representatives	1,051,188	1,178,665	1,223,188	44,522
Joint Items-House				
Joint Committee on Taxation	9,926	10,076	11,169	1,093
Office of Attending Physician	2,487	3,777	3,838	61
Total - Joint Items	12,413	13,853	15,007	1,154
Total House and Joint	1,063,601	1,192,518	1,238,195	45,677

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

House of Representatives
House and Joint Items Summary

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)
1100 Personnel Compensation	657,639	702,902	718,923	16,021
1200 Personnel Benefits	190,257	251,368	251,847	479
1300 Benefits to Former Personnel	318	573	400	(173)
2100 Travel	20,838	25,301	24,522	(779)
2200 Transportation of Things	27	96	98	2
2300 Rent, Communications, Utilities	69,199	70,117	75,321	5,205
2400 Printing and Reproduction	17,704	15,299	20,332	5,032
2500 Other Services	49,007	57,930	68,578	10,648
2600 Supplies and Materials	17,723	22,212	22,312	100
3100 Equipment	40,886	46,711	55,854	9,142
4200 Insurance Claims/Indemnities	2	8	8	-
Total House and Joint	1,063,601	1,192,518	1,238,195	45,677

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

House of Representatives
House and Joint Items Summary (Positions)

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change
Payment to Widows and Heirs of Deceased Members of Congress				-
Total - House Leadership Offices	222	245	245	-
Total - Members' Representational Allowances	7,290	9,702	9,702	-
Total - Standing Committees, Special and Select	1,155	1,424	1,424	-
Total - Committee on Appropriations	151	220	220	-
Total - Salaries, Officers and Employees	1,059	1,213	1,225	12
Total - Allowances and Expenses	46	64	64	-
Total - House of Representatives	9,923	12,868	12,880	12
Joint Items-House				
Joint Committee on Taxation	65	77	77	-
Office of Attending Physician	[18]	[18]	[18]	-
Total - Joint Items	65	77	77	-
Total House and Joint Items	9,988	12,945	12,957	12

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

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

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	174	174	-	(174)	(100.00%)
2100 Travel	-	-	-	-	-
2200 Transportation of Things		-	-		-
2300 Rent, Communications, Utilities	-	-	-	-	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	-	-		-	-
2600 Supplies and Materials	-	-	-	-	-
3100 Equipment	-	-	-	-	
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**174**	**174**	**-**	**(174)**	**(100.00%)**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	-	-		-	-

A gratuity of $174,000 was authorized to Tori B. Nunnelee, widow of Alan Nunnelee, late Representative from the State of Mississippi, in P.L. 114-113, The Consolidated Appropriations Act, 2016.

A gratuity of $174,000 was authorized to Sami A. Takai, widow of Kyle Mark Takai, late Representative from the State of Hawaii, in P.L. 114-223, The Continuing Appropriations and Military Construction, Veterans Affairs, and Related Agencies Appropriations Act, 2017, and Zika Response and Preparedness Act.

FY 2016 actuals reflect data as of September 30, 2016.

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

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**174**	**-**	**(174)**	**(100.00%)**
Benefits to Former Personnel	174	-	(174)	(100.00%)
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES		-	-	-
TOTAL	**174**	**-**	**(174)**	**(100.00%)**
POSITIONS	-	-	-	-

Schedule A - Salaries and Expenses

House of Representatives
Salaries and Expenses
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	649,107	694,102	709,400	15,298	2.20%
1200 Personnel Benefits	190,097	251,206	251,685	479	0.19%
1300 Benefits to Former Personnel	144	399	400	1	0.13%
2100 Travel	20,809	25,218	24,452	(766)	(3.04%)
2200 Transportation of Things	27	88	90	2	2.30%
2300 Rent, Communications, Utilities	69,042	69,781	74,981	5,201	7.45%
2400 Printing and Reproduction	17,700	15,296	20,323	5,027	32.87%
2500 Other Services	46,992	55,061	65,448	10,387	18.86%
2600 Supplies and Materials	16,891	21,277	21,212	(65)	(0.30%)
3100 Equipment	40,203	46,056	55,189	9,132	19.83%
4200 Insurance Claims/Indemnities	2	8	8	-	-
TOTAL	**1,051,014**	**1,178,491**	**1,223,188**	**44,696**	**3.79%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
POSITIONS	**9,923**	**12,868**	**12,880**	**12**	**0.09%**

Schedule C - Salaries and Expenses

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**945,253**	**960,057**	**14,804**	**1.57%**
Personnel Base	694,102	690,633	(3,469)	(0.50%)
Base Adjustment	-	281	281	-
Cost of Living Adjustment Annualized	-	4,484	4,484	
Cost of Living Adjustment		11,291	11,291	-
Overtime Pay		986	986	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	752	752	-
Meritorious Increase		-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	251,151	251,630	479	0.19%
B. PRICE LEVEL INCREASES	-	**906**	**906**	**0.39%**
C. PROGRAM CHANGES	**233,239**	**262,225**	**28,987**	**12.43%**
Total - House Leadership Offices	1,396	1,439	42	3.16%
Total - Members' Representational Allowances	135,951	140,791	4,840	3.56%
Total - Standing Committees, Special and Select	9,668	13,517	3,850	39.82%
Total - Committee on Appropriations	1,442	894	(548)	(37.97%)
Total - Salaries, Officers and Employees	61,274	81,855	20,581	33.59%
Total - Allowances and Expenses	23,508	23,729	221	0.94%
TOTAL	**1,178,491**	**1,223,188**	**44,696**	**3.79%**
POSITIONS	**12,868**	**12,880**	**12**	**0.09%**

Schedule A - Office of the Speaker

House of Representatives
Office of the Speaker
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	4,341	6,275	6,275	-	-
1200 Personnel Benefits	-	25	25	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	5	18	18	-	-
2200 Transportation of Things	-	-	-		-
2300 Rent, Communications, Utilities	-	1	1	-	
2400 Printing and Reproduction	1	21	21	-	
2500 Other Services	20	5	5	-	-
2600 Supplies and Materials	122	287	300	13	4.40%
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**4,490**	**6,633**	**6,645**	**13**	**0.19%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**58**	**66**	**66**	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY16 funding period of availability was January 3, 2016 to January 2, 2017.

Schedule C - Office of the Speaker

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**6,275**	**6,275**	-	-
Personnel Base	6,275	6,275	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-		-
Overtime Pay		-		-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	
Accrued Leave	-		-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**357**	**370**	**13**	**3.54%**
Non-Personnel Official Expenses	332	345	13	3.80%
Leadership Official Expenses	25	25	-	-
TOTAL	**6,633**	**6,645**	**13**	**0.19%**
POSITIONS	**66**	**66**		-

Explanation of Changes Shown on Schedule C

House Leadership Offices
Office of the Speaker

For salaries and expenses of the Office of the Speaker, $6,645,417. The fiscal year (FY) 2018 budget request is $12,633 or 0.19% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $6,275,417 for mandatory items, no price level increases, $357,367 for program current services and a $12,633 increase in program changes.

I. Personnel Details: FY18 Request - $6,275,417

- A. Base: $6,275,417
  - i. The estimated FY17 personnel compensation will be $6,275,417.
- B. Budget Calculations:
  - i. FY17 Cost of Living Annualized (Non-Statutory Positions) - (0.72%) 2.88%
  - ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - (1.80%) 2.40%
  - iii. FY18 Longevity - 0.00%
  - iv. FY18 Meritorious Increase - 0.00%
- C. Requested Changes:
  - i. FY17 Cost of Living Annualized (Non-Statutory Positions) - $0
  - ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - $0
  - iii. FY18 Overtime (Non-Statutory Positions) - $0
  - iv. FY18 Reclassifications (Non-Statutory Positions) - $0
  - v. FY18 Temporary Positions (Non-Statutory Positions) - $0
  - vi. FY18 Longevity (Non-Statutory Positions) - $0
  - vii. FY18 Meritorious Increase (Non-Statutory Positions) - $0
  - viii. FY18 Accrued Leave (Non-Statutory Positions) - $0
  - ix. FY18 Personnel Benefits (Non-Statutory Positions) - $0
  - x. FY18 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $370,000

A. Current Services:

i. Non-Personnel Official Expenses - $332,367

This account provides the necessary funding for the Office of the Speaker's non-personnel expenses.

ii. Leadership Official Expenses - $25,000

This funds the Speaker's allowance for official expenses.

B. Proposed Changes:

i. Non-Personnel Official Expenses - $12,633

This increase restores funding of the program to its FY16 Enacted level.

ii. Leadership Official Expenses - $0

Schedule A - Office of the Majority Floor Leader

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

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	1,528	2,087	2,087	-	-
1200 Personnel Benefits	-	10	10	-	-
1300 Benefits to Former Personnel	-	-	-		
2100 Travel	1	3	3		-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	1	5	5	-	-
2400 Printing and Reproduction	1	3	3	-	-
2500 Other Services	-	1	1	-	-
2600 Supplies and Materials	30	67	71	4	6.20%
3100 Equipment	4	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,565**	**2,176**	**2,180**	**4**	**0.19%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	24	32	32	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY16 funding period of availability was January 3, 2016 to January 2, 2017.

Schedule C - Office of the Majority Floor Leader

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**2,087**	**2,087**	-	-
Personnel Base	2,087	2,087		-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay		-	-	-
Reclassifications	-	-	-	
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**89**	**93**	**4**	**4.66%**
Non-Personnel Official Expenses	79	83	4	5.26%
Leadership Official Expenses	10	10	-	-
TOTAL	**2,176**	**2,180**	**4**	**0.19%**
POSITIONS	**32**	**32**	-	-

Explanation of Changes Shown on Schedule C

House Leadership Offices
Office of the Majority Floor Leader

For salaries and expenses of the Office of the Majority Floor Leader, $2,180,048. The fiscal year (FY) 2018 budget request is $4,144 or 0.19% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $2,087,048 for mandatory items, no price level increases, $88,856 for program current services and a $4,144 increase in program changes.

I. Personnel Details: FY18 Request - $2,087,048

A. Base: $2,087,048

i. The estimated FY17 personnel compensation will be $2,087,048.

B. Budget Calculations:

i. FY17 Cost of Living Annualized (Non-Statutory Positions) - (0.72%) 2.88%

ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - (1.80%) 2.40%

iii. FY18 Longevity - 0.00%

iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:

i. FY17 Cost of Living Annualized (Non-Statutory Positions) - $0

ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - $0

iii. FY18 Overtime (Non-Statutory Positions) - $0

iv. FY18 Reclassifications (Non-Statutory Positions) - $0

v. FY18 Temporary Positions (Non-Statutory Positions) - $0

vi. FY18 Longevity (Non-Statutory Positions) - $0

vii. FY18 Meritorious Increase (Non-Statutory Positions) - $0

viii. FY18 Accrued Leave (Non-Statutory Positions) - $0

ix. FY18 Personnel Benefits (Non-Statutory Positions) - $0

x. FY18 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $93,000

A. Current Services:

i. Non-Personnel Official Expenses - $78,856

This account provides the necessary funding for the Office of the Majority Leader's non-personnel expenses.

ii. Leadership Official Expenses - $10,000

This funds the Majority Leader's allowance for official expenses.

B. Proposed Changes:

i. Non-Personnel Official Expenses - $4,144

This increase restores funding of the program to its FY16 Enacted level.

ii. Leadership Official Expenses - $0

Schedule A - Office of the Minority Floor Leader

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

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	4,096	6,666	6,666		-
1200 Personnel Benefits	3	10	10	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	44	110	110	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	1	3	3	-	
2400 Printing and Reproduction	10	10	10	-	-
2500 Other Services	69	90	90	-	-
2600 Supplies and Materials	93	211	225	14	6.40%
3100 Equipment	-		-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**4,315**	**7,101**	**7,114**	**14**	**0.19%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	52	55	55	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY16 funding period of availability was January 3, 2016 to January 2, 2017.

Schedule C - Office of the Minority Floor Leader

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**6,666**	**6,666**	-	-
Personnel Base	6,666	6,666	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave		-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**434**	**448**	**14**	**3.11%**
Non-Personnel Official Expenses	424	438	14	3.19%
Leadership Official Expenses	10	10	-	-
TOTAL	**7,101**	**7,114**	**14**	**0.19%**
POSITIONS	**55**	**55**	-	-

Explanation of Changes Shown on Schedule C

House Leadership Offices
Office of the Minority Floor Leader

For salaries and expenses of the Office of the Minority Floor Leader, $7,114,471. The fiscal year (FY) 2018 budget request is $13,525 or 0.19% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $6,666,471 for mandatory items, no price level increases, $434,475 for program current services and a $13,525 increase in program changes.

I. Personnel Details: FY18 Request - $6,666,471

A. Base: $6,666,471
  i. The estimated FY17 personnel compensation will be $6,666,471.

B. Budget Calculations:
  i. FY17 Cost of Living Annualized (Non-Statutory Positions) - (0.72%) 2.88%

  ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - (1.80%) 2.40%

  iii. FY18 Longevity - 0.00%

  iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
  i. FY17 Cost of Living Annualized (Non-Statutory Positions) - $0

  ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - $0

  iii. FY18 Overtime (Non-Statutory Positions) - $0

  iv. FY18 Reclassifications (Non-Statutory Positions) - $0

  v. FY18 Temporary Positions (Non-Statutory Positions) - $0

  vi. FY18 Longevity (Non-Statutory Positions) - $0

  vii. FY18 Meritorious Increase (Non-Statutory Positions) - $0

  viii. FY18 Accrued Leave (Non-Statutory Positions) - $0

  ix. FY18 Personnel Benefits (Non-Statutory Positions) - $0

  x. FY18 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $448,000

A. Current Services:

i. Non-Personnel Official Expenses - $424,475

This account provides the necessary funding for the Office of the Minority Floor Leader's non-personnel expenses.

ii. Leadership Official Expenses - $10,000

This funds the Minority Leader's allowance for official expenses.

B. Proposed Changes:

i. Non-Personnel Official Expenses - $13,525

This increase restores funding of the program to its FY16 Enacted level.

ii. Leadership Official Expenses - $0

Schedule A - Office of the Majority Whip

House of Representatives
Office of the Majority Whip
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	1,283	1,775	1,775	-	-
1200 Personnel Benefits	-	5	5	-	-
1300 Benefits to Former Personnel	-	-	-	-	
2100 Travel	14	15	15	-	-
2200 Transportation of Things		-	-	-	-
2300 Rent, Communications, Utilities		1	1	-	-
2400 Printing and Reproduction	-	5	5	-	-
2500 Other Services	-	1	1	-	-
2600 Supplies and Materials	13	81	85	4	4.40%
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,311**	**1,883**	**1,887**	**4**	**0.19%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**22**	**23**	**23**		

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY16 funding period of availability was January 3, 2016 to January 2, 2017.

Schedule C - Office of the Majority Whip

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**1,775**	**1,775**	-	
Personnel Base	1,775	1,775	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment		-	-	
Overtime Pay	-		-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	
Longevity Increase		-	-	
Meritorious Increase	-	-	-	-
Accrued Leave	-	-		-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	
C. PROGRAM CHANGES	**108**	**112**	**4**	**3.31%**
Non-Personnel Official Expenses	103	107	4	3.47%
Leadership Official Expenses	5	5	-	-
TOTAL	**1,883**	**1,887**	**4**	**0.19%**
POSITIONS	**23**	**23**	-	-

Explanation of Changes Shown on Schedule C

House Leadership Offices
Office of the Majority Whip

For salaries and expenses of the Office of the Majority Whip, $1,886,632. The fiscal year (FY) 2018 budget request is $3,586 or 0.19% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $1,774,632 for mandatory items, no price level increases, $108,414 for program current services and a $3,586 increase in program changes.

I. Personnel Details: FY18 Request - $1,774,632

   A. Base: $1,774,632
      i. The estimated FY17 personnel compensation will be $1,774,632.

   B. Budget Calculations:
      i. FY17 Cost of Living Annualized (Non-Statutory Positions) - (0.72%) 2.88%
      ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - (1.80%) 2.40%
      iii. FY18 Longevity - 0.00%
      iv. FY18 Meritorious Increase - 0.00%

   C. Requested Changes:
      i. FY17 Cost of Living Annualized (Non-Statutory Positions) - $0
      ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - $0
      iii. FY18 Overtime (Non-Statutory Positions) - $0
      iv. FY18 Reclassifications (Non-Statutory Positions) - $0
      v. FY18 Temporary Positions (Non-Statutory Positions) - $0
      vi. FY18 Longevity (Non-Statutory Positions) - $0
      vii. FY18 Meritorious Increase (Non-Statutory Positions) - $0
      viii. FY18 Accrued Leave (Non-Statutory Positions) - $0
      ix. FY18 Personnel Benefits (Non-Statutory Positions) - $0
      x. FY18 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY18 Request - $0
The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $112,000

A. Current Services:
   i. Non-Personnel Official Expenses - $103,414
   This account provides the necessary funding for the Office of the Majority Whip's non-personnel expenses.

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

B. Proposed Changes:
   i. Non-Personnel Official Expenses - $3,586
   This increase restores funding of the program to its FY16 Enacted level.

   ii. Leadership Official Expenses - $0

Schedule A - Office of the Minority Whip

House of Representatives
Office of the Minority Whip
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	1,664	1,445	1,445	-	-
1200 Personnel Benefits	-	5	5	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	1	3	3	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	-	1	1	-	-
2400 Printing and Reproduction	-	1	1	-	-
2500 Other Services	-	1	1	-	-
2600 Supplies and Materials		2	5	3	124.72%
3100 Equipment				-	
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,665**	**1,457**	**1,460**	**3**	**0.19%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	24	27	27	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY16 funding period of availability was January 3, 2016 to January 2, 2017.

Schedule C - Office of the Minority Whip

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**1,445**	**1,445**	-	-
Personnel Base	1,445	1,445	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized		-	-	-
Cost of Living Adjustment	-		-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-		-
Personnel Benefits		-	-	
B. PRICE LEVEL INCREASES		-	-	-
C. PROGRAM CHANGES	**12**	**15**	**3**	**23.67%**
Non-Personnel Official Expenses	7	10	3	41.26%
Leadership Official Expenses	5	5	-	-
TOTAL	**1,457**	**1,460**	**3**	**0.19%**
POSITIONS	**27**	**27**	-	-

Explanation of Changes Shown on Schedule C

House Leadership Offices
Office of the Minority Whip

For salaries and expenses of the Office of the Minority Whip, $1,459,639. The fiscal year (FY) 2018 budget request is $2,775 or 0.19% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $1,445,139 for mandatory items, no price level increases, $11,725 for program current services and a $2,775 increase in program changes.

I. Personnel Details: FY18 Request - $1,445,139

A. Base: $1,445,139
   i. The estimated FY17 personnel compensation will be $1,445,139.

B. Budget Calculations:
   i. FY17 Cost of Living Annualized (Non-Statutory Positions) - (0.72%) 2.88%

   ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - (1.80%) 2.40%

   iii. FY18 Longevity - 0.00%

   iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY17 Cost of Living Annualized (Non-Statutory Positions) - $0

   ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - $0

   iii. FY18 Overtime (Non-Statutory Positions) - $0

   iv. FY18 Reclassifications (Non-Statutory Positions) - $0

   v. FY18 Temporary Positions (Non-Statutory Positions) - $0

   vi. FY18 Longevity (Non-Statutory Positions) - $0

   vii. FY18 Meritorious Increase (Non-Statutory Positions) - $0

   viii. FY18 Accrued Leave (Non-Statutory Positions) - $0

   ix. FY18 Personnel Benefits (Non-Statutory Positions) - $0

   x. FY18 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $14,500

A. Current Services:

i. Non-Personnel Official Expenses - $6,725

This account provides the necessary funding for the Office of the Minority Whip's non-personnel expenses.

ii. Leadership Official Expenses - $5,000

This funds the Minority Whip's allowance used for official expenses.

B. Proposed Changes:

i. Non-Personnel Official Expenses - $2,775

This increase restores funding of the program to its FY16 Enacted level.

ii. Leadership Official Expenses - $0

Schedule A - Republican Conference

House of Representatives
Republican Conference
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	920	1,289	1,289	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	8	25	25	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	7	4	4	-	-
2400 Printing and Reproduction	20	12	12		-
2500 Other Services	41	60	60	-	-
2600 Supplies and Materials	76	112	115	3	2.55%
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	1,072	1,503	1,505	3	0.19%

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	20	20	20	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY16 funding period of availability was January 3, 2016 to January 2, 2017.

Schedule C - Republican Conference

House of Representatives
Detailed Analysis of Change by Organization
Republican Conference

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**1,289**	**1,289**	-	-
Personnel Base	1,289	1,289		-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized		-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-		-	-
Accrued Leave	-			-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**213**	**216**	**3**	**1.34%**
Non-Personnel Official Expenses	213	216	3	1.34%
Leadership Official Expenses	-	-	-	-
TOTAL	**1,503**	**1,505**	**3**	**0.19%**
POSITIONS	**20**	**20**	-	-

Explanation of Changes Shown on Schedule C

House Leadership Offices
Republican Conference

For salaries and expenses of the Republican Conference, $1,505,426. The fiscal year (FY) 2018 budget request is $2,862 or 0.19% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $1,289,426 for mandatory items, no price level increases, $213,138 for program current services and a $2,862 increase in program changes.

I. Personnel Details: FY18 Request - $1,289,426

A. Base: $1,289,426
   i. The estimated FY17 personnel compensation will be $1,289,426.

B. Budget Calculations:
   i. FY17 Cost of Living Annualized (Non-Statutory Positions) - (0.72%) 2.88%
   ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - (1.80%) 2.40%
   iii. FY18 Longevity - 0.00%
   iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY17 Cost of Living Annualized (Non-Statutory Positions) - $0
   ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - $0
   iii. FY18 Overtime (Non-Statutory Positions) - $0
   iv. FY18 Reclassifications (Non-Statutory Positions) - $0
   v. FY18 Temporary Positions (Non-Statutory Positions) - $0
   vi. FY18 Longevity (Non-Statutory Positions) - $0
   vii. FY18 Meritorious Increase (Non-Statutory Positions) - $0
   viii. FY18 Accrued Leave (Non-Statutory Positions) - $0
   ix. FY18 Personnel Benefits (Non-Statutory Positions) - $0
   x. FY18 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $216,000

A. Current Services:

i. Non-Personnel Official Expenses - $213,138

This account provides the necessary funding for the Office of the Republican Conference non-personnel expenses.

ii. Leadership Official Expenses - $0

B. Proposed Changes:

i. Non-Personnel Official Expenses - $2,862

This increase restores funding of the program to its FY16 Enacted level.

ii. Leadership Official Expenses - $0

Schedule A - Democratic Caucus

House of Representatives
Democratic Caucus
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	923	1,302	1,302	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	3	8	8	-	-
2200 Transportation of Things	-	1	1	-	-
2300 Rent, Communications, Utilities	1	3	3	-	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	1	1	1	-	-
2600 Supplies and Materials	58	170	173	3	1.67%
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**986**	**1,484**	**1,487**	**3**	**0.19%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**22**	**22**	**22**	**-**	**-**

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending. Leadership FY16 funding period of availability was January 3, 2016 to January 2, 2017.

Schedule C - Democratic Caucus

House of Representatives
Detailed Analysis of Change by Organization
Democratic Caucus

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**1,302**	**1,302**	-	
Personnel Base	1,302	1,302	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase		-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**182**	**185**	**3**	**1.55%**
Non-Personnel Official Expenses	182	185	3	1.55%
Leadership Official Expenses	-	-	-	-
TOTAL	**1,484**	**1,487**	**3**	**0.19%**
POSITIONS	**22**	**22**	-	-

Explanation of Changes Shown on Schedule C

House Leadership Offices
Democratic Caucus

For salaries and expenses of the Democratic Caucus, $1,487,258. The fiscal year (FY) 2018 budget request is $2,827 or 0.19% above the .*Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $1,302,258 for mandatory items, no price level increases, $182,173 for program current services and a $2,827 increase in program changes.

I. Personnel Details: FY18 Request - $1,302,258

  A. Base: $1,302,258
    i. The estimated FY17 personnel compensation will be $1,302,258.

  B. Budget Calculations:
    i. FY17 Cost of Living Annualized (Non-Statutory Positions) - (0.72%) 2.88%
    ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - (1.80%) 2.40%
    iii. FY18 Longevity - 0.00%
    iv. FY18 Meritorious Increase - 0.00%

  C. Requested Changes:
    i. FY17 Cost of Living Annualized (Non-Statutory Positions) - $0
    ii. FY18 Cost of Living Prorated (Non-Statutory Positions) - $0
    iii. FY18 Overtime (Non-Statutory Positions) - $0
    iv. FY18 Reclassifications (Non-Statutory Positions) - $0
    v. FY18 Temporary Positions (Non-Statutory Positions) - $0
    vi. FY18 Longevity (Non-Statutory Positions) - $0
    vii. FY18 Meritorious Increase (Non-Statutory Positions) - $0
    viii. FY18 Accrued Leave (Non-Statutory Positions) - $0
    ix. FY18 Personnel Benefits (Non-Statutory Positions) - $0
    x. FY18 Base Adjustment (Non-Statutory Positions) - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $185,000

A. Current Services:
  i. Non-Personnel Official Expenses - $182,173
  This account provides the necessary funding for the Office of the Democratic Caucus non-personnel expenses.

  ii. Leadership Official Expenses - $0

B. Proposed Changes:
  i. Non-Personnel Official Expenses - $2,827
  This increase restores funding of the program to its FY16 Enacted level.

  ii. Leadership Official Expenses - $0

Schedule A Total - House Leadership Offices

House of Representatives
Total - House Leadership Offices
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	14,755	20,840	20,840	-	-
1200 Personnel Benefits	3	55	55	-	
1300 Benefits to Former Personnel	-	-	-	-	
2100 Travel	76	182	182	-	-
2200 Transportation of Things	-	1	1	-	-
2300 Rent, Communications, Utilities	10	18	18	-	-
2400 Printing and Reproduction	32	52	52	-	-
2500 Other Services	132	159	159	-	-
2600 Supplies and Materials	392	931	974	42	4.55%
3100 Equipment	4	-		-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**15,404**	**22,237**	**22,279**	**42**	**0.19%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**222**	**245**	**245**	-	-

Schedule C - Total - House Leadership Offices

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**20,840**	**20,840**	-	-
Personnel Base	20,840	20,840	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-		-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**1,396**	**1,439**	**42**	**3.03%**
Office of the Speaker	357	370	13	3.80%
Office of the Majority Floor Leader	89	93	4	5.26%
Office of the Minority Floor Leader	434	448	14	3.19%
Office of the Majority Whip	108	112	4	3.47%
Office of the Minority Whip	12	15	3	41.26%
Republican Conference	213	216	3	1.34%
Democratic Caucus	182	185	3	1.55%
TOTAL	**22,237**	**22,279**	**42**	**0.19%**
POSITIONS	**245**	**245**	-	-

Schedule A - Members' Representational Allowances

House of Representatives
Members' Representational Allowances
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	403,648	417,313	425,600	8,287	1.99%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	19,281	23,000	22,385	(615)	(2.67%)
2200 Transportation of Things	5	5	5	-	-
2300 Rent, Communications, Utilities	57,969	55,000	60,910	5,910	10.75%
2400 Printing and Reproduction	17,462	15,000	20,000	5,000	33.33%
2500 Other Services	18,726	22,000	20,300	(1,700)	(7.73%)
2600 Supplies and Materials	10,716	11,473	11,800	327	2.85%
3100 Equipment	5,597	9,473	6,000	(3,473)	(36.66%)
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**533,404**	**553,264**	**567,000**	**13,736**	**2.48%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**7,290**	**9,702**	**9,702**	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Members' Representational Allowances

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**417,313**	**425,600**	**8,287**	**1.99%**
Personnel Base	417,313	415,802	(1,510)	(0.36%)
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	2,785	2,785	
Cost of Living Adjustment	-	7,013	7,013	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions				
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave			-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	609	609	-
C. PROGRAM CHANGES	**135,951**	**140,791**	**4,840**	**3.56%**
Official Expenses	125,951	123,791	(2,160)	(1.72%)
Official Mail	10,000	17,000	7,000	70.00%
TOTAL	**553,264**	**567,000**	**13,736**	**2.48%**
POSITIONS	**9,702**	**9,702**	-	-

Explanation of Changes Shown on Schedule C

Members' Representational Allowances

For salaries and expenses of the Members' Representational Allowances, $567,000,000. The fiscal year (FY) 2018 budget request is $13,736,026 or 2.48% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $425,600,050 for mandatory items, $609,000 in price level increases, $135,951,242 for program current services and a $4,839,708 increase in program changes.

I. Personnel Details: FY18 Request - $425,600,050

  A. Base: $415,802,497
    i. The estimated FY17 personnel compensation will be $415,802,497.

  B. Budget Calculations:
    i. FY17 Cost of Living Annualized - (0.67%) 2.88%
    ii. FY18 Cost of Living Prorated - (1.68%) 2.40%
    iii. FY18 Longevity - 0.00%
    iv. FY18 Meritorious Increase - 0.00%

  C. Requested Changes:
    i. FY17 Cost of Living Annualized - $2,784,978
    ii. FY18 Cost of Living Prorated - $7,012,575
    iii. FY18 Overtime - $0
    iv. FY18 Reclassifications - $0
    v. FY18 Temporary Positions - $0
    vi. FY18 Longevity - $0
    vii. FY18 Meritorious Increase - $0
    viii. FY18 Accrued Leave - $0
    ix. FY18 Personnel Benefits - $0
    x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $609,000
  The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $140,790,950

A. Current Services:

i. Official Expenses - $125,951,242

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

ii. Official Mail - $10,000,000

The Official Mail program covers all MRA mailing expenses from both the District and DC offices of all Members.

B. Proposed Changes

i. Official Expenses - ($2,160,292)

The variance in official expenses realigns the FY18 budget request across various line items to support spending trends.

ii. Official Mail - $7,000,000

In FY16, actual expenses for Official Mail were $16.8 million. This increase aligns the FY18 budget request with anticipated FY18 spending.

Schedule A - Standing Committees, Special and Select

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

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	105,943	114,000	115,437	1,437	1.26%
1200 Personnel Benefits		-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	534	453	552	99	21.98%
2200 Transportation of Things	-	1	1	-	-
2300 Rent, Communications, Utilities	1,597	1,613	1,613	-	-
2400 Printing and Reproduction	91	60	91	31	51.67%
2500 Other Services	2,158	1,812	2,400	588	32.42%
2600 Supplies and Materials	2,295	2,401	2,549	148	6.16%
3100 Equipment	3,288	3,328	3,120	(208)	(6.26%)
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**115,906**	**123,668**	**125,762**	**2,094**	**1.69%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	1,155	1,424	1,424	-	-

NOTE: FY16 actuals reflect data as of September 30, 2016. The period of availability ends on December 31, 2016 and post fiscal year activity, October 1, 2016 to December 31, 2016, is not reflected in these figures. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Standing Committees, Special and Select

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**114,000**	**115,437**	**1,437**	**1.26%**
Personnel Base	114,000	112,390	(1,610)	(1.41%)
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	809	809	-
Cost of Living Adjustment	-	2,038	2,038	-
Overtime Pay		200	200	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-		-	-
B. PRICE LEVEL INCREASES	-	**108**	**108**	-
C. PROGRAM CHANGES	**9,668**	**10,217**	**550**	**5.68%**
Official Expenses	9,668	10,217	550	5.68%
TOTAL	**123,668**	**125,762**	**2,094**	**1.69%**
POSITIONS	**1,424**	**1,424**	-	-

Explanation of Changes Shown on Schedule C

Standing Committees, Special and Select

For salaries and expenses of the Standing Committees, Special and Select, $125,762,000. The fiscal year (FY) 2018 budget request is $2,094,367 or 1.69% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $115,436,794 for mandatory items, $108,000 in price level increases, $9,667,633 for program current services and a $549,573 increase in program changes.

I. Personnel Details: FY18 Request - $115,436,794

A. Base: $112,390,000
  i. The estimated FY17 personnel compensation will be $112,390,000.

B. Budget Calculations:
  i. FY17 Cost of Living Annualized - (0.72%) 2.88%
  ii. FY18 Cost of Living Prorated - (1.80%) 2.40%
  iii. FY18 Longevity - 0.00%
  iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
  i. FY17 Cost of Living Annualized - $809,208
  ii. FY18 Cost of Living Prorated - $2,037,586
  iii. FY18 Overtime - $200,000
  iv. FY18 Reclassifications - $0
  v. FY18 Temporary Positions - $0
  vi. FY18 Longevity - $0
  vii. FY18 Meritorious Increase - $0
  viii. FY18 Accrued Leave - $0
  ix. FY18 Personnel Benefits - $0
  x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $108,000

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $10,217,206

A. Current Services:

i. Official Expenses - $9,667,633

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

B. Proposed Changes

i. Official Expenses - $549,573

The additional funding in non-personnel is requesting to support anticipated increases in spending due to the approved 115th Congressional Committees' Authorizations.

Schedule A - Hearing Room Renovations

House of Representatives
Hearing Room Renovations
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	-	-	-	-	
1300 Benefits to Former Personnel	-	-	-		-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	-	-			-
2300 Rent, Communications, Utilities	-	-	-	-	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	280	-	30	30	-
2600 Supplies and Materials	35	-	120	120	-
3100 Equipment	1,409	-	3,150	3,150	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,724**	**-**	**3,300**	**3,300**	**-**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	-		-	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Hearing Room Renovations

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	-	-	-	-
Personnel Base		-	-	-
Base Adjustment	-	-	-	
Cost of Living Adjustment Annualized	-		-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-		-	
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-		-
Personnel Benefits		-	-	
B. PRICE LEVEL INCREASES		-	-	
C. PROGRAM CHANGES	-	3,300	3,300	-
Hearing Room Renovations	-	3,300	3,300	-
TOTAL	-	3,300	3,300	-
POSITIONS	-	-	-	-

Explanation of Changes Shown on Schedule C

Standing Committees, Special and Select Hearing Room Renovations

For salaries and expenses of the Hearing Room Renovations, $3,300,000. The fiscal year (FY) 2018 budget request is $3,300,000 or 100.00% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $0 for mandatory items, no price level increases, $0 for program current services and a $3,300,000 increase in program changes.

I. Personnel Details: FY18 Request - $0

A. Base: $0
  i. The estimated FY17 personnel compensation will be $0.

B. Budget Calculations:
  i. FY17 Cost of Living Annualized - (0.72%) 2.88%
  ii. FY18 Cost of Living Prorated - (1.80%) 2.40%
  iii. FY18 Longevity - 0.00%
  iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
  i. FY17 Cost of Living Annualized - $0
  ii. FY18 Cost of Living Prorated - $0
  iii. FY18 Overtime - $0
  iv. FY18 Reclassifications - $0
  v. FY18 Temporary Positions - $0
  vi. FY18 Longevity - $0
  vii. FY18 Meritorious Increase - $0
  viii. FY18 Accrued Leave - $0
  ix. FY18 Personnel Benefits - $0
  x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $3,300,000

A. Current Services:

i. Hearing Room Renovations - $0

Hearing Room Renovations is an ongoing program authorized by the Committee on House Administration (CHA) in accordance with House Resolution 84 in 2002. Hearing Room Renovations utilizes no year funding and began receiving a separate appropriation in FY09. In 2013, the program was placed on hold. In 2014, renovations began to occur again. This program provides the CAO portion of renovations, lifecycle, emergency replacement and repair, and auxiliary systems and components that support House Committee hearing rooms.

In early 2016, the renovation of the Committee on Education and Workforce's main hearing room (2175 RHOB) was completed and the audio system for the Natural Resources Committee room (1324 LHOB) was replaced. Since then, CHA scheduled two major Committee hearing rooms to undergo full renovation. These hearing rooms, Judiciary (2141 RHOB) and Energy and Commerce (2123 RHOB), should be completed and ready for use in early 2017.

During 2017, as part of Phase 1 of the Cannon Renewal Project, two major hearing rooms will be renovated: Homeland Security (311 CHOB) and the Budget Committee (210 CHOB). CHA has not yet scheduled the additional hearing rooms to be renovated in 2017/2018. The Cannon Renewal Project does not fund the Audio Visual (AV) design, equipment purchase, installation and commissioning; therefore, Hearing Room Renovations funding is utilized.

B. Proposed Changes:

i. Hearing Room Renovations - $3,300,000

In FY18, the Cannon Renewal Project will require appropriated funds for the AV design and build out for the Committee on Veterans Affairs to stay on track for the Cannon Renewal Phase 2 timeline. Funding for two additional Committee Hearing room renovations, to be determined later by CHA, is also included in the FY18 Budget Request.

Funding will also be required for lifecycle and administrative costs to cover replacement, repair, maintenance, and contractor support of all the other Committee hearing rooms and their associated AV equipment as well as the archiving, webcasting, and storage costs associated with the broadcasts.

Schedule A - Total - Standing Committees, Special and Select

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

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	105,943	114,000	115,437	1,437	1.26%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	534	453	552	99	21.98%
2200 Transportation of Things	-	1	1	-	-
2300 Rent, Communications, Utilities	1,597	1,613	1,613	-	-
2400 Printing and Reproduction	91	60	91	31	51.67%
2500 Other Services	2,438	1,812	2,430	618	34.07%
2600 Supplies and Materials	2,331	2,401	2,669	268	11.16%
3100 Equipment	4,697	3,328	6,270	2,942	88.38%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**117,630**	**123,668**	**129,062**	**5,394**	**4.36%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**1,155**	**1,424**	**1,424**	-	-

Schedule C - Total - Standing Committees, Special and Select

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**114,000**	**115,437**	**1,437**	**1.26%**
Personnel Base	114,000	112,390	(1,610)	(1.41%)
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	809	809	-
Cost of Living Adjustment		2,038	2,038	-
Overtime Pay	-	200	200	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	**108**	**108**	**1.12%**
C. PROGRAM CHANGES	**9,668**	**13,517**	**3,850**	**39.82%**
Standing Committees, Special and Select	9,668	10,217	550	5.68%
Hearing Room Renovations	-	3,300	3,300	-
TOTAL	**123,668**	**129,062**	**5,394**	**4.36%**
POSITIONS	**1,424**	**1,424**	-	-

Schedule A - Committee on Appropriations

House of Representatives
Committee on Appropriations
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	19,276	21,785	22,332	547	2.51%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	27	60	30	(30)	(50.00%)
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	334	300	300	-	-
2400 Printing and Reproduction	4	10	10	-	-
2500 Other Services	824	986	514	(472)	(47.83%)
2600 Supplies and Materials	130	50	23	(27)	(54.00%)
3100 Equipment	25	36	17	(19)	(52.65%)
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**20,620**	**23,227**	**23,226**	**(1)**	**-**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**151**	**220**	**220**	**-**	**-**

NOTE: FY16 actuals reflect data as of September 30, 2016. The period of availability ends on December 31, 2016 and post fiscal year activity, October 1, 2016 to December 31, 2016, is not reflected in these figures. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Committee on Appropriations

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**21,785**	**22,332**	**547**	**2.51%**
Personnel Base	21,785	21,585	(200)	(0.92%)
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	155	155	-
Cost of Living Adjustment		391	391	-
Overtime Pay		200	200	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-		-
Accrued Leave	-	-		-
Personnel Benefits	-		-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**1,442**	**894**	**(548)**	**(37.97%)**
Administration	1,442	894	(548)	(37.97%)
TOTAL	**23,227**	**23,226**	**(1)**	-
POSITIONS	**220**	**220**	-	-

Explanation of Changes Shown on Schedule C

Committee on Appropriations

For salaries and expenses of the Committee on Appropriations, $23,226,000. The fiscal year (FY) 2018 budget request is ($766) or 0.00% below the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $22,331,667 for mandatory items, no price level increases, $1,441,836 for program current services and a ($547,503) decrease in program changes.

I. Personnel Details: FY18 Request - $22,331,667

A. Base: $21,584,930
  i. The estimated FY17 personnel compensation will be $21,584,930.
  ii. The estimated FY17 overtime will be $0.

B. Budget Calculations:
  i. FY17 Cost of Living Annualized - (0.72%) 2.88%
  ii. FY18 Cost of Living Prorated - (1.80%) 2.40%
  iii. FY18 Longevity - 0.00%
  iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
  i. FY17 Cost of Living Annualized - $155,411
  ii. FY18 Cost of Living Prorated - $391,326
  iii. FY18 Overtime - $200,000
  iv. FY18 Reclassifications - $0
  v. FY18 Temporary Positions - $0
  vi. FY18 Longevity - $0
  vii. FY18 Meritorious Increase - $0
  viii. FY18 Accrued Leave - $0
  ix. FY18 Personnel Benefits - $0
  x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0

The non-personnel inflation factor is 2.30%.

III. Program Details: FY18 Request - $894,333

A. Current Services:

i. Administration - $1,441,836

The Administration program of the Committee on Appropriations is composed of non-personnel items such as equipment, travel, telecommunications, printing and contract services.

B. Proposed Changes

i. Administration - ($547,503)

This decrease in non-personnel spending offsets an anticipated increase in personnel expenses due to cost of living adjustments. In addition, the Committee did not request additional funding for anticipated increases to non personnel expenses due to inflation. The Committee plans to absorb this future cost.

Schedule A - Office of the Clerk

House of Representatives
Office of the Clerk
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	19,091	20,422	21,375	953	4.67%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	59	102	97	(5)	(4.45%)
2200 Transportation of Things	14	13	20	7	54.14%
2300 Rent, Communications, Utilities	184	207	231	24	11.78%
2400 Printing and Reproduction	7	42	30	(12)	(29.28%)
2500 Other Services	1,740	2,086	2,950	864	41.44%
2600 Supplies and Materials	546	697	673	(24)	(3.43%)
3100 Equipment	802	1,365	3,045	1,680	123.03%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	22,443	24,933	28,421	3,488	13.99%

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**193**	**216**	**216**		-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Office of the Clerk

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**20,422**	**21,375**	**953**	**4.67%**
Personnel Base	20,422	20,668	246	1.20%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	135	135	-
Cost of Living Adjustment	-	341	341	
Overtime Pay	-	100	100	-
Reclassifications			-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	131	131	-
Meritorious Increase	-	-	-	
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES		**70**	**70**	**-**
C. PROGRAM CHANGES	**4,511**	**6,976**	**2,465**	**54.63%**
Capitol Service Groups	35	28	(7)	(19.39%)
Clerk of the House	23	23	-	-
Closed Captioning	481	518	37	7.65%
Immediate Office of the Clerk	470	372	(98)	(20.90%)
Legislative Computer Systems	1,220	3,335	2,115	173.47%
Legislative Resource Center	434	758	324	74.85%
Newspaper Subscriptions	180	180	-	-
Office of Art & Archives	212	278	66	30.95%
Office of Chaplain	2	2	-	-
Office of Communications	62	55	(7)	(10.62%)
Office of House Employment Counsel	256	212	(44)	(17.03%)
Office of Legislative Operations	68	65	(3)	(4.23%)
Office of the Historian	10	10	-	-
Office of the Historian's Staff	159	229	70	44.30%
Official Reporters	203	177	(26)	(12.65%)
Stenographic Reporting	699	734	35	5.06%
TOTAL	**24,933**	**28,421**	**3,488**	**13.99%**
POSITIONS	**216**	**216**	**-**	**-**

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of the Clerk

For salaries and expenses of the Office of the Clerk, $28,421,000. The fiscal year (FY) 2018 budget request is $3,487,591 or 13.99% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $21,375,000 for mandatory items, $70,000 in price level increases, $4,511,437 for program current services and a $2,464,563 increase in program changes.

I. Personnel Details: FY18 Request - $21,375,000

  A. Base: $20,668,000
    i. The estimated FY17 personnel compensation will be $20,668,000.

  B. Budget Calculations:
    i. FY17 Cost of Living Annualized - (0.65%) 2.88%
    ii. FY18 Cost of Living Prorated - (1.64%) 2.40%
    iii. FY18 Longevity - 0.62%
    iv. FY18 Meritorious Increase - 0.00%

  C. Requested Changes:
    i. FY17 Cost of Living Annualized - $135,000
    ii. FY18 Cost of Living Prorated - $341,000
    iii. FY18 Overtime - $100,000
    iv. FY18 Reclassifications - $0
    v. FY18 Temporary Positions - $0
    vi. FY18 Longevity - $131,000
    vii. FY18 Meritorious Increase - $0
    viii. FY18 Accrued Leave - $0
    ix. FY18 Personnel Benefits - $0
    x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $70,000
The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $6,976,000

A. Current Services:

i. Capitol Service Groups - $34,733
The Capitol Service Groups maintain the Lindy Claiborne Boggs Congressional Women's Reading Room, the Members and Family Committee Room, and the Congressional Prayer Room, which are near the House Chamber and provide Members and their families with spaces for rest and reflection. The Capitol Services Groups also provides the Floor clerks.

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

iii. Closed Captioning - $481,200
The Closed Captioning contract provides closed captioning services for the House Floor.

iv. Immediate Office of the Clerk - $470,283
The Immediate Office of the Clerk (IO) supports all other Clerk organizations with respect to Human Resources, Budget and Contract Administration, and interaction with other House entities such as Financial Counseling and Payroll. The IO also supervises vacant Member offices, receives messages for the House from the President and the U.S. Senate, and prepares and delivers enrolled bills to the White House; and manages the official vehicle leases.

v. Legislative Computer Systems - $1,219,512
Legislative Computer Systems (LCS) develops and maintains mission-critical systems that support the legislative process and public disclosure filing. LCS maintains the Office of the Clerk's website, develops applications for Clerk and House-wide initiatives, and provides technical support to House Committees and the legislative branch in the coordination of legislative data exchange. LCS also supports the Senate with the Bioguide and legislative disclosure filings and the website docs.house.gov.

vi. Legislative Resource Center - $433,514
The Legislative Resource Center (LRC) responds to congressional and public inquiries regarding the legislative activities of the current Congress. LRC serves as the repository and disseminator of official House legislative documents and supplies House Members with copies of bills to be considered on the Floor. LRC also manages the filings and retention of public disclosure documents; maintains the official rolls and lists of the House, including nominee and election statistics; and operates the House Library space in the Cannon House Office Building. LRC produces several informational publications and serves as the House liaison to the Government Publishing Office.

vii. Newspaper Subscriptions - $180,000
Newspaper Subscriptions program provides subscriptions of periodicals for House Leadership Offices.

viii. Office of Art & Archives - $212,287
The Office of Art and Archives (OAA) curates the House Collection of fine art and artifacts, processes House records and oversees their eventual safe transfer to the National Archives and Records Administration, aids House Committees and Officers in identifying records to retain permanently, and provides management advice to Member offices on their congressional papers. OAA also offers informational and other services concerning House records and the House Collection.

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

x. Office of Communications - $61,532
The Office of Communications provides integrated strategic communications support to all divisions of the Office of the Clerk. Services include message positioning and branding, web and print content development, graphic design and document production, event support, user interface design, and development of video and multimedia presentations.

xi. Office of House Employment Counsel - $255,513
The Office of House Employment Counsel provides House employing offices with legal advice, training, and representation in matters arising under the Congressional Accountability Act.

xii. Office of Legislative Operations - $67,869
The Office of Legislative Operations supports legislative activities on the Floor, such as overseeing the recording of votes and operating the Electronic Voting System; preparing messages that inform the Senate of House-passed legislation; and reading and processing bills, resolutions, motions, and presidential messages that come before the House. Legislative Operations also compiles and publishes the minutes of daily House proceedings and prepares summaries of Floor and House Committee activities, which are published in the Daily Digest of the Congressional Record.

xiii. Office of the Historian - $10,000
The Office of the Historian studies and documents the rich history of the United States House of Representatives as a resource for Members, staff, scholars, the media, and the public. It serves as both the House's institutional memory and strives to inspire greater understanding about that body's central role in U.S. history.

xiv. Office of the Historian's Staff - $158,697
Rule II, Clause 7, of the Rules of the House of Representatives, provides for the Office of the Historian. The mission of the Historian's Office is to research, interpret, and promote the institution's distinctive history and heritage. Historian

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

xv. Official Reporters - $202,628
The Office of Official Reporters is responsible for reporting and transcribing House Floor proceedings for publications in the Congressional Record, as well as transcript production for all Committee hearings and markups.

xvi. Stenographic Reporting - $698,669
Stenographic Reporting provides funding for any supplemental costs associated with stenographic reporting for House committees.

B. Proposed Changes:

i. Capitol Service Groups - ($6,733)
This decrease reflects a reduction in training costs.

ii. Clerk of the House - $0

iii. Closed Captioning - $36,800
This increase reflects the estimated increase in contractual services.

iv. Immediate Office of the Clerk - ($98,283)
This reduction reflects an anticipated decrease in costs related to service contracts, etc.

v. Legislative Computer Systems - $2,115,488
This request is for the anticipated increase for maintenance, hardware, and software purchases for the Redstone data center ($1,565,488) as well as for the initial startup of Phase Two of the Comparative Print Rule Project ($550,000) which will begin the process of providing a set of tools accessible by all House staff that create on-demand static comparative prints and tools for appropriate House staff to post the static comparative prints on a publicly available website in both printable and searchable formats.

vi. Legislative Resource Center - $324,486
This increase is due to the need to purchase a color production printer for the production office in the Cannon Building and cost increases for online subscriptions and database services.

vii. Newspaper Subscriptions - $0

viii. Office of Art & Archives - $65,713
This reflects anticipated increases in transportation, conservation, and storage expenses for the House collection and additional costs for online database subscriptions.

ix. Office of Chaplain - $0

x. Office of Communications - ($6,532)
This reflects a decrease in anticipated technology purchases, software, etc.

xi. Office of House Employment Counsel - ($43,513)
This reflects a reduction in travel expenses based on historical data, and a reduction in technology maintenance contracts and equipment needs.

xii. Office of Legislative Operations - ($2,869)
This reflects an anticipated reduction in supply and equipment purchases and communication expenses.

xiii. Office of the Historian - $0

xiv. Office of the Historian's Staff - $70,303
This increase reflects scheduled work on the BioGuide project.

xv. Official Reporters - ($25,628)
This reflects a reduction in equipment purchases.

xvi. Stenographic Reporting - $35,331
This increase will support projected needs for additional Congressional hearings.

Schedule A - Office of the Sergeant at Arms

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

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	8,591	9,887	11,104	1,217	12.31%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	128	62	143	81	130.65%
2200 Transportation of Things	-	-	-		-
2300 Rent, Communications, Utilities	136	157	157	-	-
2400 Printing and Reproduction	1	16	9	(7)	(43.75%)
2500 Other Services	3,590	1,843	1,879	36	1.94%
2600 Supplies and Materials	129	123	220	97	78.86%
3100 Equipment	1,855	2,711	4,564	1,853	68.35%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**14,430**	**14,799**	**18,076**	**3,277**	**22.14%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**120**	**132**	**144**	**12**	**9.09%**

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Office of the Sergeant at Arms

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**9,887**	**10,386**	**499**	**5.05%**
Personnel Base	9,887	9,977	90	0.91%
Base Adjustment	-	104	104	-
Cost of Living Adjustment Annualized	-	63	63	-
Cost of Living Adjustment	-	157	157	-
Overtime Pay	-	10	10	
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	75	75	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**75**	**75**	**-**
C. PROGRAM CHANGES	**4,912**	**7,615**	**2,703**	**55.02%**
House Garages/Parking Security	17	55	38	223.53%
Immediate Office	863	2,735	1,872	216.92%
Information Services	640	487	(153)	(23.91%)
Office of Emergency Management	3,272	3,568	296	9.04%
Protocol and Chamber Operations	120	52	(68)	(56.67%)
Staff Level Increase	-	718	718	-
TOTAL	**14,799**	**18,076**	**3,277**	**22.14%**
POSITIONS	**132**	**144**	**12**	**9.09%**

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of the Sergeant at Arms

For salaries and expenses of the Office of the Sergeant at Arms, $18,076,000. The fiscal year (FY) 2018 budget request is $3,277,066 or 22.14% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $10,386,000 for mandatory items, $75,000 in price level increases, $4,912,313 for program current services and a $2,702,687 increase in program changes.

I. Personnel Details: FY18 Request - $10,386,000

  A. Base: $9,977,000
    i. The estimated FY17 personnel compensation will be $9,977,000.

  B. Budget Calculations:
    i. FY17 Cost of Living Annualized - (0.67%) 2.88%

    ii. FY18 Cost of Living Prorated - (1.66%) 2.40%

    iii. FY18 Longevity - 0.73%

    iv. FY18 Meritorious Increase - 0.00%

  C. Requested Changes:
    i. FY17 Cost of Living Annualized - $63,000

    ii. FY18 Cost of Living Prorated - $157,000

    iii. FY18 Overtime - $10,000

    iv. FY18 Reclassifications - $0

    v. FY18 Temporary Positions - $0

    vi. FY18 Longevity - $75,000

    vii. FY18 Meritorious Increase - $0

    viii. FY18 Accrued Leave - $0

    ix. FY18 Personnel Benefits - $0

    x. FY18 Base Adjustment - $104,000

II. Price Level Details: FY18 Request - $75,000

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $7,615,000

A. Current Services:

i. House Garages/Parking Security - $17,000
The division of House Garages and Parking Security is responsible for the safety and security of all vehicles and pedestrians in the House garages and parking areas. The division enforces the parking policies and allocations set forth by the Committee on House Administration.

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

iii. Immediate Office - $863,000
The Sergeant at Arms Immediate Office oversees and administers all divisions within the organization. Within the Immediate Office falls the division of Police Services/Law Enforcement. Staff in the division of Police Services/Law Enforcement provide logistical and security support at on and off campus events involving Members of Congress.

iv. Information Services - $640,000
The division of Information Services is comprised of the following two sections: Information Technology and Identification Services. The Information Technology section provides technical support for the entire Office of the Sergeant at Arms relating to information technology infrastructure, telecommunications, and end user support. The Identification Services section assists with the security of the Capitol complex by issuing ID badges to all authorized personnel within the House and the Architect of the Capitol.

v. Office of Emergency Management - $3,272,313
The division of Emergency Management serves as the focal point for the House of Representatives emergency planning and continuity programs. The division manages life safety support programs, specialized emergency Member support programs, the House Operations Center, and internal continuity activities for the Office of the Sergeant at Arms.

vi. Protocol and Chamber Operations - $120,000
The division of Protocol and Chamber Operations is comprised of Chamber Security, Chamber Support Services, and the House Appointments Desks. Staff in this division facilitates and controls access to the House Chamber when the House is in or out of session, maintains decorum in the House Chamber, and assists visitors on official business with access to the Capitol Building.

B. Proposed Changes:

i. House Garages/Parking Security - $38,000
The increase is due to non-recurring costs associated with the purchase of parking permits for use in the 116th Congress.

ii. House Security Office - $0

iii. Immediate Office - $1,872,000
The increase is due to initiatives involving security equipment for Member district offices and travel associated with security training for district office staff and is off-set by non-recurring costs associated with consultant services utilized in FY17.

iv. Information Services - ($153,000)
The decrease is due to a non-recurring equipment purchase in FY17.

v. Office of Emergency Management - $295,687
The increase is due to staff training, emergency preparedness systems, and security initiatives that were unfunded in FY17 as a result of the Continuing Resolution.

vi. Protocol and Chamber Operations - ($68,000)
The decrease is due to reduced temporary staff support services.

vii. Staff Level Increase - $718,000
4 new FTE in the division of House Garages and Parking Security will provide a consistent presence on all lots and garages and will provide House staff with parking availability during the renovation of the Rayburn garage. 1 new FTE in the division of House Security will staff the SCIF located in the Rayburn building. This FTE will control access to the SCIF, perform administrative tasks necessary to ensure the integrity of the SCIF, monitor the classified briefings and serve as the recipient of classified information from various intelligence agencies. 2 new FTE in the Immediate Office will provide expanded coverage in the O'Neill Building Service Center as additional House staff will have offices in the building once it is transferred from GSA to the House of Representatives. 1 new FTE in the division of Information Services will provide database expertise and will ensure the various systems that the Sergeant at Arms uses that rely on Microsoft Server SQL remain operational and efficient. In addition this FTE will provide desktop and technical support to all Sergeant at Arms staff. 2 new FTE in the division of Emergency Management will provide support to the emergency preparedness, operations, and planning efforts of the office and will focus on emergency preparedness training for Member and Committee offices. 2 new FTE in the division of Protocol & Chamber Operations will assist in the enforcement of policies and procedures related to floor access.

Schedule A - Office of the Chief Administrative Officer

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

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	57,733	67,876	69,589	1,713	2.52%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	235	265	350	85	32.08%
2200 Transportation of Things	4	18	18	-	-
2300 Rent, Communications, Utilities	4,019	5,746	5,748	2	0.03%
2400 Printing and Reproduction	45	36	44	8	22.22%
2500 Other Services	16,297	19,963	30,022	10,059	50.39%
2600 Supplies and Materials	2,069	3,127	3,238	111	3.55%
3100 Equipment	16,473	19,911	24,626	4,715	23.68%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**96,876**	**116,942**	**133,635**	**16,693**	**14.27%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	608	714	714		-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Office of the Chief Administrative Officer

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**67,876**	**69,589**	**1,713**	**2.52%**
Personnel Base	67,876	66,874	(1,002)	(1.48%)
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	481	481	-
Cost of Living Adjustment	-	1,212	1,212	-
Overtime Pay	-	476	476	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	546	546	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**49,066**	**64,046**	**14,980**	**30.53%**
Acquisitions	8,489	8,667	178	2.10%
CAO Immediate Office & Galleries	2,347	2,815	468	19.95%
Finance	1,003	885	(118)	(11.79%)
House Information Resources	28,141	29,617	1,476	5.24%
House Recording Studio	900	1,224	324	36.04%
Human Resources	869	1,036	167	19.23%
Logistics & Support	5,197	5,294	97	1.86%
Strategic Initiatives/CAO-Wide	2,120	14,508	12,388	584.34%
TOTAL	**116,942**	**133,635**	**16,693**	**14.27%**
POSITIONS	**714**	**714**	-	-

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of the Chief Administrative Officer

For salaries and expenses of the Office of the Chief Administrative Officer, $133,635,000. The fiscal year (FY) 2018 budget request is $16,692,731 or 14.27% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $69,589,000 for mandatory items, no price level increases, $49,066,269 for program current services and a $14,979,731 increase in program changes.

I. Personnel Details: FY18 Request - $69,589,000

- A. Base: $66,874,000
  - i. The estimated FY17 personnel compensation will be $66,874,000.
- B. Budget Calculations:
  - i. FY17 Cost of Living Annualized - (0.72%) 2.88%
  - ii. FY18 Cost of Living Prorated - (1.80%) 2.40%
  - iii. FY18 Longevity - 0.80%
  - iv. FY18 Meritorious Increase - 0.00%
- C. Requested Changes:
  - i. FY17 Cost of Living Annualized - $481,000
  - ii. FY18 Cost of Living Prorated - $1,212,000
  - iii. FY18 Overtime - $476,000
  - iv. FY18 Reclassifications - $0
  - v. FY18 Temporary Positions - $0
  - vi. FY18 Longevity - $546,000
  - vii. FY18 Meritorious Increase - $0
  - viii. FY18 Accrued Leave - $0
  - ix. FY18 Personnel Benefits - $0
  - x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $64,046,000

A. Current Services:

i. Acquisitions - $8,488,726
The Office of Acquisitions Management is responsible for House-wide purchasing, contract planning and the execution of contracts, and the contract management for mail operations, food services, fitness centers, barber shop and salon, shoe shine, and dry cleaners.

ii. CAO Immediate Office & Galleries - $2,346,866
The CAO Immediate Office manages the Internal Controls program, House-wide subscriptions for National Journal and CQ Quarterly, and the Senate telephone operators memorandum of understanding (MOU), and includes budgets for the three House Galleries – Radio TV Gallery, Periodical Press Gallery, and House Press Gallery.

iii. Finance - $1,003,240
The Office of Finance provides financial management services to Leadership, Members, Committees, Officers and Offices of the U.S. House of Representatives. This office includes six divisions: Accounting; Budget, Policy & Planning; Financial Counseling; Members' Services; Payroll & Benefits (P&B); and an Immediate Office which supports its administrative and financial operations.

iv. House Information Resources - $28,141,486
House Information Resources (HIR) provides Information Technology (IT) services for the legislative, oversight and communication needs of the House. This includes building and maintaining enterprise financial and communication systems for Members, Committees and Leadership.

HIR has five main service areas: Customer Support (TSRs and Telecom Administrators); Enterprise Systems and Web Applications (core financial and payroll systems, websites, HouseNet); Infrastructure and Operations (servers, file storage, Internet access, networking, mobility/Wi-Fi, voice and data connectivity); Cybersecurity/Data Integrity; and IT to Business Management Services.

v. House Recording Studio - $899,731
The House Recording Studio (HRS) provides audio and video services to Members, Committees, Leadership and House Officers which allows information to be disseminated to constituents and other entities. This includes the official audio and video record of floor proceedings (copies of which go to the National Archives and Library of Congress) as well as handling audio visual room setups in the CVC and most special event rooms. HRS also is tasked with operating and maintaining equipment in House Committee Hearing Rooms and provides broadcasting, webcasting and archiving of hearings as requested by Committees.

vi. Human Resources - $868,878
The Office of Human Resources (HR) is comprised of both internal and external HR services. The HR Immediate Office (which encompasses CAO Human

Resources, Diversity and Organizational Change Management, Privacy Assurance, and Personnel Security and Safety) provides the internal full lifecycle HR services to the CAO organization. The Office of Employee Assistance, House Learning Center and House Wounded Warrior Program, within HR, provides external House-wide HR services.

vii. Logistics & Support - $5,197,342
Logistics & Support (L&S) provides furniture and furnishings services to the House community including furniture procurement, carpeting, upholstery, drapery, picture framing and engraving services. Furniture is manufactured by the House, provided from House inventory, or obtained through third party vendors. This includes traditional furnishings, modular furniture, finish schedules, refurbishment, and warehousing. Additionally, this office manages logistic activities supporting House offices, Committee and special event rooms, as well as graphics and photography services to the House campus. Finally, L&S administers Asset Management for the House by maintaining an accurate accounting of thousands of items including equipment during their lifecycle.

viii. Strategic Initiatives/CAO-Wide - $2,120,000
Strategic Initiatives/CAO-Wide provides funding for key initiatives in support of the CAO's Mission to serve the House community by providing administrative, technical, and operational solutions so Members can perform their Constitutional duties. These funds are used to support cybersecurity efforts; technologies that facilitate governance, user identity, provisioning and access; automation of routine business services which strengthens security, improves visibility, and simplifies compliance for organizations; and upgrading the PeopleSoft financial system.

B. Proposed Changes:

i. Acquisitions - $178,274
This request for additional funding will support an increase for the next option period of the traditional mail contract, September 1, 2017 through August 31, 2019. Before the start of the new option period, the House and Library of Congress will renegotiate a portion of the contract which may result in a small amount of savings. Additionally, Acquisitions expects to see increases in rent, security and utility fees associated with the Capitol Heights Mail facility.

ii. CAO Immediate Office & Galleries - $468,134
The increase will fund the required contractor assistance for the Internal Control Enterprise Risk Management (ERM) Initiative as well as ongoing internal control improvement work. The IO also requests funding to support increased subscription costs for GovDelivery, National Journal and CQ Quarterly. Finally, the IO requires funding to support the telephone operator costs that are shared with the Senate.

iii. Finance - ($118,240)
This decrease reflects the reduction in the number of contractors within Payroll & Benefits (P&B) because it has been determined that current staff will be able to efficiently perform Affordable Care Act (ACA) associated activities historically executed by contractors.

iv. House Information Resources - $1,475,514

Additional funding is required to support anticipated increases in maintenance and licensing fees. Additionally, the cost of the annual Microsoft subscription license is increasing due to the implementation of Office 365. New for FY18, HIR will be adding a Cloud Web Hosting annual subscription as migration to this platform is scheduled for completion in FY17. Finally, HIR will be replacing ImageNow, currently used in conjunction with our payroll system, due to the company's acquisition by a foreign agent.

v. House Recording Studio - $324,269
This increase will fund essential lifecycle replacement of several equipment pieces that are well beyond industry lifecycle and need to be replaced during FY18 for dependable broadcasting and floor coverage. All studio operations equipment requiring replacement is not used for Committee broadcasting. As such, the CAO is responsible for these costs.

vi. Human Resources - $167,122
This increase will fund additional contractor support for new initiatives including labor relations, professional development, recruiting, and online training course development. In addition, HR requires funding to support increased maintenance costs of contractual and licensing agreements.

vii. Logistics & Support - $96,658
The additional funding will support increases in existing contractor support requirements to cover the addition of Asset Management Tasks. Also, L&S requires funding to support additional contractor requirements for the Modular/Transition directorate due to expanding duties and workload as a result of the Cannon Renewal Project and increased requests from Member offices with modular furniture.

viii. Strategic Initiatives/CAO-Wide - $12,388,000
The CAO is requesting additional funding for the CAO's cybersecurity program that keeps the House community secure. As technology continues to progress at an accelerating rate, so do the threat levels associated with IT. As these threats evolve and elevate, the House must also evolve and elevate its security posture. This funding will support existing cybersecurity contractor support that was originally funded through the CAO's unfunded process and long term program requirements. Also, the CAO is requesting funding for MySQL license subscription renewals that are used by Member-facing websites, financial systems and other mission critical systems as well as database licenses for new projects. Having no year funding for these efforts will allow the CAO the flexibility needed to execute these efforts without time constraints.

Schedule A - Office of Inspector General

House of Representatives
Office of Inspector General
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	3,202	3,737	3,806	69	1.85%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	12	11	12	-	2.30%
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	26	38	39	1	2.30%
2400 Printing and Reproduction	2	4	4	-	-
2500 Other Services	141	784	1,014	230	29.41%
2600 Supplies and Materials	15	96	98	2	2.30%
3100 Equipment	144	62	64	1	2.30%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	3,541	4,733	5,037	304	6.43%

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	23	25	25	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Office of Inspector General

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**3,737**	**3,806**	**69**	**1.85%**
Personnel Base	3,737	3,737	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	20	20	-
Cost of Living Adjustment	-	49	49	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**16**	**16**	**-**
C. PROGRAM CHANGES	**996**	**1,215**	**219**	**22.02%**
General Operations Program	178	181	2	1.16%
Audit, Advisory, and Investigative Services Program	734	949	215	29.31%
Training Program	83	85	2	2.30%
TOTAL	4,733	**5,037**	**304**	**6.43%**
POSITIONS	25	25	-	-

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of Inspector General

For salaries and expenses of the Office of Inspector General, $5,037,000. The fiscal year (FY) 2018 budget request is $304,205 or 6.43% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $3,806,254 for mandatory items, $16,000 in price level increases, $995,541 for program current services and a $219,205 increase in program changes.

I. Personnel Details: FY18 Request - $3,806,254

A. Base: $3,737,254
- i. The estimated FY17 personnel compensation will be $3,737,254.

B. Budget Calculations:
- i. FY17 Cost of Living Annualized - (0.54%) 2.88%
- ii. FY18 Cost of Living Prorated - (1.30%) 2.40%
- iii. FY18 Longevity - 0.00%
- iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
- i. FY17 Cost of Living Annualized - $20,000
- ii. FY18 Cost of Living Prorated - $49,000
- iii. FY18 Overtime - $0
- iv. FY18 Reclassifications - $0
- v. FY18 Temporary Positions - $0
- vi. FY18 Longevity - $0
- vii. FY18 Meritorious Increase - $0
- viii. FY18 Accrued Leave - $0
- ix. FY18 Personnel Benefits - $0
- x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $16,000

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $1,214,746

A. Current Services:

i. Audit, Advisory, and Investigative Services Program - $734,212
The Audit, Advisory, and Investigative Services (AAIS) program includes salaries for the Inspector General, two (2) Deputy IGs, and nineteen (19) audit, advisory, investigative, and quality assurance staff members. Based upon specific audit or advisory requirements, the Office of Inspector General (OIG) may augment its staff with contractors having specialized technical skills or subject matter expertise. The OIG prepares a Work Plan which is reviewed and approved by both the Majority and Minority of the Committee on House Administration (Committee). This plan consists of requested projects from the House Officers and the Committee, as well as additionally recommended audits and advisories based on the OIG's assessment of potential risks to the House. The scope, depth, and number of audits and advisories vary from year to year because of changes in House operations, emerging trends, the continual reassessment of risk, and the availability of funds for obligation. Investigative services are performed on an as needed basis; therefore, the number, scope, and level of effort for investigative projects is not easily predicted.

Support for the AAIS Program includes contracting qualified subject matter experts to provide support on certain management advisory and audit services. Additionally, included in this program is the purchase of audit-specific supplies (e.g. computer hardware, software, and forensic tools for audits and investigations), printing of OIG Advisory Services and Fraud Awareness brochures, and audit- or advisory-specific training. Finally, included in this program funding is audit- or advisory-related subscriptions, publications, and research services used as guides, references, and resources in the planning and performance of audits, advisories, and investigations.

ii. General Operations Program - $178,487
The General Operations (OPS) Program includes salaries for three (3) Support Services Division staff members who provide human resources management, contracting and procurement services, IT support, budget formulation and execution, process improvements and automation, the OIG's Quality Assurance Program, files maintenance and disposition, and other administrative support activities to ensure audit and advisory staff and management have the necessary resources, services, and support to effectively and efficiently perform mission activities. This program includes the purchase of general office supplies, equipment (including maintenance agreements), office furnishings, enterprise computer software, hardware, and/or licensing agreements, relevant publications, communications equipment and service subscriptions, consultant and technical service support, as well as payment for shipment of purchased items.

iii. Training Program - $82,842
Rule II states that the OIG will conduct its audit, investigative, and advisory work in a manner consistent with government-wide auditing standards. Generally Accepted Government Auditing Standards are published by the Comptroller General and have been adopted by the House OIG and all Federal Inspectors General. To comply with the GAO Yellow Book requirements and Rule II, all auditors, and specialists supporting auditors, are required to have a minimum of 80 hours of specialized

training every two years. To meet these training requirements and to ensure we develop overall staff expertise to meet our important mission, the OIG relies upon various government training programs and non-government vendors, (technical training institutions and national and local chapters of professional associations) for training. The majority of this training is done locally but in some instances, travel and travel expenses are necessary if the training cannot be obtained in a timely fashion or is not available locally. Purchases of computer software, training aids, accessories, or publications associated with OIG training are also covered under this program.

B. Proposed Changes:

i. Audit, Advisory, and Investigative Services Program - $215,221

The FY18 budget for Other Services is being increased to be more representative of the OIG's need to fund the audit of the House financial statements by an independent auditor, as well as to contract with subject matter experts to perform or assist OIG staff in performing audits and advisories. The AAIS Program's Other Services budget line was drastically reduced (26.5%) in the FY17 budget allocation to absorb the rescission and mandatory COLA of the Further Continuing and Security Assistance Appropriations Act (P.L. 114-254). In addition, in our FY17 budget request we increased our Non-Statutory Compensation base to fund our newest FTE, which was approved by the Committee on Appropriations and the Committee on House Administration in 2016 after the FY16 budget request had been submitted. That increase was also absorbed within the limits of the Further Continuing and Security Assistance Appropriations Act (P.L. 114-254). Since FY14, the OIG's budget has absorbed mandatory COLAs within flat budgets and rescissions by reducing its Other Services budget line--which funds the annual independent audit of the House Financial Statement, external subject matter experts, and access to research services, reference guides, and other resources used in the planning and performance of audits, advisories, and investigations. In previous budget requests and testimony, the OIG has stated that the continued absorption of COLAs into flat budgets and other budget reductions would eventually impact the OIG's ability to contract for not only the annual financial statement audit, but also to contract for performance of or assistance on audits and advisories. For FY2018, excluding the financial statement audit, the OIG will have less than $75,000 for any other audit-related contracts unless the requested increases are added to the OIG's FY18 budget. Therefore, the OIG is requesting to add, rather than absorb, the COLA for FY18 and increase the Other Services budget line to bring it back to a level that represents the OIG's needs. All other budget lines were increased at or below the prescribed inflation rate (PLI) or to round the total budget to the nearest thousand.

ii. General Operations Program - $2,079

The non-personnel line items of the ADMIN-OPS Program budget are only increased at or below the prescribed PLI (inflation) rate.

iii. Training Program - $1,905

The OIG is only requesting an increase at the prescribed PLI (inflation) rate. The program funds training and when necessary, travel to obtain training, to ensure OIG staff can be in compliance with Government Audit Standards training requirements.

Schedule A - Office of General Counsel

House of Representatives
Office of General Counsel
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	1,190	1,282	1,362	80	6.20%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	5	11	12	1	6.07%
2200 Transportation of Things	-	-	-	-	
2300 Rent, Communications, Utilities	9	11	11	-	-
2400 Printing and Reproduction	4	4	5	1	25.00%
2500 Other Services	210	5	12	7	140.00%
2600 Supplies and Materials	49	47	58	11	23.40%
3100 Equipment	7	50	32	(18)	(36.00%)
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,474**	**1,411**	**1,492**	**81**	**5.76%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**10**	**11**	**11**	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Office of General Counsel

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**1,282**	**1,362**	**80**	**6.20%**
Personnel Base	1,282	1,362	80	6.20%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**128**	**130**	**2**	**1.31%**
Legal Representation and Advice	128	130	2	1.31%
TOTAL	**1,411**	**1,492**	**81**	**5.76%**
POSITIONS	**11**	**11**	-	-

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of General Counsel

For salaries and expenses of the Office of General Counsel, $1,492,000. The fiscal year (FY) 2018 budget request is $81,237 or 5.76% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $1,362,000 for mandatory items, no price level increases, $128,313 for program current services and a $1,687 increase in program changes.

I. Personnel Details: FY18 Request - $1,362,000

   A. Base: $1,362,000
      i. The estimated FY17 personnel compensation will be $1,362,000.

   B. Budget Calculations:
      i. FY17 Cost of Living Annualized - (0.72%) 2.88%
      ii. FY18 Cost of Living Prorated - (1.80%) 2.40%
      iii. FY18 Longevity - 0.00%
      iv. FY18 Meritorious Increase - 0.00%

   C. Requested Changes:
      i. FY17 Cost of Living Annualized - $0
      ii. FY18 Cost of Living Prorated - $0
      iii. FY18 Overtime - $0
      iv. FY18 Reclassifications - $0
      v. FY18 Temporary Positions - $0
      vi. FY18 Longevity - $0
      vii. FY18 Meritorious Increase - $0
      viii. FY18 Accrued Leave - $0
      ix. FY18 Personnel Benefits - $0
      x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $130,000

A. Current Services:

i. Legal Representation and Advice - $128,313

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

B. Proposed Changes:

i. Legal Representation and Advice - $1,687

The increase reflects additional printing costs anticipated by the office to support litigating cases.

Schedule A - Office of the Parliamentarian

House of Representatives
Office of the Parliamentarian
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	1,695	1,826	1,892	66	3.64%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	23	24	24	-	(1.07%)
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	-	55	45	(10)	(18.18%)
2600 Supplies and Materials	6	16	16	-	-
3100 Equipment	10	50	60	10	20.00%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,734**	**1,971**	**2,037**	66	3.36%

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	13	13	13	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Office of the Parliamentarian

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**1,826**	**1,892**	**66**	**3.64%**
Personnel Base	1,826	1,854	28	1.56%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	10	10	-
Cost of Living Adjustment	-	28	28	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-			-
Longevity Increase		-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**145**	**145**	-	**(0.18%)**
Daily Procedural Services	145	145		(0.18%)
TOTAL	**1,971**	**2,037**	**66**	**3.36%**
POSITIONS	**13**	**13**	-	-

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of the Parliamentarian

For salaries and expenses of the Office of the Parliamentarian, $2,037,000. The fiscal year (FY) 2018 budget request is $66,148 or 3.36% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $1,892,000 for mandatory items, no price level increases, $145,259 for program current services and a ($259) decrease in program changes.

I. Personnel Details: FY18 Request - $1,892,000

   A. Base: $1,854,000
      i. The estimated FY17 personnel compensation will be $1,854,000.

   B. Budget Calculations:
      i. FY17 Cost of Living Annualized - (0.54%) 2.88%
      ii. FY18 Cost of Living Prorated - (1.50%) 2.40%
      iii. FY18 Longevity - 0.00%
      iv. FY18 Meritorious Increase - 0.00%

   C. Requested Changes:
      i. FY17 Cost of Living Annualized - $10,000
      ii. FY18 Cost of Living Prorated - $28,000
      iii. FY18 Overtime - $0
      iv. FY18 Reclassifications - $0
      v. FY18 Temporary Positions - $0
      vi. FY18 Longevity - $0
      vii. FY18 Meritorious Increase - $0
      viii. FY18 Accrued Leave - $0
      ix. FY18 Personnel Benefits - $0
      x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $145,000

A. Current Services:

i. Daily Procedural Services - $145,259

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

B. Proposed Changes:

i. Daily Procedural Services - ($259)

The decrease in funding reflects rounding to the nearest thousand.

Schedule A - Office of the Law Revision Counsel

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

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs FY17 Net Change Percent %
1100 Personnel Compensation	1,977	2,349	2,459	110	4.69%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	8	10	10	-	-
2400 Printing and Reproduction	-	-	2	2	-
2500 Other Services	137	593	610	17	2.87%
2600 Supplies and Materials	37	60	60	-	-
3100 Equipment	21	102	120	18	17.76%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**2,180**	**3,114**	**3,261**	**147**	**4.73%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**18**	**21**	**21**	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Office of the Law Revision Counsel

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**2,349**	**2,459**	**110**	**4.69%**
Personnel Base	2,349	2,407	58	2.47%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	15	15	-
Cost of Living Adjustment	-	37	37	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-		-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-		-
B. PRICE LEVEL INCREASES	-	**16**	**16**	-
C. PROGRAM CHANGES	**765**	**786**	**21**	**2.76%**
General Operations Program	765	786	21	2.76%
TOTAL	**3,114**	**3,261**	**147**	**4.73%**
POSITIONS	**21**	**21**	-	-

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of the Law Revision Counsel

For salaries and expenses of the Office of the Law Revision Counsel, $3,261,000. The fiscal year (FY) 2018 budget request is $147,165 or 4.73% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $2,459,000 for mandatory items, $16,000 in price level increases, $764,900 for program current services and a $21,100 increase in program changes.

I. Personnel Details: FY18 Request - $2,459,000

- A. Base: $2,407,000
    - i. The estimated FY17 personnel compensation will be $2,407,000.
- B. Budget Calculations:
    - i. FY17 Cost of Living Annualized - (0.62%) 2.88%
    - ii. FY18 Cost of Living Prorated - (1.53%) 2.40%
    - iii. FY18 Longevity - 0.00%
    - iv. FY18 Meritorious Increase - 0.00%
- C. Requested Changes:
    - i. FY17 Cost of Living Annualized - $15,000
    - ii. FY18 Cost of Living Prorated - $37,000
    - iii. FY18 Overtime - $0
    - iv. FY18 Reclassifications - $0
    - v. FY18 Temporary Positions - $0
    - vi. FY18 Longevity - $0
    - vii. FY18 Meritorious Increase - $0
    - viii. FY18 Accrued Leave - $0
    - ix. FY18 Personnel Benefits - $0
    - x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $16,000

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $786,000

A. Current Services:

i. General Operations Program - $764,900

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

ii. Modernization - $0

The House Modernization Initiative is a collaborative effort by the OLRC and the House Legislative Counsel (HOLC) begun at the behest of House leadership in 2012. The OLRC's part of the initiative proceeds in three stages: (1) convert the United States Code into XML and develop conversion tools to facilitate its use by other Hill offices; (2) develop a Codification drafting tool to draft bills in XML compatible with current efforts of the HOLC and Senate Legislative Counsel; and (3) develop a Code editing tool which allows the OLRC to edit and maintain the Code in XML. OLRC's part of the initiative was initially funded in FY12 with $1,084,832 of reprogrammed funds with an additional $1,000,000 in No Year funds approved in FY15. In FY13 through FY16, the OLRC obligated significant amounts of its own funds to continue the initiative without interruption. The OLRC hopes that this funding will allow the OLRC to complete the House Modernization Initiative as originally envisioned. However, there are necessary follow-on projects that must be undertaken in the near future which will require additional funding. Foremost among these is developing the capability of printing the United States Code directly from XML in the USLM schema. This would circumvent the multiple conversions necessary to continue printing the United States Code using the outdated Microcomp system.

B. Proposed Changes:

i. General Operations Program - $21,100

The modest printing line (2400) was increased to cover occasional printing items needed by OLRC. The increase in the Other Services line (2500) is due to the need for consultation with former OLRC staff in planning and reviewing anticipated editorial projects. The increase in the equipment line (3100) is due to anticipated purchases for the OLRC's Alternate Computing Facility and for necessary purchases for Stages 2 and 3 of the House Modernization Initiative.

ii. Modernization - $0

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

Schedule A - Office of the Legislative Counsel

House of Representatives
Office of the Legislative Counsel
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	8,271	8,266	9,134	868	10.51%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	4	4	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	31	37	35	(1)	(3.17%)
2400 Printing and Reproduction	-	-	1	1	
2500 Other Services	104	15	110	95	641.25%
2600 Supplies and Materials	21	6	45	39	645.82%
3100 Equipment	19	14	108	94	683.16%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**8,446**	**8,337**	**9,437**	**1,100**	**13.19%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	66	70	72	2	2.86%

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Office of the Legislative Counsel

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**8,266**	**8,984**	**718**	**8.69%**
Personnel Base	8,266	8,984	718	8.69%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-		
Longevity Increase		-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits		-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**71**	**453**	**381**	**536.28%**
General Operations Program	71	243	171	241.02%
Transparency Initiative	-	60	60	-
Staff Level Increase	-	150	150	
TOTAL	**8,337**	**9,437**	**1,100**	**13.19%**
POSITIONS	70	72	2	2.86%

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of the Legislative Counsel

For salaries and expenses of the Office of the Legislative Counsel, $9,437,000. The fiscal year (FY) 2018 budget request is $1,099,904 or 13.19% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $8,984,457 for mandatory items, no price level increases, $71,123 for program current services and a $381,420 increase in program changes.

I. Personnel Details: FY18 Request - $8,984,457

   A. Base: $8,984,457
      i. The estimated FY17 personnel compensation will be $8,984,457.

   B. Budget Calculations:
      i. FY17 Cost of Living Annualized - (0.72%) 2.88%
      ii. FY18 Cost of Living Prorated - (1.80%) 2.40%
      iii. FY18 Longevity - 0.00%
      iv. FY18 Meritorious Increase - 0.00%

   C. Requested Changes:
      i. FY17 Cost of Living Annualized - $0
      ii. FY18 Cost of Living Prorated - $0
      iii. FY18 Overtime - $0
      iv. FY18 Reclassifications - $0
      v. FY18 Temporary Positions - $0
      vi. FY18 Longevity - $0
      vii. FY18 Meritorious Increase - $0
      viii. FY18 Accrued Leave - $0
      ix. FY18 Personnel Benefits - $0
      x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $452,543

A. Current Services:

i. General Operations Program - $71,123
This program includes expenditures for travel, rent, communications, printing, furniture, computer equipment (hardware & software), office supplies, maintenance fees, contract services (excluding contract services that are for special projects that have a separate program such as the Modernization Initiative or Transparency Initiative), staff training, and publications/subscriptions.

ii. Transparency Initiative - $0

B. Proposed Changes:

i. General Operations Program - $171,420
The base for comparing FY17 with FY18 is the CR annualized amount for FY17, which uses the FY16 appropriation but does not account for the reprogrammed amounts we received for FY17. We anticipate additional IT contracting costs to continue work on the mini-Ramseyer and Amendment Impact Program (AIP) and to integrate our document management and word processing system with the House Office 365 initiative as that is rolled out.

ii. Transparency Initiative - $60,000
This program, at its core, is designed to increase the transparency of legislative drafts for Members and House staff. It is the basis for what is now our Modernization Initiative and has continued in support and improvement of our Ramseyer technology and the Modernization Initiative.

iii. Staff Level Increase - $150,000
The office plans to hire 2 new attorneys, which would bring the total full time staff to 70. However, the office customarily hires 3 interns during the summer months, which would exceed the current amount of Authorized Positions during several months in the summer. The requested increase in positions will prevent the office from exceeding the Authorized Positions during the summer months. Please note that the office requested a Staff Level Increase in its FY17 budget request, but due to the current Continuing Resolution, that request has not been approved; thus, the office is still requesting the increase. If the Staff Level Increase is approved with the full year FY17 budget, this request will not be needed in FY18.

Schedule A - Office of Interparliamentary Affairs

House of Representatives
Office of Interparliamentary Affairs
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	302	418	431	13	3.15%
1200 Personnel Benefits	-	-	-		-
1300 Benefits to Former Personnel	-	-	-		-
2100 Travel	-	10	10	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	3	25	25	-	-
2400 Printing and Reproduction	1	10	10	-	-
2500 Other Services	-	25	25	-	-
2600 Supplies and Materials	49	285	275	(10)	(3.40%)
3100 Equipment	2	40	40	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**358**	**813**	**816**	**3**	**0.43%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**4**	**5**	**5**	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Office of Interparliamentary Affairs

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**418**	**431**	**13**	**3.15%**
Personnel Base	418	424	6	1.47%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	2	2	-
Cost of Living Adjustment	-	5	5	-
Overtime Pay	-	-	-	-
Reclassifications	-	-		-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**395**	**385**	**(10)**	**(2.45%)**
Office of Interparliamentary Affairs	395	385	(10)	(2.45%)
TOTAL	**813**	**816**	**3**	**0.43%**
POSITIONS	**5**	**5**	-	-

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Office of Interparliamentary Affairs

For salaries and expenses of the Office of Interparliamentary Affairs, $816,000. The fiscal year (FY) 2018 budget request is $3,479 or 0.43% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $431,000 for mandatory items, no price level increases, $394,673 for program current services and a ($9,673) decrease in program changes.

I. Personnel Details: FY18 Request - $431,000

A. Base: $424,000
- i. The estimated FY17 personnel compensation will be $424,000.

B. Budget Calculations:
- i. FY17 Cost of Living Annualized - (0.47%) 2.88%
- ii. FY18 Cost of Living Prorated - (1.17%) 2.40%
- iii. FY18 Longevity - 0.00%
- iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
- i. FY17 Cost of Living Annualized - $2,000
- ii. FY18 Cost of Living Prorated - $5,000
- iii. FY18 Overtime - $0
- iv. FY18 Reclassifications - $0
- v. FY18 Temporary Positions - $0
- vi. FY18 Longevity - $0
- vii. FY18 Meritorious Increase - $0
- viii. FY18 Accrued Leave - $0
- ix. FY18 Personnel Benefits - $0
- x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $385,000

A. Current Services:

i. Office of Interparliamentary Affairs - $394,673

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

B. Proposed Changes:

i. Office of Interparliamentary Affairs - ($9,673)

The supply and materials category was reduced in order to absorb the increase in personnel costs due to cost of living adjustments.

Schedule A - Technical Assistants, Office of Attending Physician

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

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	434	478	584	106	22.16%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	-	-			
2300 Rent, Communications, Utilities	-	-			
2400 Printing and Reproduction		-		-	
2500 Other Services		-	-	-	-
2600 Supplies and Materials	-	-	-	-	-
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**434**	**478**	**584**	**106**	**22.16%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	3	3	4	1	33.33%

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Technical Assistants, Office of Attending Physician

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**478**	**479**	**1**	**0.19%**
Personnel Base	478	479	1	0.19%
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-		
Cost of Living Adjustment		-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-		
C. PROGRAM CHANGES	-	**105**	**105**	-
Staff Level Increase		105	105	-
TOTAL	**478**	**584**	**106**	**22.16%**
POSITIONS	3	4	**1**	33.33%

Explanation of Changes Shown on Schedule C

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

For salaries and expenses of the Technical Assistants, Office of Attending Physician, $584,000. The fiscal year (FY) 2018 budget request is $105,925 or 22.16% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $479,000 for mandatory items, no price level increases, $0 for program current services and a $105,000 increase in program changes.

I. Personnel Details: FY18 Request - $479,000

A. Base: $479,000
  i. The estimated FY17 personnel compensation will be $479,000.

B. Budget Calculations:
  i. FY17 Cost of Living Annualized - (0.72%) 2.88%
  ii. FY18 Cost of Living Prorated - (1.80%) 2.40%
  iii. FY18 Longevity - 0.00%
  iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
  i. FY17 Cost of Living Annualized - $0
  ii. FY18 Cost of Living Prorated - $0
  iii. FY18 Overtime - $0
  iv. FY18 Reclassifications - $0
  v. FY18 Temporary Positions - $0
  vi. FY18 Longevity - $0
  vii. FY18 Meritorious Increase - $0
  viii. FY18 Accrued Leave - $0
  ix. FY18 Personnel Benefits - $0
  x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $105,000

A. Current Services:

i. Technical Assistants, Office of Attending Physician - $0

Referred to as Technical Assistants in the Office of the Attending Physician, this House account was established in 1947 per P.L. 79-479 59 Stat. 633, the FY1947 Legislative Branch Appropriations Act. The Technical Assistants are appointed by the Attending Physician and are subject to the approval of the Speaker.

B. Proposed Changes:

i. Technical Assistants, Office of Attending Physician - $0

ii. Staff Level Increase - $105,000

Increase in staff for support to emergency preparedness programs, formulation and implementation continuity of government planning, personnel management and training, coordinate and implement Information Technology initiatives and upgrades, Liaison with federal agencies to provide support for NSSEs and other special events, oversee budget expenditures and supply chain management, implement and monitor specialty care for Members of Congress, provide operational support of two Medical Relocation Vehicles to include maintenance and staff training.

Schedule A - Former Speaker's Staff

House of Representatives
Former Speaker's Staff
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	172	378	-	(378)	(100.00%)
1200 Personnel Benefits	-	-	-	-	
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	3	-	-	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	7	143	-	(143)	(100.00%)
2400 Printing and Reproduction	-		-	-	-
2500 Other Services	-	-	-	-	-
2600 Supplies and Materials	2	141	-	(141)	(100.00%)
3100 Equipment	-	-	-	-	
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**183**	**662**	-	**(662)**	**(100.00%)**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	1	3	-	(3)	**(100.00%)**

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Former Speaker's Staff

House of Representatives
Detailed Analysis of Change by Organization
Former Speaker's Staff

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**378**	**-**	**(378)**	**(100.00%)**
Personnel Base	378	-	(378)	(100.00%)
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-		-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-		-	-
Personnel Benefits	-	-	-	
B. PRICE LEVEL INCREASES	**-**	**-**	**-**	**-**
C. PROGRAM CHANGES	**284**	**-**	**(284)**	**(100.00%)**
Former Speaker Boehner	284	-	(284)	(100.00%)
TOTAL	**662**	**-**	**(662)**	**(100.00%)**
POSITIONS	**3**	**-**	**(3)**	**(100.00%)**

Explanation of Changes Shown on Schedule C

Salaries, Officers and Employees
Former Speaker's Staff

For salaries and expenses of the Former Speaker's Staff, $0. The fiscal year (FY) 2018 budget request is ($661,828) or (100.00%) below the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $0 for mandatory items, no price level increases, $284,131 for program current services and a ($284,131) decrease in program changes.

I. Personnel Details: FY18 Request - $0

A. Base: $0
- i. The estimated FY17 personnel compensation will be $0.

B. Budget Calculations:
- i. FY17 Cost of Living Annualized - (0.72%) 2.88%
- ii. FY18 Cost of Living Prorated - (1.80%) 2.40%
- iii. FY18 Longevity - 0.00%
- iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
- i. FY17 Cost of Living Annualized - $0
- ii. FY18 Cost of Living Prorated - $0
- iii. FY18 Overtime - $0
- iv. FY18 Reclassifications - $0
- v. FY18 Temporary Positions - $0
- vi. FY18 Longevity - $0
- vii. FY18 Meritorious Increase - $0
- viii. FY18 Accrued Leave - $0
- ix. FY18 Personnel Benefits - $0
- x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $0

A. Current Services:

i. Former Speaker Boehner - $284,131

Per 2 U.S.C. 5125-5129, "Each former Speaker of the House of Representatives is entitled to retain, commencing at the expiration of his term of office as a Representative in Congress, the complete and exclusive use of one office selected by him in order to facilitate the administration, settlement, and conclusion of matters pertaining to or arising out of his incumbency in office as a Representative in Congress and as Speaker of the House of Representatives." Former Speaker Boehner's Office was established on November 1, 2015.

B. Proposed Changes:

i. Former Speaker Boehner - ($284,131)

The Office of Former Speaker Boehner closed in November 2016. Due to this closure, these funds are no longer needed.

Schedule A - Total - Other Authorized Employees

House of Representatives
Total - Other Authorized Employees
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	606	856	584	(272)	(31.76%)
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	3	-	-	-	
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	7	143	-	(143)	(100.00%)
2400 Printing and Reproduction	-		-	-	-
2500 Other Services	-	-	-	-	-
2600 Supplies and Materials	2	141	-	(141)	(100.00%)
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**618**	**1,140**	**584**	**(556)**	**(48.77%)**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**4**	**6**	**4**	**(2)**	**(33.33%)**

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Total - Other Authorized Employees

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**856**	**479**	**(377)**	**(44.03%)**
Personnel Base	856	479	(377)	(44.03%)
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-		-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-		-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave		-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	-		
C. PROGRAM CHANGES	**284**	**105**	**(179)**	**(63.05%)**
Former Speaker's Staff	284	-	(284)	(100.00%)
Staff Level Increase	-	105	105	-
TOTAL	**1,140**	**584**	**(556)**	**(48.77%)**
POSITIONS	**6**	**4**	**(2)**	**(33.33%)**

Schedule A - Total - Salaries, Officers and Employees

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

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	102,658	116,918	121,737	4,818	4.12%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	442	461	628	166	36.09%
2200 Transportation of Things	18	31	38	7	22.68%
2300 Rent, Communications, Utilities	4,445	6,397	6,280	(117)	(1.83%)
2400 Printing and Reproduction	60	112	105	(8)	(7.05%)
2500 Other Services	22,219	25,369	36,667	11,298	44.54%
2600 Supplies and Materials	2,923	4,598	4,683	85	1.85%
3100 Equipment	19,334	24,305	32,659	8,353	34.37%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**152,099**	**178,192**	**202,796**	**24,604**	**13.81%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**1,059**	**1,213**	**1,225**	**12**	**0.99%**

Schedule C - Total - Salaries, Officers and Employees

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**116,918**	**120,764**	**3,845**	**3.29%**
Personnel Base	116,918	116,767	(152)	(0.13%)
Base Adjustment	-	104	104	-
Cost of Living Adjustment Annualized	-	726	726	-
Cost of Living Adjustment	-	1,829	1,829	-
Overtime Pay	-	586	586	
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase		752	752	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-		-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	**177**	**177**	-
C. PROGRAM CHANGES	**61,274**	**81,855**	**20,581**	**33.59%**
Office of the Clerk	4,511	6,976	2,465	54.63%
Office of the Sergeant at Arms	4,912	7,615	2,703	55.02%
Office of the Chief Administrative Officer	49,066	64,046	14,980	30.53%
Office of Inspector General	996	1,215	219	22.02%
Office of General Counsel	128	130	2	1.31%
Office of the Parliamentarian	145	145	-	(0.18%)
Office of the Law Revision Counsel	765	786	21	2.76%
Office of the Legislative Counsel	71	453	381	536.28%
Office of Interparliamentary Affairs	395	385	(10)	(2.45%)
Total - Other Authorized Employees	284	105	(179)	(63.05%)
TOTAL	**178,192**	**202,796**	**24,604**	**13.81%**
POSITIONS	**1,213**	**1,225**	**12**	**0.99%**

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

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

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	-	-	-	-
2200 Transportation of Things	4	46	46	-	
2300 Rent, Communications, Utilities	449	658	658	-	-
2400 Printing and Reproduction	31	54	54	-	-
2500 Other Services	1,428	2,170	2,169	-	(0.01%)
2600 Supplies and Materials	211	321	328	7	2.15%
3100 Equipment	330	362	362	-	-
4200 Insurance Claims/Indemnities	2	8	8	-	-
TOTAL	**2,455**	**3,618**	**3,625**	**7**	**0.18%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	-	-	-	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

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

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE		-	-	-
Personnel Base	-	-		-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-		-	-
Cost of Living Adjustment	-	-		
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-		
Longevity Increase	-	-	-	-
Meritorious Increase	-		-	-
Accrued Leave	-	-	-	-
Personnel Benefits		-	-	-
B. PRICE LEVEL INCREASES			-	-
C. PROGRAM CHANGES	3,618	3,625	7	0.18%
Administrative Costs	429	436	7	1.61%
Technology	3,189	3,189	-	(0.01%)
TOTAL	3,618	3,625	7	0.18%
POSITIONS			-	-

Explanation of Changes Shown on Schedule C

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

For salaries and expenses of the Supplies, Materials, Administrative Costs and Federal Tort Claims, $3,625,000. The fiscal year (FY) 2018 budget request is $6,656 or 0.18% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $0 for mandatory items, $0 in price level increases, $3,618,344 for program current services and a $6,656 increase in program changes.

I. Personnel Details: FY18 Request - $0

A. Base: $0
   i. The estimated FY17 personnel compensation will be $0.

B. Budget Calculations:
   i. FY17 Cost of Living Annualized - (0.72%) 2.88%

   ii. FY18 Cost of Living Prorated - (1.80%) 2.40%

C. Requested Changes:
   i. FY17 Cost of Living Annualized - $0

   ii. FY18 Cost of Living Prorated - $0

   iii. FY18 Overtime - $0

   iv. FY18 Reclassifications - $0

   v. FY18 Temporary Positions - $0

   vi. FY18 Longevity - $0

   vii. FY18 Meritorious Increase - $0

   viii. FY18 Accrued Leave - $0

   ix. FY18 Personnel Benefits - $0

   x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0
The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $3,625,000

A. Current Services:

  i. Administrative Costs - $429,197
  Provides non-personnel funding for supplies, insurance, and printing and graphics for certain Leadership offices.

  ii. Technology - $3,189,147
  Provides non-personnel funding for hardware, software, certain telecommunications and contract support for implementation of automated solutions for certain Leadership offices.

B. Proposed Changes

  i. Administrative Costs - $6,892
  The additional funds are requested due to increased cost of hardware and software.

  ii. Technology - ($236)
  The requested funding decrease reflects rounding to the nearest thousand.

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

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

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	-	-	-		
1300 Benefits to Former Personnel	-	-		-	-
2100 Travel			-	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	83	190	190	-	(0.07%)
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	-	-		-	-
2600 Supplies and Materials	-		-	-	-
3100 Equipment	-	-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**83**	**190**	**190**	-	**(0.07%)**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	-	-	-	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

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

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	-	-	-	-
Personnel Base	-		-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-		-	-
Meritorious Increase	-		-	-
Accrued Leave			-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-		-	-
C. PROGRAM CHANGES	**190**	**190**	-	**(0.07%)**
Non-member Other House Offices	100	100	-	0.19%
Non-member Standing Committees, Special and Select	90	90	-	(0.35%)
TOTAL	**190**	**190**		**(0.07%)**
POSITIONS	-	-	-	-

Explanation of Changes Shown on Schedule C

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

For salaries and expenses of the Official Mail for Committees, Leadership and Administrative Offices, $190,000. The fiscal year (FY) 2018 budget request is ($124) or (0.07%) below the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $0 for mandatory items, no price level increases, $190,124 for program current services and a ($124) decrease in program changes.

I. Personnel Details: FY18 Request - $0

A. Base: $0
   i. The estimated FY17 personnel compensation will be $0.

B. Budget Calculations:
   i. FY17 Cost of Living Annualized - (0.72%) 2.88%
   ii. FY18 Cost of Living Prorated - (1.80%) 2.40%
   iii. FY18 Longevity - 0.00%
   iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY17 Cost of Living Annualized - $0
   ii. FY18 Cost of Living Prorated - $0
   iii. FY18 Overtime - $0
   iv. FY18 Reclassifications - $0
   v. FY18 Temporary Positions - $0
   vi. FY18 Longevity - $0
   vii. FY18 Meritorious Increase - $0
   viii. FY18 Accrued Leave - $0
   ix. FY18 Personnel Benefits - $0
   x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $190,000

A. Current Services:

i. Official Mail for Committees, Leadership and Administrative Offices - $190,124
This account pays for the official frank for non-Member offices. Examples of items that are charged to this account include the monthly earning statements and open season information mailed to employees. This account was established at the same time the three component parts of the MRA were consolidated into one allowance. Previously, there was one Official Mail account for the House; however, it became necessary to break out the Member mail account from the non-Member mail account for better tracking purposes.

B. Proposed Changes:

i. Official Mail for Committees, Leadership and Administrative Offices - ($124)
The above decrease reflects rounding to the nearest thousand.

Schedule A - Government Contributions

House of Representatives
Government Contributions
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	72	-	-	-	-
1200 Personnel Benefits	190,094	251,151	251,630	479	0.19%
1300 Benefits to Former Personnel			-	-	-
2100 Travel	-	-	-	-	
2200 Transportation of Things	-	-	-	-	
2300 Rent, Communications, Utilities	-	-	-		-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	325	-	-	-	-
2600 Supplies and Materials	-		-	-	-
3100 Equipment	-	-	-	-	
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**190,491**	**251,151**	**251,630**	**479**	**0.19%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	-	-	-	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Government Contributions

House of Representatives
Detailed Analysis of Change by Organization
Government Contributions

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**251,151**	**251,630**	**479**	**0.19%**
Personnel Base	-	-	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	251,151	251,630	479	0.19%
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	-	-	-	-
TOTAL	**251,151**	**251,630**	**479**	**0.19%**
POSITIONS	-	-	-	

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Government Contributions

For salaries and expenses of the Government Contributions, $251,630,000. The fiscal year (FY) 2018 budget request is $478,923 or 0.19% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $251,630,000 for mandatory items, $0 for program current services and no program changes.

I. Personnel Details: FY18 Request - $251,630,000

A. Base: $251,630,000

i. The estimated FY18 personnel benefits will be $251,630,000.

B. Budget Calculations:

i. Benefit cost estimates are based on 0.35 cents for every personnel dollar estimated to be earned in FY18, which is $709,399,613.

C. Requested Changes:

i. FY18 Personnel Benefits - $0

II. Price Level Details: FY18 Request - $0

III. Program Details: FY18 Request - $0

A. Current Services:

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

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

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

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

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

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

vi. Federal Insurance Contributions Act (FICA):
Like FERS, FICA was also deemed mandatory for employees hired after January 1, 1984. The current contribution rate is 6.2% on a wage base limit of $127,200. The wage base limit is the maximum wage that contributions are paid on.

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

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

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

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

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

xii. Flexible Spending Accounts:

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

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

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

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

B. Proposed Changes:
  i. None.

Schedule A - Business Continuity and Disaster Recovery

House of Representatives
Business Continuity and Disaster Recovery
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	73	104	117	13	12.06%
2200 Transportation of Things	-	5	-	(5)	(100.00%)
2300 Rent, Communications, Utilities	4,122	5,225	4,978	(247)	(4.73%)
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	426	2,069	2,202	133	6.43%
2600 Supplies and Materials	111	234	151	(83)	(35.54%)
3100 Equipment	10,217	8,549	8,738	189	2.22%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**14,948**	**16,186**	**16,186**	-	-

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	-	-	-	-	

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Business Continuity and Disaster Recovery

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	-	-	-	-
Personnel Base	-		-	
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-			-
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**16,186**	**16,186**	-	-
Business Continuity and Disaster Recovery	16,186	16,186	-	-
TOTAL	**16,186**	**16,186**	-	-
POSITIONS	-	-	-	-

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Business Continuity and Disaster Recovery

For salaries and expenses of the Business Continuity and Disaster Recovery, $16,186,000. The fiscal year (FY) 2018 budget request is ($179) or 0.00% below the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $0 for mandatory items, no price level increases, $16,186,179 for program current services and a ($179) decrease in program changes.

I. Personnel Details: FY18 Request - $0

A. Base: $0
   i. The estimated FY17 personnel compensation will be $0.

B. Budget Calculations:
   i. FY17 Cost of Living Annualized - (0.72%) 2.88%

   ii. FY18 Cost of Living Prorated - (1.80%) 2.40%

   iii. FY18 Longevity - 0.00%

   iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY17 Cost of Living Annualized - $0

   ii. FY18 Cost of Living Prorated - $0

   iii. FY18 Overtime - $0

   iv. FY18 Reclassifications - $0

   v. FY18 Temporary Positions - $0

   vi. FY18 Longevity - $0

   vii. FY18 Meritorious Increase - $0

   viii. FY18 Accrued Leave - $0

   ix. FY18 Personnel Benefits - $0

   x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $16,186,000

A. Current Services:

i. Business Continuity and Disaster Recovery - $16,186,179

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

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

B. Proposed Changes:

i. Business Continuity and Disaster Recovery - ($179)

The above decrease reflects rounding to the nearest thousand.

Schedule A - Transition Activities

House of Representatives
Transition Activities
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	-	400	-	(400)	(100.00%)
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	-	346	-	(346)	(100.00%)
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	164	184	673	489	265.76%
2600 Supplies and Materials	-	1,150	460	(690)	(60.00%)
3100 Equipment		-	1,140	1,140	
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**164**	**2,080**	**2,273**	**193**	**9.28%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	-	-	-	-	

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Transition Activities

House of Representatives
Detailed Analysis of Change by Organization
Transition Activities

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	-	-	-	-
Personnel Base	-	-	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	
B. PRICE LEVEL INCREASES	-	-	-	-
C. PROGRAM CHANGES	**2,080**	**2,273**	**193**	**9.28%**
Transition Activities	2,080	2,273	193	9.28%
TOTAL	**2,080**	**2,273**	**193**	**9.28%**
POSITIONS	-	-	-	-

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Transition Activities

For salaries and expenses of the Transition Activities, $2,273,000. The fiscal year (FY) 2018 budget request is $192,962 or 9.28% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $0 for mandatory items, no price level increases, $2,080,038 for program current services and a $192,962 increase in program changes.

I. Personnel Details: FY18 Request - $0

- A. Base: $0
  - i. The estimated FY17 personnel compensation will be $0.
- B. Budget Calculations:
  - i. FY17 Cost of Living Annualized - (0.72%) 2.88%
  - ii. FY18 Cost of Living Prorated - (1.80%) 2.40%
  - iii. FY18 Longevity - 0.00%
  - iv. FY18 Meritorious Increase - 0.00%
- C. Requested Changes:
  - i. FY17 Cost of Living Annualized - $0
  - ii. FY18 Cost of Living Prorated - $0
  - iii. FY18 Overtime - $0
  - iv. FY18 Reclassifications - $0
  - v. FY18 Temporary Positions - $0
  - vi. FY18 Longevity - $0
  - vii. FY18 Meritorious Increase - $0
  - viii. FY18 Accrued Leave - $0
  - ix. FY18 Personnel Benefits - $0
  - x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $2,273,000

A. Current Services:

i. Transition Activities - $2,080,038

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

Expenses for this account are ongoing; however, prior year appropriated funds have not been fully utilized. Therefore, funds are requested based on the current spending levels for Transition Activities.

B. Proposed Changes:

i. Transition Activities - $192,962

Transition Activities requests additional funding to support anticipated increases in contractor assistance, furniture and furnishings, and miscellaneous costs.

Schedule A - Wounded Warrior Program

House of Representatives
Wounded Warrior Program
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	1,907	2,250	2,250	-	-
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	
2100 Travel	109	220	220	-	-
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	5	4	4	-	-
2400 Printing and Reproduction	20	4	9	5	125.00%
2500 Other Services	-	15	15	-	(1.62%)
2600 Supplies and Materials	2	1	1	-	
3100 Equipment	-	1	1	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	2,043	2,495	2,500	5	0.19%

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	40	54	54	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Wounded Warrior Program

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**2,250**	**2,250**	**-**	**-**
Personnel Base	2,250	2,250	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	**-**	**-**	**-**	**-**
C. PROGRAM CHANGES	**245**	**250**	**5**	**1.94%**
Wounded Warrior Program	245	250	5	1.94%
TOTAL	**2,495**	**2,500**	**5**	**0.19%**
POSITIONS	**54**	**54**		**-**

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Wounded Warrior Program

For salaries and expenses of the Wounded Warrior Program, $2,500,000. The fiscal year (FY) 2018 budget request is $4,753 or 0.19% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $2,250,000 for mandatory items, no price level increases, $245,247 for program current services and a $4,753 increase in program changes.

I. Personnel Details: FY18 Request - $2,250,000

- A. Base: $2,250,000
  - i. The estimated FY17 personnel compensation will be $2,250,000.
- B. Budget Calculations:
  - i. FY17 Cost of Living Annualized - (0.72%) 2.88%
  - ii. FY18 Cost of Living Prorated - (1.80%) 2.40%
  - iii. FY18 Longevity - 0.00%
  - iv. FY18 Meritorious Increase - 0.00%
- C. Requested Changes:
  - i. FY17 Cost of Living Annualized - $0
  - ii. FY18 Cost of Living Prorated - $0
  - iii. FY18 Overtime - $0
  - iv. FY18 Reclassifications - $0
  - v. FY18 Temporary Positions - $0
  - vi. FY18 Longevity - $0
  - vii. FY18 Meritorious Increase - $0
  - viii. FY18 Accrued Leave - $0
  - ix. FY18 Personnel Benefits - $0
  - x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $0

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $250,000

A. Current Services:

i. Wounded Warrior Program - $245,247

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

B. Proposed Changes:

i. Wounded Warrior Program - $4,753

This increase restores funding of the program to its FY16 Enacted level.

Schedule A - Office of Congressional Ethics

House of Representatives
Office of Congressional Ethics
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	847	995	1,204	209	20.98%
1200 Personnel Benefits	-	-		-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	52	113	118	5	4.42%
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	28	30	31	1	3.33%
2400 Printing and Reproduction	-	3	2	(1)	(33.33%)
2500 Other Services	258	258	273	15	5.81%
2600 Supplies and Materials	39	63	69	6	9.47%
3100 Equipment	-	2	2	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**1,225**	**1,464**	**1,699**	**235**	**16.03%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	**6**	**10**	**10**	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Office of Congressional Ethics

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**995**	**1,204**	**209**	**20.98%**
Personnel Base	995	998	3	0.28%
Base Adjustment		177	177	-
Cost of Living Adjustment Annualized	-	8	8	-
Cost of Living Adjustment	-	21	21	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions				-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	-			-
B. PRICE LEVEL INCREASES		**11**	**11**	-
C. PROGRAM CHANGES	**469**	**484**	**15**	**3.19%**
Office Administration	469	484	15	3.19%
TOTAL	**1,464**	**1,699**	**235**	**16.03%**
POSITIONS	**10**	**10**	-	-

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Office of Congressional Ethics

For salaries and expenses of the Office of Congressional Ethics, $1,699,000. The fiscal year (FY) 2018 budget request is $234,759 or 16.03% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $1,204,000 for mandatory items, $11,000 in price level increases, $469,030 for program current services and a $14,970 increase in program changes.

I. Personnel Details: FY18 Request - $1,204,000

A. Base: $998,000
   i. The estimated FY17 personnel compensation will be $998,000.

B. Budget Calculations:
   i. FY17 Cost of Living Annualized - (0.68%) 2.88%

   ii. FY18 Cost of Living Prorated - (1.78%) 2.40%

   iii. FY18 Longevity - 0.00%

   iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
   i. FY17 Cost of Living Annualized - $8,000

   ii. FY18 Cost of Living Prorated - $21,000

   iii. FY18 Overtime - $0

   iv. FY18 Reclassifications - $0

   v. FY18 Temporary Positions - $0

   vi. FY18 Longevity - $0

   vii. FY18 Meritorious Increase - $0

   viii. FY18 Accrued Leave - $0

   ix. FY18 Personnel Benefits - $0

   x. FY18 Base Adjustment - $177,000
   Funding was originally requested in the FY17 House Budget Justification submission and is needed to adequately fund Congressional Ethics' 10 authorized positions.

II. Price Level Details: FY18 Request - $11,000

The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $484,000

A. Current Services:

i. Office Administration - $469,030

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

B. Proposed Changes:

i. Office Administration - $14,970

This increase will support the anticipated FY18 costs for travel and travel associated costs for Board and staff investigative activity, mandatory legal training, supplies and software licenses.

Schedule A - Miscellaneous Items

House of Representatives
Miscellaneous Items
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	144	399	400	1	0.13%
2100 Travel	215	225	221	(4)	(1.78%)
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	-	-		-	-
2400 Printing and Reproduction	-	-	-	-	-
2500 Other Services	52	40	46	6	15.00%
2600 Supplies and Materials	36	54	55	1	1.12%
3100 Equipment		-	-	-	-
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	447	719	722	3	0.43%

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	-	-	-	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Miscellaneous Items

House of Representatives
Detailed Analysis of Change by Organization
Miscellaneous Items

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	-	-	-	-
Personnel Base	-	-	-	-
Base Adjustment	-	-	-	-
Cost of Living Adjustment Annualized	-	-	-	
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-		-	-
Temporary Positions	-	-		
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave			-	-
Personnel Benefits	-	-		-
B. PRICE LEVEL INCREASES	-	1	1	-
C. PROGRAM CHANGES	**719**	**721**	**2**	**0.30%**
Gratuities to Beneficiaries of Deceased Staff	399	400	1	0.13%
House Automobiles	279	281	2	0.55%
Interparliamentary Receptions	40	40		0.19%
TOTAL	**719**	**722**	**3**	**0.43%**
POSITIONS	-	-	-	-

Explanation of Changes Shown on Schedule C

Allowances and Expenses
Miscellaneous Items

For salaries and expenses of the Miscellaneous Items, $722,000. The fiscal year (FY) 2018 budget request is $3,122 or 0.43% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $0 for mandatory items, $1,000 in price level increases, $718,878 for program current services and a $2,122 increase in program changes.

I. Personnel Details: FY18 Request - $0

A. Base: $0
  i. The estimated FY17 personnel compensation will be $0.

B. Budget Calculations:
  i. FY17 Cost of Living Annualized - (0.72%) 2.88%

  ii. FY18 Cost of Living Prorated - (1.80%) 2.40%

  iii. FY18 Longevity - 0.00%

  iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
  i. FY17 Cost of Living Annualized - $0

  ii. FY18 Cost of Living Prorated - $0

  iii. FY18 Overtime - $0

  iv. FY18 Reclassifications - $0

  v. FY18 Temporary Positions - $0

  vi. FY18 Longevity - $0

  vii. FY18 Meritorious Increase - $0

  viii. FY18 Accrued Leave - $0

  ix. FY18 Personnel Benefits - $0

  x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $1,000
The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $721,000

A. Current Services:

i. Gratuities to Beneficiaries of Deceased Staff - $399,486
This program funds and pays gratuities to heirs of deceased House employees.

ii. House Automobiles - $279,468
This program funds the purchase, exchange, maintenance, repair and operation of House motor vehicles.

iii. Interparliamentary Receptions - $39,924
The purpose of this program is "to enable the House of Representatives to more properly discharge and coordinate its activities and responsibilities in connection with participation in various interparliamentary institutions and to facilitate the interchange and reception in the United States of members of foreign legislative bodies and permanent officials of foreign government", pursuant to House Resolution 348 (June 29, 1961).

B. Proposed Changes:

i. Gratuities to Beneficiaries of Deceased Staff - $514
The requested increase reflects rounding to the nearest thousand.

ii. House Automobiles - $1,532
Proposed increase is requested due to increased vehicle insurance costs.

iii. Interparliamentary Receptions - $76
The requested increase reflects rounding to the nearest thousand.

Schedule A - Total - Allowances and Expenses

House of Representatives
Total - Allowances and Expenses
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	2,826	3,245	3,454	209	6.43%
1200 Personnel Benefits	190,094	251,151	251,630	479	0.19%
1300 Benefits to Former Personnel	144	399	400	1	0.13%
2100 Travel	449	1,062	676	(386)	(36.37%)
2200 Transportation of Things	4	51	46	(5)	(9.76%)
2300 Rent, Communications, Utilities	4,687	6,453	5,861	(592)	(9.18%)
2400 Printing and Reproduction	51	61	65	4	6.53%
2500 Other Services	2,654	4,736	5,378	643	13.57%
2600 Supplies and Materials	398	1,823	1,064	(760)	(41.67%)
3100 Equipment	10,547	8,914	10,243	1,329	14.91%
4200 Insurance Claims/Indemnities	2	8	8	-	-
TOTAL	**211,856**	**277,904**	**278,825**	**921**	**0.33%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	46	64	64	-	-

Schedule C - Total - Allowances and Expenses

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**254,396**	**255,084**	**688**	**0.27%**
Personnel Base	3,245	3,248	3	0.09%
Base Adjustment	-	177	177	-
Cost of Living Adjustment Annualized		8	8	-
Cost of Living Adjustment	-	21	21	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-		-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	251,151	251,630	479	0.19%
B. PRICE LEVEL INCREASES	**-**	**12**	**12**	**0.05%**
C. PROGRAM CHANGES	**23,508**	**23,729**	**221**	**0.94%**
Supplies, Materials, Administrative Costs and Federal Tort Claims	3,618	3,625	7	0.18%
Official Mail for Committees, Leadership and Administrative Offices	190	190	-	(0.07%)
Business Continuity and Disaster Recovery	16,186	16,186	-	-
Transition Activities	2,080	2,273	193	9.28%
Wounded Warrior Program	245	250	5	1.94%
Office of Congressional Ethics	469	484	15	3.19%
Miscellaneous Items	719	721	2	0.30%
TOTAL	**277,904**	**278,825**	**921**	**0.33%**
POSITIONS	**64**	**64**	**-**	**-**

Schedule A - Joint Committee on Taxation

House of Representatives
Joint Committee on Taxation
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	8,533	8,800	9,523	723	8.22%
1200 Personnel Benefits	-	-	-	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	18	20	20	-	
2200 Transportation of Things	-	-	-	-	-
2300 Rent, Communications, Utilities	107	117	120	3	2.56%
2400 Printing and Reproduction	2	4	6	2	57.52%
2500 Other Services	168	190	350	160	84.21%
2600 Supplies and Materials	416	395	500	105	26.58%
3100 Equipment	682	550	650	100	18.18%
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	**9,926**	**10,076**	**11,169**	**1,093**	**10.85%**

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	65	77	77	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Joint Committee on Taxation

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**8,800**	**9,523**	**723**	**8.22%**
Personnel Base	8,800	8,800	-	-
Base Adjustment	-	488	488	
Cost of Living Adjustment Annualized		67	67	-
Cost of Living Adjustment	-	168	168	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	-
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	
Personnel Benefits	-	-	-	-
B. PRICE LEVEL INCREASES	-	29	29	-
C. PROGRAM CHANGES	**1,276**	**1,617**	**341**	**26.74%**
Miscellaneous	1,276	1,617	341	26.74%
TOTAL	**10,076**	**11,169**	**1,093**	**10.85%**
POSITIONS	77	77	-	-

Explanation of Changes Shown on Schedule C

Joint Committee on Taxation

For salaries and expenses of the Joint Committee on Taxation, $11,169,000. The fiscal year (FY) 2018 budget request is $1,093,191 or 10.85% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $9,523,000 for mandatory items, $29,000 in price level increases, $1,275,809 for program current services and a $341,191 increase in program changes.

I. Personnel Details: FY18 Request - $9,523,000

A. Base: $8,800,000
  i. The estimated FY17 personnel compensation will be $8,800,000.

B. Budget Calculations:
  i. FY17 Cost of Living Annualized - (0.72%) 2.88%
  ii. FY18 Cost of Living Prorated - (1.80%) 2.40%
  iii. FY18 Longevity - 0.00%
  iv. FY18 Meritorious Increase - 0.00%

C. Requested Changes:
  i. FY17 Cost of Living Annualized - $67,000
  ii. FY18 Cost of Living Prorated - $168,000
  iii. FY18 Overtime - $0
  iv. FY18 Reclassifications - $0
  v. FY18 Temporary Positions - $0
  vi. FY18 Longevity - $0
  vii. FY18 Meritorious Increase - $0
  viii. FY18 Accrued Leave - $0
  ix. FY18 Personnel Benefits - $0
  x. FY18 Base Adjustment - $488,000
  To retain a qualified and experienced professional staff, this adjustment to Personnel will meet the demand from Member offices for assistance in policy development, drafting legislative proposals, and estimating budgetary effects. The staff needs to add two tax attorneys with experience in business taxation and one

critical quantitative economist. These resources will help Members work through policy design proposals related to the individual income tax, pension and benefit issues, and business income taxation.

II. Price Level Details: FY18 Request - $29,000
The non-personnel estimated inflation factor is 2.30%.

III. Program Details: FY18 Request - $1,617,000

A. Current Services:
i. Miscellaneous - $1,275,809
The Joint Committee on Taxation provides support to the House and Senate with respect to revenue legislation. The staff prepares background materials for committee hearings, markup documents, committee reports, statements of managers, revenue estimates, and other economic analysis for all tax legislation considered by Congress. The Joint Committee prepares special reports as may be requested by the Chairman and Vice Chairman, and reviews income tax treaties for the Senate Foreign Relations Committee. The Joint Committee staff also reviews all tentative large income tax refunds prior to their payments by the Internal Revenue Service.

B. Proposed Changes:
i. Miscellaneous - $341,191
This increase is requested due to rising non-personnel costs associated with Cybersecurity. Members of Congress have demanded that increased attention be paid to Cybersecurity to protect the legal mandate of limited access to taxpayer return information protected under the Internal Revenue Code section 6103, and thus necessitates increased expenditures for Other Services, Supplies and Materials, and Equipment. This has long been an important issue for the Joint Committee due to the reliance on tax returns protected under Code section 6103. While the Joint Committee has been at the forefront of security for years, the increased quantity and sophistication of threats have forced the Committee to allocate more funding to Cybersecurity. To promote sound information technology (IT) security, the Joint Committee will engage outside experts to undertake ongoing security audits. In addition, under Supplies and Materials, the Committee will need to acquire additional computer software and associated licenses for such software to scan internal system malware, and under Equipment, additional computer hardware will be required.

Schedule A - Office of Attending Physician

House of Representatives
Office of Attending Physician
By Object Class

	FY16 Actuals Dollars ($000)	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
1100 Personnel Compensation	-	-	-	-	-
1200 Personnel Benefits	160	162	162	-	-
1300 Benefits to Former Personnel	-	-	-	-	-
2100 Travel	11	64	50	(14)	(21.75%)
2200 Transportation of Things	-	8	8	-	-
2300 Rent, Communications, Utilities	50	219	220	1	0.46%
2400 Printing and Reproduction	2	-	3	3	-
2500 Other Services	1,846	2,679	2,780	101	3.78%
2600 Supplies and Materials	416	540	600	60	11.05%
3100 Equipment	1	105	15	(90)	(85.71%)
4200 Insurance Claims/Indemnities	-	-	-	-	-
TOTAL	2,487	3,777	3,838	61	1.62%

	FY16 Actuals	FY17 CR Annualized	FY18 Estimate	FY18 vs. FY17 Net Change	FY18 vs. FY17 Net Change %
Positions	-	-	-	-	-

FY16 actuals reflect data as of September 30, 2016. These are expenditures only and do not reflect open obligations or post FY spending.

Schedule C - Office of Attending Physician

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

	FY17 CR Annualized Dollars ($000)	FY18 Estimate Dollars ($000)	FY18 vs. FY17 Net Change Dollars ($000)	FY18 vs. FY17 Net Change Percent %
A. MANDATORY CHANGE	**162**	**162**	-	-
Personnel Base	-	-	-	-
Base Adjustment	-		-	-
Cost of Living Adjustment Annualized	-	-	-	-
Cost of Living Adjustment	-	-	-	-
Overtime Pay	-	-	-	-
Reclassifications	-	-	-	
Temporary Positions	-	-	-	-
Longevity Increase	-	-	-	-
Meritorious Increase	-	-	-	-
Accrued Leave	-	-	-	-
Personnel Benefits	162	162	-	-
B. PRICE LEVEL INCREASES	-	**12**	**12**	-
C. PROGRAM CHANGES	**3,615**	**3,664**	**49**	**1.36%**
Reimbursement to the Navy	2,679	2,780	101	3.78%
Miscellaneous	936	884	(52)	(5.57%)
TOTAL	**3,777**	**3,838**	**61**	**1.62%**
POSITIONS	-	-	-	-

III. Program Details: FY18 Request - $3,664,240

A. Current Services:

i. Miscellaneous - $936,399

The Office of Attending Physician provides medical services to House and Senate staff. Services and supplies provided include the following: consumable supplies of medicines (injection and oral) for chemical/biological warfare, continuing education and associated travel costs, required supplies for House and Senate staff/OEC, CPR/AED and First Aid training, cost of maintenance of MeRV and cost of drivers' training, equipment to directly support continuity of operations; prophylactic medications, immunizations, physical exams, dietary information, therapy supplies, consumable supplies for all health units on Capitol Hill, laboratory chemicals and reagents, equipment purchases, contracts for equipment maintenance and service, and administrative supplies; on-going training to maintain licensure and certifications, and to increase knowledge of clinical issues. Additional expenses include costs incurred with communication devices, X-ray, laboratory, maintenance of electronic medical records, computers, contracts for maintenance and user fees, and mobile capability upkeep, telephone charges, wireless communications capabilities, and other costs incurred with training.

ii. Reimbursement to the Navy - $2,678,648

The Office of Attending Physician (OAP) has an ongoing contract with the U.S. Navy for services including medical staff and equipment.

B. Proposed Changes:

i. Miscellaneous - ($52,159)

There is a decrease in overall equipment purchases for FY18.

ii. Reimbursement to the Navy - $101,352

This increase is based on the anticipated FY18 cost of the U.S. Navy contracted services.

Explanation of Changes Shown on Schedule C

Office of Attending Physician

For salaries and expenses of the Office of Attending Physician, $3,838,000. The fiscal year (FY) 2018 budget request is $61,193 or 1.62% above the *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254.

This amount includes $161,760 for mandatory items, $12,000 in price level increases, $3,615,047 for program current services and a $49,193 increase in program changes.

I. Personnel Details: FY18 Request - $161,760

  A. Base: $161,760
    i. The estimated FY17 personnel benefits will be $161,760.

  B. Budget Calculations:
    i. FY17 Cost of Living Annualized - (0.72%) 2.88%
    ii. FY18 Cost of Living Prorated - (1.80%) 2.40%
    iii. FY18 Longevity - 0.00%
    iv. FY18 Meritorious Increase - 0.00%

  C. Requested Changes:
    i. FY17 Cost of Living Annualized - $0
    ii. FY18 Cost of Living Prorated - $0
    iii. FY18 Overtime - $0
    iv. FY18 Reclassifications - $0
    v. FY18 Temporary Positions - $0
    vi. FY18 Longevity - $0
    vii. FY18 Meritorious Increase - $0
    viii. FY18 Accrued Leave - $0
    ix. FY18 Personnel Benefits - $0
    x. FY18 Base Adjustment - $0

II. Price Level Details: FY18 Request - $12,000
    The non-personnel estimated inflation factor is 2.30%.

Appendices to the U.S. House of Representatives Zero Based Budgeting for FY2018 Request

During the formulation of FY2018, several offices throughout the U.S. House of Representatives utilized principles of Zero Based Budgeting (ZBB) to develop their request in a more efficient and transparent manner. The Appendix provides additional information regarding how each of the offices derived their requests utilizing principles of ZBB. The Appendices for each House Office are in the following order:

- Office of the Clerk
- Office of the Sergeant At Arms
- Office of the Chief Administrative Officer
- Office of Inspector General
- Office of General Counsel
- Office of the Parliamentarian
- Office of the Law Revision Counsel
- Office of the Legislative Counsel
- Office of Interparliamentary Affairs
- Office of Congressional Ethics

Office of the Clerk
FY 2018 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Office of the Clerk of the House of Representatives was established constitutionally in 1789. The duties of the Office are mandated by law, House Rules (II and VII), policies and traditions of the House.

Mission Statement

The mission of the Office of the Clerk is to provide procedural assistance and support necessary for the orderly conduct and dissemination of the official business of the House.

FY'18 Budget Request
$28,421,000

Strategic Plan

The Office of the Clerk aims to be an organization of highly professional staff that leads in providing innovative legislative services and support to the House, while protecting the integrity and traditions of the institution.

Functional Components

The functional components of the Office of the Clerk are as follows:

Immediate Office - Supplies support to all other office components. It also manages the office and supervises the staff of any deceased, resigned, or expelled Member until a successor is elected.

Legislative Operations - Coordinates the services of the Bill and Enrolling Clerks, the Journal Clerks, the Tally Clerks, the Daily Digest, and the Floor Action Reporting. This office also provides support pertaining to the Clerk's legislative duties. Among the duties of this office are receiving and processing official papers; compiling and publishing the daily minutes of House proceedings; operating the electronic voting system and overseeing the recording of votes; preparing messages to the Senate regarding passed legislation; and reading the bills, resolutions, amendments, motions, and Presidential messages that come before the House. The Office of Legislative Operations also prepares the summaries and schedules of House activities published in the Daily Digest section of the *Congressional Record.*

Legislative Computer Systems (LCS) - LCS provides technical support for offices under the Clerk and maintains the electronic voting system on the House Floor.

Official Reporters The Official Reporters transcribes House proceedings verbatim for publication in the *Congressional Record* and provides stenographic support to Committees for all hearings, meetings, and mark-up sessions.

Legislative Resource Center (LRC) LRC ensures that House legislative and membership information is accessible to all. LRC supplies House Members with the documents under consideration on the House Floor. LRC also gathers and verifies information on actions by House Committees and the President of the United States regarding legislation. The data are stored in the Legislative Information Management System (LIMS), an in-house system that tracks all legislation from its introduction on the House Floor to its signing by the President. LRC manages lobbying disclosure filings as well as public disclosure forms from all House Officers, Members, and staff and makes disclosure registrations and reports accessible to the public. LRC compiles and publishes official lists and informational publications about the House-including Member, Committee, and House office information as well as nominee and election statistics-and serves as the repository and a disseminator of official House legislative documents and publications. LRC also supports congressional offices with orders for official stationery and envelopes and other print services and responds to congressional and public inquiries regarding legislative information about Congress.

Capitol Service Groups The Capitol Service Groups provide support services to the maintenance of the Republican and Democratic Cloakrooms, the Lindy Claiborne Boggs Congressional Women's Reading Room, the Members and Family Committee Room, and the Capitol Prayer Room.

Office of House Employment Counsel (OHEC) OHEC provides advice about employment practices and acts as legal representation for all employing authorities in the House.

Office of Communications - The Office of Communications provides comprehensive creative services to all divisions of the Office of the Clerk. Offerings include message positioning and branding, Web and print content development and management, graphic and interactive Web design, event and architectural photography, event support, email marketing, and social media consulting.

Office of Arts & Archives and Office of the Historian - These Offices research and collect more than 200 years of House history in the form of documents, artifacts, biographical information, historical information, historical analysis, and artwork, providing a variety of services concerning historical publications, the House Collection, and the records of the House. The Offices maintain the House entries of the *Biographical Directory of the United States Congress* and present original research in publications such as *Women in Congress, 1917-2006* and *Black Americans in Congress, 1870-2007.* The Offices curate the House Collection of fine art and historical artifacts, collecting and caring for the more than 2,000 objects, resulting in exhibitions, publications, and commissions. The Offices also process the records of the House and oversees their eventual safe transfer to the National Archives, help House committees and officers identify records for permanent retention, and provide management advice to Members for their congressional papers.

Zero Based Budgeting Applied

At the beginning of the FY 2018 budget cycle we asked the head of each organization to prepare their request by first determining the level of service which is currently essential to support required House activities. Also at this time we asked them to add any new service requirements that were 'in the pipeline' for FY 2018; as well as eliminating any service requirements that were being discontinued for the budget year. After the level of service was determined the managers then recreated their organization and developed the budget needed to deliver those services critical to House operations. Both personnel and non-personnel costs were developed from the ground up. The result was a budget request that was $2.01m more than the FY 2017 request and $3.488m over the annualized CR enacted.

Office of the Sergeant at Arms
FY 2018 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Sergeant at Arms is an Officer of the House of Representatives whose duties are mandated in law, House rules, customs, and policies. Under the authority of House Rule II, the Sergeant at Arms serves as the House's chief law enforcement and chief protocol officer. The Sergeant at Arms is responsible for administering the security of Members of Congress, Congressional staff, visitors, and property within the Capitol complex while maintaining open access to the People's House. The Sergeant at Arms is also charged with maintaining order and decorum in the House Chamber.

Mission Statement

The Office of the Sergeant at Arms is focused on providing the maximum degree of support to Members of Congress and their staff. This is accomplished by coordinating police, protocol, and administrative services as a highly integrated, flexible, and professional organization.

FY'18 Budget Request

$ 18,076,000

Functional Components

The employees of the Office of the Sergeant at Arms are our most valued assets and have a shared responsibility in fulfilling our mission of service towards the House community. The Office is comprised of six divisions with 132 authorized positions. Staff within each division (functional component) of the Office of the Sergeant at Arms are tasked with providing essential services in support of the Constitutional roles and responsibilities of the House of Representatives.

I am requesting an increase in the SAA's authorized strength by 12 FTE. These additional FTE will enhance the SAA's ability to serve the House Community such as to enhance our emergency preparedness responsibilities, broaden the IT staff skill set, and assist with House floor responsibilities. The FTE will be in each of the following divisions.

Immediate Office - The Sergeant at Arms Immediate Office oversees and administers all divisions within the organization. The Immediate Office is made up of Administrative staff, and Police Services/Law Enforcement staff. Administrative staff provide general administrative support for all divisions within the organization. Police Services/Law Enforcement staff provide logistical and security support for on and off campus events involving Members of Congress. To support these activities a total of $5,021,000 is requested for personnel and non-personnel items and services. The $2,286,000 for personnel will fund 17 of 19 of the authorized positions plus 2 new FTE. These 2 FTE are requested to assist with the increased duties and responsibilities relating to the acquisition of the O'Neill Building and will increase the SAA ability to staff the O'Neill service center for a greater period of time in order to assist House staff working in that building. Funding for non-personnel items and services is $2,735,000. The increase in non-personnel funding is due initiatives involving security equipment for Member district offices and travel associated with security training for district office staff off-set by non-recurring costs associated with consultant services utilized in FY17.

Protocol and Chamber Operations – The division of Protocol and Chamber Operations is comprised of the following sections: Chamber Security, Chamber Support Services, Protocol and the House Appointments Desks. Chamber Security and Chamber Support Services staff facilitate access to and maintain decorum in the House Chamber. Protocol staff assist with the ceremonial duties of the Sergeant at Arms. Appointments Desk staff facilitate access to the Capitol Building for visitors on official business. To support these activities a total of $2,825,000 is requested for personnel and non-personnel items and services. The $2,773,000 for personnel will fund 44 of the 44 authorized positions plus 2 new FTE. These 2 FTE will assist in enforcement of policies and procedures related to floor access. Funding for non-personnel items and services is $52,000. The decrease in non-personnel funding is due to reduced temporary staff support services.

House Garages and Parking Security – The division of House Garages and Parking Security is responsible for the safety and security of all vehicles and pedestrians in the House garages and parking areas. Staff in this division enforces the parking policies and allocations set forth by the Committee on House Administration. To support these activities a total of $2,395,000 is requested for personnel and non-personnel items and services. The $2,340,000 for personnel will fund 37 of the 37 authorized positions plus 4 new FTE. These 4 FTE will provide a consistent presence on all lots and garages and will assist House staff with parking availability during the Rayburn garage renovation. The Rayburn garage renovation will result in a temporary loss of approximately 800-900 spaces per phase. These FTE will assist staff in identifying available spaces and will actively enforce parking restrictions so that space is available for those permitted to park in designated areas. Funding for non-personnel items and services is $55,000. The increase in non-personnel funding is due to non-recurring costs associated with the purchase of parking permits for use in the 116th Congress.

House Security – The division House Security serves as a central location to oversee the issuance, administration, and verification of all House of Representatives security clearances. This division also serves as a central repository for classified materials and is responsible for receiving, controlling, transmitting, storing, and destroying classified information. Staff in this division provides training for Members of Congress and House staff on the protocols and responsibilities in handling and storing of classified materials, foreign travel, counterintelligence, and operations security. To support these activities a total of $551,000 is requested for personnel. The $551,000 for personnel will fund 5 of the 5 authorized positions plus 1 new FTE. This 1 FTE will staff the SCIF located in the Rayburn House Office Building. This FTE will control access to the SCIF, perform administrative tasks to ensure the integrity of the SCIF, monitor the classified briefings, and serve as the recipient of classified information from various intelligence agencies. The increase in funding is due personnel costs. Please note, we did not request funding for non-personnel items and services for this functional component.

Information Services –The division of Information Services consists of Information Technology and Identification Services. The Information Technology section provides technical support for the entire organization. The Identification Services section assists with the security of the Capitol complex by issuing identification badges to all authorized personnel employed by the House of Representatives and the Architect of the Capitol. To support these activities a total of $1,658,000 is requested for personnel and non-personnel items and services. The $1,171,000 for personnel will fund 12 of 12 authorized positions plus 1 new FTE. This 1 FTE will provide my office with database expertise and will ensure the various systems we use remain operational and efficient. Additionally, this FTE will provide desktop and technical support to all SAA staff. Funding for non-personnel items and services is $487,000. The decrease in non-personnel funding is due to a non-recurring equipment purchase in FY17.

Emergency Management – The division of Emergency Management serves as the focal point for the House of Representatives emergency planning and continuity programs. The division manages the House of Representatives life safety support programs, the House Operations Center, and internal continuity activities for the Office of the Sergeant at Arms. To support these activities a total of $5,453,000 is requested for personnel and non-personnel items and services. The $1,810,000 for personnel will fund 14 of the 14 authorized positions plus 2 new FTE. These FTE will assist with emergency preparedness, operations, and planning efforts of the office and will focus on emergency preparedness training for Member and Committee offices. Funding for non-personnel items and services is $3,643,000. The increase in non-personnel funding is due to staff training, emergency preparedness systems, and security initiatives that were unfunded in FY17 as a result of the Continuing Resolution.

Zero Based Budgeting Applied

In the spirit of zero based budgeting the goal of the Sergeant at Arms is to continue to provide exceptional services to the Congressional community while remaining fiscally responsible.

Office of the Chief Administrative Officer
FY18 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Chief Administrative Officer (CAO) is an Officer of the House and is elected by majority vote of Members at the start of each Congress. Pursuant to House Rule II, the CAO directs non-legislative, budgetary, financial and administrative functions of the House subject to the oversight of the Committee on House Administration.

Mission Statement

We serve the House community by providing administrative, technical, and operational solutions so Members can perform their Constitutional duties.

FY18 Budget Request

$133,635,000

Strategic Plan

Over the next five years, the CAO will achieve becoming an essential resource for every Member of the People's House through outstanding customer experiences delivered by exceptional employees. The Strategic Plan will drive and impact all decisions and actions by business units at all levels. All activities, current and planned, will be tied to the plan's objectives. This includes the budgeting, internal planning and execution, stakeholder approval, procurement, and measurement processes.

Organization - Functional Components

The CAO supports the House community by providing administrative, technical, and operational solutions to the House. The CAO staff is a team of dedicated professionals with extensive public and private sector work experience. The staff is divided among seven divisions: CAO Immediate Office, Acquisitions Management, Finance, House Information Resources, House Recording Studio, Human Resources, and Logistics and Support. During the zero based budgeting process, personnel budgets were allocated to all divisions. Below is a summary of the request:

	FY17 Further Continuing Appropriations per P.L. 114-254	FY18 Budget Request	FY18 Request vs. FY17 CR $	FY18 Request vs. FY17 CR %
Chief Administrative Officer				
CAO Immediate Office and Galleries	$ 7,302,866	$ 7,994,000	$ 691,134	9.5%
Acquisitions Management	$ 10,287,726	$ 10,451,000	$ 163,274	1.6%
Finance	$ 10,058,240	$ 9,896,000	$ (162,240)	-1.6%
House Information Resources	$ 62,673,486	$ 78,741,000	$ 16,067,514	25.6%
House Recording Studio	$ 5,883,731	$ 5,656,000	$ (227,731)	-3.9%
Human Resources	$ 3,667,878	$ 3,600,000	$ (67,878)	-1.9%
Logistics & Support	$ 17,068,342	$ 17,297,000	$ 228,658	1.3%
Total CAO Budget	**$ 116,942,269**	**$ 133,635,000**	**$ 16,692,731**	**14.3%**

NOTE: Business Unit budgets above include both personnel and non-personnel expenses.

CAO Immediate Office - The Immediate Office (IO) of the CAO provides legal counsel, communications, administrative support, and manages audit and internal controls for the CAO, and oversees the Child Care Center. This division also includes the three Galleries: Radio TV Gallery, Press Gallery, and Periodical Press Gallery.

CAO IMMEDIATE OFFICE SUMMARY - FY18 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY18 Budget		
11-Personnel Compensation	$ 4,956,000	Flat with the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254 which includes a 0.1901% rescission.
21-Travel	$ 12,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 88,000	
24-Printing	$ 6,000	
25-Other Services	$ 1,304,866	
26-Supplies and Materials	$ 847,000	
31-Equipment	$ 89,000	
Subtotal Tier 1	**$ 7,302,866**	
Tier 2: Zero-based budgeting applied to Flat FY18 Budget		
11-Personnel Compensation	$ 223,000	The FY18 budget request for IO is $691,134 or 9.5% above the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254. The IO requests funding to support personnel increases for the anticipated COLA and longevities. Additionally, the IO requires additional contractor assistance for the Internal Control ERM Initiative as well as ongoing OMB A-123 work. The IO requests funding to support increased subscription costs for GovDelivery, National Journal and CQ Quarterly. Finally, the IO requires funding to support the telephone operator costs that are shared with the Senate.
21-Travel	$ (2,000)	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ (4,000)	
24-Printing	$ (1,000)	
25-Other Services	$ 436,134	
26-Supplies and Materials	$ 53,000	
31-Equipment	$ (14,000)	
Subtotal Tiers 1&2	**$ 7,994,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2,&3	**$ 7,994,000**	

Acquisitions Management - Acquisitions Management procures goods and services for the House, and manages House service contracts including Food Services, Shoe Shine Services, Barber Shop and Salon Services, fitness center, dry cleaners, and traditional and digital mail operations.

ACQUISITIONS MANAGEMENT SUMMARY - FY18 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY18 Budget		
11-Personnel Compensation	$ 1,799,000	Flat with the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254 which includes a 0.1901% rescission.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 128,000	
24-Printing	$ -	
25-Other Services	$ 7,974,726	
26-Supplies and Materials	$ -	
31-Equipment	$ 386,000	
Subtotal Tier 1	**$ 10,287,726**	
Tier 2: Zero-based budgeting applied to Flat FY18 Budget		
11-Personnel Compensation	$ (15,000)	The FY18 budget request for Acquisitions is $163,274 or 1.6% above the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254. Acquisitions anticipates an increase for the next option period of the traditional mail contract September 1, 2017 through August 31, 2019. Before the start of the new option period, the House and Library of Congress will renegotiate a portion of the contract which may result in a small amount of savings. Additionally, Acquisitions expects to see increases in rent, security and utility fees associated with the Capitol Heights Mail facility. Partially offsetting this increase, Acquisitions personnel request has decreased due to positions that were budgeted at a higher rate than filled.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 6,000	
24-Printing	$ -	
25-Other Services	$ 163,274	
26-Supplies and Materials	$ -	
31-Equipment	$ 9,000	
Subtotal Tiers 1&2	**$ 10,451,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2,&3	**$ 10,451,000**	

Finance - The Office of Finance (Finance) provides financial management services to the House community including accounting, financial counseling for official expenses and voucher processing, payroll and benefits counseling and processing for Members of Congress and staff, and House budget management.

FINANCE SUMMARY - FY18 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY18 Budget		
11-Personnel Compensation	$ 9,055,000	Flat with the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254 which includes a 0.1901% rescission.
21-Travel	$ 3,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 92,000	
24-Printing	$ 2,000	
25-Other Services	$ 770,240	
26-Supplies and Materials	$ 61,000	
31-Equipment	$ 75,000	
Subtotal Tier 1	**$ 10,058,240**	
Tier 2: Zero-based budgeting applied to Flat FY18 Budget		
11-Personnel Compensation	$ (44,000)	The FY18 budget request for Finance is ($162,240) or -1.6% below the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254. Finance will reduce the number of contractors within Payroll & Benefits (P&B) because it has been determined that current staff will be able to efficiently perform *Affordable Care Act* (ACA) associated activities historically executed by contractors. Additionally, Finance's personnel request decreased due to positions that were budgeted at a higher rate than filled as well as a position that was transferred to other parts of the organization.
21-Travel	$ 25,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ (12,000)	
24-Printing	$ 1,000	
25-Other Services	$ (192,240)	
26-Supplies and Materials	$ 1,000	
31-Equipment	$ 59,000	
Subtotal Tiers 1&2	**$ 9,896,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2,&3	**$ 9,896,000**	

House Information Resources - House Information Resources (HIR) manages the technology solutions for the House community. HIR provides cyber security products and services, campus voice and data services, active directory management, mobile communications support, website development, Multiprotocol Label Switching (MPLS) and Virtual Private Network (VPN) connection support, and video teleconferencing through the House's public wireless network. HIR is also responsible for managing large scale software/hardware implementations.

HOUSE INFORMATION RESOURCES SUMMARY - FY18 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY18 Budget		
11-Personnel Compensation	$ 32,412,000	Flat with the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254 which includes a 0.1901% rescission.
21-Travel	$ 105,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 5,118,000	
24-Printing	$ 10,000	
25-Other Services	$ 7,174,486	
26-Supplies and Materials	$ 658,000	
31-Equipment	$ 17,196,000	
Subtotal Tier 1	**$ 62,673,486**	
Tier 2: Zero-based budgeting applied to Flat FY18 Budget		
11-Personnel Compensation	$ 2,204,000	The FY18 budget request for HIR is $16,067,514 or 25.6% above the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254. HIR is requesting additional funding for the CAO's cybersecurity program that keeps the House community secure. This funding will support existing contractor support that was originally funded through the CAO's unfunded process and long term program requirements. Also in FY18, HIR is requesting funding for MySQL license subscription renewals that are used by Member-facing web sites, financial systems and other mission critical systems as well as database licenses for new projects. Additionally, HIR requests funding to support personnel increases for the anticipated COLA, longevities, and overtime as well as funded for previously frozen positions and increased maintenance and licensing costs including an increase to the annual Microsoft subscription license due to the implementation of Office 365. New for FY18, HIR will be adding a Cloud Web Hosting annual subscription as migration to this platform is scheduled for completion in FY17. Finally, HIR will be replacing ImageNow, currently used in conjunction with our payroll system, due to the company's acquisition by a foreign agent.
21-Travel	$ 53,000	
22-Transportation of Things	$	
23-Rent, Communications, Utilities	$ 5,000	
24-Printing	$ (5,000)	
25-Other Services	$ 9,493,514	
26-Supplies and Materials	$ 144,000	
31-Equipment	$ 4,173,000	
Subtotal Tiers 1&2	**$ 78,741,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2,&3	**$ 78,741,000**	

House Recording Studio - The House Recording Studio (HRS) provides House floor coverage through Committee broadcast and studio operations. HRS also manages Committee Hearing Room renovations and equipment replacement.

HOUSE RECORDING STUDIO SUMMARY - FY18 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY18 Budget		
11-Personnel Compensation	$ 4,984,000	Flat with the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254 which includes a 0.1901% rescission.
21-Travel	$ 5,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 180,000	
24-Printing	$ -	
25-Other Services	$ 450,731	
26-Supplies and Materials	$ 70,000	
31-Equipment	$ 194,000	
Subtotal Tier 1	**$ 5,883,731**	
Tier 2: Zero-based budgeting applied to Flat FY18 Budget		
11-Personnel Compensation	$ (552,000)	The FY18 budget request for HRS is ($227,731) or -3.9% below the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254. HRS requires additional funding to support lifecycle replacement of several equipment pieces that are well beyond industry lifecycle and need to be replaced during FY18 for dependable broadcasting and floor coverage. All studio operations equipment requiring replacement is not used as part of broadcasting for Committees As such, the CAO is responsible for these costs and Hearing Room Renovations funding cannot be used. Offsetting these increases, HRS's personnel request decreased due to positions that were budgeted at a higher rate than filled as well as positions that were not moved from unfunded to funded status as originally planned.
21-Travel	$ (5,000)	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ 4,269	
26-Supplies and Materials	$ -	
31-Equipment	$ 325,000	
Subtotal Tiers 1&2	**$ 5,656,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2,&3	**$ 5,656,000**	

Human Resources - The Office of Human Resources (HR) provides personnel services to the CAO and ADA assistance to Members. The HR Immediate Office (which encompasses CAO Human Resources, Diversity and Organizational Change Management, Privacy Assurance, and Safety and Personnel Security) provides internal full life-cycle HR services to the CAO organization. Within HR, the Office of Employee Assistance, House Learning Center and Wounded Warrior Program provide external House-wide HR services.

HUMAN RESOURCES SUMMARY - FY18 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY18 Budget		
11-Personnel Compensation	$ 2,799,000	Flat with the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254 which includes a 0.1901% rescission.
21-Travel	$ 76,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 30,000	
24-Printing	$ 18,000	
25-Other Services	$ 593,878	
26-Supplies and Materials	$ 51,000	
31-Equipment	$ 100,000	
Subtotal Tier 1	**$ 3,667,878**	
Tier 2: Zero-based budgeting applied to Flat FY18 Budget		
11-Personnel Compensation	$ (235,000)	The FY18 budget request for HR is ($67,878) or -1.9% below the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254. HR requires additional contractor support for new initiatives including labor relations, professional development, recruiting, and online training course development. In addition, HR requires additional contractor support for new initiatives including labor relations, professional development, recruiting, and online training course development. In addition, HR requires funding to support increased maintenance costs of contractual and licensing agreements.
21-Travel	$ 18,000	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ 7,000	
24-Printing	$ 13,000	
25-Other Services	$ 76,122	
26-Supplies and Materials	$ (5,000)	
31-Equipment	$ 58,000	
Subtotal Tiers 1&2	**$ 3,600,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2,&3	**$ 3,600,000**	

Logistics & Support Logistics & Support (L&S) manages furniture and furnishings for the House community including providing core furniture, furniture refurbishment, carpeting, draperies, upholstery, cabinet making, finish schedule activities, delivery and setup of furniture in offices, meetings and special event rooms, as well as warehousing furniture inventory. Additionally, L&S manages Asset Management and oversees the operation of the Office Supply Store, the House Gift Shop, Photography, Graphics, and First Call.

LOGISTICS & SUPPORT SUMMARY - FY18 BUDGET REQUEST TABLE

Description	Amount	Narrative
Tier 1: Flat FY18 Budget		
11-Personnel Compensation	$ 11,871,000	Flat with the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254 which includes a 0.1901% rescission.
21-Travel	$ 61,000	
22-Transportation of Things	$ 18,000	
23-Rent, Communications, Utilities	$ 110,000	
24-Printing	$ -	
25-Other Services	$ 1,694,342	
26-Supplies and Materials	$ 1,443,000	
31-Equipment	$ 1,871,000	
Subtotal Tier 1	**$ 17,068,342**	
Tier 2: Zero-based budgeting applied to Flat FY18 Budget		
11-Personnel Compensation	$ 132,000	The FY18 budget request for L&S is $228,658 or 1.3% above the FY17 Annualized CR entitled *Further Continuing and Security Assistance Appropriations Act, 2017* per P.L. 114-254. L&S requests funding to support personnel increases for the anticipated COLA, longevities and overtime. Additionally, L&S requires additional funding to support increases in existing contractor support requirements to cover the addition of Asset Management Tasks. Also, L&S requires funding to support additional contractor requirements for the Modular/Transition directorate due to expanding duties and workload as a result of the Cannon Renovation Project and increased requests from Member offices with modular furniture.
21-Travel	$ (1,000)	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ 77,658	
26-Supplies and Materials	$ (85,000)	
31-Equipment	$ 105,000	
Subtotal Tiers 1&2	**$ 17,297,000**	
Tier 3: Optimal funding above Tiers 1 & 2		
11-Personnel Compensation	$ -	Not requested.
21-Travel	$ -	
22-Transportation of Things	$ -	
23-Rent, Communications, Utilities	$ -	
24-Printing	$ -	
25-Other Services	$ -	
26-Supplies and Materials	$ -	
31-Equipment	$ -	
Subtotal Tiers 1,2,&3	**$ 17,297,000**	

Zero Based Budgeting Applied

The CAO continues to endeavor to maintain current services along with initiating new programs that will support the House community and legislative activities. During summer 2016, the CAO performed an intense internal needs requirements analysis in line with the principles of Zero-Based Budgeting (ZBB). This ZBB effort allowed the CAO to focus on its mission in relationship to its overall goals and take a strategic and critical look at services currently provided.

All FY18 programs, projects and activities (PPAs) were reviewed and revised as needed. Each PPA submitted as part of this review provided a brief overview of service, justification for service, and impact if the service is not funded as well as the five-year budget need (FY18 through FY22). Throughout this process, budget points of contact identified any unfunded operational or project requirements, and provided justifications for inclusion of these items in the annual budget request.

Several meetings were held to review all submissions and unfunded operational and/or project requirements. The goal was to discuss how to accommodate annual increases on key activities and services as well as hardware/software maintenance and licenses. As a result, the CAO concluded that it would need to request an increase of $16,692,731 compared to the FY17 annualized CR levels. $12,400,000 of this increase is directly attributed to the CAO's Cybersecurity program that keeps the House community technologically secure. This funding will support existing contractor support that was originally funded through the CAO's unfunded process and long term program requirements.

Office of Inspector General
FY2018 Zero-based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Office of Inspector General (OIG) was established by the U.S. House of Representatives in the 103rd Congress, pursuant to the House Administrative Reform Resolution of 1992 (H. Res. 423, 102nd Congress) to conduct periodic audits of the financial and administrative functions of the House and of joint entities.

Mission Statement

The OIG's mission is to provide value-added recommendations for improving the performance, accountability, and integrity of House financial, administrative, and technology-based operations through performance of independent audit, advisory, and investigative services in a non-partisan manner. In collaboration with the Committee on House Administration (Committee), on a bi-partisan basis, the OIG continues to do its part to contribute to a more effective and efficient House support structure by identifying and helping mitigate significant risks to the House; highlighting opportunities for improving the efficiency of House operations; and serving as a constructive critic, risk advisor, and positive change agent.

FY2018 BUDGET REQUEST
$5,037,000

Strategic Goals

The OIG supports House governance activities by performing audits, advisory, and investigative services in coordination with the Committee on House Administration and House Leadership.

The OIG has three main Strategic Goals:

- Improve House financial and administrative operations
- Protect the integrity of House financial and administrative operations
- Ensure quality and excellence in our organization

Functional Components

The OIG staff consists of twenty-five (25) experienced and dedicated professionals who have extensive public and private sector work experience. The staff is divided among four divisions:

- Performance and Financial Audits, and Investigations
- Information Systems Audits
- Management Advisory Services
- Support Services

The OIG operates three distinct, recurring programs:

Audit, Advisory, and Investigative Services (AAIS)

The Office of Inspector General provides objective, value-added advice to House Leadership, the Committee on House Administration (Committee), the House Officers, and joint entities in the areas of financial management, administrative operations, workplace issues (e.g. health, safety, and physical security), the integrity of information system networks and cyber security, the operations of application systems, and management of the data they contain.

The OIG prepares an annual Work Plan which is reviewed and approved by both the Majority and Minority of the Committee. This plan consists of requested projects from the House Officers and the Committee, as well as additionally recommended audits and advisories based on the OIG's assessment of potential risks to the House. The scope, depth, and number of audits and advisories vary from year to year because of changes in House operations, emerging trends, the continual reassessment of risk, and the availability of funds for obligation. Because investigative services are done on an "as needed" basis, the number, scope, and level of effort of investigative projects are not easily predicted.

The OIG executes its activities through deliberate and defined processes using highly-skilled, professional staff. All audit, advisory, investigative, and quality assurance staff hold advanced degrees or one or more professional certifications. The AAIS Program budget includes salaries for the Inspector General (IG), 2 Deputy IGs, and 19 audit, advisory, investigative, and quality assurance staff members. An additional FTE was approved by the Committee on Appropriations and the Committee on House Administration after the FY2016 budget was submitted. Therefore, we added the salary for the additional FTE to our personnel compensation base during the allocation of an annualized FY2017 continuing resolution. It was absorbed within the limits of the Further Continuing and Security Assistance Appropriations Act, 2017 per P.L. 114-254. The AAIS Program budget also includes funding for audit-specific training, audit-specific supplies (e.g. computer hardware, software and licensing support, and forensic tools for audits and investigations), printing of OIG Advisory Services and Fraud Awareness brochures, and audit-related subscriptions, publications, and research services used as guides, references, and resources in the performance and planning of audits and investigations. Based upon specific job requirements, the OIG may augment its staff with contractors having specialized technical skills or subject matter expertise.

AAIS Program – (FY'18 Zero-based Budget)

Change: $292,221. The AAIS Program budget was formulated starting with the annualized Further Continuing and Security Assistance Appropriations Act, 2017 per P.L. 114-254, in which we added and absorbed the salary for the newest FTE by reducing the program's Other Services budget line. Then we adjusted the number of our COLA-eligible and COLA-ineligible staff salaries to account for positions that have reached the Speaker's Pay Order (SPO) level or will in FY2018, and calculated and added the appropriate COLA amount. The OIG formulates its personnel budget at step 6 of the highest grade for the position, unless the incumbent of a position is already above the step 6 level in the highest grade; in which case the budget for that position would be at the actual rate. This methodology for formulating our personnel budget ensures we can hire highly-qualified applicants into a broad range of pay rates for each position's classification.

Next, the non-personnel items were formulated by starting with the amounts from our FY2017 budget based on an annualized Further Continuing and Security Assistance Appropriations Act, 2017 per P.L. 114-254. The OIG is required to engage an independent CPA firm to perform the annual audit of the House financial statement. The amount for this audit by an independent contractor is the starting point to budget for Other Services for FY2018. In FY2017, the AAIS Program's budget was drastically reduced (26.5%) to absorb the addition of the salary for our new FTE, mandatory COLAs for FY2017, and to meet the funding limitations and rescission of an annualized Further Continuing and Security Assistance Appropriations Act, 2017 per P.L. 114-254. Since FY2014, the OIG's budget has absorbed mandatory COLAs within flat budgets and rescissions by reducing the Other Services budget line--which funds the annual independent audit of the House Financial Statement and external subject matter experts to assist on audits and advisories. Additionally, the Other Services budget line funds access to research services, reference guides, and other resources used in the planning and performance of audits, advisories and investigations.

For the remainder of the AAIS Program budget, we based our estimates on spending trends and projected activities and determined the minimum amount needed for current/continuing and planned services and support then added the prescribed inflation factor to each budget line. The total added to the AAIS budget using the prescribed inflation factor on non-personnel services is $16,444.

In previous budget requests and testimony, the OIG has stated that the continued absorption of COLAs into flat budgets and other budget reductions would eventually impact the OIG's ability to contract for not only the annual financial statement audit, but also to contract for the performance of or assistance on audits and advisories. For FY2018, excluding the financial statement audit, the OIG will have less than $75,000 for any other audit-related contracts unless the requested increases are added to the OIG's FY2018 budget. Therefore, the OIG is requesting to add, rather than absorb, the COLA for FY2018 and increase the Other Services budget line to bring it back to a level that represents the OIG's needs.

FY'18 Budget Request - AUDIT, ADVISORY, AND INVESTIGATIVE SERVICES

Description	Amount	
FY'17 Budget (CR per P.L. 114-254)	**Appropriations**	
11-Personnel Compensation	**$**	**3,345,529.00**
21-Travel	**$**	**-**
23-Rent, Communications, Utilities	**$**	**-**
24-Printing	**$**	**3,000.00**
25-Other Services	**$**	**624,926.00**
26-Supplies and Materials	**$**	**73,583.00**
31-Equipment	**$**	**32,703.00**
Subtotal FY'17 (CR per P.L. 114-254)	**$**	**4,079,741.00**
Zero-based Budgeting Applied for FY'18 Budget		
11-Personnel Compensation	**$**	**63,000.00**
21-Travel	**$**	**-**
23-Rent, Communications, Utilities	**$**	**-**
24-Printing	**$**	**-**
25-Other Services	**$**	**226,777.00**
26-Supplies and Materials	**$**	**1,692.00**
31-Equipment	**$**	**752.00**
Total Changes	**$**	**292,221.00**
AAIS PROGRAM FY'18 Request	$	4,371,962.00

General Operations (ADMIN-OPS)

The Office of Inspector General's Operations Program provides human resources management, contracting and procurement, IT support, budget formulation and execution, process improvements and automation, the OIG Quality Assurance Program, files maintenance and disposition, and other administrative support activities to ensure audit, advisory, and investigative staff and executive management has the necessary resources, services, and support to effectively and efficiently perform mission activities. The ADMIN-OPS Program budget includes salaries for three ADMIN-OPS Program staff members, as well as funding for the purchase of general office supplies, equipment (including maintenance agreements), office furnishings, enterprise computer software, hardware, and/or licensing agreements, relevant publications, communications equipment and service subscriptions, consultant and technical service support, and payment for shipment of purchased items.

ADMIN-OPS Program – (FY'18 Zero-based Budget)

Change: $10,079. The ADMIN-OPS Program budget was formulated starting with the annualized Further Continuing and Security Assistance Appropriations Act, 2017 per P.L. 114-254 budget. We added the mandatory COLA increase of FY2018 personnel salaries eligible to receive COLA. The OIG is requesting the increase due to the mandatory FY2018 COLA be added to the personnel budget, and not absorbed by reducing funds in another budget line or program, as has been required in the past several years. The OIG formulates its personnel budget at step 6 of the highest grade for the position, unless the incumbent of a position is already above the step 6 level in the highest grade; in which case the budget for that position would be at the actual rate. This methodology for formulating our personnel budget ensures we can hire highly-qualified applicants into a broad range of pay rates for each position's classification.

Next, the non-personnel items were formulated by starting with the amounts from our Further Continuing and Security Assistance Appropriations Act, 2017 per P.L. 114-254 budget. The remaining ADMIN-OPS program budget is based on necessary service contracts for maintenance of the OIG's current enterprise systems and office equipment. In addition, it covers communications plans, and prior year spending trends for supplies and subscriptions, and minimum estimates of the amount needed for planned technical and non-technical services. Non-personnel budget items have been increased by only the prescribed inflation factor for FY2018. The change in the ADMIN-OPS Program budget for non-personnel items is $4,079.

FY'18 Budget Request - OPERATIONS PROGRAM

Description	Amount	
FY'17 Budget (CR per P.L. 114-254)	**Appropriations**	
11-Personnel Compensation	**$**	**391,725.00**
21-Travel	**$**	**-**
23-Rent, Communications, Utilities	**$**	**38,265.00**
24-Printing	**$**	**1,000.00**
25-Other Services	**$**	**87,102.00**
26-Supplies and Materials	**$**	**22,483.00**
31-Equipment	**$**	**29,637.00**
Subtotal FY'17 (CR per P.L. 114-254)	**$**	**570,212.00**
Zero-based Budgeting Applied for FY'18 Budget		
11-Personnel Compensation	**$**	**6,000.00**
21-Travel		
23-Rent, Communications, Utilities	**$**	**880.00**
24-Printing	**$**	**-**
25-Other Services	**$**	**2,000.00**
26-Supplies and Materials	**$**	**517.00**
31-Equipment	**$**	**682.00**
Subtotal Changes	**$**	**10,079.00**
OPS PROGRAM FY'18 Request	$	580,291.00

Training (TPDEV)

Rule II states that the OIG will conduct its audit, investigative, and advisory work in a manner consistent with government-wide auditing standards. Generally Accepted Government Auditing Standards require that all auditors and specialists supporting auditors receive a minimum of 80 hours of specialized training every two years. In addition to Government Auditing Standards requirements for auditors, specialized training for Information Systems Auditors is needed to stay current with rapidly changing and emerging technologies.

The majority of the OIG's training is done locally, but in some instances, travel and travel expenses are necessary if the training cannot be obtained in time to meet the needs of the OIG or is not available locally. Purchases of computer software, accessories, training/learning aids, and publications associated with OIG training are also funded in the Training (TRN) Program's budget.

TPDEV Program – (FY'18 Zero-based Budget)

Change: $1,905. The TPDEV Program budget was formulated starting with the annualized Further Continuing and Security Assistance Appropriations Act, 2017 per P.L. 114-254 budget. The OIG then reviewed past year's spending trends and estimates to ensure funding for the minimum number of Continuing Professional Education credits which staff are required to earn, in accordance with Generally Accepted Government Auditing Standards. This relates directly to ensuring the OIG is in compliance with GAO Yellow Book requirements and House Rule II, which states the OIG will conduct its work "in a manner consistent with government-wide auditing standards," and is also in line with the OIG's strategic goal of ensuring quality and excellence in our organization. The entire increase to the TPDEV Program budget is due to application of the prescribed inflation factor for FY2018.

FY'18 Budget Request - TRAINING PROGRAM

Description	Amount
FY'17 Budget (CR per P.L. 114-254)	**Appropriations**
11-Personnel Compensation	
21-Travel	$ 11,303.00
23-Rent, Communications, Utilities	
24-Printing	
25-Other Services	$ 71,539.00
26-Supplies and Materials	
31-Equipment	
Subtotal FY'17 (CR per P.L. 114-254)	**$ 82,842.00**
Zero-based Budgeting Applied for FY'18 Budget	
11-Personnel Compensation	
21-Travel	$ 260.00
23-Rent, Communications, Utilities	
24-Printing	
25-Other Services	$ 1,645.00
26-Supplies and Materials	
31-Equipment	
Total Change	**$ 1,905.00**
TRAINING PROGRAM FY'18 Request	**$ 84,747.00**

Based on known requirements at this time, the OIG has no additional changes to make to the zero-based budget request above. The OIG reduces costs wherever possible and releases funds for reprogramming when our operational and mission funding requirements do not match our budget plan. Our FY2018 budget request, includes recouping funds for the AAIS Program's Other Services budget line for the annual audit of the House financial statement by an independent CPA and other necessary contracted audit-related assistance, adding mandatory COLAs for all COLA-eligible positions, and adding amounts to each non-personnel budget lines at or below the prescribed inflation rate. While the OIG has absorbed mandatory COLAs and inflationary factors into a flat budget since FY2014, the OIG's FY2018 budget request adds funding for COLAs and increases to the AAIS Program for Other Services to help ensure there are no negative impacts to the OIG's ability to meet its continuing and future mission requirements.

Office of General Counsel
FY 2018 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Office of General Counsel (OGC) is established pursuant to Rule II.8(a) of the Rules of the House of Representatives for the 114th Congress. The office was first established by House Rule in 1993. See H. Res. 5, 103d Cong. (Jan. 5, 1993, p.49).

Mission Statement

The OGC provides legal representation and advice to the House and its Members, officers, employees, and entities (e.g., committees), without regard to political affiliation, on matters related to their official duties.

FY'18 Budget Request

$1,492,000

Strategic Plan

The strategic plan of the office is to defend the prerogatives of the House and its Members by litigating cases effectively and providing sound legal advice and counsel. While it is impossible to provide an exhaustive list of the types of representation and advice that the OGC can and does provide, the office addresses with some frequency the following types of matters:

- committee subpoenas
- judicial/administrative/grand jury subpoenas
- judicial proceedings
- privileges, including Speech or Debate Clause issues
- tort claims
- request for information (both formal and informal)
- release of constituent information and confidentiality
- FOIA and the Privacy Act issues
- formal legal opinions
- tax exemption letters
- separation of powers issues

Office Functional Components

Legal Representation and Advice

Zero Based Budgeting Applied

To execute zero based budgeting, we reviewed and analyzed our historical spending patterns, and evaluated our anticipated needs for FY 2018.

The amount requested for FY 2018 is below the OGC's actual expenditures for FY 2016, due primarily to a projected reduction in litigation-related expenditures for outside counsel, although such expenditures are inherently unpredictable and difficult to estimate with any degree of accuracy. In previous years, unanticipated expenditures for outside counsel have necessitated reprogramming of funds to increase the OGC budget, including $350,000 in reprogrammed funds in FY 2015 and $325,000 in reprogrammed funds in FY 2016. In an attempt to provide a more accurate budget for FY 2018 and in order to provide flexibility to increase the office's litigation resources in light of the litigation demands imposed on the office in recent years (as evidenced by the recurring need to hire outside counsel), the office has requested funds sufficient to add an additional assistant general counsel in FY 2018. The FY 2018 budget request also includes funds for meritorious and COLA increases required to maintain salary levels sufficient to retain highly qualified senior attorneys (associate and assistant general counsels) who handle the bulk of the OGC's workload. Those increases are partially offset by the office's plan to fill the vacant deputy general position with an assistant general counsel at a lower salary.

Office of the Parliamentarian
FY 2018 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

A Parliamentarian has been appointed by the Speaker in every Congress since 1927. In the 95th Congress the House formally established an Office of the Parliamentarian to be managed by a nonpartisan Parliamentarian appointed by the Speaker without regard to political affiliation and solely on the basis of fitness to perform the duties of the position. (H. Res. 502, Apr. 20, 1977, made permanent law by sec. 115 of P.L. 95-94; see 2 U.S.C. 287).

The compilation and preparation of the precedents of the House of Representatives were authorized in the 93rd Congress by the Committee Reform Amendments of 1974 (sec. 208, H. Res. 988, Oct. 8, 1974, made permanent law by P.L. 93-554, 2 U.S.C. 28a). The printing and distribution of the precedents were authorized by Public Law 94-551 (2 U.S.C. 28b-28e). See also 2 U.S.C. 28, 29.

Mission Statement

Parliamentary practice and procedure in the House of Representatives is grounded in the Constitution, in the standing rules adopted by the House, in Thomas Jefferson's Manual of Parliamentary Practice, and in provisions of law or concurrent resolution having the effect of rules of the House. On this foundation rests a body of precedent developed by decisions of the various Speakers and other presiding officers of the House and its Committees of the Whole on actual parliamentary questions as they have arisen over 228 years. The overarching role of the Parliamentarian is to strive for consistency in parliamentary analysis by attempting to apply pertinent precedent to each question confronted -- in recognition of the principle of stare decisis that fairness is best guaranteed by predictability, which, in turn, is best guaranteed by fidelity to precedent. The ongoing challenge of this role derives from the fact that determining the most pertinent line of precedent to be applied often depends on precise analysis of the factual circumstances at hand (e.g., under the germaneness rule, a thorough examination of the pending text and its relationship to the proffered amendment).

FY'18 Budget Request

$2,037,000

Office Functional Components

During sittings of the House, the Parliamentarian sits to the right of the Chair and advises the presiding officer on procedural matters.

Acting for the Speaker, the Parliamentarian refers bills, resolutions, Presidential messages, executive communications, State memorials, and citizen petitions to the committees having jurisdiction over their subject matter.

The Parliamentarian advises committees on hearing and markup procedure and in the preparation of reports to the House.

The Parliamentarian assists members and staff of the committees in understanding their powers, responsibilities, and limitations under the rules.

The Parliamentarian assists the Leaderships in the procedural execution of a program of business, rendering technical advice as to methods to be used under the rules for the consideration of a given matter.

The Parliamentarian assists in the daily preparation of the Journal, which, under the Constitution, is the official record of the proceedings of the House.

To ensure a current digest of all decisions made in the House and in the Committee of the Whole during the preceding session, the Parliamentarian prepares the House Rules and Manual for biennial re-publication.

The Parliamentarian compiles the most salient precedents for formal, scholarly publication. These most important precedents presently fill 29 large printed volumes comprising thousands of decisions over the 228 years of parliamentary practice in the House. To bridge the span between a digest of decisions and formally published precedents, the Parliamentarian also has published House Practice, a condensed compilation of procedures of current application. The Parliamentarian also prepares the brochure entitled How Our Laws Are Made for public distribution.

Zero Based Budgeting Applied

After analyzing its budget from a zero base, the Office of the Parliamentarian evaluated its existing and anticipated needs and reallocated funds as necessary, especially within the personnel portion of its budget. The Parliamentarian filled one vacant FTE during the second quarter of calendar year 2015, and a second vacant FTE during the third quarter of calendar year 2015, in one case replacing a departing attorney with an entry-level hire and in the other case with a lateral hire.

The Office of the Parliamentarian continues its efforts to operate at greater efficiency. In particular, the Digital Editor within its Office of Compilation of Precedents is continuing the commitment of the Office to efficiency of operations by expanding the role of database software in the writing, editing, and publishing of the precedents of the House. The Parliamentarian has invested in upgrades to its database technology in order to make its search and authoring capabilities more efficient. In addition, it is anticipated that the enhanced software will enable the database to accommodate a larger quantity of precedents, both through data entry of older precedents and through composition of new precedents directly in the database.

For the coming fiscal year, the Parliamentarian anticipates a shift of resources away from contract services utilization and toward training and outreach capabilities in response to changes in House leadership.

Office of the Law Revision Counsel
FY 2018 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

In 1974, the Office of the Law Revision Counsel (OLRC) was "established in the House of Representatives" by section 205 of House Resolution No. 988, Ninety-third Congress, which was enacted into permanent law by Public Law 93-554 (2 U.S.C. 285 et seq.).

Mission Statement

The OLRC serves the House of Representatives, Congress as a whole, the legal community, and the general public by producing and maintaining the United States Code, which is the official codification of the general and permanent statutory law of the United States. The mission of the OLRC is to make the United States Code "the free Code of choice" for the Hill community and the general public by ensuring that the official Code is the most accurate and accessible version available, whose currency rivals the versions produced by the private sector.

FY'18 Budget Request

$3,261,000

Strategic Plan

To carry out its mission, the OLRC makes the United States Code available online and in print. For the online version, the goal is to make the Code as current and user-friendly as technologically possible. For the print version, in accordance with 1 U.S.C. 202, a complete new edition is published every six (6) years with annual cumulative supplements printed in each of the five (5) intervening years. For the OLRC, there are four (4) principle drivers:

> Accuracy - This is a paramount concern. Every effort is made to ensure that the United States Code is as precise and error-free as humanly possible.
>
> Timeliness - The United States Code online is updated to today's date. The size (approximately 50,000 pages) and complexity of the Code necessitate a day-to-day commitment from every member of the staff to make this level of timeliness an ongoing reality.
>
> Accessibility - The Hill community and the general public need the United States Code to be transparent. For the online version, that means a quality website with downloadable data in multiple formats, including XML.

Positive Law Codification - Ongoing title-by-title positive law codification, as required by 2 U.S.C. 285b, is essential to the improvement of the organizational structure of the United States Code as a whole, and to resolving inconsistencies and errors in existing law.

Office Functional Components

The primary functions of the OLRC are to maintain an official version of the United States Code and to prepare legislation to enact individual titles of the Code into positive law. To carry out these functions, the OLRC is organized into two functional components: (1) Editorial maintenance of the Code; and (2) Positive law codification. The OLRC currently has 18 employees. There are 9 attorneys allocated for the editorial maintenance of the Code and 4 attorneys allocated for positive law codification. The remaining 5 employees provide editorial, technical, and clerical assistance to both functional components of the OLRC.

Editorial maintenance of the Code -- This function involves two primary tasks: (1) determining where new laws enacted by Congress should be placed in the Code; and (2) updating the actual text of the Code, which includes not only integrating new statutory provisions into existing text, but also preparing extensive editorial material to enable users to find, track, and understand the updates.

Positive Law Codification -- This function involves preparing legislation to enact individual titles of the United States Code into positive law. Positive law codification improves the organizational structure of the Code, creates a flexible framework to accommodate future legislation, and resolves inconsistencies and errors in existing law.

Zero Based Budgeting Applied

To execute zero-based budgeting, the OLRC has undertaken a detailed line-by-line review of expenses. The predominant concerns are the retention of staff and the completion of the Modernization Initiative relating to the OLRC. The OLRC needs to budget for salary increases and for the additional equipment necessary for the new drafting and editing tools.

The OLRC believes it has sufficient funds to complete the Modernization Initiative as initially envisioned. However, there are needed follow-on projects that must be undertaken in the near future which will require additional funding. Foremost among these is developing the capability of printing the United States Code directly from XML in the USLM schema. This would circumvent the multiple conversions necessary to continue printing the Code using the outdated Microcomp system.

Office of the Legislative Counsel
FY 2018 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Office of the Legislative Counsel (Office) was established as the Legislative Drafting Service under section 1303 of the Revenue Act of 1918. A formal statutory charter was established for the Office of the Legislative Counsel under title V of the Legislative Reorganization Act of 1970 (2 U.S.C. 281 et seq.).

Mission Statement

The mission of the Office is to provide legislative drafting services to the House of Representatives as stated in its charter (2 U.S.C. 281a): "The purpose of the Office shall be to advise and assist the House of Representatives, and its committees and Members, in the achievement of a clear, faithful, and coherent expression of legislative policies. The Office shall maintain impartiality as to issues of legislative policy to be determined by the House of Representatives, and shall not advocate the adoption or rejection of any legislation except when duly requested by the Speaker or a committee to comment on a proposal directly affecting the functions of the Office. The Office shall maintain the attorney-client relationship with respect to all communications between it and any Member or committee of the House."

FY'18 Budget Request

$9,437,000

Strategic Plan (Our Vision)

To carry out our mission, the Office strives to achieve timeliness, accuracy, clarity, and transparency of legislation the Office drafts for the House within a limited budget. These goals can best be met through a combination of retaining and recruiting a highly skilled professional staff and providing the staff with electronic and other drafting tools that can promote the maximum productivity in meeting the need for a high quality work product in an ever accelerating legislative environment. We believe that retention of our highly trained, skilled, and motivated staff is crucial, particularly in a time of high turnover of Members and staff, in providing institutional knowledge and expertise. Our recent modernization initiatives in information technology, in connection with the Office of the Law Revision Counsel (OLRC), provide support, both internally and externally, for greater efficiency and accuracy in our work and for promoting better Member and public understanding of complex laws and the legislative process.

Office Functional Components

The Office functions like an internal law office within the House of Representatives, with a focus on the House's legislative functions. As such, it has 49 attorneys, who are increasingly working in practice groups or teams to cover all the myriad subject matter and committee jurisdictional areas. They are assisted by support personnel who work in four separate areas or branches: front-office and reception support, clerical and general support, information technology (IT) support, and publications and compilations support.

Zero Based Budgeting Applied

To execute zero-based budgeting, the Office has completed a detailed line-by-line review of expenses. The exercise caused us to carefully analyze our budget, evaluating funding levels across each of our activities. As the Office is involved in drafting virtually all of the legislation of the House, including budget-related legislation, we are quite aware of the fiscal constraints under which the House is operating and we are cognizant of the need to use the limited resources of the House wisely.

Three concerns predominate: (1) retention of highly trained personnel; (2) the need to have an overlap of senior personnel with new personnel in order to provide necessary training and transition in complex areas; and (3) partnering with the Office of the Clerk, the Office of the Law Revision Counsel, and other House offices on information technology initiatives that will enhance and modernize the internal operations of our Office as well as the transparency of the House's work for Members and the public.

With respect to the first two concerns, because of our previous success in recruitment and retention, we have close to 20 attorneys who have been with the Office for more than 20, 30, and even 40 years. Retention and then ultimate replacement of these attorneys (many of whom are eligible for retirement at this time) with new attorneys equally dedicated to public service is an increasingly serious concern. With regard to retention of highly trained and skilled attorneys, there is a need to maintain compensation at least in parity with attorneys in similar positions in the Congress and the Executive Branch, particularly with respect to attorneys in the Senate Office of the Legislative Counsel, who perform comparable functions. In addition, because of the long lead time it takes to train new attorneys in many of the more complex fields for which we provide drafting services, and the need to maintain senior attorneys to do such training, there is a transitional need to retain senior personnel (who are nearing retirement) to overlap with new personnel who are learning their areas.

With respect to the third concern, Members have been increasingly interested in having a better understanding of how amendatory language to existing laws and bills changes those laws and bills. We are actively developing tools and have obtained and are using funds to address this need. These tools are currently based on software that was designed almost 2 decades ago, but we are anticipating the development and release of new software with a different configuration to accomplish this purpose. The new software may make some of our previous work obsolete over time. Hence there is a potential conflict of spending additional money on improving existing programs that themselves will need major updating in the foreseeable future. Nonetheless, in order to meet our near-term needs, we expect to update our existing software to allow us to produce comparative prints that comply with House Rule XXI, clause 12.

At the time of preparation of this budget submission—

1. Subject to an exception, we anticipate that any additional hiring of permanent staff in FY18 and beyond will be in replacement of existing staff and that their salaries should be more than fully offset by the retirement of staff that are being replaced. The exception is hiring 2 additional staff for the purpose of complying with House Rule XXI, clause 12. We will hire either during the remainder of FY17 or in early FY18.
2. At this time the Office is projected to have at the end of FY18 4 attorneys with more than 40 years' experience in the Office and another 8 attorneys and 2 support staff with more than 30 years' experience. It is possible that one or more of these individuals (as well as other employees) in the Office will have retired or otherwise left the Office by the end of FY18 and possibly by the end of FY17. So the personnel numbers (and personnel compensation amounts) have to be viewed in that uncertain light. Also, it is likely that at least some of the retiring personnel could be hired as contractors to provide transitional assistance to the Office for training and other purposes in order to ensure continuity in our services.

So these 2 factors may substantially or completely offset the projected increase for FY18 from the FY17 approved levels.

Office of Interparliamentary Affairs
FY 2018 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

On September 30, 2003 the Office of Interparliamentary Affairs was "established in the House of Representatives" by section 103 of House Resolution No. 2657 *Legislative Branch Appropriations Act, 2004,* 108th Congress, which was enacted into permanent law by Public Law 108-83 (2 U.S.C. 5582).

Mission Statement

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

FY'18 Budget Request

$816,000

Strategic Plan

To support the Speaker of the House and Members in coordinating and facilitating interparliamentary functions both in Washington and abroad.

Functional Components

To provide direct support to the Speaker for Washington meetings with foreign dignitaries.
To receive and respond to inquiries from foreign parliamentarians and legislative bodies regarding official visits to the House of Representatives.
To coordinate official visits to the House by foreign dignitaries.
To provide direct support to the Speaker for overseas travel.
To coordinate with other House Officers in providing services for delegations of Members on official visits to foreign nations.
Coordinate the activities and responsibilities of the House of Representatives in connection with participation in various interparliamentary exchanges and organizations.
Enable the House to host meetings with senior government officials and dignitaries in order to discuss matters relevant to the United States relations with other nations.

Zero Based Budgeting Applied

The Office of Interparliamentary Affairs is a demand driven office, i.e. it is difficult to predict with certainty how many interparliamentary functions will be requested by the Speaker or Members but based on past history the FY'18 request should be sufficient to cover the needs of the House.

Office of Congressional Ethics
FY 2018 Zero Based Budgeting
Appendix to the Narrative of Schedule C

Legislative History

The Office of Congressional Ethics (OCE) was established by H.Res. 895 in the 110th Congress.

Mission Statement

The OCE is an independent, non-partisan entity charged with reviewing allegations of misconduct against Members, officers, and staff of the House and when appropriate, referring matters to the Committee on Ethics (COE).

FY'18 Budget Request

$1,699,000

Strategic Plan

The OCE consists of a Board of Directors and Staff, including consultants, contractors, or other personnel retained by the Board. The Board reviews information related to allegations within the jurisdiction of the Board (allegations occurring on or after March 11, 2008).

Functional Components/Goals

- Determine Jurisdiction
- Prepare information for Board Consideration
- Solicit Testimony from Witnesses
- Conduct preliminary and second-phase reviews
- Board makes appropriate report to Committee on Ethics (COE)

Zero Based Budgeting Applied

The Office of Congressional Ethics (OCE) has applied zero based budgeting based on our mission and a line by line review of expenses. However, because the OCE is a demand-driven office, i.e., it is difficult to predict with certainty how much travel and resources will be needed to conduct business.

HOUSE OF REPRESENTATIVES

PATRICK J. TIBERI, OHIO,
CHAIRMAN
ERIK PAULSEN, MINNESOTA
DAVID SCHWEIKERT, ARIZONA
BARBARA COMSTOCK, VIRGINIA
DARIN LAHOOD, ILLINOIS
FRANCIS ROONEY, FLORIDA

CAROLYN B. MALONEY, NEW YORK
JOHN DELANEY, MARYLAND
ALMA S. ADAMS, Ph.D., NORTH CAROLINA
DONALD S. BEYER, JR., VIRGINIA

WHITNEY K. DAFFNER,
EXECUTIVE DIRECTOR

Congress of the United States
JOINT ECONOMIC COMMITTEE
(CREATED PURSUANT TO SEC. 5(a) OF PUBLIC LAW 304, 79TH CONGRESS)
Washington, DC 20510–6602

SENATE

MIKE LEE, UTAH,
VICE CHAIRMAN
TOM COTTON, ARKANSAS
BEN SASSE, NEBRASKA
ROB PORTMAN, OHIO
TED CRUZ, TEXAS
BILL CASSIDY, M.D., LOUISIANA

MARTIN HEINRICH, NEW MEXICO,
RANKING MEMBER
AMY KLOBUCHAR, MINNESOTA
GARY PETERS, MICHIGAN
MARGARET WOOD HASSAN, NEW HAMPSHIRE

March 15, 2017

The Honorable Kevin Yoder
Chairman
United States House of Representatives
Committee on Appropriations
Subcommittee on Legislative Branch
HT-2, The Capitol
Washington, DC 20515

Dear Mr. Chairman:

As Chairman and Ranking Member of the Joint Economic Committee, we are pleased to submit to the Subcommittee on Legislative Branch the Committee's FY2018 budget request of $4,203,000.

The Committee's budget request remains at $4,203,000, the same level appropriated each year since FY2012. The Committee is not requesting the President's proposed cost of living adjustments and is not seeking an increase in personnel.

Should you have any questions, please contact Ms. Whitney Daffner, Executive Director of the Joint Economic Committee. She can be reached on (202) 226-4065.

Thank you for your consideration.

Sincerely,

Pat Tiberi
Representative Patrick J. Tiberi
Chairman
Joint Economic Committee

Senator Martin Heinrich
Ranking Member
Joint Economic Committee

Joint Economic Committee
FY2018 Budget Request
Representative Pat Tiberi, Chairman

Request: The Joint Economic Committee is requesting $4,203,000 in FY2018 appropriations, the same level of funding appropriated each year since FY2012.

Background: The Joint Economic Committee (JEC), created by the Employment Act of 1946 (Title 15, U. S. Code, Section 1024), as amended, codifies the statutory function of the Committee. The Committee is charged with conducting a "continuing study of matters relating to the Economic Report [of the President]" and filing "a Report with the House of Representatives and the Senate containing its findings and recommendations with respect to each of the main recommendations made by the President in the Economic Report, and from time to time to make such other reports and recommendations to the House of Representatives and the Senate as it deems advisable." The Employment Act of 1946 authorizes appropriations of "such sums as necessary" to enable the committee's work.

In addition to preparation of the statutorily-required response to the Economic Report of the President, the JEC conducts a variety of oversight work on issues affecting the U.S. economy. This includes public hearings and briefings, as well as committee reports, updated information on and analysis of economic indicators, and committee staff memos provided to House and Senate offices as well as the public.

Given the bicameral structure of the JEC, the chairmanship of the committee rotates between the Senate and the House each Congress. As a result, at the beginning of the 115th Congress, the Chairmanship returned to the House of Representatives, with Representative Tiberi serving as Chairman. The Vice Chairman is Senator Mike Lee and the Ranking Minority Member is Senator Martin Heinrich. Regardless of the chamber holding the chairmanship, the Secretary of the Senate disburses all JEC funds, as required by the Employment Act of 1946.

Request details: The JEC's budget request remains at $4,203,000, the same level appropriated each year since FY2012, which supports 48 committee staff. Our FY2017 budget request was $4,203,000 with the enacted CR of $4,195,010, or $7,990 less than our FY2017 budget request. The JEC is not requesting the President's proposed cost of living adjustments and is not seeking an increase in personnel. We do not know what policy areas will be debated during the 115th Congress, but we believe that we can continue to advise Congress on economic issues, as outlined in our statutory responsibility, hire staff with expertise in varied policy areas and utilize our economic data services without an increase in our operating budget or an increase in the number of fulltime employees.

Should you have any questions, please contact Ms. Whitney Daffner, Executive Director of the Joint Economic Committee, at 202-226-4065.

Joint Economic Committee

	FY2016 Actual	FY2017 Enacted CR	FY2018 Estimate
Appropriation or estimate	$ 4,203,000	$ 4,195,010	$ 4,203,000
Personnel compensation:			
Payroll	$ 3,783,444	$ 3,995,010	$ 4,003,000
Sub-total compensation	$ 3,783,444	$ 3,995,010	$ 4,003,000
Nonpersonnel expenses:			
Metro Subsidy	$ 14,405	$ 20,000	$ 20,000
Travel and Transportation of Persons	$ 2,893	5,000	10,000
Communications, Utilities & Misc. Charges	$ 24,476	36,000	31,000
Printing and Reproduction	$ 994	8,000	8,000
Advisory & Assistance & Other Services	$ 20,369	13,000	13,000
Equipment/software	$ 42,046	10,000	10,000
Supplies & Materials	$ 76,959	108,000	108,000
Sub-total nonpersonnel expenses	$ 182,142	$ 200,000	$ 200,000
Total	$ 3,965,586	$ 4,195,010	$ 4,203,000

Personnel Summary

	FY2016 Actual	FY2017 Enacted CR	FY2018 Estimate
Number of Positions	48	48	48

115th Congress Joint Economic Committee Members

Representative Patrick J. Tiberi, (R-OH), Chairman

Senator Mike Lee (R-UT), Vice Chairman

Senator Martin Heinrich (D-NM), Ranking Member

United States House of Representatives	United States Senate
Patrick J. Tiberi, Ohio, Chairman	Mike Lee, Utah, Vice Chairman
Erik Paulsen, Minnesota	Tom Cotton, Arkansas
David Schweikert, Arizona	Ben Sasse, Nebraska
Barbara Comstock, Virginia	Rob Portman, Ohio
Darin LaHood, Illinois	Ted Cruz, Texas
Francis Rooney, Florida	Bill Cassidy, M.D., Louisiana
Carolyn B. Maloney, New York	Martin Heinrich, New Mexico, Ranking Member
John Delaney, Maryland	Amy Klobuchar, Minnesota
Alma S. Adams, Ph.D., North Carolina	Gary Peters, Michigan
Donald S. Beyer, Jr., Virginia	Margaret Wood Hassan, New Hampshire

Schedule A
Fiscal Year 2018

Joint Economic Committee
Summary by Organization and By Object Class

Categories	FY2016 Actual		FY2017 Enacted CR		FY2018 Estimate		Net Change 2017/2018	
	Staff	Dollars	Staff	Dollars	Staff	Dollars	Staff	Dollars
1. Breakdown by Organization								
Joint Economic Committee	48	$ 3,965,586	48	$ 4,195,010	48	$ 4,203,000		$ 7,990
2. Breakdown by Object Class								
Personnel Compensation	48	$ 3,783,444	48	$ 3,995,010	48	$ 4,003,000		$ 7,990
Communications & Miscellaneous		$ 24,476		$ 36,000		$ 31,000		
Other Services: Printing, Advisory, Supplies & Materials		$ 157,666		$ 164,000		$ 169,000		
Total	**48**	**$ 3,965,586**	**48**	**$ 4,195,010**	**48**	**$ 4,203,000**		**$ 7,990**

Schedule B
Fiscal Year 2018

Joint Economic Committee
Analysis of Change to Budget Base by Organization and Object Class

Categories	Mandatory Pay		Price Level Changes		Workload		Total Changes	
	Staff	Dollars	Staff	Dollars	Staff	Dollars	Staff	Dollars
1. Breakdown by Organization								
Joint Economic Committee, FY2017 Enacted CR				$ 7,990				$ 7,990
2. Breakdown by Object Class								
Annualization of COLA (FY17)								
Budget Year COLA Est. (FY18)								
Budget Year COLA Locality Est. (FY18)								
Total				$ 7,990				$ 7,990

Schedule C
Fiscal Year 2018

Joint Economic Committee
Detailed Analysis of Change by Organization

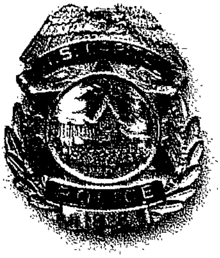
	Calculation of Base	
	Staff	**Amount**
Appropriation, FY2017 Enacted CR	**48**	**$ 4,195,010**
	FY2018	**Budget Request**
	Staff	**Amount**
I Adjustments to Base		
A. Mandatory Pay		
1. Annualization of COLA (FY17)		
2. Budget Year COLA Est. (FY18)		
3. Budget Year COLA Locality Est. (FY18)		
B. Price Level Changes		$ 7,990
C. Program Type Changes		
II Net Increase		**$ 7,990**
III Total FY2018 Budget Request	48	**$ 4,203,000**

Schedule D
Fiscal Year 2018

Joint Economic Committee
Summary of Committee Request
FY2018 Budget Request

	Calculation of Base	
	Staff	Amount
Appropriation, FY2017 Enacted CR	48	$ 4,195,000
	FY2018	Budget Request
	Staff	Amount
I Proposed Changes for FY2018		
A. Mandatory Pay		
1. Annualization of COLA (FY17)		
2. Budget Year COLA Est. (FY18)		
3. Budget Year COLA Locality Est. (FY18)		
B. Price Level Changes		$ 7,990
C. Program Type Changes		
II Net Increase		$ 7,990
III Total FY2018 Budget Request	48	$ 4,203,000

United States Capitol Police



FY 2018 Congressional Budget Request

March 15, 2017

Table of Contents

I. Executive Summary 1
  A. Overview 1
  B. Zero-Based Budget Approach 2
  C. Budget Request 4

II. The USCP Planning Concept 7
  A. Strategic Planning 7
  B. The Force Development Business Process 8
  C. Tactical Planning 8
  D. Alternatives Analysis and Business Planning 9
  E. Established Policies and Procedures 10
  F. Standards and Assessment 10

III. Organization Charts 11
  A. Capitol Police Major Organization Levels 11
  B. Capitol Police Functional Organization Levels Chart 12

IV. Budget Details 13
  A. Salaries 14
  B. General Expenses 16
  C. Additional Requirements 16
  D. FY2018 General Expenses Request - Differences from FY2017 CR Levels 19

V. Budget Schedules 25
  1. Resource Summary 26
  2. Details by Object Category 26
  3. Schedule B: Analysis of Change 27
  4. Positions by Rank & Grade 28
  5. Proposed Appropriations Language 29

VI. Index of Acronyms 30

I. Executive Summary

A. OVERVIEW

The United States Capitol Police (USCP) continues its efforts in ensuring the safety and security of the Capitol complex, the legislative process, and the personnel it is sworn to protect – a mission that has been well executed for over 189 years. Just as the previous investments in intelligence and law enforcement helped to secure and sustain the safety and security of the Capitol complex, continuous prioritization of operations enables us to meet the dynamic and ever-changing security challenges.

USCP has been challenged over time to keep pace with a multitude of threats that emanate both from domestic and international sources and the Department works to deter those threats effectively before they impact the Capitol complex. This includes, but not limited to, the need to maintain our security infrastructure and cutting edge training. Smart Policing is a comprehensive strategy that USCP has taken to overcome these challenges, i.e., employing a results-oriented, data–driven approach that effectively meets current and future threats and challenges by focusing resources efficiently.

The threat from the Islamic State of Iraq and the Levant (ISIL) and their determination to incite violence specifically targeting law enforcement, military, and government agencies, continues to surpass previous threats of international terrorism due to the difficulty in discovering and mitigating the activities of lone-wolf operators inspired to carry out their plans. Today's threat environment dictates that we employ agile and flexible tactics to ensure the safety of the Legislative Branch against persistent dangers.

Countering these threats is similar to mitigating the threat of mass shootings, random acts of violence, and other difficult-to-detect threats. Addressing such potentially escalated risks through training and other means utilizing existing capabilities, the Department continues to execute its mission in the most cost effective manner particularly cognizant of the fiscal constraints facing the country. The FY 2018 budget request reflects judicious stewardship of federal funding centered on this approach while maintaining the open nature of the "People's House"

Performing threat-based planning in order to align the operations with the existing and emerging priorities, USCP has relied on our internally developed Force Development (FD) Business Process. The fundamental rules of this standardized approach are the concepts of consistent planning based on risks and threats, budget formulation and execution, and performance evaluation. This approach has allowed us to maintain operational effectiveness without undue spending increases while remaining an effective law enforcement organization. The FY 2018 budget is formulated with full appreciation for the fiscal constraints facing the Federal government, and includes only the necessary funding for meeting the Department's core mission.

For FY 2018, USCP is requesting $422.307 Million to support 2,291 positions (1,871 Sworn and 420 Civilians), which is $48.019 Million more than the FY 2017 continuing resolution level of $374.288 Million[1] This increase from the FY 2017 continuing resolution levels includes several critical funding needs as follows:

- Maintaining the sworn and civilian staffing levels of 1,799 and 372 respectively
- Meet mandatory salary requirements and overtime for critical training
  Lifecycle replacement for several critical infrastructure items
- $2.148 Million for the additional requirement of Alternate Command Center derived from FY 2018 FD Threat and Risk Analysis and Environmental Assessment
- $4.201[2] Million in half-year funding for 72 sworn officers and 48 civilians to meet additional staffing needs based on enhanced mission requirements.

Understanding the fiscal concerns related to the budget impacts, USCP has worked closely with the Capitol Police Board and oversight Committees to review options to offset mission requirements where possible, such as closing lower priority doors, and the re-deployment of personnel and the reduction of off post time for sworn personnel which will reduce overall personnel and overtime costs.

B. ZERO BASED BUDGET APPROACH

The Department continues to use its FD Business Process, a standardized management process which began with the budget request in 2007, in formulating the FY 2018 Budget Request. The FD Business Process implements consistent management and planning processes akin to zero-based budget development. It incorporates the principles of threat-based planning into our investment decisions and resource requests.

Using data and information gathered and assessed as part of the FD Business Process coupled with known and potentially continued fiscal restraints, the Department's FY 2018 resource requirements were developed based on these essential needs and are requested through two appropriations: Salaries (which funds both sworn and civilian personnel) and General Expenses. Each of the functional components within both of these appropriations is closely inter-connected in support of the overall mission.

It should be noted that due to the Department's evaluation of national fiscal challenges and reduced budgetary allocations, complete mitigation strategies for some identified risks were not requested as a part of the Department's FY 2018 budget justification. This includes, but is not limited to, full funding for the Department's civilian staffing strength. As always, the Department will deploy resources to help mitigate identified and emerging risks as practicable.

The sworn component is generally organized into components (Bureaus) most suited to carry out the functions in such a way as to match the expertise of staff with the requirements while retaining the flexibility to re-deploy resources as the requirements change. Functional components serve a variety of needs such as law enforcement, dignitary protection, threat analysis, vulnerabilities review, convention and inauguration support, etc. Staffing for these functional components is based on evolving security requirements resulting from threats and risks, and does change from year to year. Such changes on demands on any one functional component are met through realignment of resources with other components that have comparable capabilities.

---

[1] In FY 2017, to maintain current Sworn and Civilian positions, the salary requirement is $315.240 Million. If this level is maintained in a full year CR, no-year funds received for overtime reimbursement or reductions in hiring may need to occur to mitigate the shortfall.

[2] Does not include benefits.

The Department also utilizes overtime to offset operational requirements that exceed available sworn staffing. While the Department could reduce the amount of overtime needed by requesting additional staff, there are other cost factors, such as the dual-payment of overtime to existing officers and salary to new officers as they are trained, additional general expense costs to train, equip and outfit the additional officers, and the actual physical capacity of the Department's facilities, that preclude us from completely eliminating the overtime that results from our fixed mission exceeding our on-board personnel. Along with our salary projection, the Department has utilized a "zero-based" approach in its projection of the overtime requirements since the FY 2009 budget submission. This includes the Department submitting separate budget line items to identify and apply cost to requirements that are outside its normal base operational requirements; such as conventions, inaugurations and new initiatives. Similar to sworn staffing allocations, overtime requirements may have to be adjusted throughout the year, based on continuous risk and threat assessments (based on national and international events), unscheduled events and attrition and hiring of backfill USCP Officers.

The Department also conducts continuous monitoring of its overtime execution against projections and adjusts the distribution of resources and scalable response levels to meet these changes. This continuous analysis allows the Department to re-validate mission requirements, look for efficiencies and ensure assets are deployed effectively. Utilization of this process allows the Department to maintain a continuous level of security and protection of Congress.

This budget request contains a request for $41.886[3] Million in overtime funding necessary to meet core mission requirements not covered by onboard sworn personnel availability, and to meet unanticipated requirements. This includes $1.554 Million for the overtime needed to take staff offline for critical training requirements.

The civilian functional component is notably comprised of mission support (information technology, human resources, financial management, facilities and asset management, policy, legal, etc.), but also includes certain operational activities that can be staffed by civilians (hazardous materials technicians, physical and technological security, intelligence analysis, emergency management, etc.). Vacancies in the civilian ranks are reviewed bi-weekly to prioritize the positions that need to be filled from any one of the operational or mission support functions that are vacant based on available salaries funding. Through this process, the Department continually monitors and justifies the needs of every civilian position as it becomes available. Additionally, the Department reallocates vacant civilian positions to meet new needs rather than request authorization and funding for additional civilian positions from the Congress.

---

[3] Overtime projections do not include benefits.

The General Expense request is also formulated using a zero-based approach. Each year, the bureaus and offices re-evaluate their budget request against fixed mission requirements and draw up requirements for the budget year starting from a zero-base evaluation of mission requirements, emerging threats and risks, and projecting for those requirements. These requirements go through multiple layers of scrutiny from within the Department, including a Training Review Board, an Investment Review Board (consisting of bureau commanders, office directors and other key high-level staff that focus on the needs of the Department at a "corporate" level), and the Executive Team (the Chief, the Assistant Chief and the Chief Administrative Officer) before finalization and presentation to the Capitol Police Board in their oversight role.

In FY 2018, the Department is respectfully requesting funding for a sworn staffing level of 1,871 and a civilian staffing level of 420. For the FY 2018 Budget, the Department has determined that continuation of the "total salary" approach will provide the greatest risk mitigation from identified inherent budget formulation risks. Under a "total salary" approach, the Department is requesting a full year of funding for each position without offset for potential attrition and resulting backfill unless otherwise noted in this submission. Under this approach, funding for sworn and civilian attrition would not offset. Further, funding for sworn official promotions, as well as sworn and civilian backfill, would not be included as a supplemental request, as they are already within the requested level.

C. BUDGET REQUEST

This request includes requirements that are the products of the ever-evolving safety and security concerns for the Capitol including annual general expense increases to meet the operational demands on USCP, which cannot be addressed by internal offsets resulting from reviews and evaluations of existing programs and projects and critical lifecycle replacement activities across the Department, some of which have been deferred in previous fiscal years.

Salaries: The Salaries request includes details of the personnel salaries, benefits, and overtime requirements. Additional overtime is also being requested to take sworn personnel offline for them to achieve greater proficiency via training opportunities. In FY 2018, the Department is requesting funding for a sworn staffing level of 1,871 and a civilian staffing level of 420, which results in an increase of 72 sworn positions (and is 71 beyond current authorized levels), but for civilian staffing is still 23 less than authorized levels from FY 2017.

General Expenses: The General Expenses request includes all non-personnel expenses - motor vehicles, communications and other equipment, security equipment and installation, uniforms, weapons, ammunition, supplies, materials, training, medical services, forensic services, stenographic services, personal and professional services, the employee assistance program, the awards program, postage, communication services, travel advances, relocation of instructor and liaison personnel for the Federal Law Enforcement Training Center and official representation and reception expenses. This submission provides details on the budget request for each of the Programs and continues critical lifecycle replacement and training activities. Additional details within the Programs are provided in the Budget Details section FY 2018 Differences from FY 2017 Continuing Resolution levels beginning on page 19.

Overall Budget Request

The budget request for FY 2018 includes $422.307 Million and 2,291 (1,871 sworn and 420 civilian) budgetary funded positions. It reflects an increase of $48.019 Million from the continuing resolution level and includes:

$347.096 Million for Salaries and Benefits for 2,291 positions
$75.211 Million for General Expenses

FY 2018 Budget Request - Summary Chart

	FY 2016	FY 2017	FY 2018	Increase over FY 2017 CR	
	*Actual	**CR w/ Rescission	Request		
Funding Levels ($ in Millions)					%
Salaries and Benefits	300.746	308.413	347.096	38.683	12.54%
General Expenses	68.928	65.875	75.211	9.336	14.17%
Total	**$369.674**	**$374.288**	**$422.307**	**$48.019**	**12.83%**
Funded FTE*** (#'s)					%
Sworn	1,769	1,799	1,871	72	4.00%
Civilian	370	372	420	48	12.90%
Total	**2,139**	**2,171**	**2,291**	**120**	**5.53%**
Authorized Staffing (#'s)					%
Sworn	1,800	1,800	1,871	71	3.94%
Civilian	443	443	443	0	0.00%
Total	**2,243**	**2,243**	**2,314**	**71**	**3.17%**

Overtime	**FY 2016 Actual Paid Hours (#'s)**	**FY 2017 CR ($ in Millions)**	**FY 2018 Request Hours (#'s)**	**FY 2018 Request ($ in Millions)**
Base mission requirements, plus 24,000 hours training (16 hours for 1,500 officers), and LOC Non-reimbursable events.	555,999	$33.986	651,824	$41.886

*FY 2016 Actuals as of 09/30/16. Excludes unobligated balances to be used for Workers' Compensation.

** In FY 2017, to maintain current Sworn and Civilian positions, the salary requirement is $315.240 Million. If this level is maintained in a full year CR, no-year funds received for overtime reimbursement or reductions in hiring may need to occur to mitigate the shortfall.

***Funded FTE for the Department represents the count of positions/people as a whole. Actuals represent the count as of 9/30/16 and FY 2017 and FY 2018 counts represent the number of positions funded or requested to be funded, respectively.

In support of the priorities of the Department, this budget request focuses upon USCP's capabilities to:

- **Assess the Threat**: Provide a comprehensive internal assessment capability to identify and validate threats to Members of Congress; the legislative process; and the buildings, staff, and visitors that make up the Capitol community.

  Prevent: Prevent criminal or terrorist activity from disrupting the legislative process and normal business operations.
- **Respond:** Respond promptly and with the right resources to threats, disruptions, or other unlawful activities in order to quickly and safely return Congress to normal operations.

  Support the Mission: Improve the efficiency and effectiveness of internal business processes and procedures in support of delivering mission responsibilities at the highest possible level.

II. The USCP Planning Concept

The USCP has a critical mission that helps to ensure that the Nation's legislative and democratic process of government is conducted without disruption. That mission is achieved through a variety of operational and administrative lines of business and the work and dedication of our employees. In order to effectively deliver on our mission in the future, the Strategic Plan defines the goals and objectives of the Department and the path we will take to meet our goals.

USCP MISSION

The Mission of the USCP is to protect the Congress - its Members, employees, visitors and facilities - so it can fulfill its constitutional and legislative responsibilities in a safe, secure and open environment.

A. STRATEGIC PLANNING

In FY 2015, we implemented the latest Strategic Plan for FY 2015 - 2019. The USCP Strategic Plan will ensure that the Department continues to achieve its mission with distinction in response to an ever-changing threat environment; and in a fiscally responsible manner.

The Strategic Plan defines an ambitious vision to achieve **three important outcomes**:

To more effectively monitor our activities, identify trends and improve mission performance;
- To continuously adapt and evolve to the needs of the mission; and,

To improve management, planning and program performance.

The Department's planning is based on a strategic framework which includes a clear definition of mission, lines of business and a vision for the future. The ultimate purpose of all USCP activities is based on the Department's established mission. Capability to achieve the mission is assured through activities within four mission stances. These mission stances are composed of an array of capabilities, programs and projects that are arranged into core lines of business. While the activities associated with the lines of business are important, they cannot be accomplished without qualified employees who share a common set of Core Values that guide them in the way they deliver on these activities.

In adopting the Strategic Plan, the USCP will achieve the following vision:

The United States Capitol Police will be nationally recognized as a results-oriented law enforcement agency; that demonstrates the highest standards for professionalism, security, safety, and management.

To achieve this vision the USCP has developed strategic goals (and objectives for each goal) to define the priorities necessary to attain model status in the future. The achievement of these goals will fill the gap between current capabilities and those needed to meet this vision.

Goal 1: **Employ Smart Policing:** Employ a results-oriented, data-driven approach that effectively meets current and future threats and challenges.

Goal 2: **Deliver Safety and Security**: Provide safety and security by deploying effective law enforcement services through collaboration, adaptability and innovation.

Goal 3: **Achieve Organizational Excellence:** Maximize efficiency and effectiveness through best practices and promote accountability through employee engagement and a positive work environment.

B. THE FORCE DEVELOPMENT BUSINESS PROCESS

In order to continuously assess our ongoing mission capability and the viability of our achievement of strategic objectives, the USCP employs the FD business process.
FD ensures that USCP management appropriately defines mission objectives; assesses the current and future operational and administrative environment; defines gaps in mission capability of core operational and administrative business processes; and develops strategies to mitigate these gaps and risks associated with them.

C. TACTICAL PLANNING

The USCP mission stances define the specific categories of activity under which the USCP will achieve its mission. The mission stances are composed of an array of capabilities, programs and activities that are arranged into core lines of business. While the mission stances remain relatively static, lines of business may be reorganized and evolve over time; as the Department evolves in response to new threats and challenges that emerge.

The Mission Stances and their purposes are described below:

Assess the Threat: Provide a comprehensive internal assessment capability to identify and validate threats to Members of Congress; the legislative process; and the buildings, staff, and visitors that make up the Capitol Community.

Inter-Agency Collaboration: Collaborates with other federal agencies and local law enforcement to increase the collection and sharing of intelligence information.

- **Intelligence Collection & Analysis:** Maximizes the collection and use of intelligence and counter-surveillance information for identifying threats. This includes process improvement internally and externally; both for counter-surveillance, and the dissemination of threat warnings.

Prevent: Prevent criminal or terrorist activity from disrupting the legislative process and normal business operations.

Congressional Community Protection: Prevents criminal, terrorist and other disruptive activities from reaching the Capitol Buildings and Grounds and protect the people, legislative processes, and the facilities from criminal and other disruptive activities within the Capitol complex.

- **Event Management:** Enables individuals to safely participate in major events and demonstrations while not disrupting legislative operations.

- **Dignitary Protection:** Protects Members of Congress and visiting officials against criminal and terrorist activities.

Respond: Respond promptly and with the right resources to threats, disruptions, or other unlawful activities in order to quickly and safely return Congress to normal operations.

- **Law Enforcement:** Patrols areas of statutory responsibility and diligently investigate and prosecute persons who commit criminal acts.
- **Command, Control & Communication:** Coordinates decisively and efficiently all activities and communications in response to a critical incident.
- **Specialized Response Capabilities:** Enhances our specialized response capabilities to ensure readiness to all types of incidents.
- **Continuity of Operations:** Ensures Continuity of Operations (COOP) for USCP while supporting the Congressional Community in the execution of their COOP plans and, when necessary, assist in the implementation of Legislative Branch Continuity of Government (COG) plans.

Support the Mission: Improve the efficiency and effectiveness of internal business processes and procedures in support of delivering mission responsibilities at the highest possible level.

- **Human Capital and Development:** Creates and sustains a vigorous and motivated workforce that is highly trained and armed with the necessary knowledge, skills and abilities to achieve the mission.
- **Technology:** Provides responsive, high quality, cost-effective information technology services and solutions in a timely manner.
- **Facilities Management:** Provides USCP employees with high quality facilities to meet its mission, workload, and personnel requirements.
- **Financial Management:** Provides timely, reliable, and responsive financial management services, and ensure accountability for assets and resources.
- **Transportation and Logistics Management:** Makes transportation assets available to those who need them, when they need them. Manages the ordering, procurement, distribution, and tracking of USCP resources.
- **Legal Counsel:** Ensures legal counsel for overall organizational legal compliance.
- **Continuous Improvement:** Creates a best practices organization that, through an environment of continuous incremental improvement, encourages innovation and creativity while balancing practical considerations.

D. ALTERNATIVES ANALYSIS AND BUSINESS PLANNING

As part of FD, the Department identifies risks and gaps to its capability to accomplish the mission and strategic objectives. These risks are addressed through the analysis of alternative solutions; and business cases are developed to explore how alternatives could mitigate the risks. It is from the consideration of these business cases that the USCP prioritizes new initiatives and existing initiatives that are included in budget submissions.

E. ESTABLISHED POLICIES AND PROCEDURES

The USCP ensures that functions and programs are governed by effective policies and standard operating procedures. Consistent with the vision to be a model law enforcement agency, we base the development of these policies and procedures on the best practices across the law enforcement field. As we identify changing conditions through the FD process, we also adjust our policies and procedures appropriately.

F. STANDARDS AND ASSESSMENT

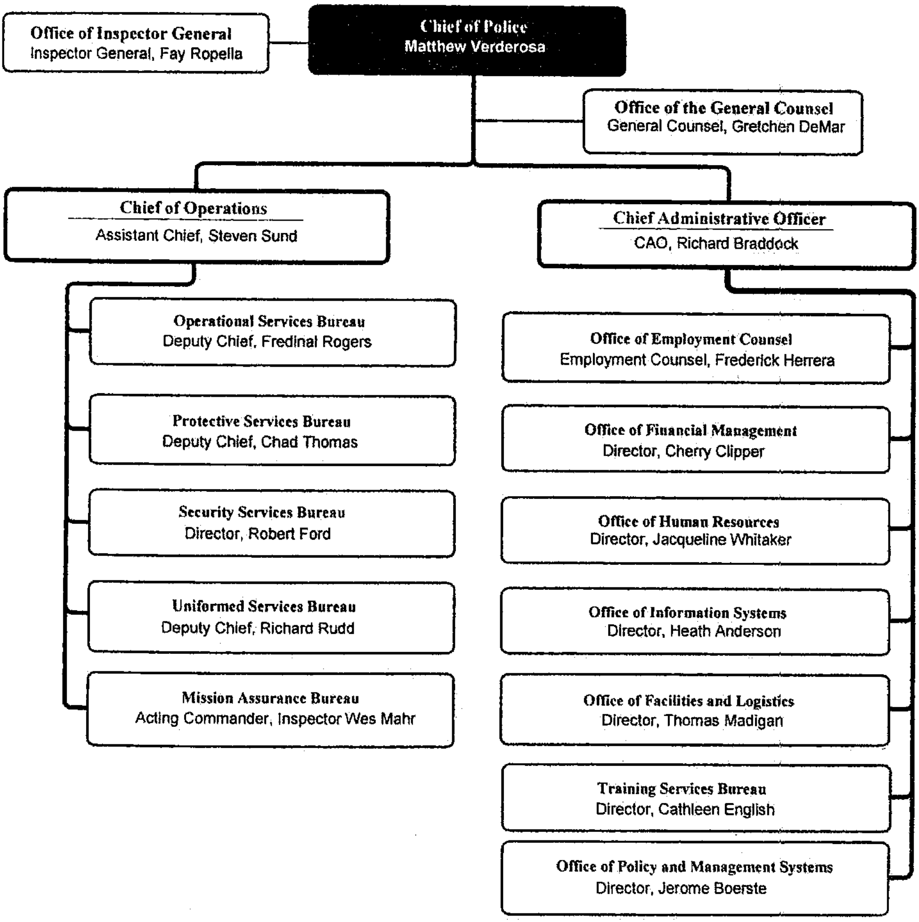
The USCP ensures that it continues to meet accepted standards for public safety through its accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Through the accreditation process, the Department conducts ongoing monitoring of its adherence to standards. We welcome outside assessors from other law enforcement agencies to give a third party objective assessment of our functions and internal controls. The USCP also utilizes the CALEA network of law enforcement agencies to stay abreast of new developments in the field.

III. Organization Charts

This section provides two organizational views of the USCP:
A. Major Organization Levels Chart
B. Major Functional Organization Levels Chart

A. CAPITOL POLICE MAJOR ORGANIZATION LEVELS

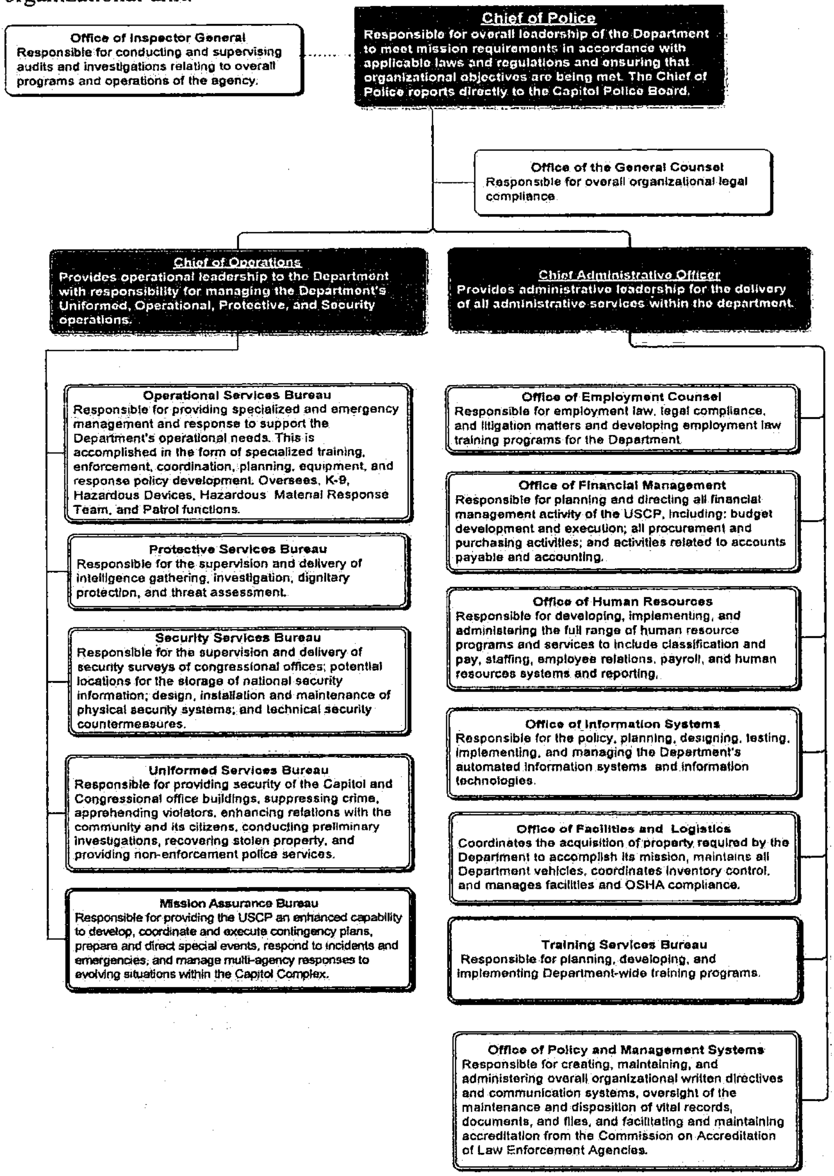
This chart illustrates the three major organizational levels: the Chief of Police, and the Operational and Administrative lines of operation. Each organizational element includes the name of the bureau commander or office director and the position title.


Office of Inspector General
Inspector General, Fay Ropella
Chief of Police
Matthew Verderosa
Office of the General Counsel
General Counsel, Gretchen DeMar
Chief of Operations
Assistant Chief, Steven Sund
Chief Administrative Officer
CAO, Richard Braddock
Operational Services Bureau
Deputy Chief, Fredinal Rogers
Protective Services Bureau
Deputy Chief, Chad Thomas
Security Services Bureau
Director, Robert Ford
Uniformed Services Bureau
Deputy Chief, Richard Rudd
Mission Assurance Bureau
Acting Commander, Inspector Wes Mahr
Office of Employment Counsel
Employment Counsel, Frederick Herrera
Office of Financial Management
Director, Cherry Clipper
Office of Human Resources
Director, Jacqueline Whitaker
Office of Information Systems
Director, Heath Anderson
Office of Facilities and Logistics
Director, Thomas Madigan
Training Services Bureau
Director, Cathleen English
Office of Policy and Management Systems
Director, Jerome Boerste

Note: The OIG is independent and reports to the Capitol Police Board.

B. CAPITOL POLICE FUNCTIONAL ORGANIZATION CHART

This Functional Organization Levels Chart describes the overall responsibilities of each major organizational unit.



Chief of Police
Responsible for overall leadership of the Department to meet mission requirements in accordance with applicable laws and regulations and ensuring that organizational objectives are being met. The Chief of Police reports directly to the Capitol Police Board.

Office of Inspector General
Responsible for conducting and supervising audits and investigations relating to overall programs and operations of the agency.

Office of the General Counsel
Responsible for overall organizational legal compliance.

Chief of Operations
Provides operational leadership to the Department with responsibility for managing the Department's Uniformed, Operational, Protective, and Security operations.

Operational Services Bureau
Responsible for providing specialized and emergency management and response to support the Department's operational needs. This is accomplished in the form of specialized training, enforcement, coordination, planning, equipment, and response policy development. Oversees, K-9, Hazardous Devices, Hazardous Material Response Team, and Patrol functions.

Protective Services Bureau
Responsible for the supervision and delivery of intelligence gathering, investigation, dignitary protection, and threat assessment.

Security Services Bureau
Responsible for the supervision and delivery of security surveys of congressional offices; potential locations for the storage of national security information; design, installation and maintenance of physical security systems; and technical security countermeasures.

Uniformed Services Bureau
Responsible for providing security of the Capitol and Congressional office buildings, suppressing crime, apprehending violators, enhancing relations with the community and its citizens, conducting preliminary investigations, recovering stolen property, and providing non-enforcement police services.

Mission Assurance Bureau
Responsible for providing the USCP an enhanced capability to develop, coordinate and execute contingency plans, prepare and direct special events, respond to incidents and emergencies, and manage multi-agency responses to evolving situations within the Capitol Complex.

Chief Administrative Officer
Provides administrative leadership for the delivery of all administrative services within the department.

Office of Employment Counsel
Responsible for employment law, legal compliance, and litigation matters and developing employment law training programs for the Department.

Office of Financial Management
Responsible for planning and directing all financial management activity of the USCP, including: budget development and execution; all procurement and purchasing activities; and activities related to accounts payable and accounting.

Office of Human Resources
Responsible for developing, implementing, and administering the full range of human resource programs and services to include classification and pay, staffing, employee relations, payroll, and human resources systems and reporting.

Office of Information Systems
Responsible for the policy, planning, designing, testing, implementing, and managing the Department's automated information systems and information technologies.

Office of Facilities and Logistics
Coordinates the acquisition of property required by the Department to accomplish its mission, maintains all Department vehicles, coordinates inventory control, and manages facilities and OSHA compliance.

Training Services Bureau
Responsible for planning, developing, and implementing Department-wide training programs.

Office of Policy and Management Systems
Responsible for creating, maintaining, and administering overall organizational written directives and communication systems, oversight of the maintenance and disposition of vital records, documents, and files, and facilitating and maintaining accreditation from the Commission on Accreditation of Law Enforcement Agencies.

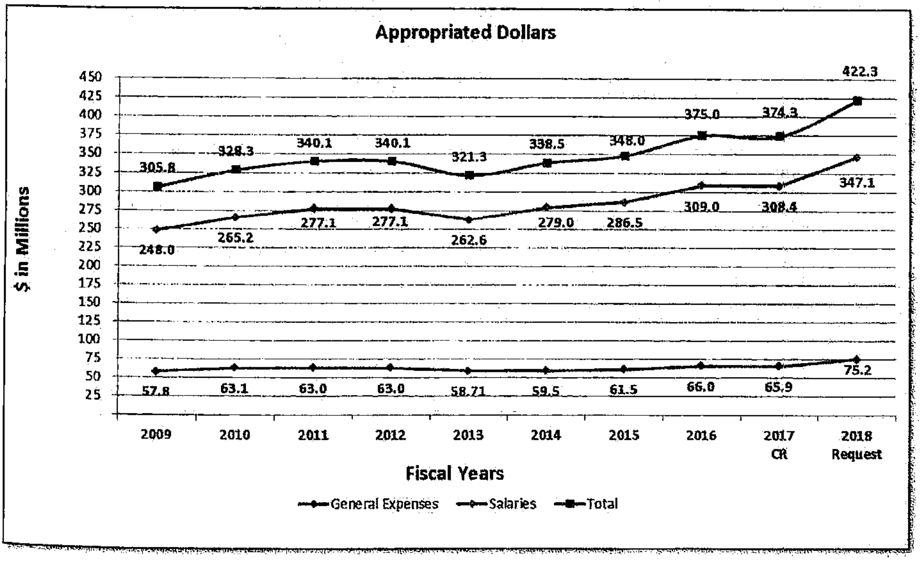
Note: The OIG is independent and reports to the Capitol Police Board.

IV. Budget Details

The USCP receives two annual appropriations: Salaries and General Expenses, for personnel and non-personnel expenses, respectively. The changes requested for the operations in FY 2018 are discussed in the relevant sections below.

In the past decade, the USCP mission has changed due to the fact that the threat to which we have been expected to respond has changed in its nature, method, and intensity, thereby requiring a different approach in addressing threats. Additionally, the Department has assumed security operations for the Capitol Visitor Center and the Library of Congress. In response to this, USCP continues to evolve in our operations, intelligence and investigative capabilities to ensure proper coordination with our counterterrorism and law enforcement partners, ensure adequate staffing directly proportional to the increasing demands, and introduce technology to mitigate threats and risks. Undertaking the upgrades to x-ray machines, barriers, radios, video monitoring, law enforcement fleet, Command Center and information technology equipment, to name a few, the USCP has, with the support of Congress and the Capitol Police Board, improved its operations to meet these new challenges. In addition, threat levels necessitated us to deploy additional officers to secure posts and mitigate threats and risks facing the Capitol complex. Thus, the increased demands to ensure an acceptable level of security necessitated a growth rate consistent and proportionate with the mission requirements and threats.

The ten year chart below demonstrates the appropriated levels of USCP for both Salaries and General Expenses with the FY 2018 levels based on this request.



Object Class Comparison

($ in Thousands)

OC	Object Class	FY 2016 Actual	FY 2017 CR w/ Rescission	FY 2018 Request	Change	% Change
11	Personnel Compensation	224,368	230,454	258,107	27,653	12.00%
12	Benefits	76,162	77,809	88,839	11,030	14.18%
13	Benefits to former personnel	216	150	150		
21	Travel & Transportation of Persons	13,276	11,988	13,170	1,182	9.86%
22	Travel & Transportation of Things	12	10	39	29	290.00%
23	Rent, Communications, and Utilities	2,872	2,595	2,694	99	3.82%
24	Printing & Reproduction	2	205	14	(191)	(93.17%)
25	Other Contractual Services	34,194	35,729	38,333	2,604	7.29%
26	Supplies & Materials	2,615	3,298	4,552	1,254	38.02%
31	Equipment	15,949	11,938	16,296	4,358	36.51%
42	Insurance Claims and Indemnities	8	112	113	1	0.89%
Grand Total		**$369,674**	**$374,288**	**$422,307**	**$48,019**	**12.83%**

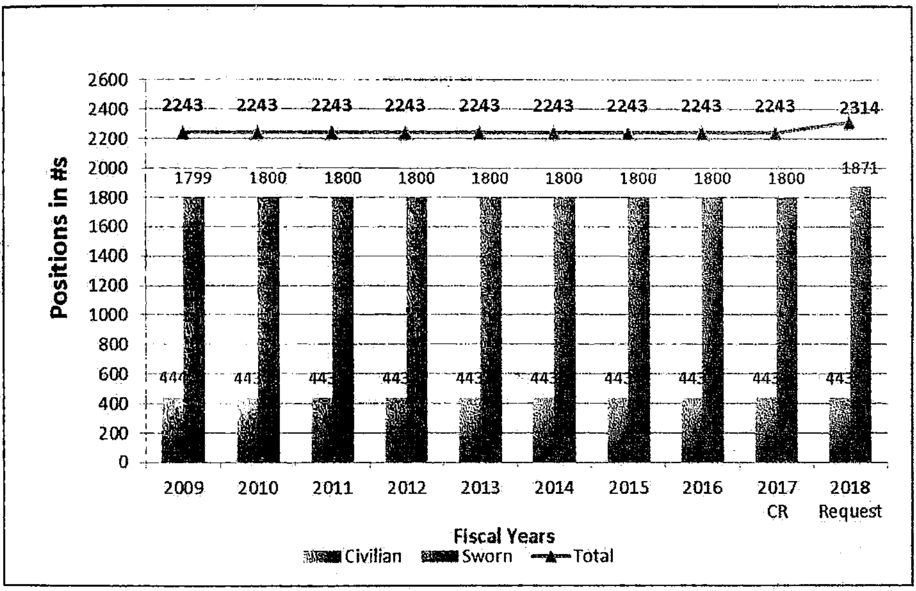
Note: Totals may contain rounding variances

A. SALARIES

USCP is requesting $347.096 Million for Salaries to support 1,871 sworn and 420 civilian positions. This section provides details of the cost of personnel salaries, benefits, and overtime requirements, to include the cost of overtime necessary for providing training for the Department's staff in FY 2018. It also includes, but not limited to, promotions, within-grade increases, health benefits and retirement costs, all differentials, lump sum leave payments, overtime, hazardous duty pay, holiday pay, career ladder promotions, unemployment insurance, limited liability insurance, workers compensation, and Metro Transit Subsidy.

In line with the Legislative Branch Financial Management Council's guidance, a 2.7% cost-of-living adjustment is also included for all salary and overtime computations for calendar year 2018. Schedule B, the Analysis of Change Explanation in the Budget Schedules Section, provides a detailed analysis of the Salaries change of $38.683 Million (see page 27). An analysis of Positions by Rank and Grade is provided on page 28, in addition to the organizational levels charts on pages 11 and 12. The following chart demonstrates the personnel strength for sworn and civilian categories for ten years.

Authorized Personnel Strength



Overtime (OT)

This budget submission contains a request for $41.886 Million based on 651,824 hours in overtime funding necessary to meet core mission requirements not covered by onboard sworn personnel availability, to meet unanticipated requirements, to provide backfill to allow for critical training and support security requirements.

USCP Projected Overtime FY 2018

Average OT rates: (Does not include benefits) :

CY 2017 = $62.30, CY 2018 = $64.75 USCP calculates its OT requirements, based on total hours required to support its requirements minus available personnel hours.

FY 2018 – Projection	Hours (#'s)	($ in millions)
Base[1]	510,586	32.745
Unscheduled[2]	40,000	2.590
Training [3]	24,000	1.554
Additional Screening/Prescreening[4]	73,538	4.757
Additional Operational Requirements		
LOC Non-Reimbursable Events[5]	3,700	0.240
Grand Total of Operational Requirements	**651,824**	**$41.886**

[1] *Base Hours include: Core Mission, K-9 premium, Scheduled Special Events, DPD In/DPD Out of Session, Extended Sessions, and Promotion Backfill.*

[2] *Based on 5 year historical trend data, USCP projects the use of 10,000 hours per quarter to cover unscheduled protests, Demonstrations with civil disobedience, and unscheduled Congressional events such as special Joint Sessions, Gold Medal Ceremonies, and State/Congressional Funerals.*

[3] *USCP has added additional hours to support training requirements that cannot be accomplished through on-line training, roll call or in-service training and requires sworn officers be backfilled to accomplish training such as Active Shooter and Use of Force. (Provides average 16 hours for 1,500 officers)*

[4] *USCP projects 73,538 hours of overtime to provide additional immediate screening/prescreening and processing at various new and existing building access points.*

[5] *Non-reimbursable events – Request represents an estimate for LOC events scheduled throughout the year that require OT to support. These events are not included in the LOC core mission requirements and are therefore not reimbursable. USCP tracks these events separately through the Time and Attendance System.*

B. GENERAL EXPENSES

USCP is requesting $75.211 Million for General Expenses to support the responsibilities for law enforcement, Capitol complex physical and technological security, dignitary protection, intelligence analysis, event management, hazardous material/devices, information technology, and other specialized responses, as well as logistical and administrative support.

This section details expenses such as security equipment, uniforms, weapons, motor vehicles, communications and other equipment, supplies, materials, training, medical services, forensic services, professional services, the employee assistance program, the awards program, postage, communication services. travel and the relocation of instructor and liaison personnel for the Federal Law Enforcement Training Center. Of particular note, our request includes the General Expenses funds needed for contractor, equipment and travel costs for the critical training needed for sworn personnel. Schedule B, the Analysis of Change Explanation in the Budget Schedules Section, provides a detailed analysis of the General Expenses change of $9.336 Million (see page 27).

C. ADDITIONAL REQUIREMENTS

1. Alternate Command Center

The following additional requirement is derived from our FY 2018 FD process. As part of FD, the Department identifies risks and gaps to its capability to accomplish the mission and strategic objectives. These risks are addressed through the analysis of alternative solutions; and business cases are developed to explore how alternatives could mitigate the risks. It is from the consideration of these business cases that the USCP prioritizes new initiatives and existing initiatives that are included in budget submissions.

$2.148 Million is requested as a one-time funding for implementing an Alternate Command Center. This project supports strategic objective Congressional Community Protection, by providing a means for the Department to have a fully functional Alternate Command Center (ACC) in the Fairchild building. While the Department currently has an alternate communications center and an alternate data center to ensure consistent operations and failover capabilities, there is no true ACC. If the current Command Center at Headquarters cannot be utilized due to power or access issues, a conference room at the Fairchild Building with very limited equipment is the only other solution at this time. This ACC would include emergency notifications systems, connectivity to the House, Senate, and USCP messaging systems, secure communications, Capitol complex and airspace monitoring ability and stations for the commanders to conduct Incident Command System (ICS) operations.

Bureau/Office	Details	($ in thousands)
Security Services Bureau	System Selection, Development, and Installation	1,775
Office of Information Systems	Technology	178
Office of Facilities and Logistics	Equipment/Furniture	195
Total		**$2,148**

2. Additional resources

With the rise of ISIL, the continued efforts of Al Qaida and other terrorist organizations to attack public venues, as well as increased occurrences of homegrown violent extremist "lone wolf" episodes, we have seen a rise in the number of mass causality events around the world and in the continental United States. Many of these terrorist events have focused on public places, large gatherings of people, vehicle and personal borne explosives, and assaults on governmental, military and law enforcement entities. These are the types of threats that the institution faces every day.

Based on this rise in terrorist events and the tactics displayed by the assailants, the United States Capitol Police have once again reviewed its operational and tactical posture to insure that the Department is taking every measure possible to maintain the security of the Capitol complex, while allowing the legislative process to continue to function in an open environment.
In close coordination with the Capitol Police Board, the Department believes that methods demonstrated in the various terrorist events occurring around the world could easily be utilized for an attack on the Capitol complex. While we do not know of any imminent threat on the Capitol or the legislative process, we must be prepared to continue to respond effectively to any threat that may present itself.

To better mitigate these methods of attack, the Department believes that additional screening of various means must be used. These include the implementation of security measures to better secure and screen within the House garages, staffing requirements of the O'Neill Building assumed in FY 2017, the full implementation of additional screening and pre-screening at various building access points, and the implementation of enhanced screening portals. We continue to believe that we must address these threats and risks outside of our buildings, before an assailant has the opportunity to enter one or more of buildings and impact the operations of the legislative process.

The Department's FY 2018 budget request includes a request for 72 additional officers to begin to address the Department's operational mitigation strategy. These 72 officers will, along with staffing provided in FY 2016, address implementation of additional screening and pre-screening (to detect and deter threat whenever possible outside of the actual screening point) at various building access points.

These additional sworn personnel are not meant to reduce overtime utilization for existing mission requirements or to impede the ability of the Legislative Branch. Rather, they are meant to enhance the Department's ability to detect, impede and address threats and risks that currently exist and that continue to evolve. Before requesting additional sworn personnel to implement new tactical measures, the Department has looked at its current mission load and worked closely with the Capitol Police Board on areas to modify or eliminate mission requirements in order to offset new mission requirements.

Additionally, the Department has reviewed duties currently performed by officers that could be civilianized in order to repurpose current officers to better meet operational requirements. The Department's FY 2018 budget request includes a request for 48 civilian positions to begin the process of civilianization of duties that will allow officers to be better used for operational purposes. The 48 civilians are intended to be used to civilianize positions within the command center, background investigations, the firing range and communications.

D. FY 2018 GENERAL EXPENSES REQUEST (Differences from FY 2017 CR)

The chart in the following pages depicts the budget according to identified programs (highlighted in gray) and program components (above programs) as well as the change from FY 2017 CR funding levels.

Programs & Program Components (Projects)	Description	Major Program Changes FY 17 CR to FY 18	FY 2016 Actuals	FY 2017 CR w/ Rescission	FY 2018 Request	Change	% Change
Chief Administrative Officer							
CAO Administration	Provides funding for CAO Administrative costs for travel, training, supplies, printing and binding and office equipment required to operate the CAO's office.	Increases of $14,000 for training of which $13,000 is for Diversity and Inclusion related training and $700 for general office supplies. Decrease of ($40,000) in contractor support services	$7,270	$51,433	$26,070	($25,363)	-49.31%
[illegible]			[illegible]	[illegible]	[illegible]	[illegible]	-49.31%
Chief of Operations							
COO Administration-Command Operations	Provides funding for official travel, training and supplies for the COO staff		$1,094	$1,333	$1,336	$3	0.23%
[illegible]			[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Chief of Police							
COP Administration	Provides funding for the Chief of Police (COP) and his immediate staff for official temporary duty travel, diversity programs, training, and to obtain operational supplies	Increase of $5,000 for a new PIO requirement to enhance USCP communications with members of Congress, visitors, and the Media. Decrease of ($4,400) in training and related travel. Increase of $120 in office supplies.	$9,700	$21,084	$21,879	$795	3.77%
[illegible]			[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Mission Assurance Bureau							
MAB Administration	Provides funding for administrative costs such as supplies, training and travel for the Mission Assurance Bureau. This office includes the Command Center, Emergency Management Division, Special Events, Reports Processing, Court Liaison and the Communications Division	A decrease of ($230) in training and related travel. Decrease of ($970) in contractor support services. Increase of $760 in office supplies.	$7,607	$12,499	$12,051	($448)	-3.58%
MAB Operations	Provides funding for the Command Center Operations, Command Vehicle Operations and Communications Center Operations.	A decrease of ($2,500) in training and related travel. Increase of $11,800 in contractor support services for maintaining the current electronic command and control service contracts such as Satellite TV and Verizon data. Increase of $12,000 in contractor support services for additional VSAT and VOIP contracts needed for the new Command Vehicle. Decrease of ($8,000) in vendor services. Increase of $63,000 for equipment such as dual band radios, Surface Pro (life-cycle replacement), and the expansion of the Smart Board System capabilities to improve communication between the Command Center and Unit 46. Decrease of ($3,800) in office supplies.	$78,862	$81,254	$154,170	$72,916	89.74%
Mission Assurance Bureau Total			[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Office of Employment Counsel							
OEC Administration	The Employment Counsel provides legal services for employment related matters to the Chief of Police and Capitol Police Board. Funds continued response to legal inquiries from all elements of the Department for printing & binding (reproduction services), court reporting, clerical/secretarial assistance, paralegals, document management, publications, supplies, management development, travel, equipment, and training to maintain professional certifications.	Increases of $22,100 related to external training, $2,200 for office supplies, $1,600 for travel and $25,000 for contractor support services	$99,530	$110,790	$162,896	$52,106	47.03%
[illegible]			[illegible]	$110,790	[illegible]	[illegible]	[illegible]
Office of Facilities & Logistics							
OFL - Administration	The Office of Logistics incorporates Property and Asset Management, Vehicle Maintenance, Facilities Management and the immediate office of the Director. This program provides funding for administrative costs such as supplies, training and travel for the immediate office as well as monitoring of OSHA issues and medical monitoring as it relates to OSHA requirements.	An increase of $12,000 in training and related travel; an increase of $203,600 in Occupational Safety and Environment for health services contractor support, an increase of $23,700 in office supplies and supplies in support of the Respiratory Protection Program (RPP); an increase of $4,800 in subscriptions, and publications; an increase of $57,100 contractor support services for critical clean-up, evidence disposal, safety, and a fitness coordinator. An increase of $67,400 in non-capitalized equipment in support of the Respiratory Protection Program (RPP), and for the life cycle replacement of Auto Electronic Defibrillators (AED); an increase of $20,500 miscellaneous merchant and vendor services: air quality certification, hydrostatic and flow testing and calibrations	$664,796	$563,543	$952,513	$388,970	69.02%

Programs & Program Components (Projects)	Description	Major Program Changes FY 17 CR to FY 18	FY 2016 Actuals	FY 2017 CR w/ Rescission	FY 2018 Request	Change	% Change
OFL - FMD Administration	Facilities Management Division provides administration of space and facility requirements of the Department administrative costs for this Division include official travel, transportation of things, training, subscriptions, safety equipment and supplies. Provides equipment/supplies storage cabinets, high density filing system, lockers, bulletin/white marker boards that are generally located in common areas such as lobbies and hallways, break room furnishings, and other associated office furniture furnishings and equipment for the immediate needs of the Department and unique furniture furnishings and equipment specific to law enforcement.	A net increase of $17,900 in local travel and transportation of things between USCP facilities, an increase of $1,000 for rental equipment (portable toilets in support of mass arrest), an increase of $5,000 in external training, an increase of $130,300 in contractor support services (for preventative maintenance, relocation and reconfiguration of existing furniture and equipment) and $350,000 in software and technical support services (PAC training system software); an increase of $7,900 in miscellaneous supplies, subscriptions and publications; a decrease of ($64,400) in government support services, an increase of $315,800 in non-capitalized furniture and equipment (of which, $195,000 is for the Alternate Command Center), plus new lockers for the Off-site Delivery Center and chair replacement for all kiosks and screen posts.	$778,389	$370,349	$1,154,264	$783,915	211.67%
OFL - PAMD Administration	The Property Asset Management Division provides critical logistical support through the issuance of uniforms and equipment to officers and provides central receiving and inventory management service to the Department. Provides funding for administrative costs such as supplies, training and travel for the Property Asset and Management Division.	An increase of $4,000 in office supplies and materials (plaques/awards, binders, seal stickers, shipping supplies, and bar code labels). An increase of $1,000 in Department membership fees for the National Property Management Association	$8,440	$10,979	$16,000	$5,021	45.73%
OFL - PAMD Logistics Support	Provides funding for new uniforms and equipment for recruits, the Containment Emergency Response Team (CERT), the Canine unit, as well as other specialty units. The funding also supports uniform and equipment replacement for existing officers, dry cleaning, uniform alterations, and medal and ribbon purchasing.	An net increase of $257,900 in controlled explosives and ammunitions, weapons and replacement parts. an increase of $923,303 for law enforcement uniforms for 120 new recruits, specialty units, and a 25 percent life-cycle replacement of sworn uniforms (a non-recur of $798,000 for uniforms applied against OFM Agency Services which makes this increase look higher); an increase of $89,200 in non-capitalized equipment (2 bomb suits); an increase of $2,100 for provisions (water, ice, and hot beverages during emergency situations), an increase of $23,900 for miscellaneous supplies (flares, traffic cones, "Police line" tape, etc.) and cleaning and alterations, an increase of $16,500 in contractor support services	$1,856,509	$2,427,929	$3,740,903	$1,312,974	54.08%
OFL - VMD Administration	The Vehicle Maintenance Division provides critical support and maintenance for the entire USCP fleet of operational and specialty vehicles as well as bicycles and motorcycles. Supports training for mechanics and other Vehicle Maintenance Division (VMD) staff to keep the USCP fleet at a high level of readiness	A net increase of $16,200 for temporary duty travel (EZ Pass and tolls for all Department vehicles used by non-DPD agents and others for CODELS and background investigations), training and related travel, and membership fees; an increase of $3,300 for the cleaning and alterations of technician's soiled uniforms; and office supplies	$37,806	$34,495	$54,100	$19,605	56.83%
OFL - VMD Fleet Management	The Vehicle Maintenance Division (VMD) is responsible for providing preventative maintenance, repairs and the procurement of 221 vehicles, 22 specialty vehicles, 48 motorcycles, and 144 pieces of equipment (mountain bikes, trailers, light towers, message centers). Supports the maintenance activities of the VMD.	An increase of $620,800 in vehicle lease (GSA primarily lease, executive out-of-state lease, and armored vehicle lease), an increase of $2,000 for miscellaneous rentals, an increase of $47,200 for vehicle repair, fluids, and supplies; an increase of $29,300 for non-capitalized vehicles accessories, an increase of $650,300 for life-cycle replacement of capitalized and non-capitalized vehicles based on fleet management plan (one CERT truck, one CDU trailer, two firearms trailers, two 25-passenger buses, one ATV, and 23 Harley Davidson Sportster motorcycles), an increase of $91,500 for the life-cycle replacement of non-capitalized equipment (two solar message boards, five light towers, and nine mountain bikes)	$2,522,193	$2,450,370	$3,891,500	$1,441,130	58.81%
[illegible]							[illegible]
Office of Financial Management							
OFM Administration	The Office of Financial Management is responsible for the overall management, planning and directing of all financial activity of the Department including budget development and execution, all procurement and purchasing activities, as well as the activities related to the accounts/payable and accounting. Provides funds for travel, training, supplies, subscriptions and miscellaneous office equipment.	An increase of $17,300 for external training; an increase of $1,900 for office supplies; a decrease of ($2,150) subscriptions and publications.	$26,657	$11,934	$28,970	$17,036	142.75%

Program & Program Components (Projects)	Description	Major Program Changes FY 17 CR to FY 18	FY 2016 Actuals	FY 2017 CR w/ Rescission	FY 2018 Request	Change	% Change
OFM Agency Services	Through the Agency-wide Services account, the Office of Financial Management administers the fleet card program, management of copiers, commercial faxes and multifunctional machines (copy/scan/print/fax), postage and fees, tort claims, and other agency-wide services	A decrease of ($3,117,000) from FY 2017 CR allocation for all non-recurring costs, including realigned funds [Convention Support ($2,700,000), uniforms ($798,000), OIG contract support ($340,000), and OSB canine purchase ($100,000)]. A decrease of ($333,400) from FY17 non-recurring costs for Inauguration, including temporary duty travel ($52,500), printing and binding ($183,500), contractor support service ($3,200), rental of equipment ($27,650) and office and miscellaneous supplies ($66,500). An increase of $45,000 in government support services (a joint venture with the Senate to establish a call center to provide primary information support and other services to individuals and family members affected by a catastrophic event impacting Capitol Hill); a decrease of ($39,600) for external training; an increase of $6,000 for vehicle fluid supplies, postage and fees.	$848,698	$4,423,337	$984,441	($3,438,896)	-77.74%
OFM Financial Management & Accountability	Includes funding requests for contractual support, which includes outsourcing contract support and the cross-servicing Agreement for the Financial Management System	A net increase of $209,600 for contractor support services, a decrease of ($164,250) for government support services	$1,116,573	$1,139,661	$1,185,000	$45,339	3.98%
Office of Financial Management Total			[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Office of General Counsel							
OGC Administration	The Office of the General Counsel (OGC) is directly responsible to the Chief of Police and the Capitol Police Board for performing a wide range of legal duties and for overall organizational legal compliance, including advising operational and administrative elements in all legal matters pertaining to the administration and operation of the Department.	A decrease of ($38,200) for contractor support services.	$82,590	$139,949	$101,341	($38,608)	-27.59%
Office of General Counsel Total			$82,590	$139,949	$101,341	($38,608)	-27.59%
Office of Human Resources							
OHR Administration	The Office of Human Resources provides human resource and payroll services to support the human capital activities of the Department. Provides funding for training, travel, printing, binding, membership fees, operational supplies, and publications. Additionally, includes funding for employee benefit services such as the awards program	An increase of $13,500 for external training and training related travel.	$1,000	$998	$14,500	$13,502	1352.91%
OHR Operations	Includes funding requests for contractual support, which includes outsourcing contract support for the time and attendance system and NFC	An increase of $24,200 for software rental; an increase of $10,700 for external training and related travel; a decrease of ($160,400) for contractor support services and governmental support services; a net increase of $3,100 in subscription and publications, and office supplies.	$430,952	$515,912	$393,528	($122,384)	-23.72%
OHR Recruiting and Staffing	Provides funding for background investigations, polygraph testing, credit checks, medical services and psychological screening. Additionally, the program supports recruiting, travel, advertising, and supplies. Also supports annual licensing, user fees and new modules for the Human Resources Management System.	A net increase of $45,900 for temporary duty travel and external training; a decrease of ($12,500) for software subscription, a net increase of $513,500 for applicant testing and health services (includes investigator support, polygraphs, psychological exams, physical exams, and credits checks. Includes increased costs to obtain a greater number of candidate pool), a decrease of ($7,800) in biohazard supplies; an increase of $37,800 for supplies, publications and subscriptions; an increase of $418,300 for contractor and government support services (include services in support of the sworn promotional process, human capital support, printing and shredding services, career fairs, and USA Staffing/ USAJobs for vacancy announcements), and a decrease of ($30,000) in non-capitalized equipment	$3,462,839	$3,397,468	$4,362,783	$965,315	28.41%
Office of Human Resources Total			$3,894,791	$3,914,378	$4,770,811	$856,433	21.88%
Office of Information Systems							
OIS Administration	Provides for travel, operational supplies, subscriptions (CD Reference Information), training and travel for the information technology (IT) operations of the Department. Training and travel are primarily for IT specialists, specifically in cyber security, program management, web content, database administration, records and document management, internal controls, Microsoft systems administration, Network engineering, and MS SQL.	A decrease of ($2,400) in temporary duty travel; an increase of $260,400 in training and related travel; a decrease of ($6,700) non-capitalized equipment and office supplies; an increase of $212,300 in contractor support services for a communications specialist and consulting support for the OIS leadership team.	$459,148	$151,965	$615,500	$463,535	305.03%

Programs & Program Components (Projects)	Description	Major Program Changes FY 17 CR to FY 18	FY 2016 Actuals	FY 2017 CR w. Rescission	FY 2018 Request	Change	% Change
OIS Enterprise Applications	Focuses on software support, managing applications through its entire lifecycle It provides support to enterprise business applications and to law enforcement applications. It manages web applications including PoliceNet (intranet website) and the USCP Internet website. It develops IT polices, provides operational and managerial analysis and support: implements IT programs, capital planning and investment control and provides enterprise architecture support.	A decrease ($51,300) in software subscriptions, a decrease of ($955,200) for contractor support servicer; an increase of $420,300 in software and technical support services (includes applications such as Cognos, FinMart, WorkBrain, Maximo, FireDaemon and Survey Monkey), a decrease of ($16,700) for non-capitalized equipment	$3,778,882	$2,822,921	$2,220,000	($602,921)	-21.36%
OIS Information Security	Responsible for IT security and information assurance for the department. It also supports the Privacy Program. It conducts Department-wide training for Security Awareness, privacy and rule of behavior	An increase of $157,800 in contractor support services, an increase of $166,800 in software and technical support services, also includes maintenance agreements for applications used for security awareness training, spam/virus firewall, data loss prevention, and data mining; a decrease of ($31,400) in non-capitalized equipment, a decrease of ($34,900) in training and related travel.	$1,304,267	$1 176,652	$1,435,000	$258,348	21.96%
OIS Network Communications	Provides services for all wireless devices such as Blackberries, Aircards, Cell Phones and PDAs The Operational and Engineering support for the USCP Radio System are all network infrastructure to include routers, switches, firewalls, fiber optic backbone, Ethernet LAN cabling and all leased line telecommunications circuits	A decrease of ($4,700) temporary duty travel; a net increase of $163,000 for rental of telecommunication equipment and local telecommunication (internet service, MPD T1 circuits, Leadership Radio Systems, etc.), a net increase of $736,600 for contractor support services (technicians and manager in support of radio operations and antenna systems, USCP Telecom, helpdesk, etc.), a net decrease of ($583,900) in software and technical services primarily for the maintenance and monitoring of mission critical radio systems, JEMNS, and the implementation of a new Mobile Device Management (MDM) Application to replace the Blackberry Enterprise Server (BES); a net decrease of ($602,900) in capitalized and non-capitalized equipment; and a decrease of ($60,000) in non-capitalized software	$11,247,904	$11,454,736	$11,103,000	($351,736)	-3 07%
OIS Operations	Provides hardware support and front line customer service. Its functions include Data Center support, server & storage administration, E-mail administration, PC & laptop support and services, IT customer helpdesk and IT customer service building support	A net increase of $1,258,000 in contractor support services (Project Management, Enterprise Architect, executive administrative and helpdesk support); a net decrease of ($47,000) in capitalized and non-capitalized equipment (lifecycle replacement for 1/3 of the department's laptops, printers, and server inventory, also includes $130,100 for ACC business case), a net increase of $94,700 in capitalized and non-capitalized software (includes $31,200 for ACC business case), a net increase of $145,100 in software and technical maintenance and supplies	$5,466,693	$4,233,454	$5,684,330	$1,450,876	34.27%
[illegible]			[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Office of Inspector General							
OIG Administration	The Inspector General has the authority and responsibility to supervise and conduct audits, inspections, and investigations involving USCP programs, functions, systems, or operations	Decrease of ($5,000) in printing and binding. Decrease of ($33,000) in external training. Increase of $68,500 for contractor support services.	$392,890	$421,198	$452,500	$31,302	7.43%
[illegible]			[illegible]	$421,198	[illegible]	[illegible]	[illegible]
Office of Policy & Management Systems							
Administration OPOL	Provides funding for the Office of Policy and Management Systems to create, maintain, and administer the written directive system, create, maintain, and administer the written communications system, administer the vital records, documents, and files system, and manage, facilitate and maintain accreditation from the Commission on Accreditation of Law Enforcement Agencies, Inc. (CALEA)	Increases of $2,000 for external training and $2,200 for office supplies Decrease of ($1,800) for subscriptions and publications.	$21,043	$21,851	$24,490	$2,639	12.08%
[illegible]			[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Office of Professional Responsibility							
OPR Administration	The Office of Professional Responsibility is comprised of Internal Affairs Division (IAD) and the Inspection Division (ID). IAD conducts internal administrative investigations of allegations of misconduct made against members of the Department IAD conducts reviews of Departmental operations, program facilities, personnel, documents, processes and activities for efficiency and effectiveness as well as legal and regulatory compliance. The OPR Administration program provides funding for administrative costs such as, supplies, training and travel.	An increase of $12,000 for travel training and $3,500 for training Decreases of ($2,600) for contractor support services and ($2,900) for equipment	$4,025	$40,310	$50,665	$10,355	25.69%
Office of Professional Responsibility Total			$4,025	$40,310	$50,665	$10,355	25.69%

Programs & Program Components (Projects)	Description	Major Program Changes FY 17 CR to FY 18	FY 2016 Actuals	FY 2017 CR w/ Rescission	FY 2018 Request	Change	% Change
Operational Services Bureau							
OSB Administration	Provides funding for Operational Services Bureau administrative costs such as official travel for the immediate office, contractor support services, and office supplies. OSB includes the Patrol Mobile Response Division, Hazardous Devices Section, the Hazardous Materials Response Team, K-9 and Offsite Delivery, and the Containment Emergency Response Team (CERT)	Increase of $1,100 for office supplies. Decreases of ($12,700) for external training and ($4,600) for non-capitalized equipment.	$71,914	$20,195	$4,000	($16,195)	-80.19%
OSB Hazardous Incident Response	Provides funding for operating supplies, controlled explosives, and required equipment to carry out the mission. The Hazardous Incident Response Program is comprised of the Hazardous Devices Section and the Hazardous Materials Response Team. These teams are responsible for prevention and mitigation of explosive devices	Increases of $568,000 for lifecycle replacement of LOGOS x-ray imaging systems; $10,000 for controlled explosives, $156,000 for training and training related travel. Decreases of ($30,700) for merchant services and ($32,000) for supplies.	$1,322,659	$414,870	$1,085,455	$670,585	161.64%
OSB Patrol Mobile Response Division	Patrol Mobile Response Division consists of Uniformed Patrol, the Motorcycle Unit, Mountain Bike Unit, CERT Operators, TIGER Team, Crime Scene Technicians, the Crash Investigation Team, the Intoxilyzer Unit, Offsite-Delivery and the K-9 Unit.	Increases of $176,700 for training and training related travel, $16,000 for government support services, $23,000 for K-9 supplies/veterinary services, $41,000 for CERT, crisis negotiation and crime scene search supplies, $127,000 for replacement canines and tactical coverage mission equipment.	$314,937	$261,369	$646,405	$385,036	147.32%
[illegible]			[illegible]	$696,434	[illegible]	[illegible]	149.25%
Protective Services Bureau							
PSB Administration	Protective Services Bureau includes Dignitary Protection and the Investigations Division, which includes intelligence operations, threat assessments, and criminal investigations. Provides funding for administrative costs such as supplies and contractual support for the Protective Services Bureau and training and travel for the immediate office	An increase of $1,500 in local telecommunications.	$174,874	$173,348	$175,200	$1,857	1.07%
PSB Protective Detail Travel	Provides funding for Dignitary Protection Division (DPD) travel. The DPD is responsible for protecting Members assigned to Leadership positions in the U.S. House of Representatives and U.S. Senate as well as Members who receive direct threats that have been assessed through PSB and approved by the Capitol Police Board. Also provides protective escorts within the Capitol Complex for Heads of State, VIP's and other visiting dignitaries	A decrease of ($42,000) for protective detail travel (airfares, lodging, perdiem, and incidentals); an increase of $319,700 for chartered flights and DPD travel; an increase of $1,100 for miscellaneous rentals.	$8,530,134	$9,629,449	$9,908,234	$278,785	2.90%
PSB Protective Services	Investigations support and Protective Intelligence contracts and operating expenses as well as training and travel for intelligence and investigations agents.	An increase of $128,500 for training and related travel; an increase of $23,000 in temporary duty travel; an increase of $3,600 for miscellaneous services, small purchases, and membership fees, an increase of $83,000 in contractor support services for the continued services of a forensic psychologist, an increase of $6,200 for software maintenance agreement; and a decrease of ($7,800) in non-capitalized equipment.	$3,034,798	$209,001	$445,541	$236,540	113.18%
Protective Services Bureau [illegible]			[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Security Services Bureau							
SSB Access Control	Provides funding for numerous critical projects such as the security contract for the Alternate Computer Facility (ACF) which houses the backup computer network for the U.S. House of Representatives, U.S. Senate, Architect of the Capitol, and the Library of Congress. Other projects include vehicle barrier support, card access systems, command center operations, fire doors, kiosks, locks and keys, and podiums.	Decrease of ($19,000) in contractor support services for software support, and maintenance of the barriers, fire doors, and podiums. Decrease of ($30,500) in supplies such as spare parts inventory. Increase of $1,774,700 for the Alternate Command Center. Increase of $1,198,000 in equipment for the life-cycle replacement projects and the Kiosk project. Increase of $8,700 in non-capitalized software licensing and support.	$3,683,661	$2,571,587	$5,504,103	$2,932,516	114.04%
SSB Administration	Provides funding for travel, training, maintenance and repairs of the security systems network, and supplies for each of the Divisions of security services.	Increases of $238,000 in external training, and $19,300 in travel. Decrease of ($1,600) in contractor support services. Increase of $950 in office supplies.	$183,351	$192,199	$449,978	$257,779	134.12%

Programs & Program Components (Projects)	Description	Major Program Changes FY 17 CR to FY 18	FY 2016 Actuals	FY 2017 CR w/ Rescission	FY 2018 Request	Change	% Change
SSB Detection and Screening Systems	Provides funding for several projects for detection and screening throughout the Capitol Complex. Projects include Closed Circuit Television (CCTV), digital video recorder, duress, emergency call boxes, explosive detectors, intrusion alarm, metal detectors, pedestrian monitoring, Sensitive Compartmented Information Facilities (SCIF) alarms, and X-ray.	Decrease of ($79,000) in contractor support services for manufacturer site visits, manufacturer required system support, and maintenance of the VMS, duress system, explosive detectors, and metal detectors. Increase of $129,000 for the spare parts inventory of devices such as CCTV cameras and metal detectors. Increase of $414,000 in equipment for the life-cycle replacement projects	$3,631,408	$3,282,422	$3,747,063	$464,641	14.16%
SSB Inauguration	Provides support for the Protection of the Congressional Community by ensuring the security of the event, staff, dignitaries, heads of state, and the leaders of all branches of the U.S. Government	Decrease of ($83,908) in equipment for the life-cycle replacement of the CCTV camera system. It was necessary to replace the cameras in order to minimize the potential for unexpected failure during the Inauguration.	$0	$83,908	$0	($83,908)	-100.00%
SSB Security Systems Maintenance	Provides funding for emergency annunciators, the public address system, and the comprehensive maintenance contract to support systems, repair and preventive maintenance of the security systems on the Capitol Complex. Also included are security installation support, the security network, and specialized security equipment	Increase of $762,000 in contractor support services for the preventative maintenance, testing, and repair of the integrated security management systems on the Capitol Complex. Increase of $237,000 for support staffing including two logistics specialists, a design engineer, an administrative assistant, an electronics technician II, and a junior network administrator. Increase of $489,000 in non-capitalized software licensing and support for the Video Management System. Decrease of ($283,000) in equipment for projects that include Card Access Systems, CCTV Cameras, Fire Doors, Intrusion Alarms, and Public Address Systems	$6,826,511	$6,192,075	$7,397,252	$1,205,177	19.46%
SSB Special Projects	Funds the outcomes of our continued efforts to keep up with the changing security environment and threat level that the Capitol community faces every day. The projects within are a result of our collaboration with and support of our stakeholders, and they are designed to ensure that safety concerns are addressed. Multi-year funds are requested for these projects, as in many cases, their execution is heavily dependent on variables over which the USCP has no direct control.	Decrease of ($750,000) for equipment related to the Garage Security project. Increase of $200,000 for equipment related to the Foundation Alarm project, and $300,000 in equipment for the O'Neill HOB	$750,000	$748,574	$500,000	($248,574)	-33.21%
SSB Technical Countermeasures	Provides funding for projects such as detection maintenance, equipment services and supplies, life cycle replacement and Technical Countermeasure (TCM) specialized security equipment.	Increase of $597,000 in contractor support services for individual countermeasures projects and technical support. Decrease of ($265,000) in equipment for the portable and in-place TSCM equipment	$3,626,558	$3,460,209	$3,792,696	$332,487	9.61%
Security Services Bureau Total			[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Training Services Bureau							
TSB Administration	Training Services provides recruit and in-service training services for the Department. Includes administrative costs for the Training Services Bureau (TSB) such as official travel, relocation moves for USCP personnel assigned to FLETC Georgia, office supplies as well as firing range simulation.	Increase of $55,200 in PCS travel for the return of one detailed instructor from FLETC, GA. Decrease of ($2,700) in utilities. Increase of ($3,000) in office supplies	$15,029	$19,762	$69,301	$49,539	250.68%
TSB Training Services	Includes operational costs for recruit and in-service training for USCP sworn staff, costs for ammunition and firing range administration, Cheltenham usage (firing and driving range) and facility costs as well as costs for the Police Executive Leadership Program.	An increase of $43,000 in travel primarily for the recruit officer per diem while attending the UPTP in FLETC, GA. Decrease of ($57,000) in training. Decrease of ($3,000) in contractor support services for the professional role players utilized during recruit and DPD training. Increase of $150,000 in contractor support services for the Firing Range cleaning contract. Increase of $50,000 in government support services for the FLETC facilities and FLETC advanced training. Decrease of (18,000) in safety supplies such as eye protection, disposable gloves, disinfectants. Decrease of ($12,400) in equipment for targets, target stands, PA system & headsets.	$1,992,063	$2,465,282	$2,567,923	$102,641	4.16%
Training Services Bureau Total			$2,007,092	$2,485,044	$2,637,224	$152,180	6.12%
Uniformed Services Bureau							
USB Administration	Provides funding for USB administrative costs, which include travel, training, supplies, and office equipment.	An increase of $29,300 in training primarily for instructors to receive Police Training Officer (PTO) Program certification. Decrease of ($17,500) in office supplies	$54,057	$61,882	$73,696	$11,814	19.09%
Uniformed Services Bureau Total			$54,057	$61,882	$73,696	$11,814	19.09%
[illegible]			[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

V. FY 2018 Budget Schedules

1. FY 2018 Resource Summary
2. Details by Object Category
3. Schedule B: Analysis of Change
4. Positions by Rank and Grade
5. Proposed Appropriations Language

1. RESOURCE SUMMARY

($ in Thousands)

	FY 2016 Budget Authority	FY 2017 CR w/ Rescission	FY 2018 Request	Change FY17/FY18	% Change
Salaries					
Appropriation	309,000	309,000	347,096		
Rescission		(587)			
Transfer	(3,680)				
Total	**$305,320**	**$308,413**	**$347,096**	**$38,683**	**12.54%**
General Expenses					
Appropriation	66,000	66,000	75,211		
Rescission		(125)			
Transfer	3,680				
Total	**$69,680**	**$65,875**	**$75,211**	**$9,336**	14.17%
Total Appropriation	**$375,000**	**$374,288**	**$422,307**	**$48,019**	**12.83%**

Note: Totals may contain rounding variances

2. DETAILS BY OBJECT CATEGORY

($ in Thousands)

Object Category	FY 2016 Actual	FY 2017 CR w/ Rescission	FY 2018 Final Request	Change	% Change
11.1 Full-time Permanent	186,183	190,581	210,425	19,844	10.41%
11.5 Other personnel compensation	38,185	39,873	47,682	7,809	19.58%
12.1 Civilian personnel benefits	76,162	77,809	88,839	11,030	14.18%
13.1 Benefits for former personnel	216	150	150	-	-
Total Salaries	**300,746**	**308,413**	**347,096**	**38,683**	**12.54%**
21.0 Travel & Transportation of Persons	13,276	11,988	13,170	1,182	9.86%
22.0 Transportation of Things	12	10	39	29	290.00%
23.3 Rent, Communications, Utilities & Misc. Charges	2,872	2,595	2,694	99	3.82%
24.0 Printing & Reproduction	2	205	14	(191)	(93.17%)
25.1 Advisory & Assistance Services	28,201	28,044	30,083	2,039	7.27%
25.2 Other Services	4,015	4,832	5,355	523	10.82%
25.3 Other Purchases of Goods & Svcs from Govt	1,769	2,514	2,388	(126)	(5.01%)
25.6 Medical Care	22	172	307	135	78.49%
25.7 Operations & Maint Equipment	187	167	200	33	19.76%
26.0 Supply & Materials	2,615	3,298	4,552	1,254	38.02%
31.0 Equipment	15,949	11,938	16,296	4,358	36.51%
42.0 Insurance Claims & Indemnities	8	112	113	1	0.89%
Total General Expenses	**68,928**	**65,875**	**75,211**	**9,336**	**14.17%**
Total	**$369,674**	**$374,288**	**$422,307**	**$48,019**	**12.83%**

Note: Totals may contain rounding variances

3. SCHEDULE B: ANALYSIS OF CHANGE

($ in Thousands)

FY 2018 Analysis of Change

	Positions	Amount
FY 2017 Continuing Resolution	**2,171**	**$374,288**
FY 2018 Changes:		
Pay and Related Costs		
***Non-recurring Costs:** Overtime - Inauguration*		(1,879)
FY 2017 Salaries for Authorized FTE's Annualized for FY 2018		15,907
FY 2018 72 New Recruits (half year)	72	2,191
FY 2018 48 New Civilians (half year)	48	2,011
FY 2018 Within Grade Increases & Promotions		34
Overtime - Core Mission		2,424
Overtime - Unscheduled		1,000
Overtime - LOC non-reimbursable		43
Overtime - Training		1,554
Overtime - Additional Screening/Prescreening		4,757
Annualized Benefits		11,030
Lump Sum & Misc. Benefits		(390)
Total, Pay and Related Costs	**120**	**38,683**
Program Changes (Net)		
Price Level Changes		3,448
***Non-recurring Costs:** Inauguration*		(417)
Administrative		301
Facilities Management: FFE Replacement and Contracts		627
Financial Management & Accountability (Momentum/Maximo systems and contractor support)		(175)
Financial Management: Agency-wide Services		(3,096)
Fleet Management: Vehicles, repairs, rental, supplies		1,441
Human Resources: Operations and Systems		(123)
Human Resources: Recruiting and Employment		653
Information Systems: Enterprise Applications		(1,181)
Information Systems: Information Security		103
Information Systems: Network Communications		(691)
Information Systems: Operations		1,081
Mission Assurance Bureau: Operations - Contractor support, training, travel for training, equipment		49
Operational Services: Hazardous Response- External training, travel for training, equipment		671
Operational Services: Patrol Mobile Response - Training, travel for training, equipment		385
Property Management: Logistical Support		1,038
Protective Services: Protective Detail - Travel and chartered flights		279
Protective Services: Protective Service - Contractor support, training, travel for training, equipment		154
Security Services: Access Control (Card Access, Barriers, Fire Doors, Kiosk)		2,933
Security Services: Detection/Screening Systems - Lifecycle replacement, contractor support, equipment		465
Security Services: Security Systems Maintenance - Lifecycle replacement, contractor support, equipment		1,205
Security Services: Special Projects		(249)
Security Services: Technical Countermeasures - Lifecycle replacement, contractor support, equipment		332
Training Services: Training Programs		103
Total, Program Changes		**9,336**
Net Increase/Decrease		**48,019**
Total Appropriation	**2,291**	**$422,307**

4. POSITIONS BY RANK AND GRADE

This chart is an analysis of the FY 2018 personnel request for positions, by rank and grade based on authorizations. Sworn and civilian employees are compensated under two separate pay tables: the civilian pay table (CP) is a graded system from levels 1 to 15; while, the sworn pay table is rank ordered from Private through Deputy Chief. Office of Inspector General staff is listed as appointed, and their compensation rates are determined by the Inspector General. The Chief of Police, Assistant Chief, Chief Administrative Officer, General Counsel and Inspector General are statutory/appointed employees and compensation is directed by statute/equivalent.

(#'s)

GRADE	Appointed* FY18	Sworn FY18	Civilian FY18	Total USCP FY18
Chief	1			1
Assistant Chief	1			1
Deputy Chief		5		5
Inspector		10		10
Captain		18		18
Lieutenant		47		47
Sergeant/Special Technician		223		223
Officer/Equivalent		1,566		1,566
TOTAL SWORN	2	1,869	0	1,871
CAO, OGC, CP-14/15	2		13	15
CP-13			26	26
CP-11 to 12			74	74
CP-4 to 10			269	269
CP-3			51	51
OIG	8			8
TOTAL CIVILIAN	10	0	433	443
TOTAL	12	1,869	433	2,314

*Appointed includes the Chief, Assistant Chief, Chief Administrative Officer, General Counsel and eight OIG positions.

5. PROPOSED APPROPRIATIONS LANGUAGE

Salaries

For salaries of employees of the Capitol Police, including overtime, hazardous duty pay, and Government contributions for health, retirement, social security, professional liability insurance, and other applicable employee benefits, [$308,413,000] $347,096,000 of which overtime shall not exceed [$33,986,000] $41,886,000 unless the Committee on Appropriations of the House and Senate are notified, to be disbursed by the Chief of the Capitol Police or his designee. *(Legislative Branch Appropriations Act, 2017.)*

General Expenses

For necessary expenses of the Capitol Police, including motor vehicles, communications and other equipment, security equipment and installation, uniforms, weapons, supplies, materials, training, medical services, forensic services, stenographic services, personal and professional services, the employee assistance program, the awards program, postage, communication services, travel advances, relocation of instructor and liaison personnel for the Federal Law Enforcement Training Center, and not more than $5,000 to be expended on the certification of the Chief of the Capitol Police in connection with official representation and reception expenses, [$65,875,000] $75,211,000, to be disbursed by the Chief of the Capitol Police or his designee: Provided, that, notwithstanding any other provision of law, the cost of basic training for the Capitol Police at the Federal Law Enforcement Training Center for fiscal year 2018 shall be paid by the Secretary of Homeland Security from funds available to the Department of Homeland Security. *(Legislative Branch Appropriations Act, 2017.)*

Administrative Provisions

UNITED STATES CAPITOL POLICE ADMINISTRATIVE TECHNICAL CORRECTIONS ACT, 2009

United States Capitol Police Administrative Technical Corrections Act, 2009, Section 2(a), amending Title 2, Subsection 1907(e)(1), by adding new Subsection (D), as follows:

"(D) All terminations from employment with the United States Capitol Police pursuant to subsection shall be final and are not reviewable, appealable, or grievable in any manner in any administrative or judicial forum. The amendment made by this subsection shall take effect as if included in the enactment of the *United States Capitol Police Administrative Technical Corrections Act, 2009*, and shall apply to all fiscal years thereafter."

VII. Index of Acronyms

ACC	Alternate Command Center
ACF	Alternate Computer Facility
AED	Automated External Defibrillator
ALERT	Advanced Law Enforcement Response Team
BES	Blackberry Enterprise Server
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAO	Chief Administrative Officer
CCTV	Closed Circuit TV
CDU	Civil Disturbance Unit
CERT	Containment Emergency Response Team
CODEL	Congressional Delegation
COLA	Cost of Living Adjustment
COO	Chief of Operations (Assistant Chief)
COOP	Continuity of Operations
COP	Chief of Police
CP	Civilian Pay
CR	Continuing Resolution
DPD	Dignitary Protection Division
FD	Force Development
FFE	Furniture Fixtures and Equipment
FLETC	Federal Law Enforcement Training Center
FTE	Full-Time Equivalent
FY	Fiscal Year
HDS	Hazardous Devices Section
IAD	Internal Affairs Division
ICS	Incident Command System
IRB	Investment Review Board
ISIL	Islamic State of Iraq and the Levant
IT	Information Technology
K-9	Canine
LAN	Local Area Network
LOC	Library of Congress
LWOP	Leave without Pay
MAB	Mission Assurance Bureau *(formerly Office of Plans, Operations and Homeland Security)*
MDM	Mobile Device Management
MS SQL	Microsoft SQL
NFC	National Finance Center
OC	Object Class
OEC	Office of Employment Counsel
OFL	Office of Facilities and Logistics
OFL-FMD	OFL-Facilities Management Division
OFL-PAMD	OFL-Property and Asset Management Systems
OFL-VMD	OFL-Vehicle Maintenance Division
OFM	Office of Financial Management
OGC	Office of the General Counsel
OHR	Office of Human Resources
OIG	Office of Inspector General
OIS	Office of Information Systems
OPOL	Office of Policy and Management Systems
OPR	Office of Professional Responsibility
OSB	Operational Services Bureau
OSB-PMRD	OSB-Patrol Mobile Response Division
OSHA	Occupational Safety and Health Administration
OT	Overtime

PCS	Permanent Change of Station
PIO	Public Information Office
PSB	Protective Services Bureau
PTO	Police Training Officer
RPP	Respiratory Protection Program
SCIF	Sensitive Compartmented Information Facility
SSB	Security Services Bureau
TCM	Technical Countermeasures
TSB	Training Services Bureau
UPTP	Uniformed Police Training Program
USB	Uniformed Services Bureau
USCP	United States Capitol Police
VOIP	Voice Over Internet Protocol
VSAT	Very Small Aperture Terminal
WIGI	Within Grade Increase

USCP FY 2018 Salary Projection

FY 2017 Base	Positio	Annual ($)	Per PP
Sworn	1,799	161,820	6,224
Civilian	372	38,286	1,473
LWOP Adj.		-672	-26
Total Base	2,171	199,433	7,671

PP20 B	3.4%
Projected COLA	2.70%

($ 000's)

PP	Base	Proj. WIG	Adj. Base Sal per PP	Night Diff.	Sunday Diff.	Night & Sunday Diff.	Holiday pay	Hazard Duty Pay	Subtotal Salary	Benefits	Lump Sum Leave	FTO	Overtime Base	Overtime Un-scheduled	Overtime LOC-Non-Reimb.	Sub-total	Benefits	Total
			1101	1160	1163	1164	1180	1187	1100's	39.60%	1183	1198	1170				7.65%	
20	7,671	8	7,679	110	21	31	106	20	7,967	3,155	31	6	1,065	100	9	1,210	93	12,424
21	7,679	5	7,684	110	21	31		20	7,866	3,115	31	6	1,232	100	9	1,377	105	12,464
22	7,684	1	7,685	110	21	31	106	20	7,973	3,157	31	6	1,232	100	9	1,377	105	12,613
23	7,685	3	7,688	110	21	31	81	20	7,952	3,149	31	6	1,115	100	9	1,260	96	12,457
24	7,688		7,689	110	21	31		20	7,871	3,117	31	6	1,115	100	9	1,260	96	12,344
25	7,689	4	7,693	110	21	31		20	7,875	3,118	31	6	1,126	100	9	1,271	97	12,361
26	7,693		7,693	110	21	31	171	20	8,046	3,186	31	6	1,126	100	9	1,271	97	12,601
1	7,693	10	7,703	110	21	31	130	20	8,015	3,174	31	6	1,182	100	9	1,327	102	12,618
2	7,703	4	7,707	110	21	31		20	7,889	3,124	31	6	1,182	100	9	1,327	102	12,442
3	7,707	5	7,712	110	21	31		20	7,894	3,126	31	6	1,273	100	9	1,418	108	12,547
4	7,712	1	7,713	110	21	31	102	20	7,997	3,167	31	6	1,273	100	9	1,418	108	12,691
5	7,713	1	7,715	110	21	31		20	7,897	3,127	31	6	1,264	100	9	1,410	108	12,541
6	7,715	4	7,719	110	21	31		20	7,901	3,129	31	6	1,264	100	9	1,410	108	12,547
7	7,719	7	7,726	110	21	31		20	7,908	3,131	31	6	1,197	100	9	1,342	103	12,484
8	7,726	9	7,735	110	21	31		20	7,917	3,135	31	6	1,197	100	9	1,342	103	12,497
9	7,735	1	7,736	110	21	31		20	7,918	3,135	31	6	1,178	100	9	1,323	101	12,478
10	7,736	3	7,739	110	21	31		20	7,921	3,137	31	6	1,178	100	9	1,323	101	12,482
11	7,739	2	7,741	110	21	31	102	20	8,025	3,178	31	6	1,298	100	9	1,443	110	12,756
12	7,741	10	7,751	110	21	31		20	7,933	3,142	31	6	1,298	100	9	1,443	110	12,628
13	7,751	8	7,759	110	21	31	173	20	8,114	3,213	31	6	1,669	100	9	1,814	139	13,281
14	7,759	4	7,763	110	21	31		20	7,945	3,146	31	6	1,669	100	9	1,814	139	13,044
15	7,763	6	7,769	110	21	31		20	7,951	3,148	31	6	1,170	100	9	1,315	101	12,515
16	7,769	1	7,769	110	21	31		20	7,951	3,149	31	6	1,182	100	9	1,327	102	12,529
17	7,769	9	7,779	110	21	31		20	7,961	3,152	31	6	1,182	100	9	1,327	102	12,542
18	7,779	5	7,783	110	21	31	106	20	8,071	3,196	31	6	1,230	100	9	1,375	105	12,748
19	7,783	10	7,793	110	21	31		1	7,956	3,150	1		1,230	100	9	1,340	103	12,549
20	265		265	4	1	1			270	107			623			623	48	1,048
Civilian Career-Ladder									27	11								37
Non-NFC payments and additional costs																		453
TOTALS			201,188	2,864	547	807	1,078	501	207,010	81,976	776	139	32,745	2,590	240	36,490	2,791	328,720

Additional Requirements	sitions	Annual cost	Half year Cost $
Sworn - Half year	72	4,382	2,191
Civilian - Half year	48	4,021	2,011
Total			$4,201

Other Salary Increases to Base	Pay	Benefits	Total
Additional requirements	4,201	1,664	5,865
Overtime - Training 24,000 Hrs	1,554	119	1,673
Overtime - Additional Screening/prescreening	4,757	364	5,121
COLA (excludes Hazd.Duty/FTO pay)	4,095	1,622	5,716
GRAND TOTAL	$14,608	$3,768	$347,096

BASE SWORN AND CIVILIAN SALARY ESTIMATES

$ 000's

Sworn salary
Base PP 20 FY 2017

	Positions	Salary
Total Salary-Sworn	1,767	152,662
Total Salary - Sworn - Appointed	1	172
Backfill for open positions	31	1,786
	1,799	**154,619**
FY 2017 COLA		4,453
FY 2017 WIGS		2,632
2017 Sworn Promotion impact		115
Base Subtotal		**7,201**
Total Sworn Salary base	**1,799**	**161,820**

Civilian salary
Base PP 20 FY 2017

	Positions	Salary
Total Salary - Civilian	360	35,191
Total Salary Appointed	10	1,441
Backfill for open positions	2	195
	372	**36,827**
FY 2017 COLA		1,061
FY 2017 WIGS		281
FY 17 Career Ladder		118
Base Subtotal		**1,459**
Total Civilian Salary base	**372**	**38,286**

United States Capitol Police
FY 2018 General Expenses by Program, Project, and BOC

Bureau/ Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/ Rescission	FY2018 Request	Change from FY2017 CR	
							$	%
Chief Administrative Officer								
CAO Administration								
	CAO Administration							
	CAO-001							
		2110	Temporary Duty (TDY) Travel			13,600	13,600	100.00%
		2111	Temp Travel Training	2,402				-
		2512	External Training	146	7,057	7,400	343	4.86%
		2526	Contractor Support Services non-Federal	2,385	40,000		(40,000)	(100.00%)
		2535	Government Support Services	50	-	-	-	-
		2610	Office & Miscellaneous Supplies	2,287	4,376	5,070	694	15.86%
	CAO-001 Total			7,270	51,433	26,070	(25,363)	(49.31%)
	CAO Administration Total			7,270	51,433	26,070	(25,363)	(49.31%)
CAO Administration Total				7,270	[illegible]	[illegible]	(25,363)	[illegible]
Chief Administrative Officer Total				7,270	[illegible]	[illegible]	(25,363)	[illegible]
Chief of Operations								
COO Administration-Command Ops								
	COO Administration							
	COO-001							
		2610	Office & Miscellaneous Supplies	1,094	1,333	1,336	3	0.23%
	COO-001 Total			1,094	1,333	1,336	3	0.23%
	COO Administration Total			1,094	1,333	1,336	3	0.23%
COO Administration-Command Ops Total				1,094	[illegible]	[illegible]	[illegible]	[illegible]
Chief of Operations Total				1,094	[illegible]	[illegible]	3	[illegible]
Chief of Police								
COP Administration								
	COP Administration							
	COP-001							
		2110	Temporary Duty (TDY) Travel	37	1,797	1,825	28	1.56%
		2111	Temp Travel Training		3,100		(3,100)	(100.00%)
		2510	Membership Fees	1,175	2,156	2,190	34	1.58%
		2512	External Training		1,300		(1,300)	(100.00%)
		2526	Contractor Support Services non-Federal	-	-	5,000	5,000	100.00%
		2610	Office & Miscellaneous Supplies	6,128	7,442	7,560	118	1.59%
		2630	Subscriptions and Publications	295	299	304	5	1.67%
	COP-001 Total			7,635	16,094	16,879	785	4.88%
	COP Administration Total			7,635	16,094	16,879	785	4.88%
	COP Representation Fund							
	COP-100							
		2610	Office & Miscellaneous Supplies	873	4,990	5,000	10	0.20%
		2615	Provisions	1,192	-	-		
	COP-100 Total			2,065	4,990	5,000	10	0.20%
	COP Representation Fund Total			2,065	4,990	5,000	10	0.20%
COP Administration Total				[illegible]	[illegible]	[illegible]	795	3.77%
Chief of Police Total				[illegible]	[illegible]	[illegible]	795	3.77%
Mission Assurance Bureau								
MAB Administration								
	MAB Administration							
	PHS-001							
		2110	Temporary Duty (TDY) Travel	1,262	1,273		(1,273)	(100.00%)
		2111	Temp Travel Training	352	1,600	-	(1,600)	(100.00%)
		2512	External Training		2,365	5,001	2,636	111.46%
		2526	Contractor Support Services non-Federal	-	973	-	(973)	(100.00%)
		2610	Office & Miscellaneous Supplies	4,333	4,491	5,250	759	16.90%
	PHS-001 Total			5,947	10,702	10,251	(451)	(4.21%)
	MAB Administration Total			5,947	10,702	10,251	(451)	(4.21%)
	MAB Command Ctr Ops Admin							
	PHS-002							
		2610	Office & Miscellaneous Supplies	1,660	1,797	1,800	3	0.17%
	PHS-002 Total			1,660	1,797	1,800	3	0.17%
	MAB Command Ctr Ops Admin Total			1,660	1,797	1,800	3	0.17%
MAB Administration Total				7,607	12,499	12,051	(448)	(3.58%)
MAB Operations								
	MAB Command Center Operations							
	PHS-100							
		2110	Temporary Duty (TDY) Travel	1,248			-	
		2111	Temp Travel Training	-	1,996	-	(1,996)	(100.00%)
		2526	Contractor Support Services non-Federal	2,640	3,394	3,500	106	3.12%
		2610	Office & Miscellaneous Supplies	5,312	9,163	6,750	(2,413)	(26.33%)

Bureau/Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/ Rescission	FY2018 Request	Change from FY2017 CR	
							$	%
		2620	System Supplies and Materials	3,351				-
	PHS-100 Total			12,551	14,553	10,250	(4,303)	(29.57%)
	MAB Command Center Operations Total			12,551	14,553	10,250	(4,303)	(29.57%)
	MAB Command Vehicle Operations							
	PHS-101							
		2526	Contractor Support Services non-Federal	1,500	1,278	25,000	23,722	1,856.18%
		2540	Miscellaneous Merchant & Vendor Services	-	8,381	-	(8,381)	(100.00%)
		2610	Office & Miscellaneous Supplies	2,327	2,668	3,000	332	12.44%
		3110	Non-Capitalized Furniture, Equipment, and Machi	52,294	43,146	106,900	63,754	147.76%
	PHS-101 Total			56,121	55,473	134,900	79,427	143.18%
	MAB Command Vehicle Operations Total			56,121	55,473	134,900	79,427	143.18%
	MAB Communications Center Operations							
	PHS-102							
		2512	External Training	3,445	4,491	4,020	(471)	(10.49%)
		2610	Office & Miscellaneous Supplies	6,745	6,737	5,000	(1,737)	(25.78%)
	PHS-102 Total			10,190	11,228	9,020	(2,208)	(19.67%)
	MAB Communications Center Operations Total			10,190	11,228	9,020	(2,208)	(19.67%)
MAB Operations Total				[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Mission Assistance Bureau Total				[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Office of Employment Counsel								
OEC Administration								
	OEC Administration							
	OEC-001							
		2110	Temporary Duty (TDY) Travel	15	3,354	5,000	1,646	49.08%
		2111	Temp Travel Training	-	4,312	6,000	1,688	39.15%
		2410	Printing and Binding	276	6,388	7,400	1,012	15.84%
		2512	External Training	1,998	-	20,483	20,483	100.00%
		2526	Contractor Support Services non-Federal	88,426	87,833	112,913	25,080	28.55%
		2610	Office & Miscellaneous Supplies	7,048	3,413	5,600	2,187	64.08%
		2630	Subscriptions and Publications	1,767	5,490	5,500	10	0.18%
	OEC-001 Total			99,530	110,790	162,896	52,106	47.03%
	OEC Administration Total			99,530	110,790	162,896	52,106	47.03%
OEC Administration Total				[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Office of Employment Counsel Total				[illegible]	110,790	[illegible]	[illegible]	47.03%
Office of Facilities & Logistics								
Administration - OFL								
	Occupational Safety Health and Environment							
	OSHE-001							
		2111	Temp Travel Training	1,775	-	-		
		2519	Health Services	-	96,063	299,613	203,550	211.89%
		2526	Contractor Support Services non-Federal	476,789	399,240	456,300	57,060	14.29%
		2535	Government Support Services	4,650	-	-	-	-
		2540	Miscellaneous Merchant and Vendor Services			20,500	20,500	100.00%
		2610	Office & Miscellaneous Supplies	6,079	10,734	34,400	23,666	220.48%
		2630	Subscriptions and Publications	-	4,990	9,801	4,811	96.40%
		2699	Credit Card Disputes	3,650	-	-	-	
		3110	Non-Capitalized Furniture, Equipment, and Machi	171,853	52,516	119,900	67,384	128.31%
	OSHE-001 Total			664,796	563,543	940,514	376,971	66.89%
	Occupational Safety Health and Environment Total			664,796	563,543	940,514	376,971	66.89%
	OFL Administration							
	OFL-001							
		2111	Temp Travel Training			2,000	2,000	100.00%
		2512	External Training			10,000	10,000	100.00%
	OFL-001 Total			-	-	12,000	12,000	100.00%
	OFL Administration Total			-	-	12,000	12,000	100.00%
Administration - OFL Total				664,796	563,543	952,514	388,971	69.02%
FMD Administration								
	FMD Administration							
	FMD-001							
		2110	Temporary Duty (TDY) Travel	-	2,000		(2,000)	(100.00%)
		2111	Temp Travel Training	668			-	-
		2220	Transportation of Things	12,100	10,077	30,000	19,923	197.71%
		2310	Rental of Equipment	1,530	2,875	3,900	1,025	35.65%
		2322	Rentals - Miscellaneous	1,350	-	-	-	-
		2512	External Training		-	5,000	5,000	100.00%
		2526	Contractor Support Services non-Federal	585,368	142,243	292,514	150,271	105.64%
		2535	Government Support Services		84,444	20,000	(64,444)	(76.32%)
		2573	Software and Technical Support Services & Mainte	-	-	350,000	350,000	100.00%
		2610	Office & Miscellaneous Supplies	19,477	19,463	27,350	7,887	40.52%
		2630	Subscriptions and Publications	-	-	500	500	100.00%
		3110	Non-Capitalized Furniture, Equipment, and Machi	155,325	109,247	425,000	315,753	289.03%

Bureau/ Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/Rescission	FY2018 Request	Change from FY2017 CR	
							$	%
		3194	Non-Capitalized Software	2,571			-	-
	FMD-001 Total			778,389	370,349	1,154,264	783,915	211.67%
	FMD Administration Total			778,389	370,349	1,154,264	783,915	211.67%
FMD Administration Total				778,389	370,349	1,154,264	783,915	211.67%
PMD Administration								
	PMD Administration							
	PMD-001							
		2510	Membership Fees	-	-	1,000	1,000	100.00%
		2610	Office & Miscellaneous Supplies	8,440	10,979	15,000	4,021	36.62%
	PMD-001 Total			8,440	10,979	16,000	5,021	45.73%
	PMD Administration Total			8,440	10,979	16,000	5,021	45.73%
PMD Administration Total				8,440	10,979	16,000	5,021	45.73%
PMD Logistics Support								
	PMD Logistical Support							
	PMD-100							
		2526	Contractor Support Services non-Federal	535,687	529,482	546,035	16,553	3.13%
		2528	Cleaning and Alteration Services	42,124	50,903	54,732	3,829	7.52%
		2610	Office & Miscellaneous Supplies	86,495	29,943	50,000	20,057	66.98%
		2615	Provisions	45,163	43,268	45,400	2,132	4.93%
		2634	Controlled Explosives & Ammunition	57,942	791,661	975,000	183,339	23.16%
		2637	Law Enforcement Uniforms	1,043,046	850,776	1,774,079	923,303	108.52%
		3110	Non-Capitalized Furniture, Equipment, and Machi	32,577	5,989	95,180	89,191	1,489.25%
		3180	Weapons and Replacement Parts	13,475	125,907	200,477	74,570	59.23%
	PMD-100 Total			1,856,509	2,427,929	3,740,903	1,312,974	54.08%
	PMD Logistical Support Total			1,856,509	2,427,929	3,740,903	1,312,974	54.08%
PMD Logistics Support Total				1,856,509	2,427,929	3,740,903	1,312,974	54.08%
VMD Administration								
	VMD - Administration							
	VMD-001							
		2110	Temporary Duty (TDY) Travel			15,000	15,000	100.00%
		2111	Temp Travel Training	5,846	8,434	8,900	466	5.53%
		2112	Local Travel	108			-	-
		2510	Membership Fees	499	499	1,000	501	100.40%
		2512	External Training	9,598	3,903	4,200	297	7.61%
		2528	Cleaning and Alteration Services	19,329	18,964	20,000	1,036	5.46%
		2610	Office & Miscellaneous Supplies	2,426	2,695	5,000	2,305	85.53%
	VMD-001 Total			37,806	34,495	54,100	19,605	56.83%
	VMD - Administration Total			37,806	34,495	54,100	19,605	56.83%
VMD Administration Total				37,806	34,495	54,100	19,605	[illegible]
VMD Fleet Management								
	VMD - Fleet Management							
	VMD-100							
		2120	Vehicle Rental	1,777,538	1,744,228	2,365,000	620,772	35.59%
		2310	Rental of Equipment	-	7,980	10,000	2,020	25.31%
		2322	Rentals - Miscellaneous	5,925	-	-	-	-
		2571	Vehicle Repair Services	186,941	166,576	200,000	33,424	20.07%
		2621	Vehicle Supplies	161,387	185,540	200,000	14,460	7.79%
		2622	Vehicle Fluid Supplies	11,686	20,661	20,000	(661)	(3.20%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	30,324	-	91,500	91,500	100.00%
		3170	Non-Capitalized Vehicles	141,738	124,765	405,000	280,235	224.61%
		3171	Capitalized Vehicles	-	29,943	400,000	370,057	1,235.87%
		3175	Non-Capitalized Vehicle Accessories	206,654	170,677	200,000	29,323	17.18%
	VMD-100 Total			2,522,193	2,450,370	3,891,500	1,441,130	58.81%
	VMD - Fleet Management Total			2,522,193	2,450,370	3,891,500	1,441,130	58.81%
VMD Fleet Management Total				[illegible]	2,450,370	[illegible]	1,441,130	[illegible]
Office of Facilities & Logistics Total				[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Office of Financial Management								
OFM Administration								
	OFM Administration							
	OFM-001							
		2512	External Training	16,924	-	17,270	17,270	100.00%
		2610	Office & Miscellaneous Supplies	9,546	3,992	5,900	1,908	47.80%
		2630	Subscriptions and Publications	187	6,145	4,000	(2,145)	(34.91%)
		3110	Non-Capitalized Furniture, Equipment, and Machi		1,797	1,800	3	0.17%
	OFM-001 Total			26,657	11,934	28,970	17,036	142.75%
	OFM Administration Total			26,657	11,934	28,970	17,036	142.75%
OFM Administration Total				26,657	11,934	28,970	17,036	[illegible]
OFM Agency Services								
	OFM Agency Services							
	OFM-200							
		2350	Postage and Fees	15,300	15,271	15,500	229	1.50%

Bureau/ Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/ Rescission	FY2018 Request	Change from FY2017 CR $	Change from FY2017 CR %
		2512	External Training	40,860	117,566	78,000	(39,566)	(33.65%)
		2526	Contractor Support Services non-Federal	472,322	3,575,332	458,441	(3,116,891)	(87.18%)
		2535	Government Support Services		-	45,000	45,000	100.00%
		2541	Emergency Services - COOP	112,930	99,810	100,000	190	0.19%
		2622	Vehicle Fluid Supplies	170,000	169,677	175,000	5,323	3.14%
		4210	Tort Claims and Awards	8,467	112,286	112,500	214	0.19%
	OFM-200 Total			819,879	4,089,942	984,441	(3,105,501)	(75.93%)
	OFM Agency Services Total			819,879	4,089,942	984,441	(3,105,501)	(75.93%)
	OFM Inauguration Support							
	OFM-204							
		2110	Temporary Duty (TDY) Travel	-	52,558		(52,558)	(100.00%)
		2310	Rental of Equipment		27,648		(27,648)	(100.00%)
		2410	Printing and Binding		183,500		(183,500)	(100.00%)
		2526	Contractor Support Services non-Federal	-	3,200		(3,200)	(100.00%)
		2610	Office & Miscellaneous Supplies	4,686	66,489		(66,489)	(100.00%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	18,819			-	
		3194	Non-Capitalized Software	5,314			-	
	OFM-204 Total			28,819	333,395	-	(333,395)	(100.00%)
	OFM Inauguration Support Total			28,819	333,395	-	(333,395)	(100.00%)
OFM Agency Services Total				848,698	4,423,337	984,441	(3,438,896)	(77.74%)
OFM Financial Management & Accountability								
	Financial Systems							
	OFM-101							
		2526	Contractor Support Services non-Federal	271,523	-	220,000	220,000	100.00%
		2535	Government Support Services	118,477	389,259	225,000	(164,259)	(42.20%)
	OFM-101 Total			390,000	389,259	445,000	55,741	14.32%
	Financial Systems Total			390,000	389,259	445,000	55,741	14.32%
	OFM Contractual Support							
	OFM-102							
		2526	Contractor Support Services non-Federal	726,573	750,402	740,000	(10,402)	(1.39%)
	OFM-102 Total			726,573	750,402	740,000	(10,402)	(1.39%)
	OFM Contractual Support Total			726,573	750,402	740,000	(10,402)	(1.39%)
OFM Financial Management & Accountability Total				1,116,573	1,139,661	1,185,000	45,339	3.98%
Office of Financial Management Total				1,991,928	5,574,837	2,195,441	[illegible]	(60.57%)
Office of General Counsel								
OGC Administration								
	OGC Legal Services							
	OGC-100							
		2440	Advertising & Recruiting	1,793	4,690	1,521	(3,169)	(67.57%)
		2512	External Training	-	1,497	4,712	3,215	214.76%
		2526	Contractor Support Services non-Federal	60,596	110,187	71,956	(38,231)	(34.70%)
		2610	Office & Miscellaneous Supplies	3,176	3,783	4,171	388	10.26%
		2630	Subscriptions and Publications	17,025	19,792	18,981	(811)	(4.10%)
	OGC-100 Total			82,590	139,949	101,341	(38,608)	(27.59%)
	OGC Legal Services Total			82,590	139,949	101,341	(38,608)	(27.59%)
OGC Administration Total				82,590	139,949	101,341	(38,608)	(27.59%)
Office of General Counsel Total				82,590	139,949	101,341	(38,608)	(27.59%)
Office of Human Resources								
OHR Administration								
	OHR Administration							
	OHR-001							
		2111	Temp Travel Training			4,500	4,500	100.00%
		2512	External Training	-	-	9,000	9,000	100.00%
		2610	Office & Miscellaneous Supplies	1,000	998	1,000	2	0.20%
	OHR-001 Total			1,000	998	14,500	13,502	1,352.91%
	OHR Administration Total			1,000	998	14,500	13,502	1,352.91%
OHR Administration Total				1,000	998	14,500	13,502	1,352.91%
OHR Operations								
	OHR Operations Administration							
	OHR-102							
		2111	Temp Travel Training	-		9,500	9,500	100.00%
		2512	External Training	-		1,175	1,175	100.00%
		2610	Office & Miscellaneous Supplies	11,100	8,085	14,000	5,915	73.16%
		2630	Subscriptions and Publications	-	2,994	200	(2,794)	(93.32%)
	OHR-102 Total			11,100	11,079	24,875	13,796	124.52%
	OHR Operations Administration Total			11,100	11,079	24,875	13,796	124.52%
	OHR Operations Services							
	OHR-103							
		2526	Contractor Support Services non-Federal	32,750	90,272	25,205	(65,067)	(72.08%)
	OHR-103 Total			32,750	90,272	25,205	(65,067)	(72.08%)
	OHR Operations Services Total			32,750	90,272	25,205	(65,067)	(72.08%)

Bureau/ Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/ Rescission	FY2018 Request	Change from FY2017 CR	
							$	%
	OHR Operations Systems							
	OHR-104							
		2315	Rental of IT Software	-		24,219	24,219	100.00%
		2512	External Training	75			-	-
		2526	Contractor Support Services non-Federal	84,000	35,310	-	(35,310)	(100.00%)
		2535	Government Support Services	303,027	379,251	319,229	(60,022)	(15.83%)
	OHR-104 Total			387,102	414,561	343,448	(71,113)	(17.15%)
	OHR Operations Systems Total			387,102	414,561	343,448	(71,113)	(17.15%)
	OHR Operations Total			430,952	515,912	393,528	(122,384)	(23.72%)
	OHR Recruiting and Staffing							
	OHR Employee Benefits & Services							
	OHR-200							
		2526	Contractor Support Services non-Federal	-	-	10,000	10,000	100.00%
		2610	Office & Miscellaneous Supplies	5,620	6,987	10,000	3,013	43.12%
	OHR-200 Total			5,620	6,987	20,000	13,013	186.25%
	OHR Employee Benefits & Services Total			5,620	6,987	20,000	13,013	186.25%
	OHR Recruiting Administration							
	OHR-202							
		2110	Temporary Duty (TDY) Travel	111,435	149,772	200,000	50,228	33.54%
		2111	Temp Travel Training	2,899	-	-	-	-
		2512	External Training	27,706	8,983	4,650	(4,333)	(48.24%)
		2517	Applicant Testing	834	-	-	-	-
		2526	Contractor Support Services non-Federal	1,783,556	1,681,677	2,083,651	401,974	23.90%
		2535	Government Support Services	77,445	88,244	94,558	6,314	7.16%
		2610	Office & Miscellaneous Supplies	34,004	32,136	67,182	35,046	109.05%
		2630	Subscriptions and Publications	-	2,146	1,856	(290)	(13.51%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	7,050	29,924	-	(29,924)	(100.00%)
	OHR-202 Total			2,044,929	1,992,882	2,451,896	459,014	23.03%
	OHR Recruiting Administration Total			2,044,929	1,992,882	2,451,896	459,014	23.03%
	OHR Recruiting Assessment							
	OHR-201							
		2512	External Training	1,155		-	-	
		2517	Applicant Testing	1,174,567	1,256,173	1,838,150	581,977	46.33%
		2519	Health Services	22,068	76,431	8,000	(68,431)	(89.53%)
		2526	Contractor Support Services non-Federal	108,442				-
		2535	Government Support Services	16,027				
		2573	Software and Technical Support Services & Mainte	3,597				
		2610	Office & Miscellaneous Supplies	17,150				
		2630	Subscriptions and Publications	807			-	
		2633	Biohazard Supplies		15,989	8,235	(7,754)	(48.50%)
	OHR-201 Total			1,343,813	1,348,593	1,854,385	505,792	37.51%
	OHR Recruiting Assessment Total			1,343,813	1,348,593	1,854,385	505,792	37.51%
	OHR Recruiting Systems							
	OHR-204							
		2315	Rental of IT Software	68,477	49,006	36,502	(12,504)	(25.52%)
	OHR-204 Total			68,477	49,006	36,502	(12,504)	(25.52%)
	OHR Recruiting Systems Total			68,477	49,006	36,502	(12,504)	(25.52%)
	OHR Recruiting and Staffing Total			[illegible]	3,397,468	4,362,783	[illegible]	[illegible]
Office of Human Resources Total				[illegible]	3,914,876	4,770,811	855,935	21.86%
Office of Information Systems								
	OIS Administration							
	OIS Administration, Project Management & Enterprise Architecture							
	OIS-010							
		2110	Temporary Duty (TDY) Travel	-	2,415	-	(2,415)	(100.00%)
		2111	Temp Travel Training	3,843		94,300	94,300	100.00%
		2512	External Training	6,738	-	166,065	166,065	100.00%
		2526	Contractor Support Services non-Federal	352,594	137,395	349,680	212,285	154.51%
		2573	Software and Technical Support Services & Mainte	91,029	-		-	-
		2610	Office & Miscellaneous Supplies	4,848	7,119	5,455	(1,664)	(23.37%)
		2630	Subscriptions and Publications	96	-		-	-
		3110	Non-Capitalized Furniture, Equipment, and Machi		5,036	-	(5,036)	(100.01%)
	OIS-010 Total			459,148	151,965	615,500	463,535	305.03%
	OIS Administration, Project Management & Enterprise Architecture T			459,148	151,965	615,500	463,535	305.03%
	OIS Administration Total			459,148	[illegible]	615,500	463,535	305.03%
	OIS Enterprise Applications (PROGRAMS & PLANNING)							
	Enterprise Business Applications							
	OIS-210							
		2526	Contractor Support Services non-Federal	1,611,255	870,278	-	(870,278)	(100.00%)
		2573	Software and Technical Support Services & Mainte	515,782	499,249	1,033,000	533,751	106.91%
		3110	Non-Capitalized Furniture, Equipment, and Machi	76,139	16,815		(16,815)	(100.00%)
		3194	Non-Capitalized Software	307,327	299		(299)	(100.00%)

Bureau/ Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/ Rescission	FY2018 Request	Change from FY2017 CR	
							$	%
	OIS-210 Total			2,510,503	1,386,641	1,033,000	(353,641)	(25.50%)
	Enterprise Business Applications Total			2,510,503	1,386,641	1,033,000	(353,641)	(25.50%)
	Law Enforcement Information Systems/Tech							
	OIS-220							
		2315	Rental of IT Software	61,573	114,029	62,700	(51,329)	(45.01%)
		2526	Contractor Support Services non-Federal	184,950	390,289	284,759	(105,530)	(27.04%)
		2573	Software and Technical Support Services & Mainte	262,024	400,080	287,541	(112,539)	(28.13%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	53,000	52,899	53,000	101	0.19%
		3194	Non-Capitalized Software	256,103				
	OIS-220 Total			817,650	957,297	688,000	(269,297)	(28.13%)
	Law Enforcement Information Systems/Tech Total			817,650	957,297	688,000	(269,297)	(28.13%)
	Web /PoliceNet							
	OIS-240							
		2526	Contractor Support Services non-Federal	449,829	477,088	498,000	20,912	4.38%
		2573	Software and Technical Support Services & Mainte	900	1,895	1,000	(895)	(47.23%)
	OIS-240 Total			450,729	478,983	499,000	20,017	4.18%
	Web /PoliceNet Total			450,729	478,983	499,000	20,017	4.18%
	OIS Enterprise Applications (PROGRAMS & PLANNING) Total			3,778,882	2,822,921	2,220,000	(602,921)	(21.36%)
	OIS Information Security							
	OIS Information Assurance / Privacy/Network Defense							
	OIS-410							
		2111	Temp Travel Training	8,278	14,971		(14,971)	(100.00%)
		2512	External Training	15,573	19,962	-	(19,962)	(100.00%)
		2526	Contractor Support Services non-Federal	777,220	602,159	760,000	157,841	26.21%
		2573	Software and Technical Support Services & Mainte	295,506	358,170	525,000	166,830	46.58%
		3110	Non-Capitalized Furniture, Equipment, and Machi	42,042	181,390	150,000	(31,390)	(17.31%)
		3194	Non-Capitalized Software	165,648	-	-		
	OIS-410 Total			1,304,267	1,176,652	1,435,000	258,348	21.96%
	OIS Information Assurance / Privacy/Network Defense Total			1,304,267	1,176,652	1,435,000	258,348	21.96%
	OIS Information Security Total			1,304,267	1,176,652	1,435,000	258,348	21.96%
	OIS Network Communications							
	Data Networks							
	OIS-310							
		2334	Local Telecommunications	253,361	229,640	236,300	6,660	2.90%
		2526	Contractor Support Services non-Federal	1,391,172	775,531	1,300,000	524,469	67.63%
		2573	Software and Technical Support Services & Mainte	336,350	393,292	328,700	(64,592)	(16.42%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	128,621	-	5,000	5,000	100.00%
		3120	Capitalized Furniture, Equipment, and Machinery	75,722	152,881	200,000	47,119	30.82%
		3194	Non-Capitalized Software	110,063	-	-	-	
	OIS-310 Total			2,295,289	1,551,344	2,070,000	518,656	33.43%
	Data Networks Total			2,295,289	1,551,344	2,070,000	518,656	33.43%
	Radio Communications							
	OIS-320							
		2110	Temporary Duty (TDY) Travel	6,547	14,744	13,000	(1,744)	(11.83%)
		2334	Local Telecommunications	916,729	893,194	908,000	14,806	1.66%
		2335	Rental of Telecommunications Equipment	15,491	47,037	53,000	5,963	12.68%
		2526	Contractor Support Services non-Federal	918,620	916,875	962,000	45,125	4.92%
		2573	Software and Technical Support Services & Mainte	1,250,165	1,974,039	1,325,000	(649,039)	(32.88%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	872,193	1,337,419	530,000	(807,419)	(60.37%)
	OIS-320 Total			3,979,745	5,183,308	3,791,000	(1,392,308)	(26.86%)
	Radio Communications Total			3,979,745	5,183,308	3,791,000	(1,392,308)	(26.86%)
	Secure Communications							
	OIS-390							
		2110	Temporary Duty (TDY) Travel	-	2,994	-	(2,994)	(100.00%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	373,776	177,297	290,000	112,703	63.57%
		3120	Capitalized Furniture, Equipment, and Machinery	-	-	325,000	325,000	100.00%
	OIS-390 Total			373,776	180,291	615,000	434,709	241.12%
	Secure Communications Total			373,776	180,291	615,000	434,709	241.12%
	Telephony/VTC							
	OIS-330							
		2334	Local Telecommunications	233,774	223,400	196,000	(27,400)	(12.26%)
		2526	Contractor Support Services non-Federal	39,904	67,527	25,000	(42,527)	(62.98%)
		2573	Software and Technical Support Services & Mainte	21,875	-	-	-	
		3110	Non-Capitalized Furniture, Equipment, and Machi	300,168	311,607	317,000	5,393	1.73%
	OIS-330 Total			595,721	602,534	538,000	(64,534)	(10.71%)
	Telephony/VTC Total			595,721	602,534	538,000	(64,534)	(10.71%)
	Wireless/BB Comms							
	OIS-340							
		2334	Local Telecommunications	1,042,373	961,588	1,124,600	163,012	16.95%
		2526	Contractor Support Services non-Federal	586,191	406,401	506,400	99,999	24.61%
		2573	Software and Technical Support Services & Mainte	130,459	162,339	287,000	124,661	76.79%

Bureau/ Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/ Rescission	FY2018 Request	Change from FY2017 CR	
							$	%
		3110	Non-Capitalized Furniture, Equipment, and Machi	264,207	299,341	60,000	(239,341)	(79.96%)
		3194	Non-Capitalized Software	35,612	59,886	-	(59,886)	(100.00%)
	OIS-340 Total			2,058,842	1,889,555	1,978,000	88,445	4.68%
	Wireless/BB Comms Total			2,058,842	1,889,555	1,978,000	88,445	4.68%
	Wiring & Fiber Plant							
	OIS-350							
		2526	Contractor Support Services non-Federal	1,391,088	1,388,444	1,498,000	109,556	7.89%
		2573	Software and Technical Support Services & Mainte	53,000	52,899	58,000	5,101	9.64%
		3110	Non-Capitalized Furniture, Equipment, and Machi	500,443	606,361	555,000	(51,361)	(8.47%)
	OIS-350 Total			1,944,531	2,047,704	2,111,000	63,296	3.09%
	Wiring & Fiber Plant Total			1,944,531	2,047,704	2,111,000	63,296	3.09%
OIS Network Communications Total				[illegible]	[illegible]	[illegible]	[illegible]	(9.07%)
OIS Operations								
	Customer Support							
	OIS-110							
		2526	Contractor Support Services non-Federal	1,069,927	1,173,236	1,960,600	787,364	67.11%
		2573	Software and Technical Support Services & Mainte	27,643	5,288	6,400	1,112	21.03%
	OIS-110 Total			1,097,570	1,178,524	1,967,000	788,476	66.90%
	Customer Support Total			1,097,570	1,178,524	1,967,000	788,476	66.90%
	Database/Storage							
	OIS-120							
		2573	Software and Technical Support Services & Mainte	167,572	308,366	200,000	(108,366)	(35.14%)
		3110	Non-Capitalized Furniture, Equipment, and Machi		91,203		(91,203)	(100.00%)
		3120	Capitalized Furniture, Equipment, and Machinery	343,574	213,593	250,000	36,407	17.05%
	OIS-120 Total			511,146	613,162	450,000	(163,162)	(26.61%)
	Database/Storage Total			511,146	613,162	450,000	(163,162)	(26.61%)
	E-Mail, Operating Systems & Office Productivity Software							
	OIS-130							
		2573	Software and Technical Support Services & Mainte	393,089	196,457	406,000	209,543	106.66%
		3110	Non-Capitalized Furniture, Equipment, and Machi	3,307	78,497		(78,497)	(100.00%)
		3194	Non-Capitalized Software	29,426	-	106,185	106,185	100.00%
	OIS-130 Total			425,822	274,954	512,185	237,231	86.28%
	E-Mail, Operating Systems & Office Productivity Software Total			425,822	274,954	512,185	237,231	86.28%
	OIS IT Hardware Support & Administration (Server/PC/Laptop/etc.)							
	OIS-140							
		2310	Rental of Equipment	7,039	7,027	7,100	73	1.04%
		2526	Contractor Support Services non-Federal	818,947	416,671	12,000	(404,671)	(97.12%)
		2573	Software and Technical Support Services & Mainte	209,037	224,774	219,900	(4,874)	(2.17%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	722,078	584,822	671,145	86,323	14.76%
		3120	Capitalized Furniture, Equipment, and Machinery	130,614				-
		3194	Non-Capitalized Software	34,453	-	-	-	-
	OIS-140 Total			1,922,168	1,233,294	910,145	(323,149)	(26.20%)
	OIS IT Hardware Support & Administration (Server/PC/Laptop/etc.) T			1,922,168	1,233,294	910,145	(323,149)	(26.20%)
	OIS Operations Modernization							
	OIS-150							
	OIS Project Management Office & Enterprise Architecture							
	OIS-160							
		2526	Contractor Support Services non-Federal	1,437,428	876,293	1,751,580	875,287	99.89%
		2573	Software and Technical Support Services & Maint	45,423	45,725	93,420	47,695	104.31%
		3194	Non-Capitalized Software	27,136	11,502		(11,502)	(100.00%)
	OIS-160 Total			1,509,987	933,520	1,845,000	911,480	97.64%
	OIS Project Management Office & Enterprise Architecture Total			1,509,987	933,520	1,845,000	911,480	97.64%
OIS Operations Total				[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Office of Information Systems Total				[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Office of Inspector General								
OIG Administration								
	OIG Administration							
	OIG-001							
		2110	Temporary Duty (TDY) Travel	-	7,985	8,000	15	0.19%
		2111	Temp Travel Training	1,955			-	-
		2410	Printing and Binding	-	9,981	5,000	(4,981)	(49.90%)
		2512	External Training	9,309	32,937		(32,937)	(100.00%)
		2526	Contractor Support Services non-Federal	374,051	360,314	429,500	69,186	19.20%
		2535	Government Support Services	3,426				
		2573	Software and Technical Support Services & Mainte	97	-	-		
		2610	Office & Miscellaneous Supplies	3,944	9,981	10,000	19	0.19%
		2630	Subscriptions and Publications	108	-	-	-	-
	OIG-001 Total			392,890	421,198	452,500	31,302	7.43%
	OIG Administration Total			392,890	421,198	452,500	31,302	7.43%
OIG Administration Total				[illegible]	[illegible]	[illegible]	31,302	[illegible]
Office of Inspector General Total				392,890	421,198	452,500	31,302	7.43%

Bureau/ Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/ Rescission	FY2018 Request	Change from FY2017 CR $	Change from FY2017 CR %
Office of Policy & Management Systems								
Administration OPOL								
OPOL Administration								
	OPOL-001							
		2111	Temp Travel Training	1,217		4,400	4,400	100.00%
		2112	Local Travel	-	-	400	400	100.00%
		2510	Membership Fees	7,865	8,045	7,890	(155)	(1.93%)
		2512	External Training	4,809	6,288	3,900	(2,388)	(37.98%)
		2535	Government Support Services		1,497	1,500	3	0.20%
		2610	Office & Miscellaneous Supplies	7,154	3,766	6,000	2,234	59.32%
		2630	Subscriptions and Publications		1,856	-	(1,856)	(100.00%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	-	399	400	1	0.25%
	OPOL-001 Total			21,045	21,851	24,490	2,639	12.08%
OPOL Administration Total				21,045	21,851	24,490	2,639	12.08%
Administration OPOL Total				21,045	21,851	24,490	2,639	12.08%
Office of Policy & Management Systems Total				21,045	21,851	24,490	2,639	12.08%
Office of Professional Responsibility								
OPR Administration								
OPR Administration								
	OPR-001							
		2111	Temp Travel Training	1,100	16,511	28,213	11,702	70.87%
		2512	External Training	-	9,981	13,452	3,471	34.78%
		2526	Contractor Support Services non-Federal	924	5,557	3,000	(2,557)	(46.01%)
		2610	Office & Miscellaneous Supplies	2,001	5,390	6,000	610	11.32%
		3110	Non-Capitalized Furniture, Equipment, and Machi	-	2,871	-	(2,871)	(100.00%)
	OPR-001 Total			4,025	40,310	50,665	10,355	25.69%
OPR Administration Total				4,025	40,310	50,665	10,355	25.69%
OPR Administration Total				4,025	40,310	50,665	10,355	25.69%
Office of Professional Responsibility Total				4,025	40,310	50,665	10,355	25.69%
Operational Services Bureau								
OSB Administration								
OSB Administration								
	OSB-001							
		2512	External Training	695	12,694	-	(12,694)	(100.00%)
		2610	Office & Miscellaneous Supplies	411	418	1,500	1,082	258.85%
		3110	Non-Capitalized Furniture, Equipment, and Machi	70,808	7,083	2,500	(4,583)	(64.70%)
	OSB-001 Total			71,914	20,195	4,000	(16,195)	(80.19%)
OSB Administration Total				71,914	20,195	4,000	(16,195)	(80.19%)
OSB Administration Total				71,914	20,195	4,000	(16,195)	(80.19%)
OSB Hazardous Incident Response								
OSB Hazardous Devices								
	OSB-200							
		2111	Temp Travel Training	71,329	59,299	85,168	25,869	43.62%
		2512	External Training	11,350	14,971	131,467	116,496	778.14%
		2540	Miscellaneous Merchant & Vendor Services	1,033	8,583	900	(7,683)	(89.51%)
		2610	Office & Miscellaneous Supplies	19,527	35,256	45,339	10,083	28.60%
		2615	Provisions	540	-	672	672	100.00%
		2634	Controlled Explosives & Ammunition	2,947	8,983	18,195	9,212	102.55%
		3120	Capitalized Furniture, Equipment, and Machinery	907,460	-	443,982	443,982	100.00%
	OSB-200 Total			1,014,186	127,092	725,723	598,631	471.02%
OSB Hazardous Devices Total				1,014,186	127,092	725,723	598,631	471.02%
OSB Hazardous Materials								
	OSB-201							
		2111	Temp Travel Training	6,783	7,985	14,500	6,515	81.59%
		2510	Membership Fees	-	-	500	500	100.00%
		2512	External Training	73,617	29,893	36,760	6,867	22.97%
		2540	Miscellaneous Merchant & Vendor Services	35,912	83,051	60,100	(22,951)	(27.63%)
		2610	Office & Miscellaneous Supplies	77,379	70,665	18,500	(52,165)	(73.82%)
		2615	Provisions	329		672	672	100.00%
		2620	System Supplies and Materials	8,403	-	10,000	10,000	100.00%
		2633	Biohazard Supplies	14,495	31,187	28,800	(2,387)	(7.65%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	91,555	18,086	19,900	1,814	10.03%
		3120	Capitalized Furniture, Equipment, and Machinery	-	46,911	170,000	123,089	262.39%
	OSB-201 Total			308,473	287,778	359,732	71,954	25.00%
OSB Hazardous Materials Total				308,473	287,778	359,732	71,954	25.00%
OSB Hazardous Incident Response Total				1,322,659	414,870	1,085,455	670,585	161.64%
OSB Patrol Mobile Response								
OSB CERT								
	OSB-103							
		2111	Temp Travel Training	11,845	10,716	25,034	14,318	133.61%
		2510	Membership Fees	1,150	1,497	1,700	203	13.56%

Bureau/Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/ Rescission	FY2018 Request	Change from FY2017 CR	
							$	%
		2512	External Training	25,512	36,123	60,525	24,402	67.55%
		2540	Miscellaneous Merchant & Vendor Services	640	-	-	-	-
		2610	Office & Miscellaneous Supplies	14,104	17,167	50,000	32,833	191.26%
		2630	Subscriptions and Publications	-	-	45	45	100.00%
		3110	Non-Capitalized Furniture, Equipment, and Machi	16,268	32,917	58,000	25,083	76.20%
	OSB-103 Total			69,519	98,420	195,304	96,884	98.44%
OSB CERT Total				69,519	98,420	195,304	96,884	98.44%
OSB K-9 Unit								
	OSB-100							
		2111	Temp Travel Training	1,644	1,641	892	(749)	(45.64%)
		2510	Membership Fees	450	299	1,125	826	276.25%
		2512	External Training	4,200	-	8,400	8,400	100.00%
		2526	Contractor Support Services non-Federal	764	958	900	(58)	(6.05%)
		2527	Veterinary Services	37,286	39,884	53,000	13,116	32.89%
		2610	Office & Miscellaneous Supplies	533	-	1,000	1,000	100.00%
		2632	K-9 Supplies	30,305	34,337	47,036	12,699	36.98%
		2634	Controlled Explosives & Ammunition	190	798	500	(298)	(37.34%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	118,700	26,434	115,800	89,366	338.07%
	OSB-100 Total			194,072	104,351	228,653	124,302	119.12%
OSB K-9 Unit Total				194,072	104,351	228,653	124,302	119.12%
OSB Offsite Delivery								
	OSB-101							
		2540	Miscellaneous Merchant & Vendor Services	2,942	7,043	7,600	557	7.91%
		2610	Office & Miscellaneous Supplies	14,664	10,671	10,052	(619)	(5.80%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	512	2,333	2,580	247	10.59%
	OSB-101 Total			18,118	20,047	20,232	185	0.92%
OSB Offsite Delivery Total				18,118	20,047	20,232	185	0.92%
OSB Patrol Mobile Response								
	OSB-102							
		2111	Temp Travel Training	197	9,632	64,461	54,829	569.24%
		2512	External Training	8,019	4,292	79,761	75,469	1,758.36%
		2535	Government Support Services	5,500	-	16,000	16,000	100.00%
		2540	Miscellaneous Merchant & Vendor Services	2,589	7,101	-	(7,101)	(100.00%)
		2610	Office & Miscellaneous Supplies	15,625	13,704	21,670	7,966	58.13%
		2634	Controlled Explosives & Ammunition	-	1,327	5,624	4,297	323.81%
		3110	Non-Capitalized Furniture, Equipment, and Machi	399	1,497	13,600	12,103	808.48%
		3194	Non-Capitalized Software	899	998	1,100	102	10.22%
	OSB-102 Total			33,228	38,551	202,216	163,665	424.54%
OSB Patrol Mobile Response Total				33,228	38,551	202,216	163,665	424.54%
[illegible]				[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Operational Services Bureau Total				[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Protective Services Bureau								
PSB Administration								
PSB Administration								
	PSB-001							
		2334	Local Telecommunications	2,375	1,176	2,700	1,524	129.60%
		2526	Contractor Support Services non-Federal	150,000	149,715	150,000	285	0.19%
		2610	Office & Miscellaneous Supplies	22,499	22,457	22,500	43	0.19%
	PSB-001 Total			174,874	173,348	175,200	1,852	1.07%
PSB Administration Total				174,874	173,348	175,200	1,852	1.07%
PSB Administration Total				174,874	173,348	175,200	1,852	1.07%
PSB Protective Detail Travel								
PSB Protective Detail Travel								
	PSB-200							
		2115	Protective Detail TDY Travel	8,266,053	9,590,194	9,548,100	(42,094)	(0.44%)
		2125	Charter Flights	255,419	29,733	349,440	319,707	1,075.26%
		2322	Rentals - Miscellaneous	8,662	9,522	10,694	1,172	12.31%
	PSB-200 Total			8,530,134	9,629,449	9,908,234	278,785	2.90%
PSB Protective Detail Travel Total				8,530,134	9,629,449	9,908,234	278,785	2.90%
PSB Protective Detail Travel Total				8,530,134	9,629,449	9,908,234	278,785	2.90%
PSB Protective Services								
PSB Convention Support								
	PSB-103							
		2110	Temporary Duty (TDY) Travel	2,591,302				
		2310	Rental of Equipment	223,792	-			
		2335	Rental of Telecommunications Equipment	11,662				-
		2610	Office & Miscellaneous Supplies	9,238				
		2615	Provisions	11,500		-	-	
		3110	Non-Capitalized Furniture, Equipment, and Machi	75,541				
	PSB-103 Total			2,923,035	-	-	-	-
PSB Convention Support Total				2,923,035				

Bureau/ Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/ Rescission	FY2018 Request	Change from FY2017 CR	
							$	%
	PSB Dignitary Services							
	PSB-100							
		2110	Temporary Duty (TDY) Travel	1,060	-		-	-
		2111	Temp Travel Training		56,393		(56,393)	(100.00%)
		2512	External Training	-	-	126,200	126,200	100.00%
	PSB-100 Total			1,060	56,393	126,200	69,807	123.79%
	PSB Dignitary Services Total			1,060	56,393	126,200	69,807	123.79%
	PSB Protective Intelligence							
	PSB-101							
		2110	Temporary Duty (TDY) Travel	-	44,914	67,861	22,947	51.09%
		2111	Temp Travel Training	34,012		27,766	27,766	100.00%
		2510	Membership Fees	-		430	430	100.00%
		2512	External Training	2,670		30,881	30,881	100.00%
		2526	Contractor Support Services non-Federal	45,893	-	82,945	82,945	100.00%
		2535	Government Support Services	-	77,452	77,600	148	0.19%
		2540	Miscellaneous Merchant & Vendor Services	354	-	2,710	2,710	100.00%
		2573	Software and Technical Support Services & Maintc		-	6,188	6,188	100.00%
		2690	Small Purchases	-	1,497	2,000	503	33.60%
		3110	Non-Capitalized Furniture, Equipment, and Machi	27,774	28,745	20,960	(7,785)	(27.08%)
	PSB-101 Total			110,703	152,608	319,341	166,733	109.26%
	PSB Protective Intelligence Total			110,703	152,608	319,341	166,733	109.26%
[illegible]				3,034,798	209,001	[illegible]	[illegible]	[illegible]
Protective Services Bureau Total				11,739,806	10,011,598	[illegible]	[illegible]	[illegible]
Security Services Bureau								
SSB Access Control								
	SSB Alternate Computer Facility							
	SSB-200							
		2526	Contractor Support Services non-Federal	866,678	866,614	895,838	29,224	3.37%
		3120	Capitalized Furniture, Equipment, and Machinery		-	1,600,000	1,600,000	100.00%
	SSB-200 Total			866,678	866,614	2,495,838	1,629,224	188.00%
	SSB Alternate Computer Facility Total			866,678	866,614	2,495,838	1,629,224	188.00%
	SSB Barriers							
	SSB-201							
		2526	Contractor Support Services non-Federal	907,594	905,869	907,187	1,318	0.15%
		2620	System Supplies and Materials	66,400	66,274	68,273	1,999	3.02%
	SSB-201 Total			973,994	972,143	975,460	3,317	0.34%
	SSB Barriers Total			973,994	972,143	975,460	3,317	0.34%
	SSB Card Access							
	SSB-202							
		2526	Contractor Support Services non-Federal	247,590	247,119	183,302	(63,817)	(25.82%)
		2620	System Supplies and Materials	28,051	34,933	46,269	11,336	32.45%
		3110	Non-Capitalized Furniture, Equipment, and Machi	1,341,107	215,696	430,981	215,285	99.81%
		3194	Non-Capitalized Software	-	-	8,709	8,709	100.00%
	SSB-202 Total			1,616,748	497,748	669,261	171,513	34.46%
	SSB Card Access Total			1,616,748	497,748	669,261	171,513	34.46%
	SSB Command Center							
	SSB-203							
		2526	Contractor Support Services non-Federal	2,600	2,595	16,424	13,829	532.91%
		2610	Office & Miscellaneous Supplies	28,612	-	-	-	-
		2620	System Supplies and Materials	-	30,242	10,309	(19,933)	(65.91%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	40,500	40,423	327,388	286,965	709.91%
	SSB-203 Total			71,712	73,260	354,121	280,861	383.38%
	SSB Command Center Total			71,712	73,260	354,121	280,861	383.38%
	SSB Fire Doors							
	SSB-204							
		2526	Contractor Support Services non-Federal	5,000	4,990	10,282	5,292	106.05%
		2620	System Supplies and Materials	28,228	35,761	21,417	(14,344)	(40.11%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	10,521	10,501	183,478	172,977	1,647.24%
	SSB-204 Total			43,749	51,252	215,177	163,925	319.84%
	SSB Fire Doors Total			43,749	51,252	215,177	163,925	319.84%
	SSB Kiosk							
	SSB-207							
		3110	Non-Capitalized Furniture, Equipment, and Machi			640,000	640,000	100.00%
	SSB-207 Total			-	-	640,000	640,000	100.00%
	SSB Kiosk Total					640,000	640,000	100.00%
	SSB Podiums							
	SSB-206							
		2526	Contractor Support Services non-Federal	17,000	16,968	11,734	(5,234)	(30.85%)
		2610	Office & Miscellaneous Supplies	24,880	24,833	15,299	(9,534)	(38.39%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	68,900	68,769	127,213	58,444	84.99%
	SSB-206 Total			110,780	110,570	154,246	43,676	39.50%

Bureau/ Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/ Recission	FY2018 Request	Change from FY2017 CR	
							$	%
	SSB Podiums Total			110,780	110,570	154,246	43,676	39.50%
	SSB Access Control Total			3,683,661	2,571,587	5,504,103	2,932,516	114.04%
	SSB Administration							
	SSB Administration							
	SSB-001							
		2110	Temporary Duty (TDY) Travel	2,007	5,390	11,104	5,714	106.01%
		2111	Temp Travel Training	15,392	11,976	36,650	24,674	206.03%
		2512	External Training	65,576	72,068	310,303	238,235	330.57%
		2526	Contractor Support Services non-Federal	7,313	1,559	-	(1,559)	(100.00%)
		2610	Office & Miscellaneous Supplies	31,400	31,340	32,286	946	3.02%
		3110	Non-Capitalized Furniture, Equipment, and Machi	28,000	27,947	28,789	842	3.01%
	SSB-001 Total			149,688	150,280	419,132	268,852	178.90%
	SSB Administration Total			149,688	150,280	419,132	268,852	178.90%
	SSB Security Survey/Tech. Countermeasures							
	SSB-002							
		2110	Temporary Duty (TDY) Travel	33,663	41,919	30,846	(11,073)	(26.42%)
	SSB-002 Total			33,663	41,919	30,846	(11,073)	(26.42%)
	SSB Security Survey/Tech. Countermeasures Total			33,663	41,919	30,846	(11,073)	(26.42%)
	SSB Administration Total			183,351	192,199	449,978	257,779	134.12%
	SSB Detection and Screening Systems							
	SSB Duress							
	SSB-102							
		2526	Contractor Support Services non-Federal	89,712	89,541	71,200	(18,341)	(20.48%)
		2610	Office & Miscellaneous Supplies	16,967		-	-	-
		2620	System Supplies and Materials	2,357	19,354	14,796	(4,558)	(23.55%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	574,127	573,036	475,619	(97,417)	(17.00%)
	SSB-102 Total			683,163	681,931	561,615	(120,316)	(17.64%)
	SSB Duress Total			683,163	681,931	561,615	(120,316)	(17.64%)
	SSB Emergency Call Boxes							
	SSB-103							
		2620	System Supplies and Materials	18,000	17,966	18,508	542	3.02%
		3110	Non-Capitalized Furniture, Equipment, and Machi	25,001	24,953	25,706	753	3.02%
	SSB-103 Total			43,001	42,919	44,214	1,295	3.02%
	SSB Emergency Call Boxes Total			43,001	42,919	44,214	1,295	3.02%
	SSB Enhanced Portals							
	SSB-113							
		2620	System Supplies and Materials	-	-	75,000	75,000	100.00%
	SSB-113 Total			-	-	75,000	75,000	100.00%
	SSB Enhanced Portals Total					75,000	75,000	100.00%
	SSB Explosive Detectors							
	SSB-104							
		2526	Contractor Support Services non-Federal	20,000	19,962	20,564	602	3.02%
		2620	System Supplies and Materials	100,000	99,810	164,511	64,701	64.82%
		3110	Non-Capitalized Furniture, Equipment, and Machi	853,000		-	-	-
		3120	Capitalized Furniture, Equipment, and Machinery	-	610,837	864,227	253,390	41.48%
	SSB-104 Total			973,000	730,609	1,049,302	318,693	43.62%
	SSB Explosive Detectors Total			973,000	730,609	1,049,302	318,693	43.62%
	SSB Intrusion Alarm							
	SSB-107							
		2526	Contractor Support Services non-Federal	15,500	15,471	15,937	466	3.01%
		2620	System Supplies and Materials	26,100	26,050	16,554	(9,496)	(36.45%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	25,001	24,953	57,942	32,989	132.20%
	SSB-107 Total			66,601	66,474	90,433	23,959	36.04%
	SSB Intrusion Alarm Total			66,601	66,474	90,433	23,959	36.04%
	SSB Metal Detectors							
	SSB-108							
		2526	Contractor Support Services non-Federal	-	-	2,031	2,031	100.00%
		2620	System Supplies and Materials	14,212	15,214	15,673	459	3.02%
		3110	Non-Capitalized Furniture, Equipment, and Machi	103,758	103,561	136,673	33,112	31.97%
	SSB-108 Total			117,970	118,775	154,377	35,602	29.97%
	SSB Metal Detectors Total			117,970	118,775	154,377	35,602	29.97%
	SSB SCIF Alarms							
	SSB-110							
		2526	Contractor Support Services non-Federal	8,250	8,234	8,483	249	3.02%
		2620	System Supplies and Materials	4,500	4,491	4,627	136	3.03%
		3110	Non-Capitalized Furniture, Equipment, and Machi	19,650	19,613	29,883	10,270	52.36%
	SSB-110 Total			32,400	32,338	42,993	10,655	32.95%
	SSB SCIF Alarms Total			32,400	32,338	42,993	10,655	32.95%
	SSB Speaker's Security							
	SSB-112							
		3110	Non-Capitalized Furniture, Equipment, and Machi			25,000	25,000	100.00%

Bureau/ Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/ Rescission	FY2018 Request	Change from FY2017 CR	
							$	%
	SSB-117 Total			-	-	25,000	25,000	100.00%
	SSB Speaker's Security Total				-	25,000	25,000	100.00%
	SSB Video Management System							
	SSB-100							
		2526	Contractor Support Services non-Federal	352,390	351,720	288,432	(63,288)	(17.99%)
		2620	System Supplies and Materials	35,501	35,434	26,220	(9,214)	(26.00%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	788,872	808,936	703,884	(105,052)	(12.99%)
	SSB-100 Total			1,176,763	1,196,090	1,018,536	(177,554)	(14.84%)
	SSB Video Management System Total			1,176,763	1,196,090	1,018,536	(177,554)	(14.84%)
	SSB X-Rays							
	SSB-111							
		2526	Contractor Support Services non-Federal	10,973	10,952	10,282	(670)	(6.12%)
		2620	System Supplies and Materials	52,503	52,999	64,776	11,777	22.22%
		3110	Non-Capitalized Furniture, Equipment, and Machi	475,034	-	-	-	-
		3120	Capitalized Furniture, Equipment, and Machinery	-	349,335	610,535	261,200	74.77%
	SSB-111 Total			538,510	413,286	685,593	272,307	65 89%
	SSB X-Rays Total			538,510	413,286	685,593	272,307	65.89%
SSB Detection and Screening Systems Total				[illegible]	8,282,411	8,747,062	464,651	[illegible]
SSB Inauguration								
	SSB Inauguration							
	SSB-700							
		3110	Non-Capitalized Furniture, Equipment, and Machi		83,908		(83,908)	(100.00%)
	SSB-700 Total			-	83,908	-	(83,908)	(100.00%)
	SSB Inauguration Total				83,908		(83,908)	(100.00%)
SSB Inauguration Total					83,908		(83,908)	(100.00%)
SSB Security Systems Maintenance								
	SSB Comprehensive Maintenance							
	SSB-301							
		2526	Contractor Support Services non-Federal	3,504,893	3,498,337	4,163,221	664,884	19.01%
	SSB-301 Total			3,504,893	3,498,337	4,163,221	664,884	19.01%
	SSB Comprehensive Maintenance Total			3,504,893	3,498,337	4,163,221	664,884	19.01%
	SSB Mass Notification Systems							
	SSB-300							
		2526	Contractor Support Services non-Federal	146,170	145,892	102,820	(43,072)	(29.52%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	13,102	13,077	60,943	47,866	366.03%
	SSB-300 Total			159,272	158,969	163,763	4,794	3.02%
	SSB Mass Notification Systems Total			159,272	158,969	163,763	4,794	3.02%
	SSB Security Installation Support							
	SSB-302							
		3110	Non-Capitalized Furniture, Equipment, and Machi	810,430	-		-	-
		3120	Capitalized Furniture, Equipment, and Machinery	172,095	1,096,057	943,884	(152,173)	(13.88%)
	SSB-302 Total			982,525	1,096,057	943,884	(152,173)	(13.88%)
	SSB Security Installation Support Total			982,525	1,096,057	943,884	(152,173)	(13.88%)
	SSB Security Network							
	SSB-303							
		2526	Contractor Support Services non-Federal	157,440	139,696	279,540	139,844	100.11%
		2620	System Supplies and Materials	13,285	13,474	13,881	407	3.02%
		3110	Non-Capitalized Furniture, Equipment, and Machi	1,326,299	603,563	424,353	(179,210)	(29.69%)
		3194	Non-Capitalized Software	-		489,390	489,390	100.00%
	SSB-303 Total			1,497,024	756,733	1,207,164	450,431	59.52%
	SSB Security Network Total			1,497,024	756,733	1,207,164	450,431	59.52%
	SSB Specialized Security Equipment							
	SSB-304							
		2526	Contractor Support Services non-Federal	550	549	566	17	3.10%
		2620	System Supplies and Materials	9,328	9,788	10,084	296	3.02%
		3110	Non-Capitalized Furniture, Equipment, and Machi	4,500	4,491	4,627	136	3.03%
	SSB-304 Total			14,378	14,828	15,277	449	3.03%
	SSB Specialized Security Equipment Total			14,378	14,828	15,277	449	3.03%
	SSB Support Staffing							
	SSB-305							
		2526	Contractor Support Services non-Federal	668,419	667,151	903,943	236,792	35.49%
	SSB-305 Total			668,419	667,151	903,943	236,792	35.49%
	SSB Support Staffing Total			668,419	667,151	903,943	236,792	35.49%
SSB Security Systems Maintenance Total				6,826,511	6,192,075	7,397,252	1,205,177	19.46%
SSB Special Projects								
	SSB Utility Tunnel Design							
	SSB-605							
		3120	Capitalized Furniture, Equipment, and Machinery			300,000	300,000	100.00%
	SSB-605 Total			-	-	300,000	300,000	100.00%
	SSB Utility Tunnel Design Total					300,000	300,000	100.00%
	SSB Foundation Alarm							

Bureau/Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/ Rescission	FY2018 Request	Change from FY2017 CR	
							$	%
	SSB-608							
		3110	Non-Capitalized Furniture, Equipment, and Machi			200,000	200,000	100.00%
	SSB-608 Total					200,000	200,000	100.00%
SSB Foundation Alarm Total						200,000	200,000	100.00%
SSB Garage Security								
	SSB-606							
		3110	Non-Capitalized Furniture, Equipment, and Machi	199,439			-	-
		3120	Capitalized Furniture, Equipment, and Machinery	550,561	748,574		(748,574)	(100.00%)
	SSB-606 Total			750,000	748,574	-	(748,574)	(100 00%)
SSB Garage Security Total				750,000	748,574		(748,574)	(100.00%)
SSB Special Projects Total				750,000	748,574	[illegible]	[illegible]	[illegible]
SSB Technical Countermeasures								
SSB TCM Equipment, Services and Supplies								
	SSB-401							
		2526	Contractor Support Services non-Federal	2,179,949	2,016,194	2,613,045	596,851	29.60%
		2620	System Supplies and Materials	3,843	3,992	4,113	121	3.03%
		3110	Non-Capitalized Furniture, Equipment, and Machi	950,916	616,703	590,224	(26,479)	(4.29%)
		3120	Capitalized Furniture, Equipment, and Machinery	-	332,405	-	(332,405)	(100.00%)
	SSB-401 Total			3,134,708	2,969,294	3,207,382	238,088	8 02%
SSB TCM Equipment, Services and Supplies Total				3,134,708	2,969,294	3,207,382	238,088	8.02%
SSB TCM Life-Cycle Replacement								
	SSB-402							
		3110	Non-Capitalized Furniture, Equipment, and Machi	491,850	164,387	-	(164,387)	(100.00%)
		3120	Capitalized Furniture, Equipment, and Machinery	-	326,528	585,314	258,786	79.25%
	SSB-402 Total			491,850	490,915	585,314	94,399	19.23%
SSB TCM Life-Cycle Replacement Total				491,850	490,915	585,314	94,399	19.23%
SSB Technical Countermeasures Total				[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Security Services Bureau Total				[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Training Services Bureau								
TSB Administration								
TSB Administration								
	TSB-001							
		2110	Temporary Duty (TDY) Travel	4,800	4,791	4,800	9	0.18%
		2130	Relocation Reimbursement-Enroute Travel & Hou			1,000	1,000	100.00%
		2210	Transportation of Household Goods and Personal		-	9,162	9,162	100.00%
		2337	Utilities	2,115	4,990	2,340	(2,650)	(53.11%)
		2535	Government Support Services			45,000	45,000	100.00%
		2610	Office & Miscellaneous Supplies	8,114	9,981	7,000	(2,981)	(29.87%)
	TSB-001 Total			15,029	19,762	69,301	49,539	250.68%
TSB Administration Total				15,029	19,762	69,301	49,539	250.68%
TSB Administration Total				[illegible]	[illegible]	69,301	49,539	250.68%
TSB Training Services								
TSB Firearms Training Qualification								
	TSB-101							
		2110	Temporary Duty (TDY) Travel	13,200	-	-	-	-
		2111	Temp Travel Training		21,459	56,400	34,941	162.83%
		2512	External Training	-	104,447	71,500	(32,947)	(31.54%)
		2526	Contractor Support Services non-Federal	4,140		150,000	150,000	100.00%
		2535	Government Support Services	59,212	79,848	64,800	(15,048)	(18.85%)
		2536	Government Support Services/TRNG	-	-	33,500	33,500	100.00%
		2610	Office & Miscellaneous Supplies	21,613	29,329	22,900	(6,429)	(21.92%)
		3110	Non-Capitalized Furniture, Equipment, and Machi	77,029	26,949	11,153	(15,796)	(58.62%)
	TSB-101 Total			175,194	262,032	410,253	148,221	56.57%
TSB Firearms Training Qualification Total				175,194	262,032	410,253	148,221	56.57%
TSB Training Programs								
	TSB-100							
		2110	Temporary Duty (TDY) Travel	34,040	-	-	-	-
		2111	Temp Travel Training	4,099	58,089	66,200	8,111	13.96%
		2512	External Training	35,516	35,832	11,860	(23,972)	(66.90%)
		2513	Management Development	6,550	17,966	17,250	(716)	(3.99%)
		2526	Contractor Support Services non-Federal	541,439	638,331	585,760	(52,571)	(8.24%)
		2535	Government Support Services	895,966	1,204,506	1,206,800	2,294	0.19%
		2536	Government Support Services/TRNG	284,414	209,880	239,175	29,295	13.96%
		2610	Office & Miscellaneous Supplies	12,933	38,646	27,212	(11,434)	(29.59%)
		2637	Law Enforcement Uniforms	1,912		-		-
		3110	Non-Capitalized Furniture, Equipment, and Machi	-	-	3,412	3,412	100.00%
	TSB-100 Total			1,816,869	2,203,250	2,157,670	(45,580)	(2.07%)
TSB Training Programs Total				1,816,869	2,203,250	2,157,670	(45,580)	(2.07%)
TSB Training Services Total				[illegible]	2,465,282	[illegible]	[illegible]	[illegible]
Training Services Bureau Total				[illegible]	2,485,044	[illegible]	[illegible]	[illegible]

Bureau/Program	Projects	BOC	BOC Description	FY2016 Actuals	FY2017 CR w/ Rescission	FY2018 Request	Change from FY2017 CR	
							$	%
Uniformed Services Bureau								
USB Administration								
USB Administration								
	USB-001							
		2110	Temporary Duty (TDY) Travel	624	-	-	-	-
		2512	External Training	12,493	2,863	32,196	29,333	1,024.55%
		2610	Office & Miscellaneous Supplies	3,064	14,604	2,500	(12,104)	(82.88%)
	USB-001 Total			16,181	17,467	34,696	17,229	98.64%
USB Administration Total				16,181	17,467	34,696	17,229	98.64%
USB Capitol Division								
	USB-002							
		2610	Office & Miscellaneous Supplies	10,101	12,476	11,000	(1,476)	(11.83%)
	USB-002 Total			10,101	12,476	11,000	(1,476)	(11.83%)
USB Capitol Division Total				10,101	12,476	11,000	(1,476)	(11.83%)
USB House Division								
	USB-005							
		2610	Office & Miscellaneous Supplies	8,617	12,476	11,000	(1,476)	(11.83%)
	USB-005 Total			8,617	12,476	11,000	(1,476)	(11.83%)
USB House Division Total				8,617	12,476	11,000	(1,476)	(11.83%)
USB Library Of Congress								
	USB-003							
		2610	Office & Miscellaneous Supplies	6,686	6,987	6,000	(987)	(14.13%)
	USB-003 Total			6,686	6,987	6,000	(987)	(14.13%)
USB Library Of Congress Total				6,686	6,987	6,000	(987)	(14.13%)
USB Senate Division								
	USB-004							
		2610	Office & Miscellaneous Supplies	12,472	12,476	11,000	(1,476)	(11.83%)
	USB-004 Total			12,472	12,476	11,000	(1,476)	(11.83%)
USB Senate Division Total				12,472	12,476	11,000	(1,476)	(11.83%)
USB Administration Total				54,057	[illegible]	[illegible]	11,814	19.09%
Uniformed Services Bureau Total				54,057	61,882	73,696	11,814	19.09%
Grand Total				$68,928,313	$65,874,536	$75,210,577	$9,336,041	14.17%

FY 2018
OFFICE OF INSPECTOR GENERAL (OIG)
Resource Requirements

General Expense Budget

Program	FY 2017 CR w/ Rescission	FY 2018 Request	Change	% Change
Administration	$421,198	$452,500	$31,302	7.43%

When established in 2006, the Office of Inspector General (OIG) was authorized four positions; an Inspector General, an auditor, an investigator, and one administrative staff. In 2014, with the support of our oversight committees, OIG increased its staffing by two FTEs from within the Department's funded civilian staffing levels (House Report 112-511, Legislative Branch Appropriations Bill, 2013 dated June 1, 2012) and (Senate CRPT 113-196 dated June 14, 2014) stated "The Committee included funds to support not less than six FTEs within the USCP Office of Inspector General." In 2016, with the support of our oversight committees, OIG added two additional FTEs from within the Department's funded civilian staffing for a total of 8 FTEs. These two FTEs are fully dedicated to conducting the annual audit of the Department's financial statements, which resulted in OIG, reducing its general expense budget by $340,000 or 43 percent (contractor cost for the audit of the FY 2016 financial statements.)

An external staffing assessment of OIG, however, determined that between 9 and 12 FTEs are required to carry out the OIG mission. According to the assessment report, the ratio of OIG staff to agency staff should be 1:100. The USCP OIG is at about 1:280. Further, from FYs 2007 to 2016, the Department's budget, not including supplemental appropriations, has increased 41 percent and the authorized level of positions has grown by 160.

OIG continues to report the management challenges for the Department for each of the past nine years: Interagency Communication, Coordination, and Program Integration Need Improvement *(Challenge 1);* Ensuring the Security of Federal Information System and Cyber Critical Infrastructure and Protecting the Privacy of Personally Identifiable Information *(Challenge 2);* Strong, Integrated Internal Control Systems Still Needed *(Challenge 3);* Managing Federal Contracting More Effectively *(Challenge 4);* Human Capital Management Needs Improvement *(Challenge 5); and* Progress Continues on Resolution of Recommendations *(Challenge 6).* These challenges represent OIG's view of the most serious risks/vulnerabilities facing the Department. OIG oversight activities, levied against the challenges can provide information to managers and those charged with governance, regarding the economy, efficiency, and effectiveness of those programs and operations. However, OIG has conducted limited discretionary audits and proactive reviews of these challenges due to a lack of sufficient resources.

OIG understands fully the fiscal challenges facing the government, as well as its responsibility to maximize resources to achieve goals and objectives. Therefore, OIG respectfully requests only one additional FTE in FY 2018 (which will be absorbed within the USCP's authorized levels per agreement with and full support of the Department) and will assist in continuing to decrease the general expense request in future years (once staff are onboard and trained.) OIG has made a concerted effort to hire staff multifaceted in audit, investigations, intelligence, security, and law enforcement. Additional staff would allow OIG to address USCP's most serious challenges and conduct the audit of the annual financial statements. Ultimately, the new FTE would allow OIG to conduct additional work related to the security of Federal information systems and cyber infrastructure and financial audits; thereby, reducing our reliance on contractors to conduct such critical projects. OIG needs this one additional staff member to reach critical mass to fulfill the OIG duties described by the Act.

OFFICE OF COMPLIANCE

EST. 1995

UNITED STATES CONGRESS

Budget Justification Request
for the
Committee on Appropriations

Fiscal Year 2018

Table of Contents

I. Statement of Executive Director 3

II. Appropriations Language 6

III. Personnel Summary 7

Appropriations History 8

IV. Organization Chart 9

V. Strategic Plan and Measuring Success 10

VI. Budget Detail 12

VII. Budget Request Summary Tables 13

VIII. Detailed Funding Request by Object Class 15

IX. Budget Requests by Program 17

X. Awards and Settlements 28

STATEMENT OF THE EXECUTIVE DIRECTOR

On behalf of the Office of Compliance, and as its new Executive Director, I am pleased to submit the FY 2018 budget request and justification for your consideration. On the 21st Anniversary of the opening of the Office of Compliance under the Congressional Accountability Act of 1995 (CAA), we are honored to continue assisting the legislative community in the areas of dispute resolution, safety and health compliance, public access for people with disabilities, labor management relations, and education and outreach. The Office continues its efforts to create safe and hazard-free workplaces for legislative branch employees and a barrier-free Capitol Hill and district and state offices for public visitors. As mandated in the CAA, we provide training and education programs for Members and staff that are designed to prevent harassing and discriminatory behaviors in the office.

This year, the Office of Compliance is requesting $4,055,902, an additional $104,424 or 2.45% over the FY 2017[1] enacted amount. The additional funding will go a long way to accomplish the education mandate in the CAA. A comprehensive training program continues to be the most effective investment an organization can make in preventing discrimination. Education efforts also emphasize the benefits of fair and inclusive work environments on workforce productivity.

The Office of Compliance is the only neutral and independent Congressional office that is mandated by Congress to train the entire legislative branch on the important laws incorporated in the CAA. While some employing offices do provide guidance to certain employees, we understand that much of the Congressional workforce is receiving little or no comprehensive training on preventing discrimination as envisioned in the CAA. To fulfill the training mandate in the CAA, the Office needs additional resources and staff to provide neutral educators who can offer training to employees and employing offices facing CAA compliance issues.

The Office recently launched on-demand, online training modules to reach more Congressional employees. The additional funding will allow us to create at least four more training modules to add to the Learning Management System (LMS) to provide more complete training. These modules would include technical enhancements, to allow a trainee to ask questions and contact the OOC more easily while taking the interactive training. The modules would instruct on important office safety and health matters as well as best practices and insights around Family and Medical Leave Act compliance, preventing discrimination as prohibited in the CAA, and understanding the OOC's procedures and processes. An enhanced platform would house all of the education materials and updates, so individual employing offices can utilize the training as they see fit and access the employees' records of training completion. During the 115th Congress, the OOC will continue to stress safety and health through implementation of its Safety Recognition Awards program for all Member offices.

While online training can reach employees more easily and efficiently, there is no substitute for in-person training on the important topics of workplace safety and health and fairness. The OOC is requesting an additional FTE to hire an educator to respond to employing offices' needs for in-person training on workplace rights. In the past month alone, the Office has been approached by staff associations, personal offices and committees, and organizations that require the services of an OOC educator. Currently, there is no FTE solely dedicated to instructing the entire legislative branch, and current OOC educators provide in-person training as one of many duties of their positions, which also include internal communications, government affairs, litigation, and public relations.

The OOC needs at least one additional staff member to concentrate solely on developing and delivering training to the 30,000 legislative branch employees covered in the CAA. It is not sufficient to rely solely on employing offices to perform the work of the OOC. Hundreds of legislative branch employees whom we have connected with over the past year have said they have not heard of the CAA or been provided information on their basic workplace rights by their employing offices. Dedicating one additional FTE to educate on acceptable behavior and best workplace practices to ensure a fair, accessible, safe and healthy workforce is necessary and would greatly improve our education program.

---

[1] FY 2017 enacted level is the same as FY 2016 with .19% rescission pursuant to PL 114-254

The Congressional Mandate

The Congressional Accountability Act (CAA) was passed 22 years ago, establishing the Office of Compliance (OOC), which opened on January 23, 1996. The CAA applies 13 workplace, employment, and safety laws to Congress and other agencies and instrumentalities of the legislative branch throughout the United States. These laws include:

Title VII of the Civil Rights Act of 1964;
The Age Discrimination in Employment Act of 1967;
The Rehabilitation Act of 1970;
Title I of the Americans with Disabilities Act of 1990, and the Americans with Disabilities Act Amendments Act of 2008;
The Family and Medical Leave Act of 1993;
The Fair Labor Standards Act of 1938;
The Employee Polygraph Protection Act of 1988;
The Worker Adjustment and Retraining Notification Act;
The Uniformed Services Employment and Reemployment Rights Act;
The Veterans Employment Opportunities Act;
Public services and accommodations portions of the Americans with Disabilities Act;
The Occupational Safety and Health Act of 1970;
The Federal Service Labor Management Relations Statute; and
The Genetic Information Nondiscrimination Act.

The OOC is responsible for enforcing the CAA for employing offices and approximately 30,000 employees. We administer and ensure the integrity of the dispute resolution system that provides counseling, mediation, and adjudication with respect to disputes that arise under the CAA; carry out an education and training program for Congressional Members, employing offices, and Congressional employees to assist them in understanding their rights and responsibilities under the CAA; advise Congress on needed changes and amendments to the CAA; and investigate and enforce the CAA's occupational safety and health, public access for persons with disabilities, and unfair labor practice provisions.

The Executive Director, in addition to exercising overall office supervision and managing personnel functions, administers the dispute resolution program and carries out the education and training program. The General Counsel has enforcement authority with respect to the occupational safety and health laws, the public access provisions of the Americans with Disabilities Act, and the unfair labor practice provisions of the CAA. The General Counsel also represents the OOC and its Board of Directors in all judicial proceedings under the CAA.

The OOC has a five-member, non-partisan Board of Directors appointed by the majority and minority leaders of both Houses of Congress. The Board members come from across the United States and are chosen for their expertise in the laws administered under the Act. The Board acts as an adjudicative body, reviewing appeals by parties aggrieved by decisions of Hearing Officers on complaints filed with the Office. Under the CAA, the Board is required to advise Congress on needed changes and amendments to the CAA and promulgate regulations to implement the laws covered under the CAA.

The OOC currently has 22 full-time equivalent positions and pays the part-time Board members (counted as one FTE) on a "when-actually-employed" basis. This employee complement performs a multiplicity of functions on a variety of subject matters including: dispute resolution--counseling and mediation; enforcing anti-discrimination/anti-retaliation, occupational safety and health, disability access, and labor management relations laws; offering education and training to the covered community; providing professional support for the Board of Directors; and performing general administrative, information technology and fiscal functions. The OOC also regularly contracts for the services of other individuals such as mediators, hearing officers, and safety and health inspectors.

The Current Operation of the Office of Compliance

Significant progress continues to be made by the OOC in improving the safety of the legislative branch, recognizing and implementing the rights of employees, assuring access to persons with disabilities, and educating our constituency on the mandates of the CAA.

Administration of the CAA has led to ongoing improvements in health and safety conditions on the Capitol Hill campus since 1995 and swift, confidential resolution of employee-employer disputes. The OOC, with minimal staff and resources, is charged with a large and important statutory mandate. The OOC serves the same functions as multiple agencies in the executive branch, including the Equal Employment Opportunity Commission, the Department of Labor, the Department of Justice (with respect to public access for persons with disabilities), and the Federal Labor Relations Authority. With the CAA now in its 22nd year, the OOC continues to implement more collaborative enforcement strategies for carrying out its statutory functions without compromising the regulatory mandates of the CAA. We strive for continuous improvement and pursue promising initiatives that will better serve the regulated community.

FY 2018 Budget Request

The FY 2018 budget request focuses on supporting the most important aspects of the statutory functions of the Office of Compliance and improving the delivery of services to the covered community. The Office of Compliance is requesting $4,055,902 for FY 2018 operations, which represents a 2.45% increase from the FY 2017 enacted level. Most of the increase will fund a new full-time-equivalent position, which would boost the Office's FTE staffing from 22 to 23. The additional FTE will be devoted to developing and delivering in-person training across the legislative branch.

Of the requested funding for 2018, 87% supports pay and benefits inclusive of a 2.1% across-the-board pay increase, should an increase be authorized for executive branch agencies, along with performance-based increases and awards. Additionally, this increase would pay for four new online training modules designed to target the traditionally underserved state and district staffers who comprise almost half of all Congressional staffers.

The OOC has developed web-based training on sexual harassment and disability discrimination. Currently, a Family and Medical Leave Act module is underway. Ensuring that the website can seamlessly host and support this initiative and that the training is comprehensive and tailored to the legislative branch environment is paramount to its success. In response to a recent article highlighting unlawful behaviors with respect to sexual harassment, approximately 200 congressional staffers completed the OOC's online training module on that topic. The Chiefs of Staff who recommend or require this training for their staff are relieved to know it is easily accessible to all employees. We would use additional funding to continue to develop similar training modules.

The FY 2018 IT budget request reflects OOC's focus on other IT needs such as upgrading security to meet current threat levels and incorporating the necessary systems to launch on-line training opportunities. The balance of the 2.45% requested increase would pay for increases in contract services, including cross servicing providers, such as the Library of Congress and the National Finance Center, and other services, equipment, and supplies needed to operate OOC.

The OOC and its Board of Directors are proud of the level of service we provide to the legislative community. As the Executive Director, it is my responsibility to provide our highly professional and talented staff members with the tools they need to perform their critical functions. Our small size and interrelated missions mean we cannot underfund one statutorily mandated area and expect to succeed in the others. Our staff and I are available to answer any questions or address any concerns the Chair of the House or Senate Subcommittees or its Members may have.

Susan Tsui Grundmann
Executive Director

OFFICE OF COMPLIANCE
APPROPRIATIONS LANGUAGE

SALARIES AND EXPENSES

For salaries and expenses of the Office of Compliance, as authorized by section 305 of the Congressional Accountability Act of 1995 (2 U.S.C. 1385), $4,055,902, of which $450,000 shall remain available until September 30, 2019: *Provided,* That the Executive Director of the Office of Compliance may, within the limits of available appropriations, dispose of surplus or obsolete personal property by interagency transfer, donation, or discarding: *Provided further,* That not more than $500 may be expended on the certification of the Executive Director of the Office of Compliance in connection with official representation and reception expenses.

Office of Compliance
Personnel summary (FTE)

	FY 2016 Actual*	FY 2017 Actual*	FY 2018 request
Average ES salary	$152,740	156,600	156,600
Average GS/GM salary	$90,574	$92,861	$93,041
Executive level**	5	5	5
GS/GM-15	3	3	3
GS/GM-12-14	9	9	9
GS-9-11	4	2	3
GS-3-8	1	3	3
Staffing level (FTEs)	22	22	23

Notes: FY (fiscal year), FTEs (full-time equivalents), ES (Executive Schedule), GS/GM (General Schedule).

This schedule is for comparison only. OOC does not use the formal government system of grading and salaries. Each salary is administratively determined pursuant to PL 104-1, 2 USC 1301 et seq as amended and OOC personnel policies and procedures.

* The salary and grades reported reflect averages for the year.

** The number of executive level staff for FY 2018 includes one FTE for Board members. OOC's authorizing legislation requires that members be paid the per diem equivalent of the rate provided for each day (including travel time) during which such member is engaged in the performance of the duties of the Board, at a rate equal to the daily equivalent of the lesser of:

(i) the highest annual rate of compensation of any officer of the Senate; or
(ii) the highest annual rate of compensation of any officer of the House of Representatives.

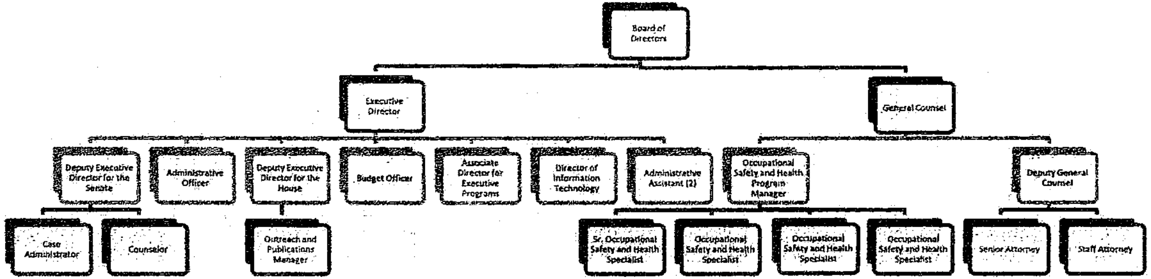
The other four FTEs are for the executive director, two deputy executive directors, and the general counsel.

OFFICE OF COMPLIANCE
Appropriations History

Salaries and Expense Account (Amounts in thousands of dollars)		
Fiscal Year	Requests	Budget Authority
1996		**858**
1997		**2,609**
1998		**2,479**
1999		**2,086**
2000	2,076	**1992**
2001	2,095	**1,851**
2002	2,059	**2,059**
2003	2,289	**2,157**
2004	2,518	**2,242**
2005	2,950	**2,402**
2006	3,112	**3,081**
2007	3,418	**3,102**
2008	4,106	**3,342**
2009	4,308	**4,072**
2010	4,474	**4,377**
2011	4,675	**4,077**
2012	4,782	**3,817**
2013	4,206	**3,617**
2014	4,482	**3,868**
2015	4,020	**3,959**
2016	4,020	**3,959**
2017	4,315	**3,951***
2018	4,056	

*FY 2017 amount reflects CR PL 114-254

Office of Compliance
ORGANIZATION CHART


Board of Directors
Executive Director
General Counsel
Deputy Executive Director for the Senate
Administrative Officer
Deputy Executive Director for the House
Budget Officer
Associate Director for Executive Programs
Director of Information Technology
Administrative Assistant (2)
Occupational Safety and Health Program Manager
Deputy General Counsel
Case Administrator
Counselor
Outreach and Publications Manager
Sr. Occupational Safety and Health Specialist
Occupational Safety and Health Specialist
Occupational Safety and Health Specialist
Occupational Safety and Health Specialist
Senior Attorney
Staff Attorney

STRATEGIC PLAN and MEASURING SUCCESS

Introduction

The mission of the Congressional Office of Compliance is to ensure a fair, safe, and accessible legislative branch. Our vision is to effectively enforce the Congressional Accountability Act through the efforts of a highly motivated staff skilled in the efficient use of resources.

The latest Strategic Plan to accomplish this mission was established in 2016 to guide the operations of the Office of Compliance from Fiscal Year 2016 through Fiscal Year 2018. This Strategic Plan, the OOC's fifth, represents the experience and collective effort of the staff and Board of Directors of the OOC to set priorities, acquire resources, and work collaboratively to realize the safe, productive, and fair workplace envisioned by the CAA. This plan is intended to be a dynamic document by which the OOC will evaluate its accomplishments over the next three years.

The OOC is an independent and non-partisan office opened in 1996, and currently one of the smallest of its kind. Yet, its mission is large and complex. With a staff of just 21 employees, five part-time Board members, and contracted professionals as needed, the OOC carries out mandated programs of education, alternative dispute resolution, inspection, and enforcement. About 30,000 legislative branch employees and countless visitors to Capitol Hill and district and state offices benefit from the work of the OOC.

The OOC staff is committed to ensuring that the congressional workplace is safe and healthy and free from discrimination, and that Capitol Hill remains free of barriers to public access. While we take seriously our enforcement mission, we emphasize voluntary compliance through cooperation and education. These approaches are key to fulfilling our mission and they run throughout our plan.

For 21 years, the office has been at the forefront of best practices for promoting and protecting the rights and obligations of legislative branch offices, employees, unions, and the visiting public on Capitol Hill and in district and state offices. Our strategic plan focuses on both external and internal areas of improvement. External efforts include increasing outreach and education to stakeholders; internal efforts include, among other initiatives, implementing critical information technology enhancements. All OOC staff and Board members are important to these efforts. We are energized and determined to achieve the goals set forth in this strategic plan.

Goals

The strategic plan will measure achievements under the following six mission-related goals.

Goal I is intended to promote full compliance with the workplace rights covered in the Congressional Accountability Act through effective education, outreach, and cooperative efforts with stakeholders. By focusing on educating and communicating with the congressional community on the rights and responsibilities under the CAA, and its services and technical expertise, the Office of Compliance will ensure that it is a trusted resource on the application of the CAA in the legislative branch.

Goal II outlines the office's commitment to efficiently administering an effective Administrative Dispute Resolution Program (ADR) by facilitating the identification and resolution of workplace disputes and issues involving claims arising under the CAA. The OOC seeks to ensure that stakeholders have full access to its ADR procedures and understand our process.

Goal III ensures that the Office of Compliance will work toward full compliance with the safety and health provisions of the CAA by developing cooperative relationships with stakeholders, providing expert educational and technical assistance, and timely and accurately assessing facilities, programs, activities, and services for compliance with the OSH and ADA Standards.

In Goal IV, the Office of Compliance will advance the principles of the CAA by monitoring efforts to amend, enhance or implement the law and by promulgating regulations. The OOC will work toward this goal by establishing working relationships with oversight committees, lawmakers, and agencies to ensure pre-decisional involvement in legislative proposals regarding the principles in the CAA.

The purpose of Goal V is to promote excellent labor-management relations in the legislative branch by administering the labor-management provisions of the CAA in a way that can result in cooperative relationships between labor and management, based on mutual respect and cooperation with an aim toward resolving disputes at the lowest and least confrontational levels.

In Goal VI, the OOC will develop and retain a highly motivated, talented, and satisfied workforce. We hope to accomplish this by identifying needed office upgrades that will improve efficiency and by providing training opportunities to staff that will enhance workplace skills, improve job performance, and increase employee satisfaction.

Adequate funding is vital to support the goals and initiatives in this strategic plan. Certain initiatives would take minimal resources to implement, but others require additional resources to achieve. As we are unable to predict the level of funding we will receive in the fiscal years spanning this strategic plan, we may need to revisit and adjust the specific initiatives within each Goal. Where sufficient funding exists to meet our mission and accomplish these goals, we anticipate success as outlined within the plan. And where budgetary restraints and other challenges exist, the OOC will continue to monitor progress, improve efficiency, and adjust for the future.

BUDGET DETAIL

The Office of Compliance administers one major program, the provisions of the Congressional Accountability Act. The Act has dual emphasis on dispute resolution and compliance activities.

The program is comprised of five primary and three supporting functional areas, within which the activities of the OOC are performed. The main functional areas are:

- the dispute resolution process;
- investigation and activities under the occupational safety and health and disability access sections of the Act;
- labor relations investigation and administration;
- education and outreach;
- reports and recommendations to Congress;
- budget and fiscal operations;
- information technology; and
- office administration, representation, and relations with Congress and agencies.

Of the functional areas, the first five are the core functions of the agency's program. For this reason, the expenses directly attributable to the first five are considered to be direct costs, and those of the final three are indirect costs.

OVERVIEW OF FISCAL YEAR 2018 BUDGET REQUEST

The Office of Compliance is requesting $4,055,902 for fiscal year 2018 operations, reflecting:

- an increase of $104,424 or 2.45% from the Agency's fiscal year 2017 enacted level budget of $3,951,478.

The requested funding is necessary for the Agency's:

- mandated operations, including hearings, mediations, safety and health inspections, unfair labor practice investigations, Americans with Disabilities Act inspections, and educational activities;
- funding for 23 full-time equivalent positions ("FTEs"), which includes one FTE for the five member part-time Board of Directors;
- efforts for legislative branch employees.

The OOC is requesting that a total of $450,000 remain available until September 30, 2019 for the services of essential contractors, including hearing officers, mediators, and safety and health inspectors.

Summary of FY 2018 funding - $4,055,902
11: Personnel - $2,447,736
12: Benefits and Other Personnel Compensation - $683,966
21: Travel - $38,000
23: Space Rental/Communications/Misc Charges - $43,100
24: Printing and Reproduction - $17,000
25: Contractual Services - $767,600
26: Supplies, Materials and Publications - $25,500
31: Equipment - $33,000

BUDGET REQUEST SUMMARY TABLES

Appropriation Summary

	FY 2016 Actual	FY 2017 Enacted*	FY 2018 Request Appropriation	Change: FY 2016 Enacted to FY 2018 Request	Change: FY 2017 Enacted* to FY 2018 Request
Salary & Benefits	$2,781,858	$3,067,000	$3,131,702	$349,844	$64,702
General Expenses	$727,142	$434,478	$474,200	($252,942)	$39,722
Two Year (MH, SH)	$450,000	$450,000	$450,000	0	0
Grand Total	$3,959,000	$3,951,478	$4,055,902	$96,902	$104,424
FTE's	22	22	23	0	1

Personnel Costs Summary

FY 2016 Actual	FY 2017 Enacted*	FY 2018 Request	FY 2016 to FY 2018 Difference	FY 2017 to FY 2018 Difference
$2,781,858	$3,067,000	$3,131,702	$349,844	$64,702

Non-Personnel Summary by Object Classification

Object Class	FY 2016 Actual	FY 2017 Enacted*	FY 2018 Request	FY 2016 to FY 2018 Change	FY 2017 to FY 2018 Change
(21) Travel	$27,771	$38,000	$38,000	$10,229	$0
(23) Space Rental/Communications/ Miscellaneous	$43,776	$43,100	$43,100	($676)	$0
(24) Printing and Reproduction	$14,877	$14,000	$17,000	$2,123	$3,000
(25) Contractual Services	1,000,084	$731,878	$767,600	($232,484)	$35,722
(26) Supplies, Materials and Publications	$25,942	$24,500	$25,500	($442)	$1,000
(31) Equipment	$64,692	$33,000	$33,000	($31,692)	$0
Grand Total	$1,177,142	$884,478	$924,200	(252,942)	$39,722

Office of Compliance
FY 2018 Annual General Expenses
Budget Request Summary by Program
(*Inclusive of 2 Year Funds)

	FY 2016 Actual	FY 2017 Enacted**	FY 2018 Request	FY 2016 to FY 2018 Change	FY 2017** to FY 2018 Change
OCBD	$24,869	$35,000	$35,000	$10,131	$0
OCED	$199,875	$119,878	$95,600	($104,275)	($24,278)
OCEI	$77,552	$54,000	$102,000	$24,448	$48,000
OCGC	$4,250	$5,000	$5,000	$750	$0
OCMH*	$200,000	$190,000	$160,000	($40,000)	($30,000)
OCSH*	$337,534	$261,600	$291,600	($45,934)	$30,000
OCSY	$333,062	$219,000	$235,000	($98,062)	$16,000
Grand Total	$1,177,142	$884,478	$924,200	($252,942)	$39,722

** The FY 2017 Enacted is OOC'S FY 2016 Enacted Level with rescission per CR PL 114-254.

DETAILED FUNDING REQUESTS BY OBJECT CLASSIFICATION

OBJECT CLASS 11: Personnel

For FY 2018, the OOC requests a budget of **$2,447,736** for salary expenses associated with full-time employees. This is the projected cost for 23 FTEs, inclusive of a 2.1% across-the-board pay increase, if such an increase is authorized for executive branch agencies, along with performance-based increases and awards. This is an increase of $41,736 above FY 2017.

OBJECT CLASS 12: Benefits and Other Personnel Compensation

A total of **$683,966** is budgeted for other personnel compensation and benefits during FY 2018. Personnel benefits are a direct function of the amount of budgeted salary/wages and inclusive of transit benefits, benefit program price increases and the growing rate of participation in the FERS retirement system. This is an increase of $22,966 above FY 2017.

OBJECT CLASS 21: Travel

The Board of Directors of the OOC includes four out-of-town members who must travel for Board meetings. As required under the CAA, the members receive reimbursement of travel expenses associated with the regular meetings required to conduct OOC business. Board members are also reimbursed for travel to meetings, forums, conferences, and other official functions where they represent the OOC. **$35,000** is budgeted for travel by the OOC Board members in FY 2018. The balance for staff travel, local and long distance is budgeted at **$3,000** for a total of **$38,000** for FY 2018. This is the same as the FY 2017 level.

OBJECT CLASS 23: Communications/Misc. Charges

The OOC's budget includes **$41,000** for telephone service during FY 2018. This estimate is based on historical data as well as costs associated with the need to maintain responsibility for its total telephone expenditures. This amount also includes the cost of conference calls for Board activities, and any communications in support of the OOC activities outside the Washington metro area. The OOC's operations require the use of telephones and cellular phones for both local and long distance calling to maintain communications with Board members, stakeholders, advisors, other agencies, private organizations, and members of the public. The staff and Board members provide outreach and information to our service constituency through printed publications, e-mail, newsletters, and reports. Although the OOC distributes some publications via electronic mail, postage is still necessary for the circulation of certain OOC informational reports and notice of rights posters. In addition, occasionally, business practices require the use of local delivery and messenger services to ensure prompt and secure delivery of documents to other agencies and stakeholders serviced by the OOC. The OOC is requesting **$2,100** for this purpose in FY 2018. This represents a total of **$43,100**, which is the same as the FY 2017 level.

OBJECT CLASS 24: Printing and Reproduction

The OOC has budgeted **$17,000** in FY 2018 for printing costs. These costs will include printing, to include in-person training materials, brochures describing OOC programs, notification of rights posters, statutorily mandated reports, such as the Annual Report, 102(b) report, and biennial ADA and OSH reports, and other public information and materials for consumption by the OOC's service constituency. In addition, it is OOC policy to produce, upon request, materials in braille, large print, or compact disc to accommodate members of the public who are visually and/or hearing impaired. This budget item reflects an increase of **$3,000** from FY 2017.

OBJECT CLASS 25: Contractual Services

A. SUPPORT SERVICES

As a small independent office, the OOC contracts with multiple agencies and private vendors for many of the services that are typically performed in-house at larger agencies. These contracts cover items such as payroll, financial services, human resources, information technology, web hosting, news services, mailing house, and internal control review. These support services in total will cost the OOC **$215,600**.

B. MISSION DIRECT SERVICES

The OOC has budgeted **$552,000 ($102,000-1yr, $450,000-2yr)** for program contracts. The OOC's priorities are derived from recommendations developed by OOC Board members and stakeholders, and are based upon the goals and objectives outlined in the OOC's strategic plans. Given the limited size of our office, the judicious use of external contractors substantially enhances our capability to meet our basic mandate of advancing safety and health, public access, and workplace rights in the U.S. Congress and the legislative branch.

The OOC is requesting **$102,000** for FY 2018 to create additional Learning Management System training modules, to develop various other instructional materials, and expand outreach efforts to increase awareness of rights and OOC services.

The OOC is requesting that a total of **$450,000** remain available until **September 30, 2019** for the services of essential contractors, including hearing officers, mediators, safety and health inspectors, and consultants. The time period allows maximum flexibility given the dynamic environment associated with the occupational safety and health and dispute resolution mandates of the CAA. The safety and health duties of the OOC can be greatly affected by events from member offices, or from the physical plant realities of everyday use within the capitol complex or outlying physical structures. In addition, dispute resolution can be especially unpredictable given the Office's duty to provide services to all employees and covered parties who seek service from the OOC. Furthermore, costs of mediations and hearings can only be controlled in a limited manner due to the complexity and breadth of each individual claim. This amount, in total, represents a $35,722 increase from FY 2017.

OBJECT CLASS 26: Supplies, Materials and Publication

The OOC's budget includes **$25,500** for the purchase of supplies, materials, and publications for FY 2018. The amount includes costs for supplies for mailing and copying, along with ordinary office supplies. The OOC continues to streamline use of paper and other resources in favor of technological solutions to report-generation, distribution, and storage. Also budgeted are funds for the purchase of library materials, and for subscriptions to relevant scientific, technical, and policy-oriented publications. The OOC subscribes to various electronic information services in order to provide Board members and staff with current technical and legal information. This amount represents a $1,000 increase from FY 2017.

OBJECT CLASS 31: Equipment

The OOC is requesting **$33,000** for equipment in FY 2018. The requested funding supports the purchase of various software requirements, system and network upgrades, and safety and health testing equipment. The OOC will continue its modernization plan to upgrade the IT capabilities of the OOC in an integrated, efficient, and cost effective manner that reflects the Office's growth and adherence to its strategic plan. The OOC will continue to implement a system to improve security on each staff member's computer in line with government-wide security standards, although some plans may be slowed or halted as a reflection of funding availability. This is the same as FY 2017.

BUDGET REQUESTS BY PROGRAM

OC Board of Directors - OCBD

Mandate: Congressional Accountability Act, Section 102(b)

> **The Board shall review provisions of Federal law (including regulations) relating to (A) the terms and conditions of employment (including hiring, promotion, demotion, termination, salary, wages, overtime compensation, benefits, work assignments or reassignments, grievance and disciplinary procedures, protection from discrimination in personnel actions, occupational health and safety, and family and medical and other leave) of employees, and (B) access to public services and accommodations . . . [and] the Board shall report on (A) whether or to what degree the provisions described [above] . . . are applicable or inapplicable to the Legislative branch, and (B) with respect to provisions inapplicable to the Legislative branch, whether such provisions should be made applicable to the Legislative branch. The presiding officers of the House . . . and the Senate shall cause each such report to be printed in the Congressional Record and each such report shall be referred to the committees of the House . . . And the Senate with jurisdiction.@ 2 U.S.C. 1302(b).**

Overview

Section 102(b)(2) of the Act requires the Board to submit a report to Congress on the applicability to the legislative branch of any employment laws not made applicable by the Act. The section 102(b) report and recommendation(s) are submitted to Congress once during each Congress. Under section 304 of the Act, the Board is also required to submit proposed regulations to Congress, to ensure that regulations for Congress and the legislative branch are substantially identical to those promulgated by the Executive Branch.

The Board of Directors acts as a reviewing body for claims that are appealed from hearing officers. Board members provide direction and guidance to the appointed staff of the OOC and they lend their legal expertise to the labor and employment issues that are presented to the OOC from the Congressional community. In addition the Board is responsible for issuing regulations on the laws covered under the CAA.

The current Board of Directors has been a valuable asset to Congress, demonstrating extraordinary productivity through the issuance of multiple decisions and promulgation of a number of substantive regulations. Because of Board members' knowledge and skills, the decisions rendered by the Board of Directors provide sound legal guidance to the legislative branch. No Board decision has ever been overturned by the Federal Circuit Court of Appeals. Their deliberations are conducted in an extremely collegial manner, which has been the key to their productivity. The Board members all understand and appreciate the environment within which they perform their responsibilities. During its tenure, the Board of Directors of the Office of Compliance has met its statutory mandates, maintained its objectivity, and remained accountable to Congress.

Accomplishments in FY 2016 - BD

In FY 2016, the Board of Directors of the Office of Compliance reviewed 18 decisions of hearing officers, and issued 7 decisions resolving 6 ADR cases and 3 labor relations matters. Nine matters were pending before the Board at the end of FY 2016. A decision of the Board on three consolidated cases was appealed to the Federal Circuit. In addition to deciding cases appealed to the Board through the ADR process, the Board issued three decisions resolving labor-management matters. One case involved exceptions to an arbitration award.
Final decisions of the Board are published on our website at: http://www.compliance.gov/directives/final-decisions-year-issuance.

The Board is also responsible for adopting, for Congressional approval, substantive regulations implementing workplace laws under the CAA. Following a notice and comment period, on February 3, 2016, the Board adopted and issued for Congressional approval final substantive regulations implementing the ADA public access provisions of the CAA. Also, on June 22, 2016, the Board adopted and issued for approval substantive regulations for the

Family and Medical Leave Act provisions of the CAA. The Board awaits Congressional approval of these regulations.

Fiscal Year 2018 Budget Request

The Office of Compliance is requesting a total of $35,000 for non-personnel services for FY 2018 for the OC Board of Directors. This total reflects an analysis of the requirements to perform basic functions and changes in requirements.

OC Executive Director - OCED

Mandate: Supports Office of Compliance core functions

Overview

The Executive Director's office is responsible for overall agency supervision, personnel, and budget function, with oversight for Mediations and Hearings, and for Education and Outreach. The Executive Director also covers representation and Congressional relations functions which includes communication and consultation with Appropriations and Oversight Committees, Congressional Leadership, and other legislative branch agencies (not already captured in Education and Outreach, above). In addition, the Executive Director provides support for the Board of Directors.

Meeting the internal initiatives and goals set out in the strategic plan allows the OOC to develop a workplace for its employees that is envisioned by the CAA. Ensuring a fair workplace, providing tools for staff to perform their duties, and recognizing and responding to the professional needs of staff lends credibility to our programs and the services we provide to the Congressional community.

Accomplishments in FY 2016 - ED

In FY 2016, the Board of Directors appointed a new Deputy Executive Director for the House of Representatives to serve on the Executive staff team. Other new Executive Director staff hiring includes a new Case Administrator and a Financial Operations Administrative Assistant. In addition to the positions filled in 2016, after the retirement of Executive Director Barbara Sapin, the Board of Directors appointed a new Executive Director, Susan Tsui Grundmann, and a new Deputy Executive Director for the Senate, Martin Crane, each for a five-year term that began in January 2017. Additional staff changes are reflected in the department sections below.

Toward the end of 2016, and after the required Notice and Comment period, the OOC issued its updated Procedural Rules. Other work involving the OOC's regulatory function is discussed in the section covering the Board of Director's accomplishments.

Part of the mission of the Office of Compliance is to educate and train the Members of Congress and legislative branch employees on the rights and responsibilities of the CAA. The OOC increased its visibility and presence for the workforce in FY 2016. Through online contact campaigns, in-person training initiatives, and regular publications, the OOC disseminated its workplace rights information to more employees and employing offices. During FY 2016, the ED department produced three training videos, including a 25 minute module on reasonable accommodation under the ADA, and two videos describing the counseling and mediation processes, along with an introduction video. Also, a complete revamp of the website allowed the Office to highlight the Capitol Hill workforce in photographs and weekly online publications. Efforts to reach more employees through the OOC's social media channels were successful and continue daily.

Fiscal Year 2018 Budget Request

The Office of Compliance is requesting a total of $95,600 for non-personnel services for FY 2018 for the OC Executive Director Program. This total reflects an analysis of the requirements to perform basic functions and changes in requirements.

OC Education and Information (Outreach) - OCEI

Mandate: Congressional Accountability Act, Section 301(h)

> **...The Office shall...carry out a program of education for Members of Congress and other employing authorities of the Legislative branch of the Federal Government respecting the laws made applicable to them and a program to inform individuals of their rights under laws made applicable to the Legislative branch...@ 2 U.S.C. 1381.**

Workplace rights and responsibilities are only meaningful if employees understand them and know how to exercise them. Thus, Congress mandated the Office of Compliance to "carry out a program of education for Members of Congress and other employing authorities of the legislative branch." (Public Law 104-1, Sec. 301(h)(1)). The OOC prioritizes education and continually looks for ways to successfully fulfill its mandate.

Accomplishments in FY 2016 - EI
OOC is proud of its FY 2016 accomplishments in educating some 30,000 employees of the legislative branch on their rights and responsibilities under the CAA. But, with more resources, in-person exposure to employing offices, and virtual training initiatives, more can be accomplished.

In the last year, we have expanded our online presence to reach beyond our small office in the Adams Building. We have completely updated our website (www.compliance.gov) with new information for employees, employers, and the public. Information about the services we provide and the laws we cover as well as quick access to our videos and all our publications are now available on our easy-to-use website. Additionally, after the positive feedback from our first online interactive training module about sexual harassment, we have released a second module about reasonable accommodation under the Americans with Disabilities Act. We have also produced shorter informational videos introducing people to the OOC and the administrative dispute resolution process that we use. We know working on the Hill is a fast-paced environment, so for on-the-go information, we have continued to use Twitter (@LegBranch_OOC) and communicate directly with stakeholders and legislative branch employees instantaneously.

At the OOC, we believe that education is the best way to prevent violations of workplace laws. The Office of the General Counsel started a monthly Brown Bag Series with the legal counsel from other offices about their rights and responsibilities under various CAA laws. We met with managers of the instrumentalities to discuss sexual harassment in the workplace, Family and Medical Leave issues, and other laws included in our ADR program. In the future, we hope to continue these education programs both online and in person. The OOC has renewed its monthly publication of its newsletters Compliance @ Work and *Fast Facts* as well as our quarterly e-Newsletter emailed to all Congressional staff which includes three months of publications and training materials. A future module on the Family Medical Leave Act will become a part of the OOC Online Academy which the agency will recommend as required training for all staff.

During FY 2016, the OOC also presented in-person training bi-monthly at the request of the Congressional Research Service (CRS). During CRS training, the OOC interacted with approximately 40-50 Congressional staffers new to their jobs in district and state offices located around the country. According to CRS, district and state staff represent one - half of the Congressional staff covered by the CAA, thus the OOC is determined to reach more staffers beyond the Beltway on a regular basis.

An aim for the enhanced web presence is to underscore the OOC's occupational safety and health program and encourage employing offices to fully comply with OSH laws and regulations. Education efforts also include tailored checklists for self-inspections of worksites, so employees who daily inhabit the buildings and grounds can recognize lapses in safety and accessibility measures. We will reinitiate our partnership with the National Safety Council (NSC), and present Safety Recognition Awards to Members of the 114th Congress who maintained offices that were free of barriers to access and safety violations.

Fiscal Year 2018 Budget Request
The Office of Compliance is requesting a total of $102,000 for non-personnel services for FY 2018 for the OC Education & Information (Outreach) Program. This total reflects an analysis of the requirements to perform basic functions and changes in requirements.

OC General Counsel - OCGC

Mandate: Congressional Accountability Act, Section 220

> **...The rights, protections, and responsibilities established under sections 7102, 7106, ...and 7131 of title 5, United States Code, shall apply to employing offices and to covered employees and representatives of those employees.@ 2 U.S.C. 1351.**
>
> **...Assist the Board and the Executive Director in carrying out their duties and powers, including representing the Office in any judicial proceeding.@ 2 U.S.C. 1382(c)(3).**

Overview
The General Counsel (OCGC) is responsible for inspecting all facilities in the legislative branch for Occupational Safety and Health (OSH) violations at least once each Congress. The OCGC is also responsible for inspecting the public areas of all facilities in the legislative branch for compliance with Title II and III of the Americans with Disabilities Act (ADA) at least once each Congress. The OCGC is further responsible for investigating allegations of Occupational Safety and Health, ADA, and unfair labor practice (ULP) violations filed under sections 210, 215 and 220 of the Act, and for filing and prosecuting complaints of OSH, ADA and ULP violations. The OCGC must also furnish advice to and provide representation for the Board of Directors and the Executive Director, including representing the Board and the Office in the United States District Courts and United States Courts of Appeal.

Accomplishments in FY 2016 – Labor-Management Relations and ULPs
Section 220 of the CAA makes the Federal Service Labor-Management Relations (FSLMR) Statute applicable to covered employees and employing offices within the legislative branch, and prohibits unfair labor practices by both employing offices and labor organizations. The CAA gives the OCGC investigative and prosecutorial authority equivalent to that granted by the FSLMR Statute to the General Counsel of the Federal Labor Relations Authority (FLRA) with respect to charges of unfair labor practices. Complaints filed by the OCGC are heard by Administrative Law Judges, reviewed by the OOC Board, and may be appealed to the United States Court of Appeals for the Federal Circuit. The OOC has jurisdiction over approximately 20 bargaining units, most of which are comprised of employees of the Office of the Architect of the Capitol. Many employees of the United States Capitol Police (USCP), and certain employees of the House of Representatives and the Senate, are also represented by labor organizations. The Fraternal Order of Police (FOP) and the Teamsters represent USCP employees. AFSCME Council 26 represents the most bargaining units, followed by the NABET-CWA and the Teamsters. A wide variety of employees are unionized, including police officers, masons, carpenters, electricians, plumbers, freight and material handlers, visitor guides and visitor assistants, power plant laborers, photographers and videographers, and clerical and administrative workers.

In FY 2016, the OCGC filed one unfair labor practice complaint, which was decided by a Hearing Officer and appealed to the Board of Directors of the OOC. The OCGC provided representation to the OOC Board of Directors in the United States Court of Appeals for the Federal Circuit in one case. The OCGC received and investigated a total of 18 unfair labor practice charges during FY 2016. The OCGC closed 11 of those cases, along with 1 other case from the previous fiscal year. The OCGC also received five inquiries regarding labor-management issues that did not result in the filing of unfair labor practice charges.

Other Accomplishments in FY 2016 – Defense of Board Decisions
The CAA provides an administrative process to resolve complaints filed by employees, unions or employing offices under certain provisions of the Act. The final administrative step in the process involves an appeal to the OOC Board of Directors, which issues a written decision. Under certain circumstances, a party may appeal this decision to the

U.S. Court of Appeals for the Federal Circuit. The OCGC represents the Board of Directors in such appeals. During FY 2016, there were two cases pending in the Federal Circuit that involved the OOC. The OCGC argued one of these cases in November 2016 and the Court affirmed the decision of the OOC Board of Directors during FY 2017.

Fiscal Year 2018 Budget Request
The Office of Compliance is requesting a total of $5,000 for non-personnel services for FY 2018 for the OC General Counsel Program. This total reflects an analysis of the requirements to perform basic functions and changes in requirements.

OC Mediation and Hearings - OCMH

Mandate: Congressional Accountability Act, Sections 401-416

> **...the procedure for consideration of alleged violations of part A of title II consists of...counseling...mediation...and election...of...a formal complaint and hearing...subject to Board review...@ 2 U.S.C. 1401.**

Overview
The Office of Compliance (OOC) administers a multi-step dispute resolution program established by Congress to address and resolve claims arising under the Congressional Accountability Act (CAA). The OOC also regularly provides, on request, general information and informal advice on such matters as the rights and responsibilities created by the CAA, the applicability of relevant CAA provisions, possible avenues for dispute resolution without initiating formal proceedings, and the formal dispute resolution process under the CAA.

OOC Dispute Resolution Step 1: Confidential Counseling. The first mandatory step in the OOC dispute resolution process is confidential counseling. During counseling, an OOC counselor meets with a covered employee to discuss concerns and the situation that gave rise to the dispute. The counselor also provides the employee with information on the procedural and substantive provisions of the CAA. Because the counseling phase is strictly confidential, the OOC does not notify the employing office that the employee has filed a request for counseling.

OOC Dispute Resolution Step 2: Mediation. Only after completing the confidential counseling process may a covered employee proceed to mediation, the second mandatory step in the OOC dispute resolution process. Mediation is a neutral, confidential process designed to assist parties in resolving their disputes on mutually-agreeable terms. When a case proceeds to mediation, the employing office is notified about the claim, and the parties attempt to settle the matter with the assistance of a neutral mediator appointed by the OOC. Many disputes are resolved through the OOC mediation process, sparing the parties the time and expense often associated with burdensome litigation.

OOC Dispute Resolution Steps 3 and 4: Adjudication. If the parties fail to resolve their dispute through mediation, a covered employee may initiate the third step in the dispute resolution process by filing a formal administrative complaint with the OOC. Upon receiving the administrative complaint, the Executive Director appoints an independent hearing officer to consider the case and render a written decision. Hearing officer decisions are confidential.

After the hearing officer renders a decision, either party may proceed to the fourth step in the OOC dispute resolution process by petitioning the OOC Board of Directors for appellate review of the hearing officer's decision. The Board's decision, which is based on the written record, may be appealed to the U.S. Court of Appeals for the Federal Circuit.

As an alternative to the third and fourth steps in the OOC administrative hearing process, the CAA also permits an employee to challenge a dispute not resolved through mediation by filing a civil action in United States District Court, where the case would be a matter of public record. The OOC administrative hearing process offers the same remedies as a civil action, but it provides for speedier resolution of the dispute in a confidential setting. Irrespective of whether a covered employee elects to file a formal administrative complaint with the OOC or a civil action in United States District Court, the CAA mandates that he or she first engage in confidential counseling and mediation.

Accomplishments in FY 2016 – MH

Dispute Resolution Process: In FY 2016, the OOC provided, on a confidential basis, advice and information to more than 160 covered employees, employing offices, and members of the public on their rights and responsibilities under the CAA. Covered employees filed 49 formal requests for confidential counseling. Of those employees who requested counseling, 42 filed requests for mediation. Nineteen cases were formally settled at various stages in the process. Settlements were both monetary and non-monetary. One case was resolved by informal agreement between the parties, which was reached in the course of confidential proceedings.

In FY 2016, 17 administrative complaints were filed with the OOC, 2 of which concerned unfair labor practice allegations. One administrative complaint was pending before a hearing officer at the end of the fiscal year.

The OOC processed 12 petitions for review of hearing officer decisions in FY 2016, including 2 labor relations matters. The OOC Board of Directors issued appellate decisions in nine cases. One Board decision, which concerned three consolidated cases, was appealed to the United States Court of Appeals for the Federal Circuit, and was defended by the OOC's General Counsel. In addition, the OOC processed one petition seeking to clarify the scope of a unit of employees for purposes of collective bargaining.

Improvements in Efficiency: The Office continued to monitor trends in the number and types of charges filed under the CAA, and it developed outreach activities to support compliance efforts in areas indicated by the trending data. OOC staff continued to avail themselves of valuable training opportunities utilizing low or no-cost services provided by legislative and executive branch agencies.

To optimize operations within current budget limitations, the Office continued to assign cases to an in-house mediator who is skilled and experienced in dispute resolution and the CAA; it maintained a flat rate for contract mediators; and it maintained rate limitations for other outside service-providers. The OOC also followed guidance for selecting hearing officers that it received from the Administrative Conference of the United States and other federal entities.

The OOC also implemented an electronic case management system that will bring the Office's IT capacity current with best practices. The case management system will dramatically increase the agency's efficiencies by enabling it to docket, retain, and retrieve documents electronically, as well as to trend data and generate reports.

FY 1997 - FY 2016 Comparison

	Calls for Information	Requests for Confidential Counseling	Requests for Confidential Mediation	Administrative Complaints Filed
FY 1997	1,716	165	158	6
FY 1998	961	68	56	8
FY 1999*	1,098	323	49	14
FY 2000	611	75	329	3
FY 2001*	595	430	386	10
FY 2002	543	77	54	12
FY 2003	497	92	70	8
FY 2004	593	84	76	5
FY 2005	476	60	45	9
FY 2006	511	54	52	7
FY 2007	475	52	50	7
FY 2008	476	82	39	13
FY 2009	263	108	75	10
FY 2010	277	105	86	9
FY 2011	299	142	116	12
FY 2012	263	83	66	14
FY 2013	260	81	76	11
FY 2014	302	57	25	9
FY 2015	300	63	47	13
FY 2016	162	49	42	15

*Numbers include multiple fillings arising from the same dispute.

Fiscal Year 2018 Budget Request

The Office of Compliance is requesting a total of $160,000 for non-personnel services for FY 2018 for the OC Mediation and Hearings Program. This total reflects an analysis of the requirements to perform basic functions.

OC Safety and Health - OCSH

Mandate: Congressional Accountability Act, Sections 215 and 210

> **...Each employing office and each covered employee shall comply with the provisions of section 5 of the Occupational Safety and Health Act of 1970...@ 2 U.S.C. 1341.**
>
> **...The rights and protections against discrimination in the provision of public services and accommodations established by the Americans with Disabilities Act of 1990 shall apply to the entities listed...@ 2 U.S.C. 1331.**

Overview

Safety and Health--Periodic Inspections: The Act requires the General Counsel of the Office of Compliance to inspect all covered facilities in the legislative branch for compliance with occupational safety and health standards at least once each Congress, and to report the findings to Congress. Approximately 30,000 legislative branch employees are protected by the CAA's OSH standards in the Washington, DC metropolitan area.

Requests for Safety and Health Inspections: The Act's safety and health provisions give covered employees and offices the right to request inspections of potentially hazardous conditions in work areas. When a request for inspection is received, the Office of the General Counsel initiates an on-site investigation, after which it sends a detailed report to the employing office that describes the conditions found, reports the results of any tests performed, and explains steps needed to remedy the violation. In the event the responsible employing office fails to correct the problem within a specified time, the OCGC may issue a citation or notification, and, when necessary, a complaint.

Safety and Health Technical Assistance: Like the Occupational Safety and Health Administration in the executive branch, the OCGC provides compliance assistance to employing offices and covered employees. The OCGC also advises employing offices about interpretations of OSHA standards upon request, and provides information about proposed OSHA standards that affect their operations. In addition, the OCGC assists in the development of programs to reduce occupational injuries in legislative branch agencies that have high lost-time injury and illness rates, and facilitates the development of emergency action plans by employing offices.

Disability Access Inspections: Pursuant to section 210 of the Act, the OCGC is required to conduct inspections of all covered legislative branch facilities at least once each Congress to determine compliance with the rights and protections against discrimination in the provision of public services and accommodations established by the Americans with Disabilities Act. Members of the public may request an investigation of conditions that they allege deny them equal access to legislative branch facilities and programs. The General Counsel is responsible for investigating charges of public access discrimination. If, upon investigation, the General Counsel believes that a violation may have occurred, he can refer the parties to mediation to resolve the dispute. If mediation is unsuccessful, the General Counsel can file a complaint against the entity responsible for correcting the violation.

ADA Technical Assistance: The Act authorizes the OCGC to provide employing offices with technical advice to assist them in complying with disability access requirements. In addition, the OCGC routinely answers questions from Congressional offices and legislative branch employees on disability access laws. In 2017, the OOC hopes to re-establish regular technical advisory conferences.

Accomplishments in FY 2016 – OSH

The OCGC exercises the authorities granted to the Secretary of Labor under the OSHAct to inspect and investigate facilities where legislative branch employees are working. The OCGC may issue findings and citations to employing offices for violations of OSH standards and file complaints with the OOC's Executive Director against employing offices if hazards have not been abated. The OCGC also assists the Board of Directors of the OOC to draft, propose, and adopt substantive regulations which must be the same as those issued by the Secretary of Labor except where modifications would be more effective for implementing the OSHAct in the legislative branch.

OSH specialists in the OCGC conduct biennial inspections which are summarized in a biennial report. OSH specialists and attorneys in the OCGC investigate OSH issues raised in requests for inspection and provide technical assistance to employing offices. The CAA requires that, at least once each Congress, the OCGC conduct inspections of all facilities of the House of Representatives, the Senate, the Office of Congressional Accessibility Services, the Capitol Police, the Congressional Budget Office, the Office of the Architect of the Capitol, the Office of the Attending Physician, the Office of Compliance, the Library of Congress, and the Government Accountability Office. Beginning with the 112th Congress, the OCGC moved to a risk-based OSH inspection program that focuses on inspecting and abating higher-risk hazards that pose the greatest risk of injury and death to employees.

In FY 2016 the OCGC continued the biennial inspections for the 114th Congress. These inspections again focused on higher-hazard areas, as well as special interest areas such as Members' offices, day care facilities, the Senate Page Dorm and School, and hearing rooms. In FY 2016, the OCGC conducted inspections that encompassed, among others, numerous locations within the House and Senate Office Buildings, the United States Capitol Building, the Capitol Visitor Center, the United States Botanic Garden facilities, and Library of Congress facilities. The OCGC inspected a total of 78 facilities during this Congress, compared with 68 in the 113th Congress. Among the facilities inspected for the first time during this Congress was the Thomas P. O'Neill, Jr. Federal Building, a former laboratory for the Food and Drug Administration that was remodeled for use by the U.S. House of Representatives and others. Finally, the OCGC continued to evaluate all programs required under the OSH standards, including hazard communication, respiratory protection, personal protective equipment, permit-required confined spaces, and others.

The OCGC inspections during the 114th Congress also included verification of the abatement status of the most serious hazards identified during the 113th Congress. In opening conferences conducted with employing offices, the OCGC provided a list of all open findings identified in our Facility Management Assessment database, and enlisted the assistance of employing offices to provide abatement status updates for all findings that were shown as open. The OCGC also continued to inspect newly occupied or renovated facilities.

For the 114th Congress, the OOC, in partnership with the National Safety Council, will be issuing Safety Recognition Awards to those Member offices which were found to be hazard-free during the OSH inspection. One or two Safety Advocate awards will also be presented to recognize individuals who have made substantial contributions to improving safety in legislative branch facilities. For remote legislative facilities, such as district and state offices, the OCGC will continue to provide technical assistance by responding to questions about possible workplace hazards and by providing guidance on how to conduct self-inspections.

The OCGC received 15 requests for inspections that were opened as cases in FY 2016. These cases involved such issues as lead in the drinking water, possible exposures to lead debris and asbestos, egress issues, indoor air quality concerns, occupational noise levels, and pest control. Two requests, one involving compact storage and one involving floor loading and egress, required the participation of both the AOC and the Library of Congress. Four requests involved the U.S. Capitol Police (USCP), including concerns over the safety of the indoor firing range (which also involved the AOC), training of the USCP HAZMAT responders, and cold stress. During FY 2016 the OCGC closed one of those newly-opened cases along with four others from previous years. The OCGC also received seven inquiries regarding safety and health concerns that did not become cases, either because the issue was not within our jurisdiction or because the OCGC were able to quickly resolve the matter by providing technical assistance.

In FY 2016, to help address the fire and life safety hazards in the Russell Senate Office Building, the OCGC worked with the AOC and the Senate to develop a plan to address fire safety hazards in this historically significant building. The OCGC also monitored the AOC's progress on the plans the OCGC has approved to address the fire safety hazards in the Cannon, U.S. Capitol, and Library of Congress buildings.

Accomplishments in FY 2016 – ADA

The CAA requires the OCGC, on a regular basis, and at least once each Congress, to inspect the facilities of each office of the Senate, each office of the House of Representatives, each joint committee of Congress, the Office of Congressional Accessibility Services, the Capitol Police, the Congressional Budget Office, the Office of the Architect of the Capitol, the Office of the Attending Physician, and the Office of Compliance, to ensure compliance with the rights and protections against discrimination in public services and accommodations established under Titles II and III of the Americans with Disabilities Act of 1990 (ADA).

To conduct these inspections, the OCGC uses contractors who specialize in identifying and removing barriers to access, as well as some of the same OSH specialists who conduct OSHAct inspections. The OSH specialists may report obvious ADA issues observed during an OSHAct inspection, and also conduct joint ADA and OSH inspections when this will be more efficient. In FY 2016, the OCGC continued the biennial ADA inspection for the 114th Congress. During the 114th Congress, ADA inspections were conducted in the Hart, Dirksen, and Russell Senate Office Buildings and in the Cannon and Rayburn House Office Buildings. The inspections in these buildings focused on the entrances to each building and the accessible pathways from the entrances of the buildings to the major function areas, as well as restrooms. The OCGC also looked at ADA access issues in the public areas of Members' offices while performing the OSH inspection of those offices.

In FY 2016, the OCGC also assisted the OOC Board in drafting, proposing and adopting ADA public access regulations. On February 3, 2016, the OOC Board formally adopted ADA regulations and published them in the Congressional Record. These regulations are now awaiting Congressional approval.

During FY 2016, the OCGC also investigated two constituent complaints involving ADA access issues, and successfully resolved both of them with the cooperation of the employing offices involved. One complaint involved access issues with a website and the other involved access to concerts conducted outside of the U.S. Capitol. The OCGC also received five inquiries regarding ADA compliance issues that did not become cases, either because the issue was not within our jurisdiction or because the OCGC was able to quickly resolve the matter by providing technical assistance.

Fiscal Year 2018 Budget Request
The Office of Compliance is requesting a total of $291,600 for non-personnel services for FY 2018 for the OC Safety and Health Program.

OC Systems (Operations) - OCSY

Mandate: Supports Office of Compliance core functions

Overview

The OOC administers a local area network, inclusive of personal computers for 20 employees, a number of on-site contractors, and the hardware and software required to support them. We maintain telecommunications linkages with the Library of Congress, the National Finance Center, a third-party hosted cloud database system, and an off-site location that serves as the cornerstone of our disaster recovery plan.

The OOC continually collaborates with legislative branch partners, reevaluating our IT posture in order to provide the most efficient and value oriented structure to support OOC mission activities. This leveraging of available resources is invaluable during this challenging fiscal cycle.

Accomplishments in FY 2016

For the majority of 2016, the OOC looked inward, with a focus on improving the efficiency and productivity of agency employees. The OOC embarked on several projects with the goal of reducing in-house computer hardware and related support and maintenance costs.

Following the successful migration of a mission critical database system called Facility Management Assessment in FY 2015, the OOC completed the cloud migration of a 2nd mission critical database system, called the Case Management System (CMS). The CMS provides improvements in collaborative workflow and technology.

The OOC also made major upgrades to its internal infrastructure. We have historically maintained a dual-network system which required two desktop computers, along with a switchbox at each employee's workstation in order to obtain access to agency data (hosted in a physical network firewalled from the internet) known as the "internal" and a second external system connected to the internet for email and other internet-related activities. Maintaining this dual-network system was cost prohibitive, as each workstation required two computers, and cumbersome as employees had to move data files back and forth between both systems with a flash drive. In addition, employees could not access internal data from outside the agency, making it almost impossible for a number of employees to telework. In 2016, the OOC collaborated with the LOC and obtained adequate storage space on a secure LOC maintained server, and was able to successfully migrate our data to the new system, eliminating the need for (20) internal desktops and associated switchboxes. In addition, agency employees obtained the ability to telework 24/7 as internal data was now accessible over the internet (through an LOC firewall).

Given the new data structure, and the increasing number of external, cloud-hosted databases, the OOC invested in several cybersecurity software programs and related training. We also partnered with the LOC's Office of Security and Emergency Preparedness to replace certain physical keyed doors with electronic card reader access, increasing physical security for OOC and its employees.

Rounding out the IT accomplishments for FY 2016 were investments in tele-conferencing equipment, with the goal of realizing cost-savings by conducting a number of board meetings, conferences and perhaps future training for remote offices via video.

Fiscal Year 2018 Budget Request

The Office of Compliance is requesting a total of $235,000 for non-personnel services for FY 2018 for the OC Systems Program. This total reflects an analysis of the requirements to perform basic functions and changes in requirements.

Awards and Settlements Appropriation

Section 415 of the Act established "an account of the Office in the Treasury of the United States for the payment of awards and settlements . . . under this Act," and further authorized to be appropriated "such sums as may be necessary to pay such awards and settlements." Section 415 stipulated that awards and settlements under the Act can only be paid from that account, which is to be separate from the operating expenses account of the Office of Compliance established under section 305 of the Act. The Executive Director approves all such awards and settlements.

In FY 2016, a total of $588,049 was awarded and disbursed under 15 settlements made under section 415 of the CAA. To date in FY 2017, 4 settlements have been awarded totaling $227,642.

Settlements by Fiscal Year

Fiscal Year	Number of Settlements*	Total $ Amount
1997	6	$39,429
1998	16	$103,180
1999	6	$72,350
2000	15	$45,638
2001	7	$121,400
2002	10	$3,974,077
2003	11	$720,071
2004	15	$388,209
2005	14	$909,872
2006	18	$849,529
2007	25	$4,053,274
2008	10	$875,317
2009	13	$831,360
2010	9	$246,271
2011	16	$437,465
2012	12	$426,539
2013	14	$334,823
2014	11	$806,450
2015	13	$482,797
2016	15	$588,049
2017	4**	$227,642**

***Monetary settlements could resolve multiple claims**
****As of 2/21/2017**

Congressional Budget Office

The Congressional Budget Office's Request for Appropriations for Fiscal Year 2018

March 2017

CONGRESS OF THE UNITED STATES

Contents

Overview of CBO's Budget Request for 2018 1

- Moving the Data Center 1
- Maintaining Other Existing Operations 1
- Expanding Analytical Capacity 1

CBO's Budget Request and Its Consequences for Staffing and Output 2

- Funding Request for Personnel Costs and Consequences for Staffing 2
- Funding Request for Nonpersonnel Costs 2
- Consequences for Output 2

How Additional Funding Could Expand CBO's Analytical Capacity 3

- Analysis of Federal Health Care Spending 3
- Analysis of Appropriations 4
- Dynamic Analysis 4
- Access to Data 5

CBO's Role in Support of the Congress 5

Information Provided to the Congress in 2016 6

- Formal Cost Estimates and Mandate Statements 6
- Informal Cost Estimates 6
- Scorekeeping Tabulations 7
- Analytic Reports and Working Papers 7
- Files of Data Underlying Reports 9
- Budget Options 9
- Other Publications 9

Improvements in Internal Operations in 2016 10

CBO's Goals for 2017 and 2018 11

- Continuing to Provide the Congress With Budget and Economic Information That Is Objective, Insightful, and Timely 11
- Continuing to Present and Explain the Methodology and Results of CBO's Analyses Clearly and Pursuing Opportunities to Enhance the Transparency of the Agency's Work 13
- Continuing to Improve CBO's Internal Operations 14

Key Staffing Changes in 2016 15

- Deputy Director 15

Associate and Assistant Directors 16
Other Managers 16

Organization Charts **17**

Detailed Tables **22**

Detailed Object Class Analysis **26**
Basis for CBO's Budget Estimates—Personnel Costs 26
Basis for CBO's Budget Estimates—Nonpersonnel Costs 28

Requested Change in Administrative Provisions **31**

The Congressional Budget Office's Request for Appropriations for Fiscal Year 2018

Overview of CBO's Budget Request for 2018

The Congressional Budget Office requests appropriations of $49.9 million for fiscal year 2018. Of that amount, 89 percent would support pay and benefits; 8 percent would be for information technology (IT), including commercial data purchases; and 3 percent would go toward training, office supplies, and other items.

The requested amount represents an increase of $3.5 million, or 7.6 percent, from the $46.4 million provided to CBO for 2017 under the current continuing resolution. There are three reasons for requesting an increase: CBO must move its data center, the other costs of maintaining existing operations will be higher next year, and the agency proposes to expand its analytical capacity.

Moving the Data Center

CBO will need to spend $1.1 million in 2018 because of an unusual expense. The agency's primary data center currently resides in the House of Representatives' data center on the sixth floor of the Ford House Office Building. Because House Information Resources has decided to repurpose that facility, CBO must remove its IT equipment by January 2018. The Congress's off-site Alternate Computing Facility, which is currently CBO's backup data center, will become the agency's primary data center, and the agency will establish a new backup center at a different location.

The move is projected to result in a onetime expenditure of $1.1 million (and in recurring lease and maintenance costs in later years). About $0.2 million of the onetime cost will be incurred in fiscal year 2017, delaying other important IT projects. In 2018, a cost of $0.9 million will be incurred for moving the data center, as will a cost of $0.2 million for the delayed projects. If CBO does not receive funding for the relocation, the agency will be forced to pay for it by cutting back on the size of its staff and providing less information and analysis to the Congress.

Maintaining Other Existing Operations

CBO requests an increase of $1.6 million to fund existing operations in 2018. That amount includes $1.2 million for increases in personnel expenses, which would result from a small increase in employees' average salary and a rise in the cost of benefits. An additional $0.4 million would be used to fund nonpersonnel expenses, mainly the upgrade of several cybersecurity systems that are vital to the agency's mission but nearing the end of their life cycle and the renewal of long-term maintenance support for other major cybersecurity systems. As with the previous item, if funding is not provided, CBO will need to shrink its staff and provide less information and analysis to the Congress.

Expanding Analytical Capacity

CBO proposes to add four new analysts in 2018 and to create additional on-site capacity to use sensitive data securely. The total cost of those additions would be $0.8 million.

Adding four full-time-equivalent positions (FTEs) would cost $0.5 million for salary and benefits. The additional FTEs would be devoted to health care analysis, scorekeeping for appropriation bills, and analyzing the economic effects of federal tax and spending policies (work that would include the dynamic analysis of certain legislation, which is required by a recent budget resolution). Congressional interest remains high in modifying or replacing the Affordable Care Act and changing Medicare or Medicaid. CBO is also anticipating a larger workload associated with appropriations and is aiming to respond to requests for information more quickly. And CBO expects to further develop its capacity to conduct dynamic analysis in the coming year.

About $0.3 million would fund expansions of on-site capacity to securely use sensitive data, such as data from the Internal Revenue Service, the Social Security Administration, and other agencies. That capacity would help CBO meet growing demand from the Congress for analysis that draws on such data to understand changes in earnings, marriage, mortality, and other factors affecting benefits, tax revenues, and other parts of the federal budget. The additional resources would make access to such data speedier and more consistent, increasing the quality and timeliness of CBO's work.

CBO's Budget Request and Its Consequences for Staffing and Output

In fiscal year 2018, CBO will continue its mission of providing objective, insightful, timely, and clearly presented budgetary and economic information to the Congress. To fulfill that mission, CBO requests $49.9 million in funding—an increase of $3.5 million from the $46.4 million provided for 2017 under the current continuing resolution. The requested funds would be used for personnel costs (that is, salaries and benefits), IT, and other costs, such as training.

Funding Request for Personnel Costs and Consequences for Staffing

CBO requests $44.3 million for salary and benefits, which equals 89 percent of its funding request. Those funds would support 241 FTEs. The requested amount represents an increase of $1.7 million, or 4 percent. Of the total requested amount:

- $33.0 million would cover salaries for personnel—an increase of $1.5 million, or 5 percent, from the amount that will be spent in fiscal year 2017. The increase would cover $0.4 million in pay for four additional analysts, as well as performance-based salary increases for current staff and an across-the-board increase of 2.4 percent for employees earning less than $100,000 (if such an increase is authorized for executive branch agencies).

- $11.4 million would fund benefits for personnel—an increase of $0.2 million, or 2 percent, from the amount projected to be spent in 2017. The increase would cover a boost in the cost of federal benefits, as well as benefits for the four additional analysts.

Funding Request for Nonpersonnel Costs

CBO requests $5.6 million for costs other than personnel, which equals 11 percent of its funding request. Those funds would cover current IT operations—such as software and hardware maintenance, software development, commercial data purchases, communications, and equipment purchases—and would pay for travel, training, interagency agreements, facilities support, printing and editorial support, expert consultants, financial management auditing support, and subscriptions to library services. The requested amount represents an increase of $1.8 million, or 47 percent.

Of the increase, $1.1 million would fund two nonrecurring IT costs:

- Required relocation of CBO's data center ($908,500); and

- IT cybersecurity projects that are expected to be delayed because of the 2017 costs of that relocation ($200,000).

An additional $0.7 million of the increase would allow CBO to fund:

- The upgrade of several cybersecurity systems that are vital to the agency's mission and the renewal of long-term maintenance support for other major cybersecurity systems ($385,000, a small portion of which results from price increases for current IT contracts); and

- The costs of creating additional on-site capacity to use sensitive data securely ($315,000).

Consequences for Output

The requested amount of funding would allow CBO to provide the following estimates and other analyses to the Congress:

- More than 600 formal cost estimates, most of which will include not only estimates of federal costs but also assessments of the cost of mandates imposed on state, local, and tribal governments or the private sector;

- Thousands of preliminary, informal cost estimates, the demand for which is very high as committees seek a clear picture of the budgetary impact of proposals and variants of proposals before they formally consider legislation;

- More than 100 scorekeeping tabulations, including account-level detail for individual appropriation acts at all stages of the legislative process, as well as summary tables showing the status of discretionary appropriations (by appropriations subcommittee) and running totals on a year-to-date basis;
- About 60 analytic reports and papers—generally required by law or prepared in response to requests from the Chairmen and Ranking Members of key committees—about the outlook for the budget and the economy, major issues affecting that outlook under current law, the budgetary effects of policy proposals that could change the outlook, and a broad range of related budget and economic topics in such areas as defense policy, infrastructure, and energy policy;
- Numerous files of data documenting detailed 10-year baseline budget projections, 10-year economic projections, long-term budget projections (spanning 30 years), and other information underlying analytic reports—all of them posted on CBO's website; and
- Descriptions of policy options that would reduce budget deficits and publications that increase the transparency of CBO's work and communicate about that work graphically.

Despite high productivity by a dedicated staff, CBO expects that the anticipated volume of estimates and other analyses will fall considerably short of the number of Congressional requests. The demands on the agency remain intense. For example, the workload associated with the analysis of appropriations has risen; the Congress remains acutely interested in analyses of the Affordable Care Act and numerous proposals for further changes in federal health care programs; and the now-required dynamic analyses of how certain legislative proposals would affect the economy and how those economic effects would, in turn, affect the federal budget require complex modeling. Other issues arise frequently and create a heavy demand for analysis: Over the past year, for example, CBO analyzed legislation related to the privatization of the air traffic control system, sentencing reform, trade facilitation and the enforcement of certain trade laws, child nutrition programs, child welfare programs, and Puerto Rico's debt crisis. Analyzing the possibilities and proposals has strained the agency's resources in many areas. CBO regularly consults with committees and Congressional leadership to ensure that its resources are focused on the work that is of highest priority to the Congress.

How Additional Funding Could Expand CBO's Analytical Capacity

CBO continually strives to improve its analytical capacity. Currently, the agency is putting special emphasis on four areas: analysis of federal health care spending; analysis of appropriations; analysis of the economic effects of federal tax and spending policies, including dynamic analysis of certain legislation; and expanded access to data. The agency has already shifted some resources to bolster its work in those areas and is requesting additional funding to support such work:

- $493,700 would fund four new full-time-equivalent positions—two for analyzing health care, one for analyzing appropriations, and one for conducting dynamic analysis; and
- $315,000 would support on-site capacity to use sensitive data securely.

Analysis of Federal Health Care Spending

CBO expects that federal spending on the government's major health care programs will continue to rise substantially in relation to the size of the economy, though that expectation is subject to a considerable degree of uncertainty. Accordingly, in fiscal year 2018, the agency expects to spend a great deal of effort in projecting the costs of federal health care programs and in analyzing proposals to change those programs. Adding analysts to CBO's team would further those endeavors.

Interest in legislative proposals related to health care—on the part of committees of jurisdiction, the Congressional leadership, and the budget committees—remains very great. The enactment of the Affordable Care Act in 2010 was followed by much Congressional interest in analysis of that legislation and possible modifications to it, as well as in potential changes to Medicare or Medicaid. Such interest has increased further in 2017, as the Congress has devoted substantial time to discussing proposals to repeal and replace the act. That development has already boosted CBO's workload, and the agency anticipates that the Congress will request much more analysis of such proposals, related executive actions, and other potential changes to federal spending on health care.

In addition to responding to those immediate concerns, CBO is engaged in longer-term projects, analyzing various aspects of the health care system and enhancing its future analytical capacity to assess the effects of legislation on that system and on the federal budget. In particular, it is incorporating new data from the Census Bureau's Current Population Survey into its simulation model of health insurance coverage and reviewing and updating every aspect of that model, which forms the backbone of its budget projections and cost estimates related to federal health care spending for people younger than 65.

Analysis of Appropriations

CBO provides the Budget and Appropriations Committees in both Houses of the Congress with frequent estimates, analyses, and tabulations related to Congressional actions affecting spending and revenues. Those scorekeeping reports provide information about whether the actions are consistent with the spending and revenue levels set by budget resolutions.

The workload associated with scorekeeping has risen recently, as analysts have been asked more often to work simultaneously on combinations of continuing resolutions, individual appropriation bills, omnibus appropriation bills, and supplemental appropriation bills. Currently, two analysts in CBO's scorekeeping unit coordinate work on six of the individual appropriation bills each year, while three analysts coordinate work on the other six individual bills. Adding an analyst would help the agency manage the workload better and respond to requests for information more quickly; it also would give analysts time to be better prepared to fill in for each other, which would be especially helpful in managing the large surges in demand for their work that happen during the year. Furthermore, information could be made more easily accessible and more comprehensive, and CBO could better coordinate the analyses of related provisions in authorization bills and appropriation bills and provide more feedback to Congressional staff on the interplay among those provisions.

The scorekeeping unit also prepares an annual report about expired and expiring authorizations of appropriations. To make the basis of that report's analysis clearer, CBO intends to publish more of the supporting data and to engage more closely with the relevant Congressional committees. CBO has already begun to make those improvements, and the additional analyst would help the agency continue to make them.

Dynamic Analysis

In May 2015, the Congress adopted a concurrent resolution on the budget for fiscal year 2016 requiring CBO, to the greatest extent practicable, to incorporate macroeconomic effects into its cost estimates for major legislation approved by Congressional committees. Since then, CBO (in collaboration with the staff of the Joint Committee on Taxation) has completed several such estimates. Because macroeconomic analyses require complex modeling and a significant amount of time, they can be produced only for a small number of major proposals, and only if time allows. Adding an analyst would expand CBO's capacity to undertake such work.

CBO has devoted significant effort to developing and enhancing analytical tools that enable the agency to assess the macroeconomic effects of fiscal policies. In selected reports—as distinguished from cost estimates—CBO has provided estimates of the effects that significant changes in federal spending and tax policies would have on the overall economy. Some of those analyses have also examined how the projected changes in the economy would in turn affect the federal budget. Since May 2015, the agency has incorporated dynamic analysis of policy alternatives in its annual report on the long-term budget outlook; in its annual examination of the economic impact of the President's budget; in reports about alternative budgetary paths; and in reports on the macroeconomic effects of federal investment, of repealing the Affordable Care Act, and of eliminating automatic reductions to discretionary spending caps. In *The 2016 Long-Term Budget Outlook*, all of CBO's baseline projections beyond 2026 incorporated, for the first time, the macroeconomic effects of fiscal policy under current law, and the agency plans to take the same approach in *The 2017 Long-Term Budget Outlook*.

CBO expects to keep developing its capacity to conduct dynamic analysis in fiscal year 2018, so that it can effectively carry out the requirements specified in the budget resolution. Cost estimates that incorporate dynamic analysis will include all of the information typically presented in cost estimates, as well as information on the macroeconomic effects and the uncertainty surrounding those effects. To the extent possible within the available time, CBO will explain the basis for determining the budgetary impact of macroeconomic effects.

Access to Data

CBO would like to store more data—both data that analysts already use regularly and sensitive data that the agency hopes to obtain. Such on-site capacity would make access to data speedier and more consistent. The additional resources needed for secure on-site capacity would increase the quality and timeliness of CBO's work—its budget projections for the next 10 years and the long term, its cost estimates for legislative proposals, and its policy studies of issues that have significant budgetary and economic impacts. For example, expanded access to data would allow CBO to:

- Enhance its projections of educational attainment, thereby improving its projections of total factor productivity and economic growth;
- Improve its modeling of various demographic characteristics—including marriage patterns and the variation in fertility and mortality rates by socioeconomic status—which would bolster its projections of Social Security benefits and income tax receipts;
- Better its understanding of the resources available to people in retirement, which would allow the agency to expand its recent analysis of families' wealth to include Social Security income and income from defined benefit pensions; and
- Enhance its understanding of labor force participation by older people and changes in earnings inequality over time, which would improve its projections of Social Security benefits and people's behavior in claiming benefits.

CBO's Role in Support of the Congress

CBO was established under the Congressional Budget Act of 1974 to provide information that would support the Congressional budget process and help the Congress make effective budget and economic policy. CBO provides estimates and other analyses in response to requests from the Committees on the Budget, the Committees on Appropriations, the House Committee on Ways and Means, the Senate Committee on Finance, other committees, and the leadership of the House and Senate.

The agency is committed to providing information that is:

- Objective—representing not the personal opinions of CBO staff but the consensus and diversity of views of experts from around the country;
- Insightful—applying the best new evidence and innovative ideas as well as the lessons of experience;
- Timely—responding as quickly as possible to the needs of the Congress; and
- Clearly presented and explained—so that policymakers and analysts understand the basis for the agency's findings and have the opportunity to question the analysis and methods used.

In keeping with CBO's mandate to provide analysis that is objective as well as impartial, the agency makes no policy recommendations. Instead, it strives to present fully and fairly the likely consequences of alternative proposals being considered by the Congress so that lawmakers can make informed policy choices.

To fulfill its mission, CBO analyzes trends and recent developments related to the economy and the budget. It then develops baseline projections for the next 10 years and the longer term. Those baseline projections serve as neutral benchmarks for gauging the effects of spending and revenue proposals relative to what would occur if current laws generally remained unchanged. Using those benchmarks in most of its analyses, the agency does the following:

- Issues formal cost estimates for almost all bills reported by committees of the House and Senate, including estimates of the cost of intergovernmental and private-sector mandates;
- Provides informal cost estimates while legislation is being developed and while amendments are being considered by the House and Senate;
- Estimates the cost of all appropriation bills;
- Prepares analytic reports and working papers—including testimony about the outlook for the economy and the budget, examinations of the President's budget, and studies on a broad range of budgetary and economic issues;
- Posts files of data on its website documenting its baseline projections and providing other information underlying the analytic reports; and

Table 1.

Allocation of CBO Staff, January 2017

	Number of Staff
Principal Areas for Analysts	
Health	40
Education, Immigration, Income Security, Labor, and Retirement	26
National Security, Veterans' Programs, and International Affairs	23
Energy, Environment, Natural Resources, and Transportation	18
Macroeconomics	18
Taxation	16
Budget Outlook	9
Finance and Housing	9
Mandates	8
Appropriations	6
Commerce, Justice, Science, and General Government	4
Principal Types of Activities for Other Staff	
Information Technology	13
Human Resources, Financial Management, and Other Support	12
Clerical Support	8
General Management	8
Publication Services	7
Website	5
Legal Services	4
Interns	2
Total	**236**

Numbers are positions filled. Although staff are assigned to a primary type of analysis or activity in this table, they often work in many areas.

- Publishes descriptions of policy options that would reduce budget deficits, as well as information to clearly present and explain CBO's analyses.

The agency employs analysts with many types of expertise who undertake those activities in collaboration with managers and support staff. At the beginning of January 2017, 236 positions at CBO were filled, with the largest concentration in the area of health (see Table 1).

Information Provided to the Congress in 2016

As it does each year, CBO analyzed trends and recent developments related to the economy and the budget during calendar year 2016 and developed baseline projections. With those projections used as benchmarks in most of its analyses, CBO produced hundreds of formal cost estimates and mandate statements, as well as thousands of informal estimates, more than 100 scorekeeping estimates for appropriation bills, and many analytic reports, working papers, data files, budget options, and other publications (see Table 2).

Formal Cost Estimates and Mandate Statements

CBO completed 676 formal cost estimates in 2016. They generally included explanations of the components of the estimates and the estimating methodology used. The vast majority also included mandate statements, which assess whether legislation contains intergovernmental or private-sector mandates as defined in the Unfunded Mandates Reform Act and, if so, assess the magnitude of the mandates' effects on the private sector and on state, local, and tribal governments.

Informal Cost Estimates

Most of the agency's estimates are provided on a preliminary, informal basis—when legislative proposals are still at the early stages of development by committees or by the leadership of the House or Senate, for instance, or when amendments are being considered by the House and Senate. CBO provided thousands of informal cost estimates in 2016.

Table 2.

Products by the Congressional Budget Office, Calendar Years 2016 to 2018

Type of Product	2016, Actual	2017, Estimate	2018, Estimate
Formal Cost Estimates and Mandate Statements	676	650	650
Informal Cost Estimates	Thousands	Thousands	Thousands
Scorekeeping Tabulations	126	150	150
Analytic Reports and Working Papers[a]	63	80	60
Files of Data Underlying Reports[b]	68	70	70
Budget Options	121	10	120
Other Publications	16	20	20

a. Includes CBO's major recurring reports providing budget and economic projections and analyses, the *Monthly Budget Review*, reports on a broad range of topics, testimonies, answers to questions for the record following a Congressional hearing, letters to Members of Congress, and working papers providing technical descriptions of official CBO analyses or presenting independent research by CBO analysts.

b. Includes files related to baseline budget and economic projections and to analyses of the President's budget request.

Scorekeeping Tabulations

On an ongoing basis during 2016, CBO provided spending estimates with account-level detail for individual appropriation bills at all stages of the legislative process. Those tabulations totaled 126 last year. The agency also periodically provided summary tables showing the status of discretionary appropriations (by appropriations subcommittee) and running totals on a year-to-date basis.

Analytic Reports and Working Papers

In 2016, CBO produced two major reports about the budget and economic outlook (in January and August) as well as an updated one about the budget (in March), each describing its baseline projections. The agency also provided a comprehensive analysis of the long-term outlook for the federal budget—that is, the outlook over the next 30 years—which included an analysis of the economic outcomes under different budgetary paths and of the uncertainty surrounding long-term budget projections. In addition, CBO produced two analyses of the President's budgetary proposals, one of which addressed the macroeconomic effects of those proposals. Besides those major reports, CBO released its *Monthly Budget Review* at the beginning of every month. That report provides a timely analysis of the previous month's outlays and revenues and a review of budgetary developments for the fiscal year to date.

CBO published numerous other analyses in 2016, with increased emphasis on providing explanations of the agency's analytical methods in appendixes and as separate documents. Some of those analyses were published as formal reports; others were conveyed as answers to questions for the record following a Congressional hearing or as letters to Members of Congress. Still others were published as working papers, some of which provided technical descriptions of official CBO analyses and others of which presented independent research by CBO analysts. The agency also presented the results of its work in the form of testimony at Congressional hearings.

All told, the agency produced 63 analytic reports and working papers; they are arrayed by category below.

PROJECTIONS AND BUDGET ISSUES IN MAJOR RECURRING REPORTS

An Update to the Budget and Economic Outlook: 2016 to 2026 (August)

The 2016 Long-Term Budget Outlook (July)

A Macroeconomic Analysis of the President's 2017 Budget (June)

An Analysis of the President's 2017 Budget (March)

Updated Budget Projections: 2016 to 2026 (March)

The Budget and Economic Outlook: 2016 to 2026 (January)

BUDGET ISSUES

Monthly Budget Review (12 issues)

Options for Reducing the Deficit: 2017 to 2026 (December)

Answers to Questions for the Record Following a Hearing on the Oversight of the Congressional Budget Office Conducted by the Senate Committee on the Budget (November)

The Effects of Increasing Fannie Mae's and Freddie Mac's Capital (October)

CBO's Projections of Federal Receipts and Expenditures in the National Income and Product Accounts (September)

Sequestration Update Report: August 2016 (August)

CBO's Activities Under the Unfunded Mandates Reform Act (May)

Budgetary and Economic Outcomes Under Paths for Federal Revenues and Noninterest Spending Specified by Chairman Price, March 2016 (March)

Answers to Questions for the Record Following a Hearing on Unauthorized Appropriations Conducted by the Senate Budget Committee (February)

Answers to Questions for the Record Following a Hearing on the Federal Government's Responsibilities and Liabilities Under the Nuclear Waste Policy Act (February)

The Budget and Economic Outlook: 2016 to 2026 (Testimony before the House Budget Committee) (February)

Appropriations With Expired Authorizations (Testimony before the Senate Budget Committee) (February)

Explanation of CBO's Cost Estimate for H.R. 308, the Keep the Promise Act (Letter to the Honorable Trent Franks) (February)

Unauthorized Appropriations and Expiring Authorizations (January)

DISASTERS, ENERGY, AND TRANSPORTATION

Potential Increases in Hurricane Damage in the United States: Implications for the Federal Budget (June)

CBO's Approach to Estimating Expected Hurricane Damage (June)

The Outlook for U.S. Production of Shale Oil (May)

Options for Increasing Federal Income From Crude Oil and Natural Gas on Federal Lands (April)

Approaches to Making Federal Highway Spending More Productive (February)

FINANCE

Options to Improve the Financial Condition of the Pension Benefit Guaranty Corporation's Multiemployer Program (August)

The Budgetary Effects of the United States' Participation in the International Monetary Fund (June)

Report on the Troubled Asset Relief Program—March 2016 (March)

HEALTH CARE

Answers to Questions for the Record Following a Hearing by the House Committee on the Budget on CBO's Estimates of the Budgetary Effects of the Center for Medicare & Medicaid Innovation (October)

CBO's Estimates of the Budgetary Effects of the Center for Medicare & Medicaid Innovation (Testimony before the House Committee on the Budget) (September)

Projecting Hospitals' Profit Margins Under Several Illustrative Scenarios (September)

Federal Subsidies for Health Insurance Coverage for People Under Age 65: 2016 to 2026 (March)

Private Health Insurance Premiums and Federal Policy (February)

INCOME SECURITY

CBO's 2016 Long-Term Projections for Social Security: Additional Information (December)

Answers to Questions for the Record From Ranking Member Becerra Following a Hearing by the House Ways and Means Subcommittee on Social Security on Understanding Social Security's Solvency Challenge (December)

The Economic Effects of Canceling Scheduled Changes to Overtime Regulations (November)

Answers to Questions for the Record From Chairman Johnson Following a Hearing by the House Subcommittee on Social Security, Committee on Ways and Means, on the Comparison of CBO's Long-Term Projections With Those of the Social Security Trustees (November)

Comparing CBO's Long-Term Projections With Those of the Social Security Trustees (Testimony before the House Subcommittee on Social Security, Committee on Ways and Means) (September)

Trends in Family Wealth, 1989 to 2013 (August)

Social Security Disability Insurance: Participation and Spending (June)

Trends in the Joblessness and Incarceration of Young Men (May)

Spending for Means-Tested Programs in CBO's Baseline, 2016–2026 (Letter to the Honorable Tom Price) (February)

MACROECONOMIC ANALYSIS

How Preferential Trade Agreements Affect the U.S. Economy (September)

The Macroeconomic and Budgetary Effects of Federal Investment (June)

NATIONAL SECURITY

The U.S. Military's Force Structure: A Primer (July)

Scanning and Imaging Shipping Containers Overseas: Costs and Alternatives (June)

Inflation in the Costs of Building Aircraft Carriers (April)

Long-Term Implications of the 2016 Future Years Defense Program (January)

TAXES

Factors Affecting Revenue Estimates of Tax Compliance Proposals (November)

The Short-Term Effects of Tax Changes—Evidence for State Dependence (August)

The Distribution of Asset Holdings and Capital Gains (August)

The Distribution of Household Income and Federal Taxes, 2013 (June)

Files of Data Underlying Reports

CBO issued 10-year budget and economic projections in January and August and an update of the 10-year budget projections in March. An analysis of the President's budget request for fiscal year 2017 was also released in March. In July, the agency issued long-term budget projections looking 30 years ahead. In conjunction with all of those projections, CBO posted on its website (in 68 separate files) detailed data on spending and revenues and on various aspects of the economy. The agency also posted supplemental data with some of its analytic reports.

Budget Options

To help inform lawmakers about the budgetary implications of various approaches to altering federal policies, CBO issued a volume of policy options covering a broad range of issues, as well as a number of reports that included policy options in particular areas. (To devote the necessary effort to that volume, which is generally published every two years, CBO produced fewer analytic reports than it did the previous year; analysis of the options was the result of work by more than 130 people.) The agency made the 115 options in that volume and 6 from the other publications individually available in an easily accessible format on its website.

Other Publications

In addition to analytical reports and working papers, CBO prepared other publications, which increased the transparency of its work and communicated about that work graphically. For instance, CBO's blog made various types of information available simultaneously to all Members of Congress and the public, including answers to some questions that the agency received from the Congress, explanations of how CBO conducts certain analyses, and indications of additional research that would be particularly helpful. To explain how CBO conducts its work and allocates its resources, the agency provided testimony about its operations and its funding request. And to make CBO's projections and the composition of the federal budget easier to understand, the agency published a set of infographics and slide decks.

Sixteen such publications are listed below. CBO also published information on its website in various other forms. For instance, the blog included excerpts from reports highlighting key issues, and 42 presentations, most of them drawn from published analyses, were posted on the website.

BLOG POSTS INCREASING TRANSPARENCY

Challenges in Estimating the Number of People With Nongroup Health Insurance Coverage Under Proposals for Refundable Tax Credits (December)

How Does CBO Define and Estimate Health Insurance Coverage for People Under Age 65? (December)

CBO's Analysis of Financial Pressures Facing Hospitals Identifies Need for Additional Research on Hospitals' Productivity and Responses (September)

INFORMATION ABOUT CBO'S OPERATIONS

Testimony on the Congressional Budget Office's Work Since May 2015 and Plans for the Future (Testimony before the Senate Committee on the Budget) (September)

Glossary (July)

The Congressional Budget Office's Work in 2015: A Report to the Congress (April)

Statement for the Record Regarding CBO's Appropriation Request for Fiscal Year 2017 (Testimony before the Subcommittee on the Legislative Branch, House Committee on Appropriations) (March)

Testimony on CBO's Appropriation Request for Fiscal Year 2017 (Testimony before the Subcommittee on the Legislative Branch, Senate Committee on Appropriations) (March)

INFOGRAPHICS

The 2016 Long-Term Budget Outlook (July)

Revenues in 2015 (January)

Discretionary Spending in 2015 (January)

Mandatory Spending in 2015 (January)

The Federal Budget in 2015 (January)

SLIDE DECKS

The 2016 Long-Term Budget Outlook in 22 Slides (July)

The Economic Outlook for 2016 to 2026 in 17 Slides (February)

The Budget Outlook for 2016 to 2026 in 19 Slides (February)

Improvements in Internal Operations in 2016

In 2016, CBO continued to focus on staff development and internal communication. The agency conducted its biennial employee satisfaction survey to assess the needs of its staff and identify ways to improve employees' satisfaction and CBO's productivity. The results indicated that the agency has been successful at developing employees' skills and also suggested ways to improve internal communication. CBO is incorporating those results into its management goals.

To ensure that staff members stay current on topics of importance to CBO's work for the Congress, the agency hosted presentations by a broad range of outside researchers and other experts, and staff members participated in numerous seminars to share information on their analyses, data, and estimating techniques. CBO also sustained its emphasis on training. The agency funded participation in conferences of researchers, practitioners, and government employees on various economic and policy topics, as well as training in analytic tools and various skills. CBO continued to emphasize the need to clearly communicate the results of analyses, providing courses on writing analytic reports. And the agency developed a set of multimedia resources to help staff improve their public speaking skills.

CBO implemented numerous improvements to its IT infrastructure and practices last year. Among other advances, CBO:

- Improved its ability to monitor, and counter in advance, potential cyberthreats around the clock and to assess and fix potential vulnerabilities on an ongoing basis;
- Installed a new desktop backup system that is much more effective than its predecessor, ensuring that desktop computers are reliably backed up daily and that their data can be recovered if necessary;
- Continued to upgrade network switches and connectivity to increase the speed of data transfers and

communications within the agency's offices in the Ford House Office Building and between that location and the agency's off-site Alternate Computing Facility, in order to facilitate the backup of systems and to improve the process of recovering from disasters;

- Continued to migrate the agency's email to a cloud-based system, reducing the need for on-site equipment and the risks associated with recovering from disasters; and
- Continued to improve remote access and teleworking capabilities, covering the entire CBO workforce.

CBO continually strives to make its work more easily accessible on its public website and on its social media platforms. In 2016, CBO:

- Launched a new, mobile-friendly website and redesigned the home page accordingly;
- Developed and implemented a formal method for getting feedback about the website from Congressional staff and other users;
- Made enhancements to the website on the basis of that feedback, improving users' experience;
- Created an online search tool for intergovernmental and private-sector mandates that CBO identifies in bills and public laws, replacing a printed report that had been published annually;
- Developed a new web page for budget and economic data to make it easier for users to find those data;
- Created a new web page that is a one-stop shop for tables of CBO's baseline projections;
- Developed a digital version of *Options for Reducing the Deficit: 2017 to 2026*, making the options described in that publication searchable;
- Added a new web page containing the agendas of past meetings of CBO's Panel of Economic Advisers and Panel of Health Advisers, to bolster transparency; and
- Launched a redesigned web page for members of the press.

In addition to making use of the website, people interested in CBO's work can read the agency's blog, follow CBO on Twitter and SlideShare (a presentation-hosting service), monitor the agency's YouTube channel, or sign up for RSS (really simple syndication) feeds or email alerts.

In 2016, CBO redesigned its web page listing job opportunities to make it more user-friendly and added a new page about diversity and inclusion. Parts of its intranet were also revamped to allow easier use.

The agency continued to encourage small businesses to participate in its procurements by making a point of including them in its requests for price quotes and in its market research and, before making an award, by having each prospective contractor identify its type of business and its size. As a result of those efforts, CBO awarded 157 contracts and purchase orders to small businesses in fiscal year 2016. Of those contracts and purchase orders, 9 went to minority-owned businesses, 33 to women-owned businesses, and 3 to a business owned by a minority woman.

CBO's Goals for 2017 and 2018

In carrying out its mission of serving the Congress during 2017 and 2018, CBO will focus on meeting three goals:

- Continuing to provide the Congress with budget and economic information that is objective, insightful, and timely;
- Continuing to present and explain the methodology and results of CBO's analyses clearly and pursuing opportunities to enhance the transparency of the agency's work; and
- Continuing to improve CBO's internal operations.

Continuing to Provide the Congress With Budget and Economic Information That Is Objective, Insightful, and Timely

In 2017 and 2018, CBO will continue to provide estimates and other analyses to assist the Congress in making budget and economic policy. As it has throughout its history, the agency will ensure that its work is objective, insightful, and timely; moreover, the agency will make no policy recommendations but will strive to present fully and fairly the likely consequences of alternative policy proposals.

Many of CBO's products are specified by statute—for instance, the annual report on the outlook for the budget and the economy and cost estimates for bills reported by committees. The rest of CBO's analyses address issues being considered by the Congress, provide background information on budgetary and economic conditions that are relevant for the consideration of legislation, or explain the tools that the agency uses in making projections and estimates. Accordingly, the specific projects that CBO undertakes this year and next will depend on budgetary and economic developments and on requests from Congressional committees and leadership. CBO regularly consults with Members and staff about what topics and types of analyses would be most valuable to the Congress, and the agency responds as rapidly as possible to shifts in Congressional interest.

The analyses requested by the Congress often involve new and complex issues, and the context for recurring issues is constantly changing. CBO expends substantial resources to understand those issues and estimate the impact of policy proposals. Many of CBO's analyses involve assembling evidence from numerous sources, synthesizing the implications of that evidence, and building models to quantify effects of specific proposals and variations of them. To be ready to provide timely responses to requests, the agency makes ongoing investments in that process. For example, the agency is now in the process of updating and refining its models for analyzing potential changes to Medicare.

CBO's products in 2017 and 2018 will fall into the same broad categories as in 2016:

FORMAL COST ESTIMATES AND MANDATE STATEMENTS

CBO will fulfill the statutory requirement to provide estimates of the cost of bills reported by committees. Most of those cost estimates will include estimates of the effects of intergovernmental and private-sector mandates.

INFORMAL COST ESTIMATES

CBO will prepare cost estimates at other stages of the legislative process. Most will be estimates to aid in the development of legislative proposals and estimates of the costs of amendments to bills.

SCOREKEEPING TABULATIONS

CBO will estimate the budgetary impact of appropriation bills and provide regular status reports on discretionary appropriations and on the direct spending and revenue effects of legislation.

ANALYTIC REPORTS AND WORKING PAPERS

CBO will produce comprehensive reports on the outlook for the budget and the economy, describing in detail the baseline budget and economic projections and the basis for them. In addition, the agency will estimate the effects of the President's budgetary proposals on the budget and the economy, including the implications of those economic effects for the budget.

CBO will also report on the long-term budget outlook, examining the pressures facing Social Security, Medicare, Medicaid, and other parts of the federal budget over the coming decades as a result of the aging of the population, expansions of federal programs, and growth in the cost of health care per person. The agency will continue to enhance its analysis of the economic implications of long-term budgetary imbalances and of alternative ways of addressing those imbalances.

CBO will provide in-depth analyses of budget and economic issues, responding to the interests and concerns of Congressional committees and leadership. Those analyses will span broad budget issues and an array of other topics, including health care, income security, education, macroeconomic conditions and problems, financial markets, credit programs, taxes, national security, energy, the environment, and infrastructure.

FILES OF DATA UNDERLYING REPORTS

CBO will release files of detailed data underlying the agency's 10-year budget and economic projections. In the past, CBO has generally released two sets of projections, first in January and then in August, as well as updated 10-year budget projections in March and a detailed set of long-term budget projections at some point during the year. In addition to the projections of budgetary amounts and key economic indicators, the data will include information used in the development of those projections, such as cost-of-living adjustments to various benefits, prices of crops covered by farm programs, and so on. Files of data underlying CBO's analyses of the President's budget proposals will also be released, as will files of data related to other analytic reports.

BUDGET OPTIONS AND OTHER PUBLICATIONS

CBO will publish another volume by the end of 2018 in its series examining options to reduce budget deficits.

Other publications, including blog posts and graphics, will help make CBO's work more transparent and provide data visualization.

Continuing to Present and Explain the Methodology and Results of CBO's Analyses Clearly and Pursuing Opportunities to Enhance the Transparency of the Agency's Work

CBO works hard to make its analysis transparent. To begin with, CBO's publications go well beyond simply presenting results; instead, the agency explains the basis of its findings so that Members of Congress, their staff, and outside analysts can understand the results and the methodologies used. In particular, although much of the work that CBO does is extremely technical in nature, the agency devotes substantial time and energy to presenting the work as clearly and nontechnically as possible. It continually seeks feedback about those efforts in order to ensure their effectiveness.

CBO also seeks extensive external review of the agency's analytic reports before they are released and of the methodologies on which its products are based. In the coming two years, input from outside experts and extensive external review will remain an important component of transparency:

- CBO will continue to solicit external professional review of its work so that the agency's analyses reflect both the consensus and diversity of views of experts from around the country.
- The agency's cost estimates will often draw on consultation with outside experts.
- CBO's Panel of Economic Advisers will meet twice a year to provide input on the agency's latest economic forecast and other issues, and CBO's Panel of Health Advisers will meet to discuss key issues affecting the agency's baseline projections and analyses of proposals and examine new research in health care and health care financing. CBO will also regularly consult with those distinguished experts and other experts for guidance on the agency's work on a broad range of topics.

CBO aims to clearly present the evidence underlying its analyses and the way that the agency assesses that evidence. To that end, CBO's documents and related information will aim to go well beyond presentations of results:

- Formal cost estimates will describe their basis—that is, the information that CBO collected and how that information was used in constructing the estimates.
- The agency will document and explain the revisions to its budget projections in each successive baseline, and it will report on the accuracy of its projections. CBO released an assessment of the accuracy of its revenue projections in November 2015 and within the next year will do so for its spending projections and its economic forecasts.
- The agency will publish supplemental data and other technical information with some of its key reports.
- Many of CBO's reports will provide substantial discussions of the relevant research literature and CBO's modeling approaches—in the text, in separate boxes, or in appendixes.
- CBO will increase public documentation of its most significant modeling efforts—by publishing background reports and working papers providing details about its analyses for nonexperts and technical descriptions for experts. In particular, the agency will publish working papers explaining its updated and enhanced model of the health insurance system and the models used in CBO's macroeconomic analysis.

And the agency will promote transparency by providing broad access:

- When CBO completes a budget or economic projection, a cost estimate for a public piece of legislation, or another type of analysis, it will make the results of that analysis available immediately to all Members of Congress, their staff, and the public.
- CBO's analysts will regularly explain details underlying the agency's estimates and other analyses to interested Congressional staff.
- CBO will regularly update pages on its website about the status of appropriations, methods for analyzing health insurance coverage, and dynamic analysis to make its work in those areas easier to find.
- To promote discussion among experts in the field, CBO's analysts will present their work—including descriptions of their modeling approaches—in working papers and at professional conferences.

Examples from CBO's past work illustrate other aspects of the agency's commitment to transparency. For instance, CBO has supplemented reports about the budgetary effects of health insurance subsidies and hurricane damage with working papers detailing, respectively, the agency's approach to estimating the effects of the Affordable Care Act on the labor market and its approach to estimating expected hurricane damage. CBO has also explained how it assesses the budgetary effects of the United States' participation in the International Monetary Fund; why it projects that the nation's actual output will be below potential output, on average; how it models cost growth in the construction of new ships and other new weapon systems; and how it models the costs of detecting dangerous cargo in shipping containers.

In addition, CBO undertakes and publishes analyses of the sensitivity of its estimates to key parameters. For example, CBO's analyses of the economic effects of fiscal policies include alternative estimates that would apply if various effects were stronger or weaker than expected—such as the amount of short-term restraint provided by higher taxes or lower government spending or the response of the labor supply to changes in tax rates. Similarly, an analysis of employment-based health insurance under the Affordable Care Act showed how the results would vary if employers' and employees' responses to that act differed from the agency's expectations.

The agency often responds to questions from Members of Congress about the methods used in its analyses. CBO's analysts spend a great deal of time meeting with interested Members of Congress and their staff to explain the details underlying cost estimates and reports. In its blog, CBO also highlights answers to questions that have frequently been raised by Members, sometimes explaining what the limitations of its analyses are and how new data and results from well-designed studies could help the agency better predict the potential effects of legislative proposals.

Even though CBO devotes substantial time and energy to presenting its work as clearly and nontechnically as possible, the pace of Congressional action often requires the agency to produce analyses quickly. So the amount of explanation that can be provided when an estimate or analytic report is released is sometimes limited by the time available. And because the overall demand for CBO's work is high and its resources are constrained, the agency needs to balance requests to explain more about finished analyses with requests for new analyses and with its other responsibilities, such as regularly updating its baseline budget and economic projections.

Continuing to Improve CBO's Internal Operations

In addition to focusing directly on serving the Congress, CBO devotes resources to attracting and retaining talented people, developing their skills, and providing the support services and other infrastructure needed to help them be as productive as possible.

RETAINING AND DEVELOPING CBO'S STAFF

CBO faces considerable competition in attracting and retaining highly educated and skilled employees. More than two-thirds of CBO's staff consists of economists and budget analysts, and CBO also requires managers with the technical skills to lead and manage those employees' work. Talented economists and analysts are highly sought by other government agencies, private analytic organizations, and other private companies. Some of CBO's economists and budget analysts could earn significantly more compensation working in the executive branch, and many could do so working in the private sector.

To evaluate the competitive market for its employees, CBO routinely compares their salaries with those of employees with similar backgrounds at organizations with which CBO competes. Those organizations include other government agencies, such as OMB, the Office of Management and Budget; GAO, the Government Accountability Office; FDIC, the Federal Deposit Insurance Corporation; and the Federal Reserve. They also include academic institutions and private companies.

The compensation gap between CBO and other federal agencies has become substantial. For instance, last year, the Federal Reserve paid about $35,000 more than CBO could offer to people who had recently received their Ph.D. Among economists with doctorates who work in the federal government (excluding the Federal Reserve), about one-third earn more than $160,000; CBO's highest-paid analysts earn $163,000.

The compensation gap is of particular concern with regard to managers. CBO's managers require technical skills and expertise to manage the complex economic and budget work of the agency's analysts. When recruiting top-notch managers from other agencies, CBO is routinely unable to match the salaries being paid by those agencies. Many competitors for managerial talent, including OMB, the Treasury, the Department of Health and Human Services, and GAO, can pay more than CBO does; those four are authorized to pay managers up to $187,000 in 2017, whereas CBO can pay its managers no more than about $172,000. The FDIC can pay managers and technical experts, including financial economists, up to $282,117 in 2017.

Academia is another strong competitor for economists. Several of CBO's senior staff over the years have been former faculty members, and CBO regularly seeks to hire people who have just received their Ph.D. and loses many strong candidates to positions in academia. Over the past three years, more than 60 percent of those to whom CBO has made offers have chosen to take an academic position instead. Compensation is an important factor in that decision; since 2000, pay for economists in academia has increased substantially, whereas the maximum salary that CBO can offer, adjusted for inflation, has fallen.

To help close the compensation gap, CBO is requesting enactment of a provision that would allow the Director to establish senior-level positions, comparable to those in many other agencies, for which the rate of pay could be up to the rate for level II of the Executive Schedule (currently $187,000).

To attract and retain talented employees, CBO also relies heavily on the nonmonetary rewards of working at the agency. Fortunately, the appeal of the agency's mission to provide objective analyses, the intellectual challenges, the open and collaborative culture that the agency has maintained since its founding, and the satisfaction of public service have enabled CBO to build a dedicated and skilled workforce. However, with the current limits on the salaries that CBO can pay in the competitive markets for economists, budget analysts, and other professionals, retaining strong performers will be difficult over the long term. Compounding the problem is that the agency is seeing an increase in the retirement of experienced staff.

In addition to its role in improving work products, staff development plays an important part in retaining staff. For both purposes, the agency will continue to fund professional development, IT training, and efforts to improve communication skills. Of course, to remain fiscally prudent, CBO will develop employees' skills by means of internal resources and those of sister agencies to the extent possible.

MAINTAINING AND IMPROVING TECHNOLOGICAL INFRASTRUCTURE

CBO continually works to maintain and improve its technological infrastructure. In 2017 and 2018, CBO plans to:

- Move its data center from the Ford House Office Building to primary and secondary locations;
- Improve the agency's ability to assess, detect, remedy, and recover from internal and external cyberthreats by upgrading, replacing, and adding certain software and systems and by testing the systems' capabilities to withstand attacks via the network or malicious email; and
- Acquire new hardware, software, and systems to support providing staff with "virtual desktops," which are more cost-effective in the long run than physical desktops, allow for greater mobility, and are easier to maintain.

Key Staffing Changes in 2016

CBO made seven key staffing changes in 2016.

Deputy Director

Mark Hadley was appointed CBO's Deputy Director in June 2016. Before then, he was CBO's General Counsel for nearly 8 years. In that capacity, he oversaw the agency's legal work, ethics program, and acquisitions. He had advanced from the post of Deputy General Counsel. Before that, Mr. Hadley was a transactional lawyer with Jones Day, a large international law firm, where he specialized in structured finance and derivatives. Prior to his legal career, he was an associate analyst at CBO for 5 years—during which time his areas of responsibility were aviation, deposit insurance, and commerce—and a financial specialist with the Small Business Administration. Mr. Hadley has a master's degree in public affairs from the Robert M. La Follette School of Public Affairs at the University of Wisconsin and a J.D. (with high honors) from The George Washington University Law School.

Associate and Assistant Directors

Wendy Edelberg became an Associate Director for Economic Analysis in January 2016, having served as the Assistant Director for Macroeconomic Analysis for almost 5 years. Just before coming to CBO in 2011, she was the executive director of the Financial Crisis

Inquiry Commission, which released its report on the causes of the financial crisis in January 2011. Previously, Dr. Edelberg worked on issues related to macroeconomics, housing, and consumer spending at the President's Council of Economic Advisers during two administrations. Before that, she worked on those same issues at the Federal Reserve Board. She received a Ph.D. in economics and an M.B.A. from the University of Chicago, and a B.A. from Columbia University.

John McClelland became the Assistant Director for Tax Analysis in August 2016 after 18 years at the Department of the Treasury. At that agency, he most recently was Special Assistant to the Director of the Office of Tax Analysis (OTA). Before that, at OTA, Dr. McClelland was the Director of Revenue Estimating; in that role, he was responsible for the Administration's estimates of the revenue consequences of all tax proposals. Over the course of his tenure at OTA, Dr. McClelland worked on a variety of topics in taxation, with a particular focus on business taxes and the consequences of potential reforms. Earlier in his time at the Treasury Department, he was the analyst responsible for the forecasts of revenues from the corporate income tax and a variety of excise taxes. Dr. McClelland received his doctorate in economics from the University of Maryland, College Park. He received his bachelor's degree in economics, mathematics, and environmental studies from Bowdoin College.

David Weaver joined CBO in October 2016 as the Assistant Director for Health, Retirement, and Long-Term Analysis after serving for more than 20 years at the Social Security Administration (SSA). During his tenure at SSA, he conducted and supervised research and policy analysis on Social Security's retirement, survivors, and disability programs. Most recently at SSA, he was the Associate Commissioner for Research, Demonstration, and Employment Support. Previously, as Deputy Associate Commissioner for Retirement Policy at SSA, Dr. Weaver headed a group conducting research on retirement and other income support programs. In that role, he led efforts to improve the agency's microsimulation model for analyzing policy proposals and directed and reviewed numerous scholarly articles by research staff on federal programs that provide income support. Dr. Weaver received his Ph.D. in economics from Duke University and his B.A. in economics from Furman University.

Jeffrey Werling joined CBO in January 2016 as Assistant Director for Macroeconomic Analysis. Before coming to the agency, he was the Director of Inforum, a research unit within the Department of Economics at the University of Maryland, College Park. There, he served as the principal investigator for projects concerning economic forecasts, infrastructure investment, health care, fiscal policy, port disruptions, immigration, and exchange rate fluctuations. For more than a decade, he contributed to the *Blue Chip* and other consensus economic forecasts. Previously, Dr. Werling held positions as an international and industry economist with the National Electrical Manufacturers Association, the Manufacturers Alliance for Productivity and Innovation, and Wharton Econometric Forecasting Associates (now Global Insight). He received an M.A. and a Ph.D. in economics from the University of Maryland and a B.S. in mineral economics from the Pennsylvania State University.

Other Managers

T.J. McGrath became CBO's General Counsel in November 2016. Before then, she was CBO's Deputy General Counsel for nearly 8 years. Prior to coming to CBO, she was an Associate General Counsel for TRICARE Management Activity (now the Defense Health Agency), where she analyzed current law, advised the agency about new legislative initiatives, served as the Senior Ethics Attorney, and oversaw the administration of the appeals and hearings process for TRICARE. Ms. McGrath served on active duty as a Judge Advocate in the United States Air Force for more than 12 years and is a Colonel in the Air Force Reserve. She has a J.D., cum laude, from the John Marshall Law School in Chicago and a bachelor's degree in communications from the University of Colorado at Colorado Springs.

Adam Wilson became chief of the Scorekeeping Unit in March 2016 after working at CBO for almost 5 years. Before coming to the agency, he worked at the Joint Economic Committee and with the House Appropriations Committee. Mr. Wilson has a master's degree in public policy from the University of Michigan and a bachelor's degree in mathematical economics from Haverford College.

Organization Charts

Figures 1 through 9 show CBO's organizational structure and list the names of all of CBO's managers.

Figure 1.

Organization Chart—Entire Agency

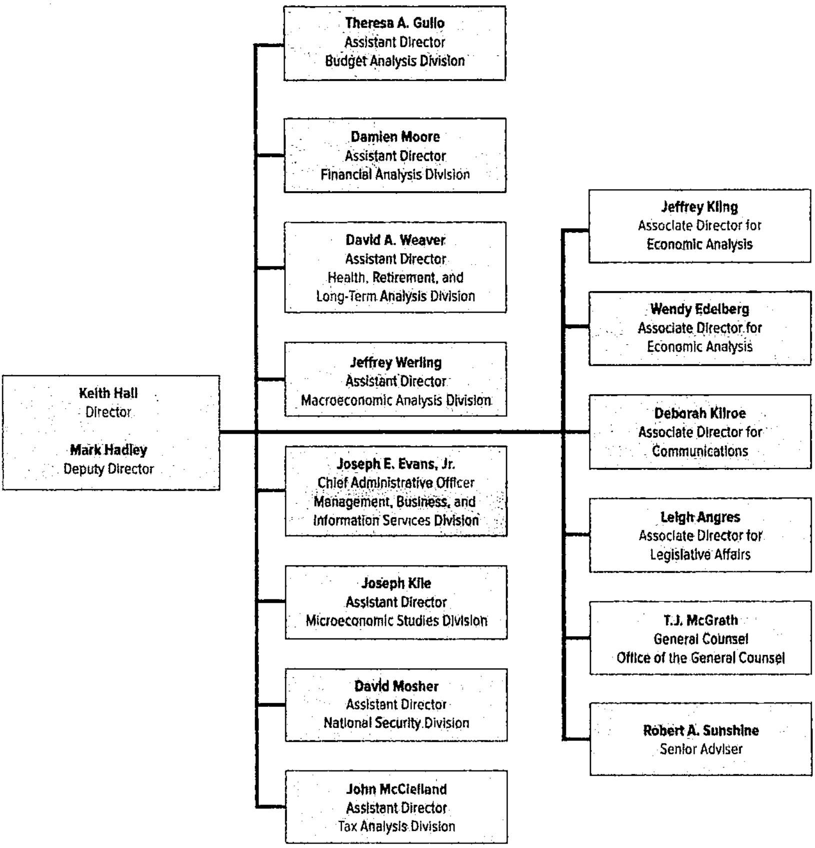

Keith Hall
Director
Mark Hadley
Deputy Director
Theresa A. Gullo
Assistant Director
Budget Analysis Division
Damien Moore
Assistant Director
Financial Analysis Division
David A. Weaver
Assistant Director
Health, Retirement, and Long-Term Analysis Division
Jeffrey Werling
Assistant Director
Macroeconomic Analysis Division
Joseph E. Evans, Jr.
Chief Administrative Officer
Management, Business, and Information Services Division
Joseph Kile
Assistant Director
Microeconomic Studies Division
David Mosher
Assistant Director
National Security Division
John McClelland
Assistant Director
Tax Analysis Division
Jeffrey Kling
Associate Director for Economic Analysis
Wendy Edelberg
Associate Director for Economic Analysis
Deborah Kilroe
Associate Director for Communications
Leigh Angres
Associate Director for Legislative Affairs
T.J. McGrath
General Counsel
Office of the General Counsel
Robert A. Sunshine
Senior Adviser

Figure 2.

Organization Chart—Budget Analysis Division

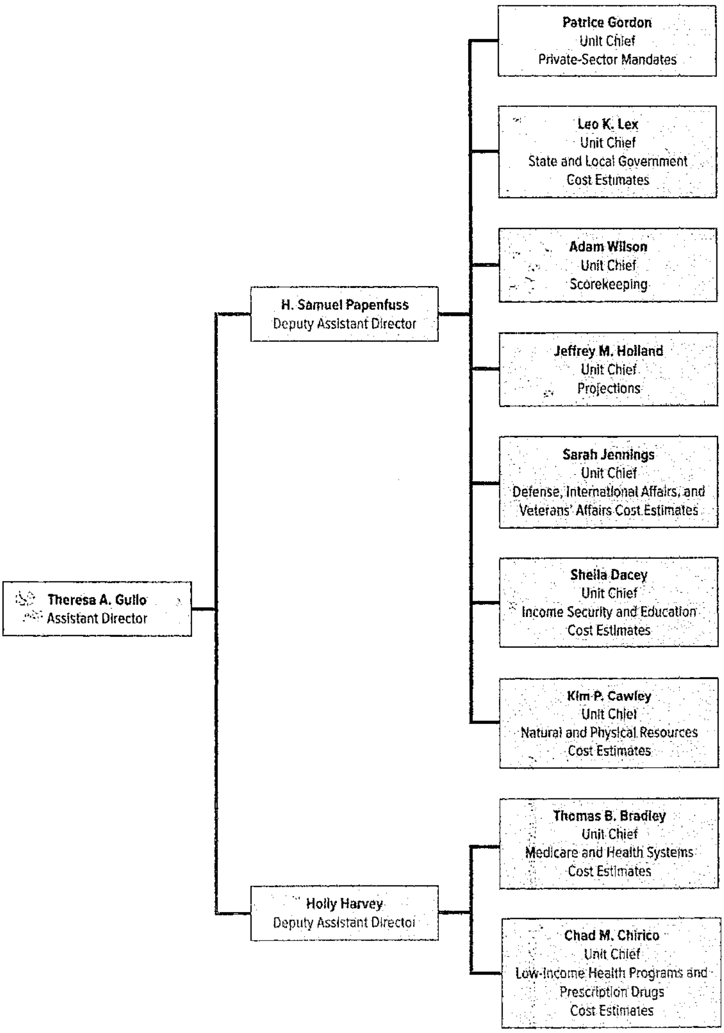

Theresa A. Gullo
Assistant Director
H. Samuel Papenfuss
Deputy Assistant Director
Holly Harvey
Deputy Assistant Director
Patrice Gordon
Unit Chief
Private-Sector Mandates
Leo K. Lex
Unit Chief
State and Local Government
Cost Estimates
Adam Wilson
Unit Chief
Scorekeeping
Jeffrey M. Holland
Unit Chief
Projections
Sarah Jennings
Unit Chief
Defense, International Affairs, and
Veterans' Affairs Cost Estimates
Sheila Dacey
Unit Chief
Income Security and Education
Cost Estimates
Kim P. Cawley
Unit Chief
Natural and Physical Resources
Cost Estimates
Thomas B. Bradley
Unit Chief
Medicare and Health Systems
Cost Estimates
Chad M. Chirico
Unit Chief
Low-Income Health Programs and
Prescription Drugs
Cost Estimates

Figure 3.

Organization Chart—Financial Analysis Division

Damien Moore
Assistant Director

Figure 4.

Organization Chart—Health, Retirement, and Long-Term Analysis Division

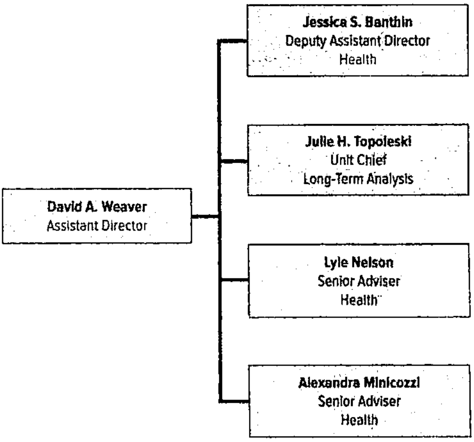

David A. Weaver
Assistant Director
Jessica S. Banthin
Deputy Assistant Director
Health
Julie H. Topoleski
Unit Chief
Long-Term Analysis
Lyle Nelson
Senior Adviser
Health
Alexandra Minicozzi
Senior Adviser
Health

Figure 5.

Organization Chart—Macroeconomic Analysis Division

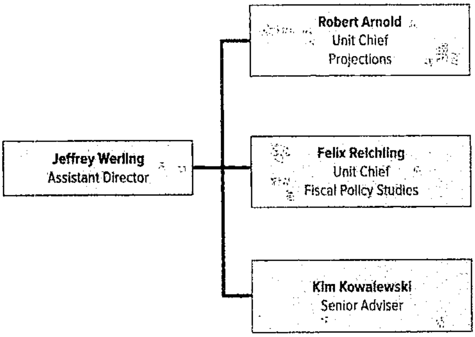

Jeffrey Werling
Assistant Director
Robert Arnold
Unit Chief
Projections
Felix Reichling
Unit Chief
Fiscal Policy Studies
Kim Kowalewski
Senior Adviser

Figure 6.

Organization Chart—Management, Business, and Information Services Division

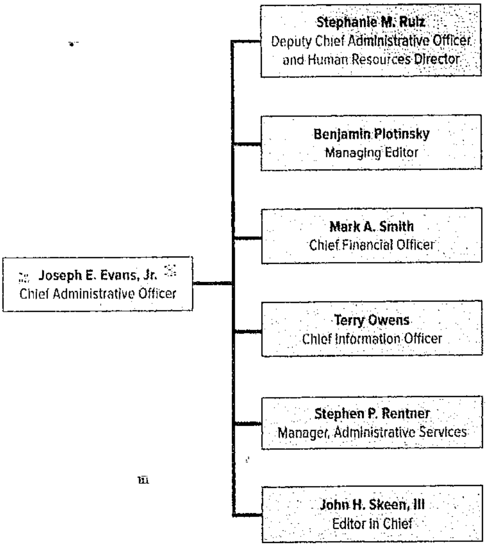

Joseph E. Evans, Jr.
Chief Administrative Officer
Stephanie M. Ruiz
Deputy Chief Administrative Officer and Human Resources Director
Benjamin Plotinsky
Managing Editor
Mark A. Smith
Chief Financial Officer
Terry Owens
Chief Information Officer
Stephen P. Rentner
Manager, Administrative Services
John H. Skeen, III
Editor in Chief

Figure 7.

Organization Chart—Microeconomic Studies Division

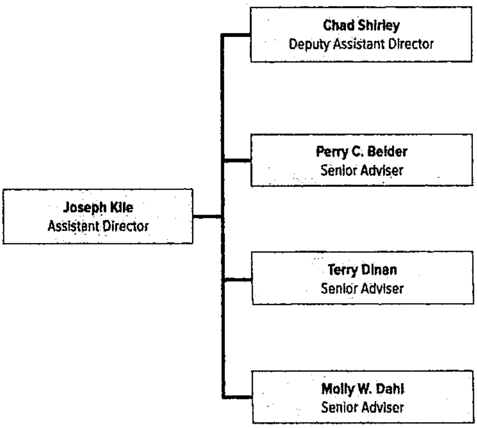

Chad Shirley
Deputy Assistant Director
Perry C. Beider
Senior Adviser
Joseph Kile
Assistant Director
Terry Dinan
Senior Adviser
Molly W. Dahl
Senior Adviser

Figure 8.

Organization Chart—National Security Division

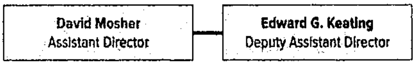
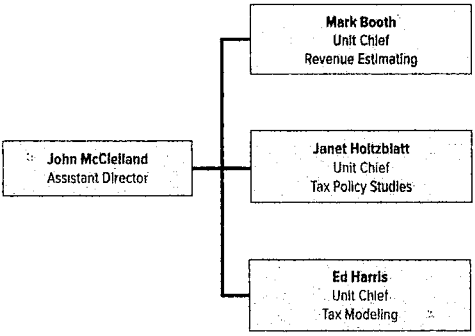

David Mosher
Assistant Director
Edward G. Keating
Deputy Assistant Director

Figure 9.

Organization Chart—Tax Analysis Division


Mark Booth
Unit Chief
Revenue Estimating
John McClelland
Assistant Director
Janet Holtzblatt
Unit Chief
Tax Policy Studies
Ed Harris
Unit Chief
Tax Modeling

Detailed Tables

Tables 3 through 9 provide a detailed breakdown of CBO's past budgets and requested appropriations for fiscal year 2018.

Table 3.

Summary of Salaries and Expenses Appropriation, by Organizational Unit

Thousands of Dollars

	Fiscal Year 2016, Actual		Fiscal Year 2017, CR With Rescission		Fiscal Year 2018, Request		Change From FY 2017 to FY 2018		
								Funding	
Organizational Unit	**FTEs**	**Funding**	**FTEs**	**Funding**	**FTEs**	**Funding**	**FTEs**	**Amount**	**Percentage**
Office of the Director[a]	16	3,085	17	3,297	17	3,370	0	73	2.2
Budget Analysis	81	14,485	82	14,858	84	15,580	2	722	4.9
Macroeconomic Analysis	19	3,495	19	3,513	20	3,780	1	267	7.6
Financial Analysis	7	1,268	7	1,282	7	1,312	0	30	2.3
Tax Analysis	16	2,866	17	3,078	17	3,152	0	74	2.4
Health, Retirement, and Long-Term Analysis	28	5,027	31	5,622	32	5,940	1	318	5.7
Microeconomic Studies	17	3,048	17	3,082	17	3,255	0	173	5.6
National Security	14	2,510	13	2,360	13	2,417	0	57	2.4
Management, Business, and Information Services	35	10,636	34	9,320	34	11,139	0	1,819	19.5
Total	**233**	**46,420**	**237**	**46,412**	**241**	**49,945**	**4**	**3,533**	**7.6**

CR = continuing resolution; FTE = full-time-equivalent position; FY = fiscal year.

a. Includes the Office of Communications and the Office of the General Counsel.

Table 4.

Summary of Salaries and Expenses Appropriation, by Object Class

Thousands of Dollars

					Change From FY 2017 to FY 2018	
Object Class	**CBO Activities**	**Fiscal Year 2016, Actual**	**Fiscal Year 2017, CR With Rescission**	**Fiscal Year 2018, Request**	**Amount**	**Percentage**
11.1	Full-Time Permanent Positions	29,368	29,978	31,448	1,471	4.9
11.3	Other Than Full-Time Permanent	778	872	925	52	6.1
11.5	Other Personnel Compensation (Performance Awards)	560	600	600	0	0.0
11.5	Other Personnel Compensation (Overtime)	7	12	12	0	0.0
12.1	Personnel Benefits	10,807	11,147	11,353	206	1.8
	Total, Pay	41,520	42,609	44,338	1,729	4.1
21.0	Travel and Transportation of Persons	194	185	185	0	0.0
23.3	Communications, Utilities, and Miscellaneous Charges	186	238	438	200	84.0
24.0	Printing and Reproduction	19	31	31	0	0.0
25.0	Other Services	2,443	2,453	2,997	544	22.2
26.0	Supplies and Materials	423	415	420	5	1.2
31.0	Equipment	1,635	481	1,536	1,055	219.3
	Total, Nonpay	4,900	3,803	5,607	1,804	47.4
	Total	**46,420**	**46,412**	**49,945**	**3,533**	**7.6**

CR = continuing resolution; FY = fiscal year.

Table 5.

Salaries and Expenses Appropriation: Analysis of Change

	FTEs	Requested Amount (Thousands of dollars)
Funding for Fiscal Year 2017, CR With Rescission	237	46,412
Mandatory Pay and Related Costs		
Annualization of prior fiscal year personnel actions (Pay only)		414
Personnel additions (Pay only)	4	370
Fiscal year 2018 across-the-board pay adjustment (Pay only)		56
Fiscal year 2018 performance increases (Pay only)		631
Increase in other than full-time permanent		52
Personnel additions (Benefits)		124
Other personnel benefit changes		82
Total, Mandatory Pay and Related Costs		**1,729**
Price-Level Changes		
Price increases		78
Total, Price-Level Changes		**78**
Program Changes		
Increase in communications, utilities, and miscellaneous charges (Data center)		192
Increase in other services: IT system development and support (Data center)		80
Increase in equipment: hardware (Data center)		636
Subtotal, changes for data center		908
Increase in communications, utilities, and miscellaneous charges (Sensitive data project)		10
Increase in other services: miscellaneous temporary support (Sensitive data project)		140
Increase in equipment: hardware (Sensitive data project)		120
Increase in equipment: office furniture (Sensitive data project)		15
Increase in equipment: software (Sensitive data project)		30
Subtotal, changes for sensitive data project		315
Increase in other services: IT commercial data and time sharing (Cybersecurity systems)		20
Increase in other services: equipment maintenance and repair (Cybersecurity systems)		133
Increase in other services: miscellaneous temporary support (Cybersecurity systems)		10
Increase in other services: IT system development and support (Cybersecurity systems)		91
Increase in equipment: software (Cybersecurity systems)		131
Subtotal, changes for cybersecurity systems		385
Increase in other services: equipment maintenance and repair (Cybersecurity systems, delayed projects)		62
Increase in equipment: hardware (Cybersecurity systems, delayed projects)		138
Subtotal, changes for cybersecurity systems, delayed projects		200
Decrease in communications, utilities, and miscellaneous charges (Mail services)		-2
Increase in other services: training		1
Decrease in other services: payroll processing support		-2
Decrease in equipment: office furniture		-25
Increase in equipment: office equipment		10
Less: price-level increases included in program changes		-64
Subtotal, other changes		-82
Total, Program Changes		**1,726**
Net Increase or Decrease	4	3,533
Fiscal Year 2018 Request	**241**	**49,945**

CR = continuing resolution; FTE = full-time-equivalent position; IT = information technology.

Table 6.

Staffing Summary

Organizational Unit	Fiscal Year 2016 Actual Number of Employees[a]	Fiscal Year 2016 Actual FTEs[b]	Fiscal Year 2017, FTEs Under CR With Rescission[c]	Fiscal Year 2018, Requested FTEs[c]	Change in FTEs From FY 2017 to FY 2018
Office of the Director[d]	17	16	17	17	0
Budget Analysis	82	81	82	84	2
Macroeconomic Analysis	19	19	19	20	1
Financial Analysis	7	7	7	7	0
Tax Analysis	17	16	17	17	0
Health, Retirement, and Long-Term Analysis	31	28	31	32	1
Microeconomic Studies	17	17	17	17	0
National Security	14	14	13	13	0
Management, Business, and Information Services	34	35	34	34	0
Total	**238**	**233**	**237**	**241**	**4**

CR = continuing resolution; FTE = full-time-equivalent position; FY = fiscal year.

a. Number of employees at the end of the year.

b. Cumulative number of FTEs over the course of the year.

c. Based on the number of employees projected for the end of the previous year, minus projected terminations and plus projected hires for the specified year, and allowing for lag time between terminations and hires.

d. Includes the Office of Communications and the Office of the General Counsel.

Table 7.

Supplemental Data on Mandatory Pay Increases in CBO's Request

Thousands of Dollars

Category	Amount	Explanation of Calculation
Annualization of Prior Fiscal Year Personnel Actions (Pay only)	414	CBO annualized fiscal year 2017 actions to include promotions and performance-based increases for staff.
Personnel Additions (Pay only)	370	CBO added pay for four new FTEs.
Fiscal Year 2018 Across-the-Board Pay Adjustment (Pay only)	56	Funding for a projected 2.4 percent across-the-board pay increase in January 2018 for staff whose salary is less than $100,000 (if such an increase is authorized for executive branch agencies).
Fiscal Year 2018 Performance Increases (Pay only)	631	CBO uses a performance-based system to reward its employees. Such performance-based increases are based on employees' accomplishments in the previous year, as reflected in performance reviews and recommendations prepared by the Assistant Directors. The recommendation for each employee is reviewed and discussed by the Director and Deputy Director of the agency during an in-depth meeting with the employee's Assistant Director. Maintaining the ability to reward performance is essential in view of the competitive job markets for economists and budget analysts.
Increase in Other Than Full-Time Permanent	52	Funding to support a slight increase in costs for employees other than full-time permanent employees.
Personnel Additions (Benefits)	124	CBO added pay for four new FTEs.
Other Personnel Benefit Changes	82	This line item represents the estimated cost of the change in benefits associated with health insurance, life insurance, workers' compensation, and the Federal Insurance Contributions Act (FICA) tax.
Total, Mandatory Pay Increases	**1,729**	

FTE = full-time-equivalent position.

Table 8.

Supplemental Data on Price-Level Increases in CBO's Request

Thousands of Dollars

Category	Amount	Explanation of Calculation
General Inflationary Increase	78	Represents a 2.3 percent increase in nonpersonnel costs.
Total, Price-Level Increase	**78**	

An increase of 2.3 percent was applied to nonpersonnel costs to account for economywide inflation.

Table 9.

Salaries and Expenses: 10-Year Data

Thousands of Dollars, Not Adjusted for Inflation, by Fiscal Year

Object Class	CBO Activities	2009	2010	2011	2012	2013	2014	2015	2016	2017, CR With Rescission	2018, Requested
11.1	Full-Time Permanent Positions	26,864	28,564	29,724	29,488	28,687	28,200	28,891	29,368	29,978	31,448
11.3	Other Than Full-Time Permanent	901	991	838	543	514	818	877	778	872	925
11.5	Other Personnel Compensation	454	994	885	567	6	583	542	567	612	612
		28,219	30,549	31,447	30,598	29.207	29,601	30,310	30,713	31,462	32,985
12.1	Personnel Benefits	8,921	9,633	10,048	9,939	9,711	9,752	10,433	10,807	11,147	11,353
13.0	Benefits for Former Personnel	0	0	8	0	0	0	0	0	0	0
21.0	Travel and Transportation of Persons	119	123	168	128	112	123	185	194	185	185
23.3	Communications, Utilities, and Miscellaneous Charges	197	220	264	160	157	318	298	186	238	438
24.0	Printing and Reproduction	68	39	61	26	11	29	31	19	31	31
25.0	Other Services	3,873	3,300	2,616	1,439	1,381	2,445	2,313	2,443	2,453	2,997
26.0	Supplies and Materials	746	465	458	454	370	422	407	423	415	420
31.0	Equipment	2,103	2,355	1,597	985	520	2,293	1,699	1,635	481	1,536
	Total, Obligations	**44,246**	**46,684**	**46,667**	**43,729**	**41,469**	**44,983**	**45,676**	**46,420**	**46,412**	**49,945**
Full-Time-Equivalent Positions		242	250	246	237	225	225	233	233	237	241

CR = continuing resolution.

Detailed Object Class Analysis

The details of CBO's requested appropriation for 2018 are explained below.

Basis for CBO's Budget Estimates—Personnel Costs

CBO derived these projections of personnel costs with its internally developed software for tracking current payroll costs and projecting future payroll costs. The projections are based on employee-level payroll data at the object class level. In the past, payroll budget projections derived with this software have proved to be highly accurate.

OBJECT CLASS 11—FULL-TIME AND PART-TIME EMPLOYEES: $32,985,000

- **$32,143,400 for Base Pay**—funds an average of 241 FTEs for the fiscal year. The amount constitutes an overall net increase of $1,523,400:

  $414,000 is for prior-year personnel actions (performance-based increases and promotions).

  $370,000 is for base pay for four additional FTEs.

  $56,000 is for an across-the-board pay increase of 2.4 percent in January 2018 for staff whose salary is less than $100,000 (if such an increase is authorized for executive branch agencies).

  $631,000 is for performance-based increases in 2018. CBO uses a performance-based system to reward its employees. Performance-based increases are based on employees' accomplishments in the previous year, as reflected in performance reviews and recommendations prepared by CBO's Assistant Directors. The recommendation for each employee is reviewed and discussed by the Director and Deputy Director of the agency during an in-depth meeting with the employee's Assistant Director. Maintaining the ability to reward performance is essential in view of the competitive job markets for economists, budget analysts, and other professionals.

  $52,400 is for increased base pay for employees other than full-time permanent employees.

- **$600,000 for Performance Bonuses**—funds performance bonuses for CBO's top performers. The amount is the same as the amount projected for fiscal year 2017. Such bonuses enable CBO to control long-term compensation costs while helping the agency retain its outstanding performers in competitive job markets.

- **$229,600 for Leave Buyout Costs**—funds mandatory leave buyout costs for employees who depart. This amount is based on current data and projected departures; it is roughly equal to the amount in fiscal year 2017. If leave buyout costs turned out to be higher than this amount, CBO would delay filling vacated positions to cover the costs.

- **$12,000 for Overtime Pay**—funds overtime pay for nonexempt employees at the same level as the level in fiscal year 2017. Currently, CBO has 13 employees serving in nonexempt positions. Overtime is required in rare cases when support of the Congress would be impaired if the work was not performed. The work consists of such tasks as preparing and printing products, delivering them to the Congress, and providing technical support.

OBJECT CLASS 12—PERSONNEL BENEFITS: $11,352,800

- **$5,273,000 for the Federal Employees Retirement System (FERS) and Civil Service Retirement System (CSRS)**—funds mandatory retirement benefits for FERS and CSRS employees. The amount, which constitutes an increase of $127,100, is based on the projected base pay of current employees. It is also based on current benefit rates—19.1 percent for FERS employees generally, 7.5 percent for CSRS and CSRS Offset employees, and 11.9 percent for employees new to government after December 31, 2012—and on a reduction for anticipated attrition.

- **$1,953,300 for Health Insurance**—funds mandatory health benefit costs. The amount, which constitutes an increase of $122,200, is 6.7 percent higher than the amount in 2017.

- **$1,693,400 for Social Security Payroll Taxes**—funds mandatory benefit costs for CBO employees subject to the Social Security payroll tax. The amount, which constitutes an increase of $55,300, is projected on the basis of an estimated maximum taxable amount of $128,830 for each employee, along with a reduction for anticipated attrition.

- **$1,169,400 for FERS Thrift Savings Plan (TSP) Government Matching Contributions**—funds mandatory government matching contributions. The amount, which constitutes an increase of $35,900, is projected on the basis of matching benefits for current employees, their current annualized salary, and a reduction for anticipated attrition. The historical matching benefit for CBO has been 3.6 percent of base pay.

- **$480,400 for Medicare Payroll Taxes**—funds mandatory benefit costs for CBO employees. The amount, which constitutes an increase of $21,400, equals 1.45 percent of base pay, along with a reduction for anticipated attrition.

- **$312,000 for the FERS TSP Government Basic Contribution**—funds the mandatory FERS TSP matching benefit of 1 percent. The amount, which constitutes an increase of $9,600, is projected on the basis of the benefits paid to current employees, their current annualized salary, and a reduction for anticipated attrition.

- **$0 for Death Benefits**—funds death benefits. The amount is a decrease from the $171,200 incurred in fiscal year 2017.

- **$276,000 for the Transit Benefit Program**—funds mandatory employee benefits that are associated with CBO's Transit Benefit Program. The amount is roughly equal to the amount in fiscal year 2017.

- **$130,000 for Recruitment Bonuses**—funds a valuable recruiting tool for the agency. The amount is the same as the amount in fiscal year 2017.

- **$41,600 for Life Insurance**—funds mandatory life insurance benefits for employees. The amount, which constitutes an increase of $1,300, is projected on the basis of historical data and equals roughly 0.1 percent of base pay.

- **$18,000 for the Student Loan Repayment Program**—funds a valuable recruiting tool for the agency. The amount is the same as the amount in fiscal year 2017. There are currently two commitments of $6,000 made to two employees; CBO anticipates a third commitment this year.

- **$1,700 for the Federal Flexible Spending Account Program (FSAFEDS)**—funds mandatory costs for participation in FSAFEDS by employees. The amount, which is the same as the amount in fiscal year 2017, is projected on the basis of employees' historical use of the program.

- **$4,000 for Workers' Compensation**—funds mandatory payments of workers' compensation claims that were received in fiscal year 2016 but that must be paid in fiscal year 2018. The amount, which is an increase of $3,900 from the amount in fiscal year 2017, is based on data received from the Department of Labor.

Basis for CBO's Budget Estimates—Nonpersonnel Costs

CBO projected nonpersonnel costs on the basis of its past experience and plans for the upcoming year.

OBJECT CLASS 21—TRAVEL: $185,300

- **$185,300 for Travel**—funds two meetings of the agency's Panel of Economic Advisers and one meeting of the agency's Panel of Health Advisers to support the development and review of the agency's analyses; funds employees' attendance at the annual Allied Social Science Associations conference, which is an important venue for recruiting; and funds travel for employees to attend various conferences and training courses, including management and leadership training. The amount is a $600 increase from the amount in fiscal year 2017 to fund travel for four new FTEs.

OBJECT CLASS 23.3—COMMUNICATIONS, UTILITIES, AND MISCELLANEOUS: $437,800

- **$432,700 for Telecommunications and Telephone Services**—funds secure communication lines to support Internet and intranet services, local and long distance telephone services, and smartphone service for some CBO personnel. This amount is based on anticipated requirements and is a $202,000 increase from the amount in fiscal year 2017. The bulk of the funding increase pertains to the required relocation of CBO's data center. Several new telecommunication links will be required between the Alternate Computing Facility, which will be CBO's new primary data center, and a secondary data center, whose location is still to be determined. The new links will enable replication of data and systems between the two data centers, allowing CBO to continue operations in the event of a disaster at either location. Another required telecommunication link will connect the secondary data center and CBO's offices at the Ford House Office Building. That link will be used mainly for administration and for allowing CBO to continue operations if the primary data center goes offline.

- **$5,100 for Mail Service**—funds postage, couriers, and mail services. The amount is a $2,100 decrease from the amount in fiscal year 2017.

OBJECT CLASS 24—PRINTING AND REPRODUCTION: $30,600

- **$30,600 for Publications**—funds the printing of publications through the Government Publishing Office, as well as other miscellaneous printing requirements involving CBO's products for the Congress. The amount is roughly equal to the amount in fiscal year 2017.

OBJECT CLASS 25—OTHER SERVICES: $2,997,500

- **$571,800 for IT Commercial Data and Time Sharing**—funds purchases of data about health care, domestic and international banking and financial markets, and other topics in support of the agency's analyses. The amount is based on known requirements and is a $19,800 increase from the amount in fiscal year 2017. The increase is for CBO's email filtering system, which protects CBO's email system from malicious attacks.

- **$958,100 for Equipment Maintenance and Repair**—funds a broad array of IT items needed for operations. The amount is based on known requirements and is a $195,200 increase from the amount in fiscal year 2017. The increase is earmarked for upgrading several cybersecurity systems that are reaching the end of their life cycles (a project that was delayed in fiscal year 2017 to cover the initial costs of moving CBO's data center), for renewing the long-term maintenance of major cybersecurity systems, and for renewing support for a data analysis and mining system used in CBO's research. The cost of those items may include professional services to assist with major upgrades. Whenever possible, CBO takes a cost-effective approach to guaranteeing that critical infrastructure hardware will be serviced and supported—negotiating maintenance agreements to cover one or more years instead of paying for service and support as it becomes necessary.

- **$430,900 for IT System Development and Support**—funds major software installations, upgrades, and support. The amount is a $171,300 increase from the amount in fiscal year 2017. The increase will be mainly for relocating the data center and for testing systems' capabilities to withstand cyberattacks. CBO will require professional services and support from outside vendors to help plan the architecture for the relocation, implement that architecture, and maintain systems at the primary and secondary data centers. Professional services will also be required to help devise the final architecture at the data centers—for instance, to help with racking, powering, and configuring new and existing network and security equipment. In addition, professional services will be needed to provide daily on-call maintenance support at the secondary data center to remotely complete various maintenance tasks as directed. To determine shortcomings in CBO's IT security, attempts will be made to breach CBO's IT infrastructure and to spot flaws and potential vulnerabilities, and a subsequent report will make recommendations about addressing those shortcomings. Similarly, CBO staff's response to phishing emails, which typically have malicious hyperlinks and attachments that try to introduce malware or viruses into IT infrastructure or allow someone to hack into it, will be tested. In both cases, CBO's goal—now that it has replaced and upgraded most of its IT security infrastructure over the past fiscal year—is to have that infrastructure independently tested and validated by an objective third party.

- **$226,000 for Training**—funds CBO analysts' participation in conferences; technical training in data analysis (including in statistical analysis software), economic modeling, business and report writing, and IT systems and software; and management training for managers. The amount is a $600 increase from the amount in fiscal year 2017 to support four new FTEs. To constrain expenses in this area, CBO takes advantage of training courses offered by the House of Representatives and by various agencies.

- **$188,500 for Expert Consultants**—funds access to outside experts, particularly in health care and finance, to assist in cost estimates and analyses; outside reviews of drafts of analyses; and legal support for human resources and litigation actions regarding former and current employees. The amount, which is based on historical experience, is roughly equal to the amount in fiscal year 2017.

- **$97,600 for Financial Management Support**—funds the interagency agreement with the Library of Congress (LOC). This amount is based on known requirements and is a $2,200 increase from the amount in fiscal year 2017. The increase results from projected inflation. The amount pays for support for all areas of financial management, including accounting operations and financial reporting. That support includes monthly reconciliation and reporting; assistance with the compilation of financial statements; payment processing and check disbursements; online access to LOC's Financial Reporting System; and basic IT maintenance support for the agency's financial management system, which is called Momentum. By using financial management services provided by LOC, CBO is able to avoid costly expenses that it would otherwise incur on its own for financial management services and systems.

- **$96,300 for the Financial Management System (Momentum)**—funds annual costs of CBO's maintenance support for Momentum. Because of a slight anticipated increase in costs, the amount is a $1,800 increase from the amount in fiscal year 2017.

- **$251,300 for Miscellaneous Temporary Support**—funds ad hoc IT, clerical, and miscellaneous support, as well as other services, throughout the agency during peak workload periods. This amount is a $149,900 increase from the amount in fiscal year 2017. Most of the increase will establish on-site capacity to use sensitive data securely. There is growing demand from the Congress for analysis that draws on such data.

- **$63,200 for the Financial Audit**—funds an annual independent audit of CBO's financial statements. The amount is a $1,800 increase from the amount in fiscal year 2017. CBO has partnered with other legislative branch agencies that are serviced by LOC to contract for audit services. Because of that joint contract, CBO was able to avoid costly expenses that would have been associated with the agency's obtaining on its own a Statement on Standards for Attestation Engagement No. 16 report. This is a fixed-cost contract, so funding cannot be adjusted.

- **$49,800 for Editing and Publications Contractor Support**—principally funds ad hoc services by contractors to help produce CBO's publications. The contractors are used to augment the agency's editing capacity, particularly during peak workload periods. This amount is based on anticipated requirements and is a $1,800 increase from the amount in fiscal year 2017.

- **$30,000 for Payroll Processing Support**—funds comprehensive payroll (and related benefits) processing for CBO by the National Finance Center. That agency provides payroll services to more than 140 government agencies, offering services at substantially lower costs than those agencies would otherwise have to pay. This amount is based on anticipated requirements and is a $2,000 decrease from the amount in fiscal year 2017. The decrease is due to customized programming that was performed last year.

- $28,000 for Human Resources Contract Support—funds a variety of costs related to CBO's personnel, including those for posting jobs to the USAJobs website, advertising vacancies, and retaining personnel records, as well as minor costs associated with employment services, such as retirement counseling. The amount is a $1,500 increase from the amount in fiscal year 2017 because some of those items have become more expensive.

- $6,000 for **Official Representation**—funds events, such as meetings of the Panel of Economic Advisers, meetings of the Panel of Health Advisers, meetings of other outside analysts, and minority recruitment events. The amount is the same as the amount in fiscal year 2017.

OBJECT CLASS 26.0—SUPPLIES AND MATERIALS: $420,400

- $345,000 for **Library Subscriptions**—funds library (primarily online) subscriptions to a variety of publications and services, including *Congressional Quarterly*, *National Journal*, Lexis-Nexis, Economic Literature (ECONLIT), the Bureau of National Affairs (BNA), EBSCO, PROQUEST, the Social Science Research Network (SSRN), Science Direct, JSTOR, the *Wall Street Journal*, Inside Washington Publishers (IWP), and Energy and Environment (E&E). Because of small anticipated price increases, the amount is $4,800 more than the amount in fiscal year 2017.

- $75,400 for **Office Supplies**—funds expenses for office supplies, reasonable accommodations for employees' requirements under the Americans With Disabilities Act, paper, envelopes, emergency response kits required for evacuation drills, award supplies, and other items. Reflecting anticipated price increases, the amount is $600 more than the amount in fiscal year 2017.

OBJECT CLASS 31.0—EQUIPMENT: $1,535,800

- $1,122,100 for **Hardware**—funds CBO's computer purchases. This amount is based on known requirements and is an $893,900 increase from the amount in fiscal year 2017. The additional funds will be earmarked for hardware associated with the data center migration, virtual desktop infrastructure, and the project to use sensitive data on-site. The migration will require new networking and security equipment to support communication between the Ford House Office Building and the primary and secondary data centers. Making desktop computers virtual—which will improve their mobility, performance, recoverability, maintainability, and cost—will require new computing and storage hardware. The funding also covers an increase for upgrading cybersecurity equipment that has reached the end of its life cycle—a project that was delayed in fiscal year 2017 to cover the data center requirement. Finally, establishing an on-site research center at CBO will require special computer terminals and security equipment.

- $357,800 for **Software**—funds various software requirements. The amount is based on known requirements and is a $161,400 increase from the amount in fiscal year 2017. The increase will cover additional licenses for CBO's desktop backup system, additional licenses for desktop security software, and software procurements related to the on-site research center. The increase will also pay for software and services to strengthen CBO's IT security infrastructure against cyberattacks.

- $40,000 for **Office Furniture**—funds the replacement of office furniture. The amount is a $10,500 net decrease from the amount in fiscal year 2017. It funds a $15,000 increase to cover the costs of furniture for the sensitive data project, which is more than offset by a reduction of $25,500 in funds normally used to replace worn-out office furniture.

- $13,400 for **Office Equipment**—funds requirements for such things as audio/video equipment and shredders. The amount is a $10,000 increase from the amount in fiscal year 2017 because CBO's audiovisual system, which was installed in 2014, is scheduled for an update so that it can continue to be used throughout its expected life. Funding at this level also provides for the replacement of equipment that becomes damaged because of normal wear and tear.

- $2,500 for **Books**—funds the purchase of books used by CBO staff to meet analytical requirements. The amount is the same as the amount in fiscal year 2017.

Requested Change in Administrative Provisions

CBO requests that the following change to administrative provisions, related to hiring and senior positions, be made in the fiscal year 2018 appropriation act for the legislative branch.

SEC. 1101. SENIOR LEVEL POSITIONS.

(a) Notwithstanding the fourth sentence of section 201(b) of the Congressional Budget and Impoundment Control Act of 1974 (2 U.S.C. 601(b)), the Director of the Congressional Budget Office may establish and fix the compensation of senior level positions in the Congressional Budget Office to meet critical scientific, technical, professional, or executive needs of the Office.

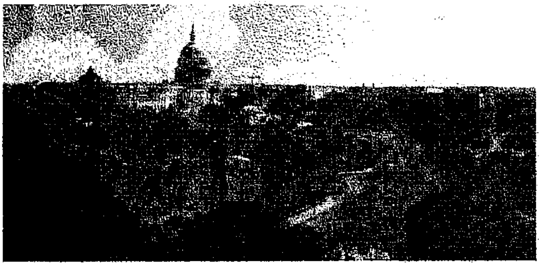
(b) LIMITATION ON COMPENSATION.—The annual rate of pay for any position established under this section may not exceed the annual rate of pay for level II of the Executive Schedule.

(c) EFFECTIVE DATE.—This section shall apply with respect to fiscal year 2018 and each succeeding fiscal year.

CBO faces considerable competition in attracting and retaining highly educated and skilled employees. Currently, legislative branch entities, including the Congressional Research Service and the Government Accountability Office, and many executive branch agencies, including the Office of Management and Budget, have senior-level positions, Senior Executive Service positions, or both. This provision would permit CBO to establish positions that are comparable to the positions in those agencies and enhance the agency's ability to attract and retain highly skilled analysts and managers. The annual rate of pay for level II of the Executive Schedule is $187,000 in 2017.

Fiscal Year 2018 Budget Executive Summary

The Architect of the Capitol's (AOC) Fiscal Year (FY) 2018 budget request reflects the agency's core values - professionalism, integrity, teamwork, pride and safety - which guide our work to preserve the historic buildings and grounds of the U.S. Capitol complex.



The AOC has proudly served as the builder and steward of many of the nation's most iconic landmarks. Our current team of more than 2,100 skilled craftsmen and dedicated professionals serve in diverse roles applying both modern techniques and historical tradecrafts in the care and preservation of the Capitol complex. The AOC could not successfully achieve our mission without their hard work, skill and commitment.

Serving Congress and the Supreme Court

Our highest priority is the safety and security of our employees, the nearly 30,000 occupants in our buildings and the millions of tourists who visit the campus annually. Our FY 2018 budget request of $782.9 million supports annual preventive and corrective maintenance services throughout our facilities (buildings, grounds, equipment and security infrastructure). The requested funding increases are required to bring our annual operating budget to the minimum level necessary to improve functionality and extend the life span of our infrastructure. Major construction and system replacement projects are needed to address fire, life-safety and security issues, deferred maintenance and capital renewal investments.

Utilizing a collaborative and innovative approach, the AOC was able to improve efficiency and reduce costs in FY 2016. From cleaning up the campus after the January 2016 snow emergency, to coordinating Justice Antonin Scalia's lying-in-repose ceremony, to planning congressional office moves and supporting the 58th Presidential Inauguration, we strive to be a world-class organization providing superior service to our clients. Our vision continues to help us deliver projects on time and within budget.

Fiscal Year 2018 Budget Executive Summary

Preserving Awe-Inspiring Facilities

In recent years, Congress has supported the AOC's efforts to undertake several major projects across campus. Restorations of the U.S. Capitol Dome, Rotunda and the Ulysses S. Grant Memorial will ensure that these national treasures are preserved and properly maintained for future generations. Stone preservation remains a top priority for us, with projects at the U.S. Capitol, Supreme Court and Russell Senate Office Building in various phases of completion. And with its initial phase complete, the next phase of the Cannon Renewal project is well underway.

The AOC's project prioritization process involves stakeholders from across the agency, who coordinated and prioritized over 55 projects totaling more than $330 million, that are eligible for funding in FY 2018. Using a risk-based prioritization, this effort helped the agency assess the projects' criticality and readiness for inclusion within the FY 2018 budget request.

According to our Facility Condition Index, many of our most populated and visited buildings are in need of significant repairs and upgrades. Several others require maintenance to prevent further degradation and more exhaustive and expensive improvements in the future. With a backlog estimated at $1.5 billion at the close of FY 2016, we will continue to focus on the most immediate capital needs and operational requirements.

Inspiring Memorable Experiences

The AOC is also responsible for the care, maintenance and preservation of a number of heritage assets entrusted to our care. The AOC has proudly led curatorial preservation projects such as the multi-phased restoration of the U.S. Botanic Garden's Bartholdi Fountain and the continued conservation of the Brumidi Corridors.

In September 2016, the AOC welcomed its seventeen-millionth visitor to the Capitol Visitor Center since its opening in December 2008. During FY 2016, approximately 4.5 million visitors from around the world viewed the treasures maintained within our facilities. The AOC's FY 2018 budget will further our commitment to ensuring the Capitol campus is accessible to all and remains a vibrant display of our democracy.

We appreciate Congress' continued support of our strategic goals.

AOC Overall FY 2018 Budget

TOTAL BUDGET REQUEST

The table below identifies the Architect of the Capitol's (AOC) total budget request by appropriation and funding type (Annual, Multi-Year or No-Year). The Fiscal Year (FY) 2018 request reflects a zero-based budgeting approach on the AOC's assessment of the requirements to perform its missions in support of Congress.

Agency Funding Summary ($000)

Appropriation and Funding Type	FY 2016 Enacted	FY 2017 Estimated	FY 2018 Request	FY 2017 to FY 2018 Difference	
				Amount	Percent
Capital Construction and Operations	**91,589**	**91,589**	**98,360**	**6,771**	**7.4%**
Operating Budget	91,589	91,589	98,360	6,771	7.4%
Multi-Year Projects	-	-	-	-	-
Capitol Building	**46,737**	**46,737**	**54,898**	**8,161**	**17.5%**
Operating Budget	24,000	24,000	25,842	1,842	7.7%
Multi-Year Projects	22,737	22,737	29,056	6,319	27.8%
Capitol Grounds	**11,880**	**11,880**	**14,279**	**2,399**	**20.2%**
Operating Budget	9,880	9,880	10,138	258	2.6%
Multi-Year Projects	2,000	2,000	4,141	2,141	107.1%
Senate Office Buildings	**84,221**	**84,221**	**110,037**	**25,816**	**30.7%**
Operating Budget	57,938	57,938	60,153	2,215	3.8%
Multi-Year Projects	26,283	26,283	49,884	23,601	89.8%
House Office Buildings	**184,962**	**184,962**	**186,948**	**1,986**	**1.1%**
Operating Budget	64,077	64,077	67,914	3,837	6.0%
Multi-Year Projects	48,885	48,885	47,034	(1,851)	-3.8%
No-Year Projects	72,000	72,000	72,000	-	0.0%
Capitol Power Plant	**94,722**	**94,722**	**108,205**	**13,482**	**14.2%**
Operating Budget	77,141	77,141	78,637	1,496	1.9%
Multi-Year Projects	17,581	17,581	29,568	11,987	68.2%
Library Buildings and Grounds	**40,689**	**40,689**	**121,182**	**80,493**	**197.8%**
Operating Budget	24,943	24,943	27,373	2,430	9.7%
Multi-Year Projects	15,746	15,746	93,809	78,063	495.8%
Capitol Police Buildings, Grounds, & Security	**25,434**	**25,434**	**54,177**	**28,743**	**113.0%**
Operating Budget	17,533	17,533	21,949	4,416	25.2%
Multi-Year Projects	7,901	7,901	32,228	24,327	307.9%
Botanic Garden	**12,113**	**12,113**	**13,400**	**1,287**	**10.6%**
Operating Budget	10,013	10,013	10,800	787	7.9%
Multi-Year Projects	2,100	2,100	2,600	500	23.8%
Capitol Visitor Center	**20,557**	**20,557**	**21,470**	**913**	**4.4%**
Operating Budget	20,557	20,557	21,470	913	4.4%
Multi-Year Projects	-	-	-	-	-
Total Agency Appropriation	**612,904**	**612,904**	**782,956**	**170,052**	**27.7%**
Operating Budget	397,671	397,671	422,636	24,965	6.3%
Multi-Year Projects	143,233	143,233	288,320	145,087	101.3%
No-Year Projects	72,000	72,000	72,000	-	0.0%

Note: Due to rounding, numbers may not add up to totals.

AOC Overall FY 2018 Budget

ANALYSIS OF CHANGE

The AOC's funding requirements to fully meet the needs of Congress are greater than the request as submitted; however, the AOC is committed to providing the most effective, economical and exceptional service with funds that Congress makes available.

The table below identifies AOC changes from the FY 2016 enacted appropriation baseline to account for the total FY 2018 budget request. The request includes major program increases in the mandatory pay and non-pay related costs and AOC-wide deferred maintenance backlog.

	FY 2018 Agency Request	
	FTE	**Amount ($000)**
FY 2017 Operating Plan (FY 2016 Enacted)		612,904
Payroll Funded FTE (FY 2017 Operating Plan)	2,198	
Non-Recurring Costs:		
Capital (Multi-Year) Projects		(143,233)
Capital (No-Year) Projects		(72,000)
Total Non-Recurring Costs		(215,233)
Other Decreases		-
Total Program Decreases		(215,233)
Mandatory Related Costs:		
Payroll Related:		
FY 2018 Cost-of-Living Adjustment of 2.4		3,830
FY 2018 FEHB Employer Contribution of 4.4%		668
FY 2018 Within Grade Increase		1,628
Total Payroll Related Costs	-	6,126
Non-Pay Related:		
Non-pay Inflation Increases of 2.3%		1,996
Lease Escalation Costs		840
Operational Escalation Costs		1,782
Total Non-Pay Related Costs		4,617
Total Mandatory Related Costs	-	10,743
Program Increases (Mission Requirements):		
Security Support Payroll FTE Increase	5	725
Educational Services Payroll FTE Increase	3	387
Human Capital Payroll FTE Increase	1	153
Facilities Maintenance Program		7,501
Operational Support Services		2,205
Cybersecurity & Systems Upgrade		2,283
Energy & Sustainability Support		538
Additional Lease Space		430
Capital (Multi-Year) Projects		288,320
Capital (No-Year) Projects		72,000
Total Program Increases	9	374,542
Net Increase/Decrease	9	170,052
Total Agency Request (FTE and Funding)	2,207	782,956

AOC Overall FY 2018 Budget

OPERATING BUDGET REQUEST OVERVIEW

The table below identifies the Architect of the Capitol's FY 2018 funding allocation by Program Group. Payroll accounts for 56% of the total AOC operating budget.

Program Group Summary ($000)

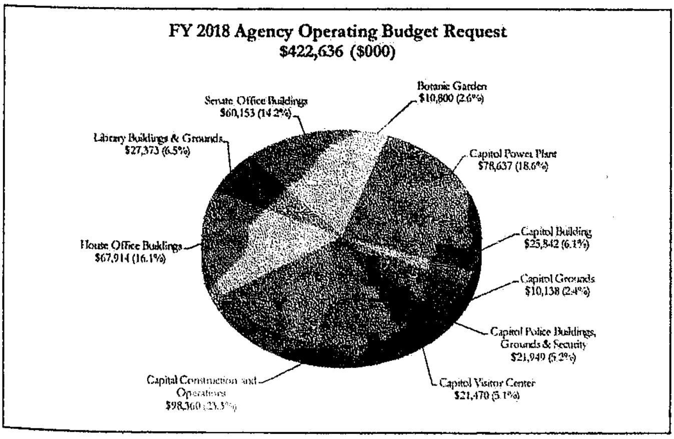
Program Group	FY 2016 Operating Plan	FY 2016 Actual Obligations	FY 2017 Operating Plan	FY 2018 Request	FY 2017/2018 Difference
Administrative	6,161	6,525	5,950	6,788	838
Architecture and Engineering Services	2,118	2,189	2,135	2,627	492
Curator	215	215	215	220	5
Exhibits	902	808	724	806	82
Facilities Maintenance[1]	34,902	36,172	29,692	37,632	7,940
Furniture Repair	1,638	1,495	988	1,096	108
Grounds Maintenance	2,682	2,983	2,903	2,973	70
Information Resource Management[2]	20,740	20,582	19,784	23,366	3,583
Inspector General	958	375	945	968	23
Jurisdiction Centralized Activities[3]	38,160	36,718	36,653	39,801	3,149
Payroll	218,258	217,258	227,993	235,384	7,390
Power Plant Operations and Maintenance	10,915	11,354	9,815	10,501	686
Safety Eng. Ops and Maintenance	2,567	2,531	2,115	2,166	51
Visitor Services	1,409	1,181	971	994	23
Utilities	56,046	63,534	56,789	57,314	525
Total	**397,671**	**403,922**	**397,671**	**422,636**	**24,965**

[1] Funding increase to Facilities Maintenance will provide for optimal operations while prolonging and extending the life span of the buildings.

[2] Funding increase to Information Resource Management will maintain information systems at minimal industry standards and to contract cybersecurity experts to provide detailed security assessments of current vulnerabilities.

[3] Funding increase to Jurisdiction Centralized Activities will fund annual lease escalation costs and additional lease space requirements.

The chart below identifies the AOC's FY 2018 Operating request by Appropriation.



FY 2018 Agency Operating Budget Request
$422,636 ($000)

AOC Overall FY 2018 Budget

ARCHITECT OF THE CAPITOL

PAYROLL REQUEST OVERVIEW

The payroll funds salaries and benefits for Architect of the Capitol's employees. It includes government staff salaries and other compensation (e.g. paid leave and lump sum annual leave payments upon separation); compensation above basic rates including overtime and holiday pay; employer contributions to the Civil Service Retirement System, the Federal Employees Retirement System and the Thrift Savings Plan; employer contributions to Social Security, Medicare, Federal Employees Health Benefits and Federal Employees Group Life Insurance; student loan repayment program; and transit subsidies.

The charts below identify the AOC's FY 2018 Payroll funding and FTEs requirements by Appropriation.

Payroll Funding Summary ($000)

Appropriation	FY 2017 Operating Plan	FY 2018 Mandatory Increases				Additional Funding Required[2]	FY 2018 Request
		COLA 2.4%	FEHB 4.4%	Within Grade Increases	Total Increases		
Capital Construction and Operations	57,441	953	127	420	1,501	153	59,095
Capitol Building	21,587	375	71	156	602	-	22,189
Capitol Grounds	6,774	116	20	48	183	-	6,957
Senate Office Buildings	42,972	739	145	307	1,191	-	44,163
House Office Buildings	44,949	750	142	311	1,203	-	46,152
Capitol Power Plant	10,118	173	29	73	275	-	10,393
Library Buildings & Grounds	17,014	282	58	117	457		17,471
Capitol Police Buildings, Grounds & Security	2,267	36	6	16	59	725	3,050
Botanic Garden	6,744	114	20	49	183	-	6,927
Capitol Visitor Center	18,127	292	51	131	473	387	18,987
Total	227,993	3,830	668	1,628	6,126	1,265	235,384

Payroll FTEs Summary

Appropriation	FY 2017 Operating Plan	Additional FTEs Required[2]	FY 2018 Request
Capital Construction and Operations	387	1	388
Capitol Building	221	-	221
Capitol Grounds	71	-	71
Senate Office Buildings	477	-	477
House Office Buildings	503		503
Capitol Power Plant	80		80
Library Buildings & Grounds	155	-	155
Capitol Police Buildings, Grounds & Security	16	5	21
Botanic Garden	68	-	68
Capitol Visitor Center	220	3	223
Total	2,198	9	2,207

[1] Mandatory pay inflationary costs, based upon guidance from the Congressional Budget Office.

[2] Reflects mission program increase of nine FTEs : One for Capital Construction and Operations to handle increases in labor union cases, five for the Capitol Police Buildings, Grounds & Security juridiction for security related investigations and operations and three for the Capitol Visitor Center for exhibits and education related requirements.

AOC Overall FY 2018 Budget

MULTI-YEAR/NO-YEAR BUDGET REQUEST OVERVIEW

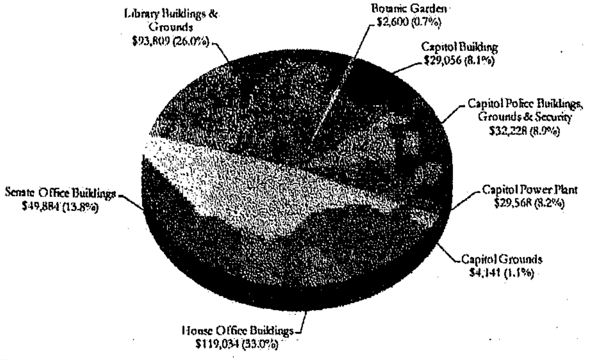
The Multi-Year Projects Budget request consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings.

The AOC's Multi-Year and No-Year request is $360,320,000. The Multi-Year/No-Year budget includes $250,997,000 in Line Item Construction Program (LICP) projects. In addition, the request includes the following non-LICP Multi-Year and No-Year items:

- House Historic Buildings Revitalization Trust Fund, No-Year ($10,000,000);
- Restoration & Renovation of the Cannon House Office Building, No-Year ($62,000,000);
- Minor Construction ($32,100,000);
- House Chief Administrative Officer Projects ($3,660,000);
- Cogeneration Construction and Contract Management, CPP ($964,000);
- Conservation of Fine Art and Architecture Art, CB ($599,000).

The chart below identifies the AOC's FY 2018 Multi-Year and No-Year request by Appropriation.

FY 2018 Agency Multi-Year/No-Year Budget Request
$360,320 ($000)



AOC Overall FY 2018 Budget

RECOMMENDED LICP PROJECTS

The Architect of the Capitol categorizes major projects, or Line Item Construction Program (LICP) projects as four classifications: Deferred Maintenance (past the end of useful life), Capital Renewal (approaching the end of useful life), Capital Improvement (improves, enhances or modernizes) and Capital Construction (new construction).

The table below identifies the LICP projects that the AOC recommends for FY 2018 funding.

Priority	LICP Project Title	Appropriation	Project Classification	Project Cost ($000)
1	Garage Interior Rehabilitation, Phase III, RHOB	HOB	DM	31,056
2	Barrier Lifecycle and Perimeter Security Kiosk Replacement, Phase II	CPBG&S	CR	8,300
3	WRP Cooling Tower Renovation and Electrical Upgrades, RPR Phase IV, CPP	CPP	DM	20,721
4	Exterior Envelope Repair and Restoration, RSOB	SOB	DM	16,947
5	City Water Piping Replacement, CPP	CPP	DM	2,866
6	North Exit Stair B, Phase II, TJB	LBG	CI	17,577
7	Copper Roof Replacement and Fall Protection, Phase I, JAB	LBG	DM	12,496
8	Senate Underground Garage Renovations and Hardscape Rehabilitation, Phase III, SUG	SOB	DM	28,937
9	Capitol Square Infrastructure Repair, CG	CG	DM	2,141
10	Chiller Replacement and Chilled Water System Expansion, Phase I, ACF	CPBG&S	CR	14,687
11	Exterior Masonry and Envelope Repair, RHOB	HOB	DM	1,904
12	Exterior Envelope Repair and Restoration, JAB	LBG	DM	1,224
13	Kitchen and Exhaust Renovation, USC	CB	DM	1,734
14	Boiler Feedwater Piping Replacement, CPP	CPP	DM	1,017
15	Fire Alarm and Audibility Upgrade, JMMB	LBG	CR	1,577
16	Foundation Alarm Installation, OSP	CPBG&S	CI	1,498
17	Garage Rehabilitation, Plaza Waterproofing Restoration, West, RHOB	HOB	DM	3,414
18	Emergency Lighting System Upgrade, TJB	LBG	CI	7,195
19	Collection Storage Module 6, Fort Meade, LOC	LBG	CC	45,000
20	Emergency Generator Replacement, TJB	LBG	CI	6,240
21	Exterior Stone and Metal Preservation, East Facade, Phase IV, USC	CB	DM	17,125
22	Senate Reception Room Restoration and Conservation, USC	CB	CR	4,598
23	USCP Conduit Installation, Phase II, OSP	CPBG&S	CI	2,743
	Total AOC FY 2018 LICP Projects Requested			**250,997**

Project Classification:

DM = Deferred Maintenance (56%); CR = Capital Renewal (12%); CI = Capital Improvement (14%); CC = Capital Construction (18%)

The AOC identified the highest priority requirements using a Five-Year Capital Improvements Plan, Facility Condition Assessments and the Capitol Complex Master Planning processes. This will enable the AOC to continue to maintain and increase the life span of projects ranging from preserving priceless artwork to replacing roofs and rehabilitating garages to improving campus security. It is a delicate balance to address Deferred Maintenance and Capital Renewal while also attending to necessary security requirements, energy-saving projects, code-compliance issues, historic preservation measures and the needs of AOC's clients.

AOC Overall FY 2018 Budget

NOT RECOMMENDED LICP PROJECTS

In addition to the projects the Architect of the Capitol recommends commencing in FY 2018, the following are necessary projects that we expect to request funding for in future years.

LICP Project Title	Appropriation	Project Classification	Project Cost ($000)
K-12 Fence Replacement, CPBG&S	CPBG&S	CI	3,907
South Exit Stair E, Phase I, Expansion Shelving Renovations, Decks C, D, 37 & 38, TJB	LBG	CI	1,500
Off-Site Delivery Screening Center Study, Phases I & II, CPBG&S	CPBG&S	CC	1,332
Roof Replacement, 6th and 7th Floors, JMMB	LBG	DM	1,200
Roof Replacement, ACF	CPBG&S	DM	400
Domestic Water, Storm, Sanitary and Vent Piping Replacement, USC	CB	DM	3,388
Laylight Conservation, House & Senate Extensions, USC	CB	CR	4,526
Electrical Branch Circuit Wiring Replacement Study, USC	CB	CR	2,600
Outer Planters & Olmsted Wall Bollard Tie-In, CGCS	CPBG&S	CI	1,400
Chilled Water Loop Expansion, ACF	CPBG&S	CI	1,000
Stained Glass Window Repairs, S & SW, Phase I, TJB	LBG	DM	3,000
Fireplace Exhaust and Fan Replacement, USC	CB	DM	4,039
Network Transformers Systems Replacement, JMMB	LBG	CR	400
Interior Electrical Study, LOC	LBG	CI	1,000
Electrical Interior Grounding Systems Study, SOB	SOB	CI	310
Uninterruptible Power Supply System, USCP HQ	CPBG&S	CI	5,100
Emergency Power Upgrade, USC	CB	CI	612
NW Courtyard Renovation, TJB	LBG	CI	1,736
USCP New Headquarters Study, CPHQ	CPBG&S	CC	691
Reprographics Area Upgrade, DSOB	SOB	CI	2,560
Senate Hair Care Facility Modernization, RSOB	SOB	CI	1,411
Senate Gift Shop, DSOB	SOB	CI	200
Bathroom Renovation, DWPD	SOB	CI	TBD
Total AOC FY 2018 Not Recommended LICP Projects			**42,312**

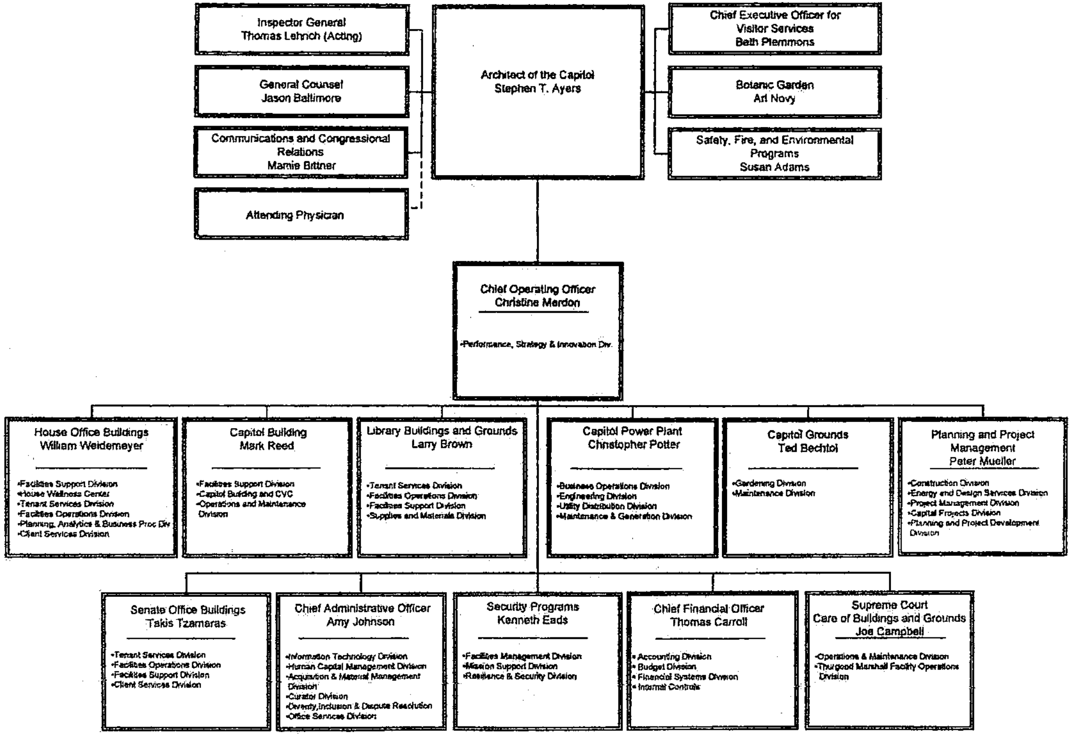
Project Classification:

DM = Deferred Maintenance (28%); CR = Capital Renewal (18%); CI = Capital Improvement (49%); CC = Capital Construction (5%)

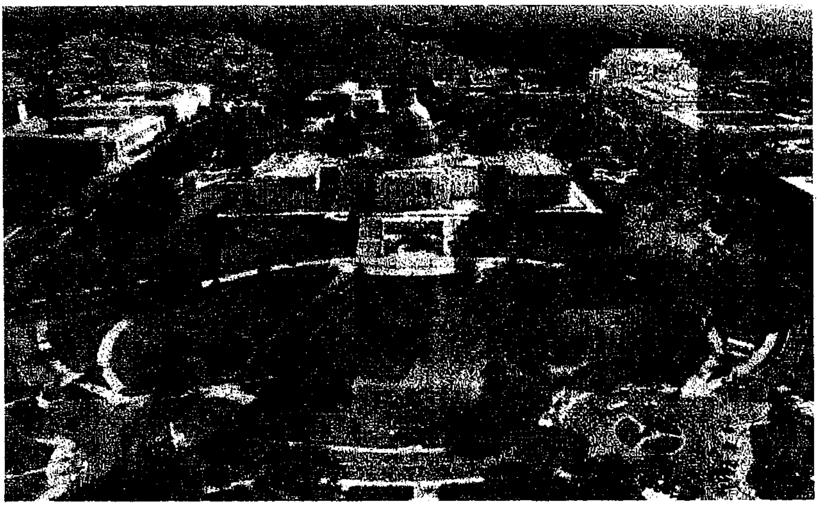
Legislative Language

The Architect of the Capitol is not submitting language for consideration in the Fiscal Year 2018 budget process.

Architect of the Capitol


Inspector General
Thomas Lehrich (Acting)
General Counsel
Jason Baltimore
Communications and Congressional Relations
Mamie Bittner
Attending Physician
Architect of the Capitol
Stephen T. Ayers
Chief Executive Officer for Visitor Services
Beth Plemmons
Botanic Garden
Ari Novy
Safety, Fire, and Environmental Programs
Susan Adams
Chief Operating Officer
Christine Merdon
•Performance, Strategy & Innovation Div.
House Office Buildings
William Weidemeyer
•Facilities Support Division
•House Wellness Center
•Tenant Services Division
•Facilities Operations Division
•Planning, Analytics & Business Proc Div
•Client Services Division
Capitol Building
Mark Reed
•Facilities Support Division
•Capitol Building and CVC
•Operations and Maintenance Division
Library Buildings and Grounds
Larry Brown
•Tenant Services Division
•Facilities Operations Division
•Facilities Support Division
•Supplies and Materials Division
Capitol Power Plant
Christopher Potter
•Business Operations Division
•Engineering Division
•Utility Distribution Division
•Maintenance & Generation Division
Capitol Grounds
Ted Bechtol
•Gardening Division
•Maintenance Division
Planning and Project Management
Peter Mueller
•Construction Division
•Energy and Design Services Division
•Project Management Division
•Capital Projects Division
•Planning and Project Development Division
Senate Office Buildings
Takis Tzamaras
•Tenant Services Division
•Facilities Operations Division
•Facilities Support Division
•Client Services Division
Chief Administrative Officer
Amy Johnson
•Information Technology Division
•Human Capital Management Division
•Acquisition & Material Management Division
•Curator Division
•Diversity, Inclusion & Dispute Resolution
•Office Services Division
Security Programs
Kenneth Eads
•Facilities Management Division
•Mission Support Division
•Resilience & Security Division
Chief Financial Officer
Thomas Carroll
• Accounting Division
• Budget Division
• Financial Systems Division
• Internal Controls
Supreme Court
Care of Buildings and Grounds
Joe Campbell
•Operations & Maintenance Division
•Thurgood Marshall Facility Operations Division

Capital Construction and Operations



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The Capital Construction and Operations (CCO) jurisdiction provides direct support to the organization to ensure that Congress is able to perform its responsibilities to enact legislation for governance of the United States.

The Capital Construction and Operations appropriation is responsible for Capitol campus-wide architectural and engineering design; project, property and construction management; planning and development; Congressional election year move designs; in-house construction efforts for major projects across the Capitol campus; information technology services, systems and tools, including work order management systems; safety, fire and environmental monitoring services and reporting; emergency operations; financial management including budget, accounting, financial systems, and inventory management systems; legal services; human capital management; communications and congressional relations; procurement, including major construction contracts, service contracts, small purchases, and leases; management of historic preservation, sustainability, energy and water conservation programs; high voltage operations; maintenance of street lights, generators and high voltage electrical infrastructure; audio/visual support for hearings and special events such as State of the Union Addresses and Presidential Inaugurations.

Additional leases include warehouses and administrative spaces for the Construction Division Shops.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION (continued)

The Capital Construction and Operations appropriation includes the following offices:

Chief Administrative Officer (CAO) - provides Architect of the Capitol-wide services that include: legal counsel; information technology; human capital management; Equal Employment Opportunity and diversity programs; acquisition and material management, communications and Congressional relations; preservation and documentation of heritage assets, research and curatorial expertise. It includes the Office of the Attending Physician as a service under CAO offering medical surveillance and support of health units.

Chief Financial Officer (CFO) - provides management oversight and direction for Architect of the Capitol financial management programs, resources and services including: accounting, budgeting, and financial/inventory management systems.

Office of Inspector General (OIG) - conducts independent audits and investigations; reviews and evaluations of AOC operations and programs, including major construction projects, to promote economy and efficiency, and to detect and prevent fraud, waste, and abuse. The IG, who reports directly to the Architect of the Capitol, serves pursuant to the AOC IG Act of 2007. The OIG reviews existing or proposed laws, regulations, orders, and policies for their impact on economy and efficiency and recommends new policies, as appropriate. As an independent, objective office within the AOC, the OIG is responsible for promoting economy and efficiency and to prevent and detect fraud, waste, and abuse in AOC operations. The OIG is included in the Capital Construction and Operations appropriation.

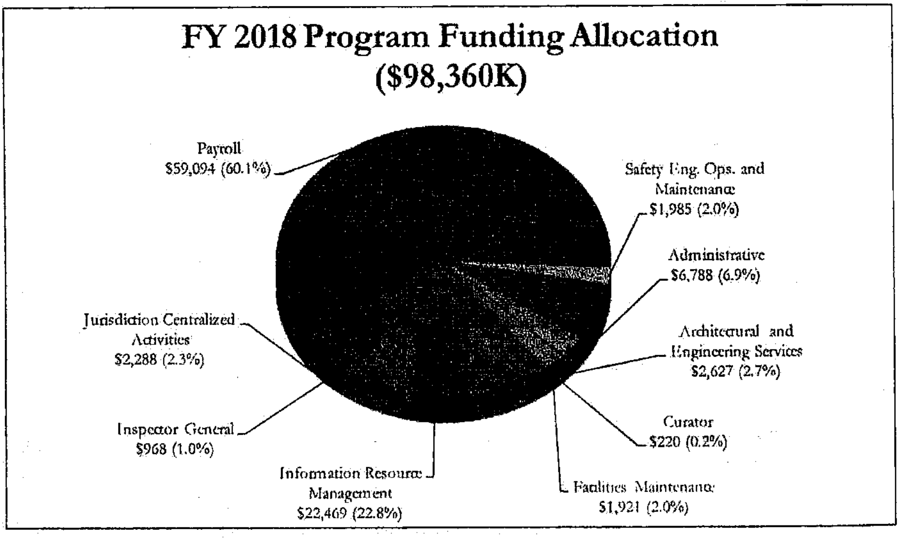
Planning and Project Management (PPM) - provides long-range facility planning, historic preservation, design and construction services, project risk and program management and other technical services in support of projects; conducts campus master planning, building performance audits, retro-commissioning and Facility Condition Assessments; manages a sustainability, energy and water conservation program to develop and implement energy savings initiatives; provides project funded in-house construction services; provides facility management services of large critical campus-wide systems that span across jurisdictions including electrical distribution, emergency generators, cable television and legislative clocks.

Safety, Fire and Environmental Programs (SFEP) manages the AOC's safety, fire, environmental and emergency preparedness programs and activities; provides policy, technical expertise and guidance, and program planning; and serves as the AOC point of contact with external safety and environmental regulatory agencies.

Capital Construction and Operations

PROGRAM SUMMARY:

The Operating Budget for the Capital Construction and Operations (CCO) jurisdiction/appropriation funds all costs associated with Architect of the Capitol central office salaries, operations, activities, and programs.



FY 2018 Program Funding Allocation ($98,360K)

The **Operating Budget** request funds all costs associated with Architect of the Capitol central office salaries, operations, activities, and programs. The budget is divided into functional area Program Groups: Administrative, Architectural and Engineering Services, Curator; Facilities Maintenance, Inspector General; Information Resource Management, Jurisdiction Centralized Activities, Payroll, and Safety Engineering Operations and Maintenance.

The **Administrative** Program Group request funds printing and reproduction; office equipment and supplies; postage and metered mail; graphic design; centralized vehicle leases, operations and maintenance; and payroll processing support from the National Financial Center. It includes consultant services and ongoing agency-wide strategic planning, performance improvement, and best practices research.

- The **Architectural and Engineering Services** Program Group request provides the capability to supplement in-house planning, design and construction organizations with contracted services for Line Item Construction Projects, Facility Condition Assessments, Accessibility Programs, Historic Preservation Program, Building Performance Audits, Retro-commissioning, and the Capitol Campus Master Plan.

PROGRAM SUMMARY (continued)

The **Curator** Program Group request provides stewardship of invaluable heritage assets including architectural art such as murals, the Statue of Freedom, and joint fine and decorative art such as the National Statuary Hall statues. Paint studies support accurate restoration of historic areas. The Curator promotes preservation awareness through educational programs and facilitates historical research. The group preserves and makes available archives of architectural drawings, textual records, and photographs. It is responsible for critical photo documentation of contractual projects and congressional events, and supports publications and exhibits.

The **Facilities Maintenance** Program Group request funds the maintenance of 12 high voltage and 37 low voltage electrical substations, 37 emergency generators, and more than 1,500 light poles and 300,000 Building Automation System control devices. This Program Group also funds the indirect cost for the Construction Division, its shops at D.C. Village and leased warehouses.

The **Information Resource Management** Program Group request funds the procurement and operations of information technology for services, hardware, and software. It provides contractor technical support services for the network, systems, information security, AOC Help Desk operations, project management and Architect of the Capitol hardware, software, communication equipment and services. Additionally, Information Resource Management is responsible for information technology projects, including the human capital management system. Of the requested funds the program accounts are:

> Contractual operations support such as help desk operations, certification and accreditations, information security, application development, network management support operations, and systems administration. This includes information technology services such as the flag application, Congressional moves application and Senate suite tool, network monitoring operations, and information security monitoring and assessments.
>
> Information Resource Management communication efforts to provide circuits for connectivity between the buildings on the Capitol campus and the Alternate Computer Facility, and funding desk and mobile phones, data services, and emergency response coordination.
>
> Computer-Aided Facility Management system licenses and support used for relational databases and electronic representations of facilities to manage, analyze, and control facility data. It also includes planning, oversight, deployment and support of Facility Management tools and business processes including Computerized Maintenance Management Systems, Building Information Modeling, Geographic Information Systems, and the Emergency Operations Center requirements account to maintain the AOC's enterprise-wide emergency response system.

PROGRAM SUMMARY (continued)

The **Inspector General** Program Group request provides the capability for the Office of the Inspector General to carry out the requirements set forth in the Architect of the Capitol Inspector General Act of 2007 including audits, evaluations and investigations. The AOC financial statement audit is also funded in this program group.

The **Jurisdiction Centralized Activities** Program Group request provides for Architect of the Capitol required training for CCO staff, such as Construction and Facility Management Industry training; mandatory trade-specific safety training; professional training; and technical core competency training. It also provides funds for emergency preparedness: planning for and responding to fires, spills, pandemic flu, appropriations lapse, earthquakes, tornados, and other weather emergencies; coordinating with the United States Capitol Police; and supporting Congress during emergencies. Funds are included for systems and equipment for the AOC's primary and backup emergency operations centers, as well as emergency preparedness and response capabilities at off-site locations managed by the AOC.

The **Payroll** Program Group request funds salaries and benefits for employees specifically supporting the appropriation. It includes government staff salaries and other compensation (e.g., paid leave and lump sum annual leave payments upon separation); compensation above basic rates including overtime and holiday pay, and employer contributions to the Civil Service Retirement System, the Federal Employees Retirement System and the Thrift Savings Plan; employer contributions to Social Security, Medicare, Federal Employees Health Benefits and Federal Employees Group Life Insurance.

The **Safety Engineering Operations and Maintenance** Program Group request provides sampling and analysis (air, water, waste, storage tanks, etc.); hazardous waste disposal; educational and communication materials; subscriptions and regulatory updates; consultant support for assessments, analysis, inspections, testing, technical reviews and program planning for the AOC's safety, fire, environmental and emergency preparedness programs. It also includes funds for the operations and maintenance of AOC-wide automatic defibrillators to replace units at the end of their service life.

Capital Construction and Operations

ARCHITECT OF THE CAPITOL

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Construction Division Shops	Washington, DC	1982	15,225	$383,000	$3,000	$386,000
			15,225	**$383,000**	**$3,000**	**$386,000**

Notes:

Deferred Maintenance is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

LEASED FACILITIES

Lease Type	Location	Area (square feet)	Leased from	Contract Award Date	Contract End Date	FY 2017 Total Cost	FY 2018 Total Cost
Construction Division Warehouse	Landover, MD	39,599	PacTrust Realty	July 2016	June 2021	$659,930	$711,930

Capital Construction and Operations

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)

Appropriation	FY 2016 Enacted	FY 2016[1] Actual Obligations	FY 2017[2] Estimate	FY 2018[2] Request	FY 2017/2018 Difference
Operating Budget	91,589	90,651	91,589	98,360	6,771
Multi-Year Projects	-	-	-	-	-
Total	**91,589**	**90,651**	**91,589**	**98,360**	**6,771**

Operating Budget ($000)

Program Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
Administrative	6,161	6,525	5,950	6,788	838
Architectural and Engineering Services	2,118	2,189	2,135	2,627	492
Curator	215	215	215	220	5
Facilities Maintenance	1,835	1,881	1,875	1,921	46
Information Resource Management	19,580	19,573	18,908	22,469	3,562
Inspector General	958	375	945	968	23
Jurisdiction Centralized Activities	2,144	2,057	2,183	2,288	105
Payroll	56,189	55,494	57,441	59,094	1,653
Safety Eng. Ops. and Maintenance	2,390	2,341	1,938	1,985	47
Total	**91,589**	**90,651**	**91,589**	**98,360**	**6,771**

Total Budget by Object Class ($000)

Object Class Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
11 Personnel Compensation	40,064	40,757	40,956	42,135	1,179
12 Personnel Benefits	16,125	16,404	16,484	16,959	474
21 Travel	148	159	161	163	2
22 Transportation of Things	-	-	-	-	-
23 Rent, Communications & Utilities	521	560	503	578	75
24 Printing and Reproduction	3	4	3	5	1
25 Other Contractual Services	29,803	32,012	28,732	33,060	4,328
26 Supplies and Materials	2,362	2,537	2,279	2,620	342
31 Equipment	2,556	2,746	2,466	2,836	370
32 Land and Structures	-	-	-	-	-
42 Insurance Claims & Indemnities	5	5	5	4	(1)
Total	**91,589**	**95,184**	**91,589**	**98,360**	**6,771**

[1] FY 2016 Actuals represent total obligations of funds incurred irrespective of the year of appropriation and can include reprogrammings/transfers from other appropriations. Personnel Compensation and Personnel Benefits include payroll and project-funded obligations.

[2] FY 2017/FY 2018 Personnel Compensation and Personnel Benefits do not include project-funded payroll estimated obligations.

Capital Construction and Operations

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2018 Appropriation	
	FTE	**Amount ($000)**
FY 2017 Operating Plan (FY 2016 Enacted)		**91,589**
Payroll Funded FTE (FY 2017 Operating Plan)	**387**	
Mandatory Increases:		
Payroll Related:		
FY 2018 Cost-of-Living Adjustment of 2.4%		953
FY 2018 FEHB Employer Contribution of 4.4%		127
FY 2018 Within Grade Increase		420
Total Payroll Related Costs		**1,501**
Non-Payroll Related:		
Non-pay Inflation Increase of 2.3%		833
Lease Escalation Costs		52
Operational Escalation Costs		1,257
Total Non-Payroll Related Cost	**-**	**2,142**
Total Mandatory Increases		**3,642**
Other Program Increases (Mission Requirements):		
Human Capital Management Support Payroll FTE Increase	1	153
Facilities Maintenance Program		280
Operational Support Services		558
Cybersecurity & Systems Upgrade		1,833
Energy & Sustainability Support		305
Total Other Program Increases	**1**	**3,129**
Net Increase/Decrease	**1**	**6,771**
FY 2018 Total Appropriation	**388**	**98,360**

Capital Construction and Operations

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget component of the Capital Construction and Operations appropriation funds all costs associated with the Architect of the Capitol, central office salaries, operations, activities, and programs. The budget is divided into functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	**FY 2017 Operating Plan**	**Program Realignment/ Transfers**	**Mandatory Increases**	**Other Program Increases**	**FY 2018 Request**	**FY 2017/2018 Difference**
Administrative	5,950	-	-	838	6,788	838
Architectural and Engineering Services	2,135		187	305	2,627	492
Curator	215	-	5	-	220	5
Facilities Maintenance	1,875	-	46	-	1,921	46
Information Resource Management	18,908		1,729	1,833	22,469	3,562
Inspector General	945	-	23	-	968	23
Jurisdiction Centralized Activities	2.183	-	105	-	2,288	105
Payroll	57,441	-	1,501	153	59,094	1,653
Safety Eng. Ops. and Maintenance	1,938		47	-	1,985	47
Total	**91,589**	**-**	**3,642**	**3,129**	**98,360**	**6,771**

Program Changes Justification

The FY 2018 Operating Budget request shows an increase of **$6,771K** from the FY 2017 estimated level. It includes **$3,642** in mandatory pay and price increases plus **$3,129K** in other program changes.

Mandatory Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs, as based upon guidance from the Congressional Budget Office, lease escalation costs, and operational costs associated with the Wise County Data Center.

Other Program Increases

Human Capital Management Support Payroll FTE Increase ($153K)

The funding increase to the baseline is for one additional labor relations specialist in support of increased workload to union requests, negotiation with union on policy changes, providing training to managers on new and existing contract bargaining agreement requirements, training managers on the implementation of new programs such as the Alternative Discipline System and Workload Violence Prevention, and revising existing policy in the field of labor and employee relations.

Facilities Maintenance Program ($280K)

The funding increases to the baseline is required to bring the annual operating budget to the minimum level necessary to support the annual preventive and corrective maintenance services throughout our facilities (buildings, grounds, equipment, systems, and security infrastructures).

Capital Construction and Operations

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES (continued)

This funding will provide for optimal operations while prolonging and extending the life span of the building. Specific program increases are requested for:

Facility condition assessment and reporting cycle requirements. ($255K)

Maintenance and upgrades for the Photography Database Record. ($25K)

Operational Support Services ($558K)
The funding increases to the baseline is required for AOC-wide mission related support to sustain high level policy issuance, and proactively keep all Members of Congress, staff, AOC employees, and visitors informed of current, ongoing and planned future projects across the Capitol Campus. Specific program increases are requested for:

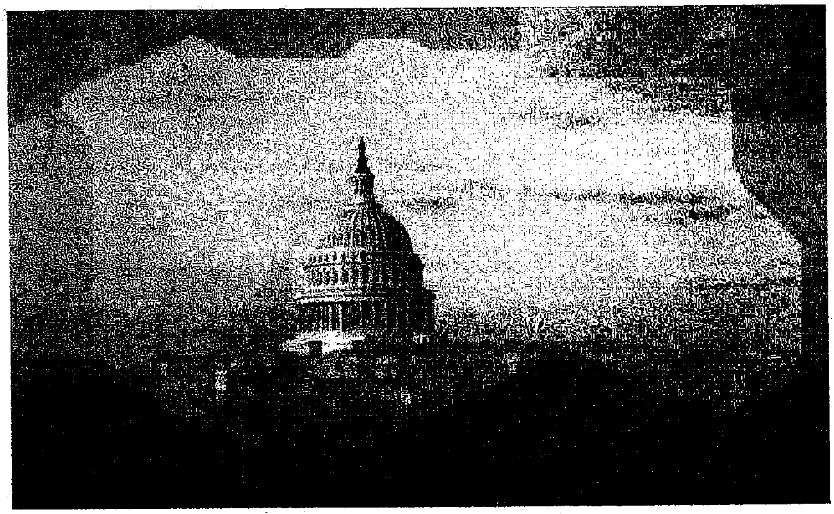
- The Wounded Warrior personnel contract for procurement and agency policy program efforts. ($359)
- Graphic Design support required to ensure strong, clear print and digital communications that keep the congressional community and visitors informed about AOC projects and impacts. ($199K)

Cybersecurity and Systems Upgrade ($1,833K)
The funding increases to the baseline is requested by the Committee on House Administration's initiative to harden networks and protect Legislative Branch systems' against malicious cyber activity. As result, minimum capability/standards have been set within the Legislative Branch Cyber Security working group that legislative branch agencies must meet. Additionally, this funding continues ongoing information technology project requests that improve services to members and their staff. Specific program increases are requested for:

- Resilience Methodology Assessments, Independent Penetration Tests, and Expert Information Security support required to continuously evaluate, remediate, and sustain the AOC network to prevent, detect, analyze and mitigate ever- increasing security concerns. This includes penetration tests, cyber intelligence sharing, cyber defender training, user education and phishing program, and multi-factor authentication support. ($827K)
- Business modernization investments in information technology projects to improve services to Members, their staff, and the public; with the goal of increasing productivity, automating operations, and analytics based decision making. ($550K)
- Mandatory annual IT help desk personnel contract increase of 3%. ($346K)
- Computer Aided Facilities Management Support needed for managing, analyzing, and controlling facilities data, such as, work order history, preventive maintenance requirements, space occupancy and ownership. ($80K)
- Procuring resources needed to meet and maintain the Building Automation System Network up to standards.($30K)

Energy and Sustainability Support ($305K)
The funding increases to the baseline is required in support of the Energy and Sustainability Program to be able maintain and meet future energy and sustainability goals.

Capitol Building



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF THE AOC MISSION

The Capitol Building (CB) jurisdiction is responsible for the maintenance, repair, operations, mechanical and electrical infrastructure, heating, ventilation and air conditioning, plumbing, painting, cleaning and any construction concerning the U.S. Capitol and the Capitol Visitor Center (CVC).

The CB jurisdiction:

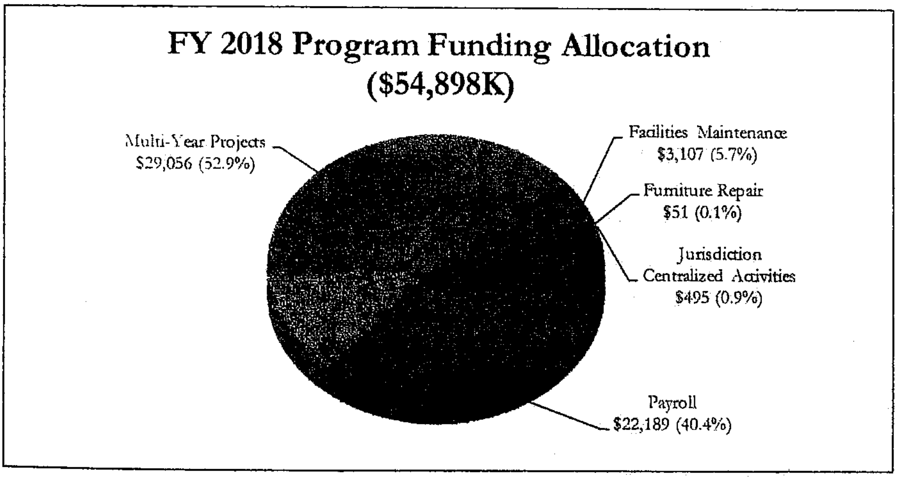
- Cares for and preserves the structural and architectural elements of the Capitol and CVC.
- Consistently strives to serve clients, Congress, staff and the general public by managing facilities and operations in the most efficient fashion with the provided resources.
- Implements energy efficiency strategies, maintaining a flat organizational structure, implementation of facility management best practices and internal controls to ensure effective operations.

For a complete list of CB facilities, please refer to the "Areas of Responsibility Summary" tables in this Budget Request.

Capitol Building

PROGRAM SUMMARY:

The Capitol Building (CB) jurisdiction/appropriation consists of two primary types of funding: Operating Budget (annual) and Multi-Year Projects Budget (5 years).



The **Operating Budget** request funds all costs associated with the daily care, maintenance and operation of the U.S. Capitol and the Capitol Visitor Center (CVC). The budget is divided into functional area Program Groups: Facilities Maintenance, Furniture Repair, Jurisdiction Centralized Activities, and Payroll.

The **Facilities Maintenance** Program Group request provides the capability to deliver exceptional service in caring for the CB and CVC. The funding requested provides for general maintenance and operations, general repairs, cleaning, and for the Senate, House, and CVC restaurants maintenance.

The **Furniture Repair** Program Group request funds repairing furniture within the core spaces of the CVC. This provides the capability to procure routine furniture-related minor repairs, materials and supplies.

The **Jurisdiction Centralized** Activities Program Group request funds training, registration, and seminar fees; travel; uniform allowances; vehicles leases, operations and maintenance; safety apparel; emergency preparedness and gasoline and oil, as applicable.

The **Payroll** Program Group request funds salaries and benefits for employees specifically supporting the appropriation. This includes government staff salaries and other compensation.

PROGRAM SUMMARY (continued)

The **Multi-Year Projects Budget** request consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings. It also may include funds that provide jurisdictions with the flexibility to respond to unforeseen minor construction requirements as generated from emergencies, the Members, Committees and other Architect of the Capitol clients.

Please refer to "Multi-Year Budget Request – Program Summary" for a detailed list of the requested major construction projects.

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Capitol Building	Washington, DC	1793	939,341	$69,000,000	$206,711,000	$275,711,000
Capitol Visitor Center	Washington, DC	2008	710,598	$0	$0	$0
Projects Across Multiple Facilities	Washington, DC	Varies	Varies	$0	$0	$0
			1,649,939	**$69,000,000**	**$206,711,000**	**$275,711,000**

Notes:

Deferred Maintenance is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

Capitol Building

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)

Appropriation	FY 2016 Enacted	FY 2016[1] Actual Obligations	FY 2017[2] Estimate	FY 2018[2] Request	FY 2017/2018 Difference
Operating Budget	24,000	23,855	24,000	25,842	1,842
Multi-Year Projects	22,737	4,786	22,737	29,056	6,319
No-Year Projects	-	9,128	-	-	-
Total	**46,737**	**37,769**	**46,737**	**54,898**	**8,161**

Operating Budget ($000)

Program Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
Facilities Maintenance	2,996	2,626	1,909	3,107	1,198
Furniture Repair	50	8	50	51	1
Jurisdiction Centralized Activities	454	337	454	495	41
Payroll	20,500	20,884	21,587	22,189	602
Annual-Funded Projects	-	-	-	-	-
Total	**24,000**	**23,855**	**24,000**	**25,842**	**1,842**

Total Budget by Object Class ($000)

Object Class Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
11 Personnel Compensation	14,928	16,628	15,719	16,158	438
12 Personnel Benefits	5,572	6,207	5,868	6,031	164
21 Travel	11	10	10	11	1
22 Transportation of Things	-	-	-	-	-
23 Rent, Communications & Utilities	-	-	-	-	-
24 Printing and Reproduction	-	-	-	-	-
25 Other Contractual Services	6,525	6,146	6,255	8,140	1,885
26 Supplies and Materials	2,702	2,544	2,590	3,368	778
31 Equipment	6	5	5	7	2
32 Land and Structures	16,993	16,004	16,289	21,182	4,893
42 Insurance Claims & Indemnities					
Total	**46,737**	**47,544**	**46,737**	**54,898**	**8,161**

[1] FY 2016 Actuals represent total obligations of funds incurred irrespective of the year of appropriation and can include reprogrammings/transfers from other appropriations. Personnel Compensation and Personnel Benefits include payroll and project-funded obligations.

[2] FY 2017/FY 2018 Personnel Compensation and Personnel Benefits do not include project-funded payroll estimated obligations.

Capitol Building

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2018 Appropriation	
	FTE	Amount ($000)
FY 2017 Operating Plan (FY 2016 Enacted)		46,737
Payroll Funded FTE (FY 2017 Operating Plan)	221	
Non-Recurring Costs:		
Exterior Stone & Metal Preservation, South Extension, Phase IIB, USC		(14,287)
FY 2017 Presidential Inaugural Stands & Support Facilities, USC		(4,950)
Minor Construction		(3,500)
Total Program Decreases		(22,737)
Mandatory Increases:		
Payroll Related:		
FY 2018 Cost-of-Living Adjustment of 2.4%		375
FY 2018 FEHB Employer Contribution of 4.4%		71
FY 2018 Within Grade Increase		156
Total Payroll Related Costs		602
Non-Payroll Related:		
Non-Pay Inflation Increase of 2.3%		63
Total Non-Payroll Related Costs	-	63
Total Mandatory Increases		665
Other Program Increases (Mission Requirements):		
Facilities Maintenance Program		1,147
Operational Support Services		30
Total Mission Related Costs		1,177
Multi-Year Projects:		
Exterior Stone and Metal Preservation, East Facade, Phase IV, USC		17,125
Senate Reception Room Restoration & Conservation, USC		4,598
Kitchen and Exhaust Renovation, USC		1,734
Minor Construction		5,000
Conservation of Fine and Architectural Art		599
Total Other Program Increases	-	29,056
Net Increase/Decrease	-	8,161
FY 2018 Total Appropriation	221	54,898

Capitol Building

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget of the Capitol Building appropriation funds all costs associated with the daily care, maintenance and operation of the U.S. Capitol and the Capitol Visitor Center. The budget is divided into functional area Program Groups. In accordance with sound financial management practice, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	**FY 2017 Operating Plan**	**Program Realignment/ Transfers**	**Mandatory Increases**	**Other Program Increases**	**FY 2018 Request**	**FY 2017/2018 Difference**
Facilities Maintenance	1,909	-	51	1,147	3,107	1,198
Furniture Repair	50	-	1	-	51	1
Jurisdiction Centralized Activities	454	-	11	30	495	41
Payroll	21,587	-	602	-	22,189	602
Total	**24,000**	**-**	**665**	**1,177**	**25,842**	**1,842**

Program Changes Justification

The FY 2018 Operating Budget Request shows an increase of **$1,842K** from the FY 2017 estimated level. It includes **$665K** in mandatory pay and price increases plus **$1,177K** in other program changes.

Mandatory Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs, as based upon guidance from the Congressional Budget Office.

Other Program Increases

Facilities Maintenance Program ($1,147K)

The funding increases to the baseline are required to bring the annual operating budget to the minimum level necessary to support annual preventive and corrective maintenance services throughout our facilities (buildings, grounds, equipment, systems, and security infrastructures). This funding will effectuate our facilities functionality and provide for optimal operations while prolonging and extending the life span of the building. Specific program increases are requested for:

- Costs associated with scaffolding units that need to be installed in eight different locations that cannot be accessed by a ladder or electric lift so maintenance can be performed.

  Every six months, testing and inspection of the new Smoke Control System, Grand Stairs in the House and Senate is needed. This effort includes the installation of several components that will be tied to the current fire alarm system and must be inspected and tested to meet current code.

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES (CONTINUED)

- In order for the Capitol Superintendent's Office to meet the minimum payroll requirements in FY 2017, facilities maintenance funds (FM) will be reduced approximately 30% and those funds moved to payroll. No increase to annual funding from FY 2016 to FY 2017 is anticipated, therefore FY 2018 is the first opportunity the Capitol Superintendent's Office has to request to recover these funds. Because funds in FM will be reduced in FY 2017, some maintenance, parts, and service typically purchased throughout the year will be deferred. In order to effectively provide timely maintenance as well as a minimum satisfactory level of customer service the FY 2018 FM request increased from the FY 2016 Operating Plan level. Over the past five fiscal years the FM allotment has been incrementally reduced, with facilities maintenance at $4.4M in FY 2012, to $2.7M at year end FY 2016.

Operational Support Services ($30K)

The funding increases to the baseline are required for AOC-wide mission related support service requirements. Specific program increases are requested for:

Training, registration, and seminar fees; travel; uniform allowances; vehicles leases, operations and maintenance; safety apparel; emergency preparedness and gasoline and oil, as applicable.

Capitol Building

MULTI-YEAR BUDGET REQUEST – PROGRAM SUMMARY

The Capitol Budget consists of major construction or systems replacement requirements to address fire, life safety, and security issues; deferred maintenance; capital renewal; capital improvement; construction; and necessary studies and designs. It also includes Minor Construction funds that provide the Capitol Building with the flexibility to respond to unforeseen minor construction requirements as generated from emergencies, the Members, Committees, and other Architect of the Capitol clients.

Multi-Year Budget by Project ($000)

	Request Amount
Line Item Construction Program Projects:	
Exterior Stone and Metal Preservation, East Facade, Phase IV, USC	17,125
Senate Reception Room Restoration & Conservation, USC	4,598
Kitchen and Exhaust Renovation, USC	1,734
Total	**23,457**
Other Projects:	
Minor Construction	5,000
Conservation of Fine and Architectural Art	599
Total	**5,599**
Total Project Request	29,056

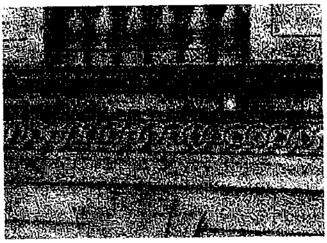
Minor Construction $5,000K

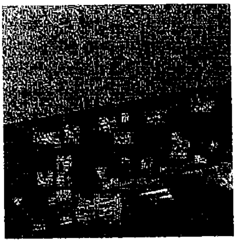
An additional **$1,500K** is being requested from the previous year to better manage deferred maintenance and meet the unforeseen architectural needs that arise over the course of a year. All minor construction funds previously appropriated in multi-years FY 2012-2016 and FY 2014-2018 have been obligated. Minor construction funds appropriated in multi-year FY 2015-2019 and FY 2016-2020 have either been obligated, or minor construction projects have been identified to be funded out of these two appropriations. Further, minor construction funds requested in FY 2017-2021 in the amount of $3.5M also have minor construction projects identified. In recent years, several Capital Improvement Plan projects have not been funded, rather the Capitol Building has funded these items from the existing minor construction dollars. In many cases, these are high cost projects, thus significantly cutting into available dollars.

Risk and Impact if Not Funded: With a backlog of minor construction projects to be completed, the Capitol Building Superintendent is unable to hold portion of minor construction funds (typically one million) for catastrophic equipment failure or major unforeseen events in reserve.

Capitol Building

Project Title: Exterior Stone and Metal Preservation, East Façade, Phase IV, USC **Request: $17,125K**





Project Description (Construction): This project is the final phase of the rehabilitation of the exterior stone at the U.S. Capitol to prolong the life expectancy and preserve the features of this historic building. Caulk in the joints is failing, therefore special work practices are necessary to remove and complete the preservation work. This project repairs damage and deterioration of the stone and metals of the East façade as well as removes existing paint coatings on the West facade.

Risk and Impact If Not Funded: If the preservation work is not funded and performed, safety hazards and program disruptions can be very detrimental.

- Continued water penetration into the stone will increase potential of falling stone, endangering visitors to the U.S. Capitol.
- Increased costs can ensue should this final phase of the project not occur.
- Work may potentially run into the 2021 inauguration if the project is not funded now.
- As restoration is occurring to the North and South facades, a patchwork effect will result if this East façade restoration is not completed.

Cost of Recurring Operations: Following completion of this work, a maintenance plan will be developed.

Citation Driven: No. **Client Request:** No.

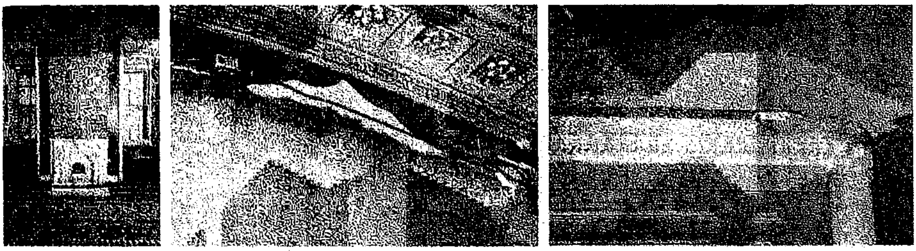
Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded	[illegible]	[illegible]	[illegible]	Project Requirement
Study	-	-	-	-	-	-
Design	260	-	-	-	-	260
Construction (Phase I-North)	16,600	-	-	-	-	16,600
Construction (Phase IIA-South)	2,226	-	-	-	-	2,226
Construction (Phase IIB-South)	-	13,487	-	-	-	13,487
Construction (Phase III-West)	-		3,722	-	-	3,722
Construction (Phase IV-East)	-	-	-	13,422	-	13,422
USCP Overtime	301	800	1,860	3,703	-	6,664
Total	19,387	14,287	5,582	17,125	-	56,381

[1] FY 2017 amount was not fully supported; full amount shown.

Capitol Building

Project Title: **Senate Reception Room Restoration and Conservation, USC** **Request: $4,598K**



Project Description (Conservation): This project completes conservation and restoration of the Senate Reception Room which has been damaged over the past 150 years from pollution, tobacco smoke, fireplace smoke and over painting. The ornately decorated walls, ceilings and enframements were painted under the direction of Constantino Brumidi in the 1860's. Study and testing of the gilding and the feasibility of conserving the decorative painting began in 2009. It was discovered that the burnished water-gilded area could be uncovered, but the oil-gilded areas needed to be cleaned and over-gilded. The decorative painting is recommended to be replicated to match exposed areas.

Risk and Impact If Not Funded: If not funded, unsafe conditions will exist and misrepresentations of the building fabric will be evident.

- Loose ceiling plaster could detach and potentially injure persons within the room.
- Without a restoration, there will be a loss of historic fabric, tainting the impression of visitors seeking originality.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** Yes.

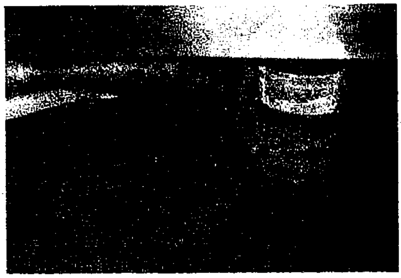
Program Funding Overview ($000):

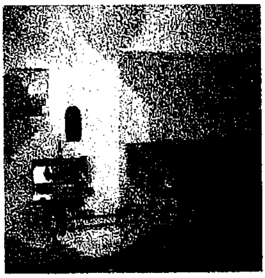
Task	Prior FY Funded	FY 2016 Funded[1]	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	-		-		-	-
Design	-	-	-	-	-	-
Conservation	1,214	350	-	4,598	-	6,162
Total	**1,214**	**350**	-	**4,598**	-	6,162

[1] $350K from FY 2016 CB Minor Construction funding.

Capitol Building

Project Title: Kitchen and Exhaust Renovation, USC **Request: $1,734K**





Project Description (Design): The House and Senate kitchens have been located in the basement level of the U.S. Capitol building since the 1860s, with some renovations only occurring in the past ten to fifteen years. This project will modernize the outdated House and Senate kitchens in the U.S. Capitol Building. The renovations will use two existing projects, the Kitchen Exhaust System Upgrade, and the Kitchen Renovation, Senate and House, as the basis of design to provide a safe, sanitary, and modernized space for preparing food. The old kitchen equipment breaks down often due to heavy use. The sinks backup, causing slip hazards on the floor. The existing kitchen exhaust systems in both the House and Senate Kitchens are a fire hazard and do not contain current technologies.

Risk and Impact If Not Funded: If not funded, deteriorating conditions will further affect the space and increase safety risks and repair costs.

- Increased grease accumulation within ducts greatly increases the probability of a fire.
  Deteriorated and outdated equipment further increases future repair, replacement, and reconfiguration costs.

Cost of Recurring Operations: No additional costs anticipated.

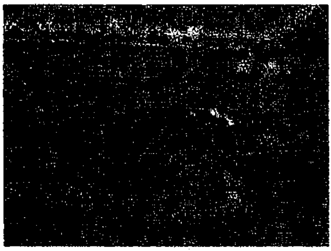
Citation Driven: No. **Client Request:** No.

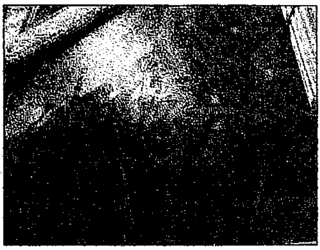
Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-		-
Design (Senate Side)		-		912	-	912
Design (House Side)	-	-	-	822	-	822
Construction (Senate-Multiple Phases)	-	-	-	-	15,000	15,000
Construction (House-Multiple Phases)	-	-	-	-	15,000	15,000
Total	-	-	-	1,734	30,000	31,734

Capitol Building

Project Title: Conservation of Fine and Architectural Art **Request: $599K**





Previously Requested From Congress: The Architect of the Capitol has requested funds for this effort (previously Conservation of Wall Paintings) since the mural conservation program began in the mid-1980s. It was in the Capitol Building appropriation for Annual funding prior to Fiscal Year 2007, when the AOC identified the need for these funds to be appropriated as Multi-Year. It was increased to $599K in FY 2013.

Project Description: This account provides for conservation of murals and other fine and architectural art, including sculpture, with a focus on the U.S. Capitol, including the Rotunda and the House and the Senate wings. The AOC Curator works to keep all fine and architectural art under AOC's care in good condition by prioritizing conservation of art that is most endangered and by regular follow-up conservation maintenance. Professional fine art conservators conduct condition assessments, and the most qualified conservators in each specialty are selected to perform work. Because much of the work can only be performed during recesses or when special access is allowed, and because of the need to have funds available in case emergency treatment is required due to leaks, impact damage, etc., the Multi-Year funding provides this needed flexibility. Project duration is on-going.

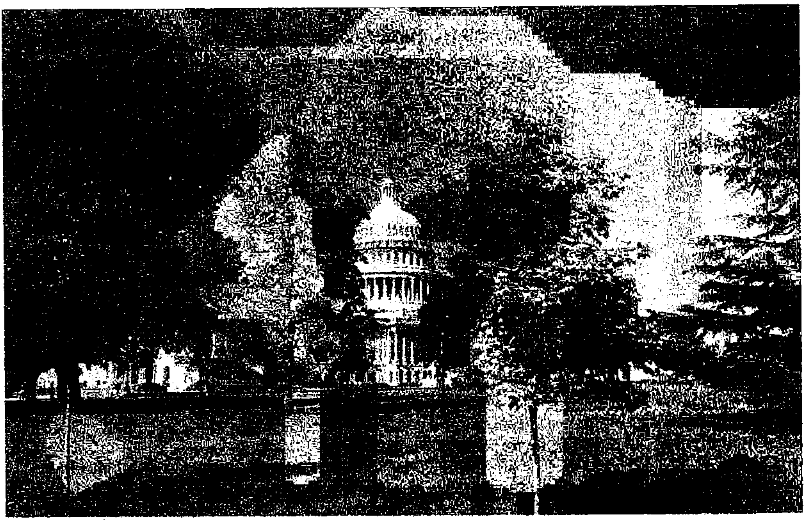
Risk and Impact If Not Funded: Historic heritage assets will continue to deteriorate as problems are not addressed and damage is not repaired, leading to the irreparable loss of original material and impacting the integrity and appearance of national treasures. The progress of the mural conservation program will be impeded, and additional high priority conservation projects will need to be deferred.

Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated[1]	Projected Requirement
Conservation	5,246	-	599	599	-	6,444

[1] $599K will be requested annually for this effort.

Capitol Grounds



AOC MISSION

To serve Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The Capitol Grounds (CG) jurisdiction is responsible for both the day-to-day maintenance of the Capitol grounds and preservation of a significant historic landscape designed by Frederic Law Olmsted. The Capitol grounds are comprised of approximately 286 acres, including the Capitol, Senate and House Office Buildings, the Capitol Power Plant and Union Square. This area includes lawns; parks; historic, memorial and commemorative trees; horticultural display beds; supporting decorative features such as statuary; and historic fountains and water features providing a safe and awe-inspiring setting for the U.S. Capitol.

The CG jurisdiction:

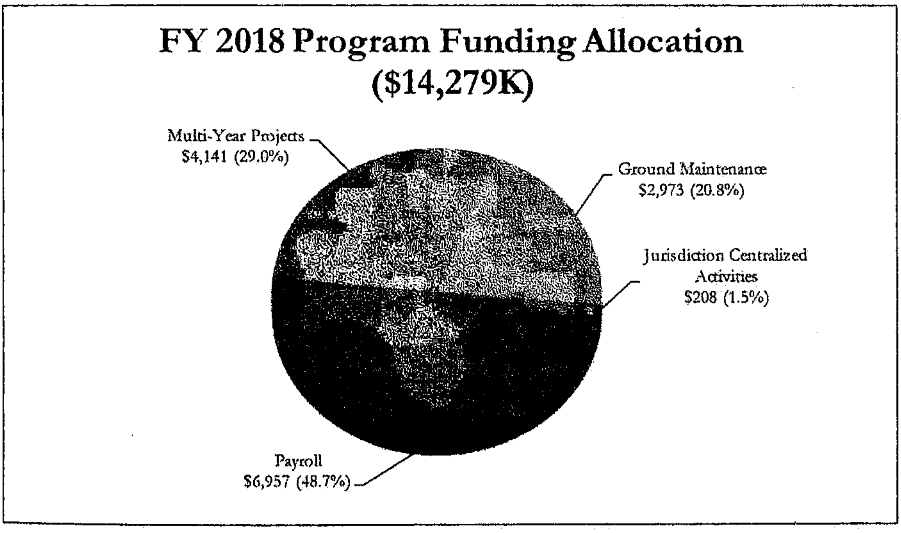
- Maintains the physical elements such as sidewalks, streets, parking lots, irrigation and drainage systems, as well as campus-wide trash removal and outdoor recycling and snow removal.
- Preserves and maintains historic decorative features such as fountains, boundary walls and stone carvings.
- Supports major events such as the annual Capitol Christmas Tree Lighting Ceremony, State of The Union, Inauguration and Summer Concerts that includes the setup of extensive security fencing.

For a complete list of CG facilities, please refer to the "Areas of Responsibility Summary" table in this Budget Request.

Capitol Grounds

PROGRAM SUMMARY

The Capitol Grounds (CG) jurisdiction/appropriation consist of two primary types of funding: Operating Budget (annual) and Multi-Year Projects Budget (5 years).



The **Operating Budget** request funds all costs associated with the daily care, maintenance, preservation and operation of the Capitol grounds and related facilities in direct support of the safety and mission of Congress. The budget is divided into functional area Program Groups: Grounds Maintenance, Jurisdiction Centralized Activities and Payroll.

The **Grounds Maintenance** Program Group funding request provides the capability to continue to support existing service levels for comprehensive landscape maintenance and preservation of historic resources. This request for funding will provide for disposal of bulk and solid waste, for pavement and sidewalks, for landscaping maintenance and beautification, for equipment and maintenance, and for infrastructure and historic structures.

The **Jurisdiction Centralized Activities** Program Group funding request provides for the procurement of motor fuel; emergency preparedness; insurance claims; employee related items such as uniforms and safety apparel for identification, safety and security purposes; and safety, equipment and technical training. This aligns with the historical workload and accomplishes the mission as it has in the past.

Capitol Grounds

PROGRAM SUMMARY (continued)

The **Payroll** Program Group funding request funds the necessary salaries and benefits for employees specifically supporting the appropriation. This program group provides support for all gardening and landscape maintenance, including snow removal and the care of trees including historic memorial trees; for maintenance of vehicles, equipment and infrastructure; for heritage preservation, jurisdictional support services and sidewalks/pavements maintenance.

The **Multi-Year Projects Budget** request consists of major construction or system replacement requirements to address fire, life-safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs; with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other Architect of the Capitol clients.

Please refer to "Multi-Year Budget Request – Program Summary" for a detailed list of the requested major construction projects.

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Summer House	Washington, DC	1881	816	$506,000	$240,000	$746,000
Capitol Square	Washington, DC	1894	2,722,500	$11,104,000	$3,189,000	$14,293,000
Union Square	Washington DC	2011	574,992	$14,000,000	$1,530,000	$15,530,000
Remaining Squares	Washington, DC	Varies	7,265,808	$4,746,000	$7,003,000	$11,749,000
			10,564,116	**$30,356,000**	**$11,962,000**	**$42,318,000**

Notes:

Deferred Maintenance is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

Capitol Grounds

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)

Appropriation	FY 2016 Enacted	FY 2016 Actual Obligations	FY 2017[2] Estimate	FY 2018[2] Request	FY 2017/2018 Difference
Operating Budget	9,880	9,628	9,880	10,138	258
Multi-Year Projects	2,000	-	2,000	4,141	2,141
Total	**11,880**	**9,628**	**11,880**	**14,279**	**2,399**

Operating Budget ($000)

Program Groups	FY 2016 Operating Plan	FY 2016 Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
Grounds Maintenance	2,682	2,983	2,903	2,973	70
Jurisdiction Centralized Activities	372	395	203	208	5
Payroll	6,826	6,250	6,774	6,957	183
Total	**9,880**	**9,628**	**9,880**	**10,138**	**258**

Total Budget by Object Class ($000)

Object Class Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
11 Personnel Compensation	4,958	4,644	4,920	5,053	133
12 Personnel Benefits	1,868	1,750	1,854	1,904	50
21 Travel	8	7	8	11	3
22 Transportation of Things	-	-	-	-	-
23 Rent, Communications & Utilities	-	-	-	-	-
24 Printing and Reproduction	-	-	-	-	-
25 Other Contractual Services	2,727	2,317	2,756	3,952	1,196
26 Supplies and Materials	609	517	615	882	267
31 Equipment	759	645	767	1,100	333
32 Land and Structures	943	802	953	1,367	414
42 Insurance Claims & Indemnities	7	6	7	11	3
Total	**11,880**	**10,688**	**11,880**	**14,279**	**2,399**

[1] FY 2016 Personnel Compensation and Personnel Benefits include payroll and project-funded obligations. Actuals represent total obligations of funds incurred irrespective of the year of appropriation and can include reprogrammings/transfers from other appropriations.

[2] FY 2017/FY 2018 Personnel Compensation and Personnel Benefits do not include project-funded payroll estimated obligations.

Capitol Grounds

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2018 Appropriation	
	FTE	Amount ($000)
FY 2017 Operating Plan (FY 2016 Enacted)		11,880
Payroll Funded FTE (FY 2017 Operating Plan)	71	
Non-Recurring Costs:		
Minor Construction		(2,000)
Total Program Decreases		(2,000)
Mandatory Increases:		
Payroll Related:		
FY 2018 Cost-of-Living Adjustment of 2.4%		116
FY 2018 FEHB Employer Contribution of 4.4%		20
FY 2018 Within Grade Increase		48
Total Payroll Related Costs	-	183
Non-Payroll Related:		
Non-pay Inflation Increase of 2.3%		75
Total Non-Payroll Related Costs	-	75
Total Mandatory Increases		258
Other Program Increases (Mission Requirements):		
Multi-Year Projects:		
Capitol Square Infrastructure Repair, CG		2,141
Minor Construction		2,000
Total Program Increases	-	4,141
Net Increase/Decrease	-	2,399
FY 2018 Total Appropriation	71	14,279

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget component of the Capitol Grounds appropriation funds all costs associated with the daily care, maintenance and operation of the Capitol grounds and related facilities. The budget is divided into three functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Program ($000)						
Program Groups	**FY 2017 Operating Plan**	**Program Realignment/ Transfers**	**Mandatory Increases**	**Other Program Increases**	**FY 2018 Request**	**FY 2017/2018 Difference**
Ground Maintenance	2,903	-	70	-	2,973	70
Jurisdiction Centralized Activities	203	-	5	-	208	5
Payroll	6,774	-	183	-	6,957	183
Total	9,880	-	258	-	**10,138**	258

Program Changes Justification

The FY 2018 Operating Budget Request shows an increase of **$258K** from the FY 2017 estimated level.

Mandatory Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs, as based upon guidance from the Congressional Budget Office.

ARCHITECT OF THE CAPITOL

MULTI-YEAR BUDGET REQUEST - PROGRAM SUMMARY

The Capital Budget consists of major construction or system replacement requirements to address fire, life safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other Architect of the Capitol clients.

Multi-Year Budget by Project ($000)

	Request Amount
Line Item Construction Program Projects:	
Capitol Square Infrastructure Repair, CG	2,141
Total	2,141
Other Projects:	
Minor Construction	2,000
Total	2,000
Total Project Request	4,141

Capitol Grounds

Project Title: Capitol Square Infrastructure Repair, CG **Request: $2,141K**

Project Description (Study): Designed in 1874 by Frederick Law Olmsted, Capitol Square encompasses the 56 acres of grounds surrounding the U.S. Capitol. Over time the clarity of design vision has been deteriorated by natural causes and manmade adaptations. The study phase includes a series of surveys and investigations and will result in a program of requirements for the long term maintenance, preservation, and restoration of this unique historical cultural asset. A future design phase submitted in a subsequent budget request will provide construction drawings to restore the experience of Capitol Square to its period of significance (1874-1894) along with improving underground infrastructure for the next 100 years.

Risk and Impact If Not Funded: If not funded, disorganization of systems above and below ground increases the negative impacts on projects, further damages the Capitol Square Grounds, and prevents effective planning for future initiatives.

- Multiple disturbances to the Capitol Square grounds can affect and possibly prevent completion of new projects.
- Without completion of the restoration, irreparable loss of historic features and integrity will result.

Cost of Recurring Operations: No additional cost anticipated.

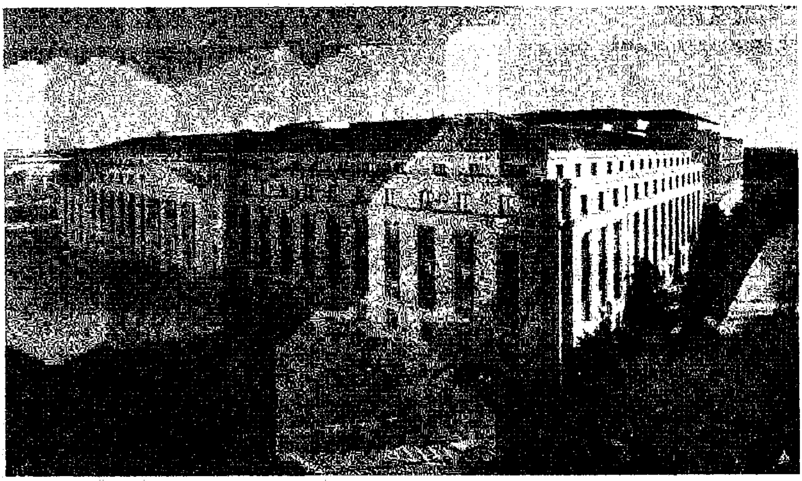
Citation Driven: No. **Client Request:** No.

Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	2,141	-	2,141
Design[1]	-	-	-	-	-	-
Construction (Multiple Phases)[1]	-	-	-	-	-	-
Total	-	-	-	2,141	-	2,141

[1] Study will determine the approach for design and construction; therefore, future funding requirements not shown at this time.

Senate Office Buildings



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF THE AOC MISSION

The Senate Office Buildings (SOB) jurisdiction is responsible for the daily care, maintenance, repair and operations of the Russell, Dirksen, and Hart Senate Office Buildings; the Senate Employees Child Care Center; the Daniel Webster Page Dorm; the Robert A. Taft Memorial; 107 D Street Building; the Blue Plains Warehouse; the Senate Long-Term Mail Facility; and the Senate Underground Garage.

The SOB jurisdiction:

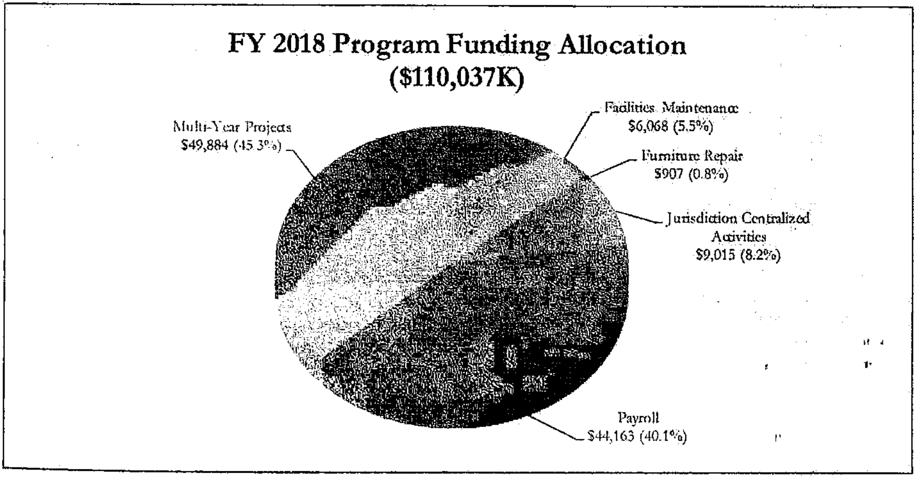
- Provides important client services, such as wood crafting, upholstery, painting, garage operations and furniture.
- Manages building infrastructure, including electrical, plumbing, heating, ventilation and air conditioning, fire alarm, subway and elevator systems.
- Performs daily operations, including cleaning, recycling, loading dock operations, Committee hearing room preparations, events coordination and floor care.
- Manages lease operations and maintenance contracts for the Secretary of the Senate and the Senate Sergeant at Arms at the Postal Square Building; the Government Printing Office; and various locations in Landover, Maryland.
- Oversees Senate Restaurant operations.

For a complete list of SOB facilities, please refer to the "Areas of Responsibility Summary" tables in this Budget Request.

Senate Office Buildings

PROGRAM SUMMARY

The Senate Office Buildings (SOB) jurisdiction/appropriation consists of two primary types of funding: Operating Budget (annual) and Multi-Year Projects Budget (5 years).



The **Operating Budget** request funds all costs associated with the daily care, maintenance and operation of its facilities which support Congressional operations. The SOB operating budget is divided into four functional area Program Groups: Facilities Maintenance, Furniture Repair, Jurisdiction Centralized Activities and Payroll.

> The **Facilities Maintenance** Program Group funding request provides for the procurement of materials, supplies and contracts for essential facility maintenance; mechanical, electrical and building envelope repair; legislative clocks; building preservation; and cleaning and recycling operations. This request also provides for client services, such as garage operations; elevator and subway systems; hearing room set-ups; painting, upholstery and custom millwork; and off-site mail facility maintenance services. Other critical functions provided by this funding request include hazardous materials abatement, physical security support and historic preservation. In addition, this request supports Senate Restaurant operations and facilities in the Senate Buildings.
>
> The **Furniture Repair** Program Group funding request provides furniture and furnishings to all offices in the Senate Office Buildings jurisdiction. This request includes supplies, materials, equipment and contracted services for new furniture and furnishings and for refinishing existing furniture. The request also supports ergonomics assessments, inventory, and care and preservation of historic furniture and furnishings in the Senate Buildings.

PROGRAM SUMMARY (continued)

The **Jurisdiction Centralized Activities** Program Group funding request supports leasing, contract maintenance and cleaning operations for off-site Senate support functions, including administrative, production and warehouse leasing operations at the Postal Square Building and the Government Publishing Office building, and facilities for the Senate Sergeant at Arms and the Secretary of the Senate in Landover, Maryland. The remaining funds support activities, such as training, emergency preparedness and employee safety, that directly contribute to the AOC's ability to support Congressional operations.

The **Payroll** Program Group funding request funds the necessary salaries and benefits for employees specifically supporting the Senate Office Buildings jurisdiction. The SOB workforce consists of a diverse group of project managers, custodians, electricians, engineers, mechanics, painters, plumbers, upholsterers, wood crafters and other laborers who execute the jurisdiction's critical Client Services, Facilities Maintenance, Facility Operations, Project Delivery, Jurisdictional Support Services and Heritage Asset Preservation functions.

The **Multi-Year Projects Budget** request consists of major construction or system replacement projects to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements arising from emergencies, Members, Committees and other Architect of the Capitol clients.

Please refer to "Multi-Year Budget Request - Program Summary" for detailed list of the requested major construction projects.

Senate Office Buildings

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Dirksen Senate Office Building	Washington, DC	1958	752,963	$20,731,000	$13,109,000	$33,840,000
Hart Senate Office Building	Washington, DC	1982	1,271,030	$14,490,000	$20,059,000	$34,549,000
Russell Senate Office Building	Washington, DC	1909	698,921	$35,110,000	$1,559,000	$36,669,000
Robert A. Taft Memorial	Washington, DC	1959	1,700	$389,000	$1,000	$390,000
Senate Child Care Center	Washington, DC	1998	9,978	$3,000	$177,000	$180,000
Senate Mail Handling Facility	Landover, MD	2008	52,500	$480,000	$1,000,000	$1,480,000
Senate Storage Building	Washington, DC	1993	20,921	$0	$324,000	$324,000
Senate Underground Garage	Washington, DC	1932	85,284	$9,539,000	$456,000	$9,995,000
Webster Hall Page Dormitory	Washington, DC	1930	20,870	$0	$87,000	$87,000
107 D Street Northeast	Washington, DC	1885	7,764	$1,029,000	$14,000	$1,043,000
Projects Across Multiple Facilities	Washington, DC	Varies	Varies	$0	$0	$0
			2,921,931	**$81,771,000**	**$36,786,000**	**$118,557,000**

Notes:

Deferred Maintenance is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due, causing failure or partial failure.

Capital Renewal is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five-year window.

LEASED FACILITIES

Lease Type	Location	Area (square feet)	Leased from	Contract Award Date	Contract End Date	FY 2017 Total Cost	FY 2018 Total Cost
SSAA/SecSen Warehouse Facility[1]	Landover, MD	100,000	Private Sector	Oct 2005	Sep 2025	$1,083,000	$1,092,000
SSAA Printing, Graphics & Direct Mail Facility[1]	Landover, MD	90,000	Private Sector	Mar 2011	Mar 2016	$1,240,000	$1,260,000
SSAA Office Support (Postal Square)[1]	Washington, DC	120,911	GSA	May 1992	May 2022	$5,144,000	$5,290,000
GPO - SSAA Admin.	Washington, DC	5,450	GPO	Oct 2010	Sep 2016	$204,375	$221,052
GPO - SSAA Cabinet	Washington, DC	13,752	GPO	Oct 2012	Sep 2016	$182,000	$194,208
GPO - Senate Furniture/Refinishing	Washington, DC	44,700	GPO	Oct 2007	Sep 2016	$381,113	$410,800
					Total	**$8,234,488**	**$8,468,060**

[1] Total cost includes all operations and maintenance charges.

Senate Office Buildings

TOTAL BUDGET REQUEST - FUNDING SUMMARY

Total Budget ($000)

Appropriation	FY 2016 Enacted	FY 2016 Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
Operating Budget	57,938	57,908	57,938	60,153	2,215
Multi-Year Projects	26,283	2,281	26,283	49,884	23,601
Total	**84,221**	**60,189**	**84,221**	**110,037**	**25,816**

Operating Budget ($000)

Program Groups	FY 2016 Operating Plan	FY 2016 Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
Facilities Maintenance	6,107	6,238	5,286	6,068	782
Furniture Repair	1,538	1,437	885	907	22
Jurisdiction Centralized Activities	8,867	8,828	8,795	9,015	220
Payroll	41,426	41,405	42,972	44,163	1,191
Total	**57,938**	**57,908**	**57,938**	**60,153**	**2,215**

FY 2016 Actuals can include reprogrammings/transfers from other appropriations.

Total Budget by Object Class ($000)

Object Class Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
11 Personnel Compensation	29,645	31,210	30,752	31,604	852
12 Personnel Benefits	11,781	12,403	12,220	12,559	339
21 Travel	18	15	18	18	1
22 Transportation of Things	-	-	-	-	-
23 Rent, Communications & Utilities	8,871	7,329	8,551	9,136	585
24 Printing and Reproduction	-	-	-	-	-
25 Other Contractual Services	10,499	8,674	10,120	16,171	6,051
26 Supplies and Materials	4,204	3,474	4,052	6,472	2,419
31 Equipment	1,819	1,503	1,753	2,800	1,047
32 Land and Structures	17,381	14,360	16,753	31,274	14,521
42 Insurance Claims & Indemnities	-	-	-	-	-
43 Interest and Dividends	2	2	2	3	1
Total	**84,221**	**78,970**	**84,221**	**110,037**	**25,816**

[1] FY 2016 Actuals represent total obligations of funds incurred irrespective of the year of appropriation and can include reprogrammings/transfers from other appropriations. Personnel Compensation and Personnel Benefits include payroll and project-funded obligations.

[2] FY 2017/FY 2018 Personnel Compensation and Benefits do not include project-funded estimated obligations.

Senate Office Buildings

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2018 Appropriation	
	FTE	Amount ($000)
FY 2017 Operating Plan (FY 2016 Enacted)		84,221
Payroll Funded FTE (FY 2017 Operating Plan)	477	
Non-Recurring Costs:		
Exterior Envelope Repair & Restoration, Phase II, West Facade, RSOB		(10,182)
Senate Underground Garage Renovations & Landscape Restoration, Phase IB		(8,200)
Exterior Evelope Rehabilitation, HSOB		(1,169)
Kitchen Exhaust System Upgrade, Phase III, DSOB & RSOB		(1,732)
Minor Construction		(5,000)
Total Program Decreases		**(26,283)**
Mandatory Pay Related Costs:		
Payroll Related:		
FY 2018 Cost-of-Living Adjustment of 2.4%		739
FY 2018 FEHB Employer Contribution of 4.4%		145
FY 2018 Within Grade Increase		307
Total Payroll Related Costs		**1,191**
Non-Payroll Related:		
Non-pay Inflation Increase of 2.3%		162
Lease Escalation Costs		207
Total Non-Payroll Related Costs	-	**369**
Total Mandatory Increases		**1,560**
Other Program Increases (Mission Requirements):		
Facilities Maintenance Program		655
Total Mission Related Costs		**655**
Multi-Year Projects:		
Senate Underground Garage Renovations and Landscape Restoration, Phase III, SUG		28,937
Exterior Envelope Repair and Restoration, RSOB		16,947
Minor Construction		4,000
Total Program Increases	-	**49,884**
Net Increase/Decrease	-	**25,816**
FY 2018 Total Appropriation	477	**110,037**

Senate Office Buildings

ARCHITECT OF THE CAPITOL

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget component of the Senate Office Buildings appropriation funds all costs associated with SOB central office salaries, operations, activities and programs. The budget is divided into four functional area Program Groups. In accordance with sound financial management practice, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	**FY 2017 Operating Plan**	**Program Realignment/ Transfers**	**Mandatory Increases**	**Other Program Increases**	**FY 2018 Request**	**FY 2017/2018 Difference**
Facilities Maintenance	5,286	-	127	655	6,068	782
Furniture Repair	885	-	22	-	907	22
Jurisdiction Centralized Activities	8,795	-	220	-	9,015	220
Payroll	42,972	-	1,191	-	44,163	1,191
Total	**57,938**	**-**	**1,560**	**655**	**60,153**	**2,215**

Program Changes Justification

The FY 2018 Operating Budget Request shows an increase of **$2,215K** from the FY 2017 estimated level. It includes **$1,560K** in mandatory pay and price increases plus **$655K** in other program changes.

Mandatory Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs, as based upon guidance from the Congressional Budget Office and lease escalation costs.

Other Program Increases

The funding increases to the baseline are required to bring the annual operating budget to the minimum level necessary to support annual preventive and corrective maintenance services throughout the Senate facilities (buildings, equipment, systems and security infrastructures). This funding will improve the functionality of the Senate facilities and provide for optimal operations while prolonging and extending the life span of the buildings.

MULTI-YEAR BUDGET REQUEST - PROGRAM SUMMARY

The Capital Budget consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements arising from emergencies, Members, Committees and other Architect of the Capitol clients.

Multi-Year Budget by Project ($000)	
	Request Amount
Line Item Construction Program Projects:	
Senate Underground Garage Renovations and Landscape Restoration, Phase III, SUG	28,937
Exterior Envelope Repair and Restoration, RSOB	16,947
Total	45,884
Other Projects:	
Minor Construction	4,000
Total	4,000
Total Project Request	49,884

ARCHITECT of the CAPITOL

Senate Office Buildings

Project Title: Senate Underground Garage Renovations and Landscape Restoration, Phase III, SUG **Request: $28,937K**

Project Description (Design-Build): The Senate Underground Garage (SUG) was constructed in 1932. The overall project restores the upper, middle and lower plazas and fountains; waterproofs the garage deck and pedestrian tunnel; replaces drainage systems; repairs structural cracks and spalling concrete; provides new plumbing, electrical, and HVAC systems in the garage; and refurbishes all occupied spaces and the parking garage interior surfaces. Phase III addresses the tunnel leading from the Russell Senate Office Building to the SUG and lighting upgrades on the lower plaza. The garage office space will also be updated to address changing workplace needs.

Risk and Impact If Not Funded: If not funded, advanced deterioration will contribute to delaminated concrete and leakages, causing safety hazards.

- Falling concrete has damaged vehicles and could potentially harm building users.
- Interior spaces will no longer be usable, requiring more large-scale, costly repairs in the near future.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** Significant committee support exists for this request.

Program Funding Overview ($000):

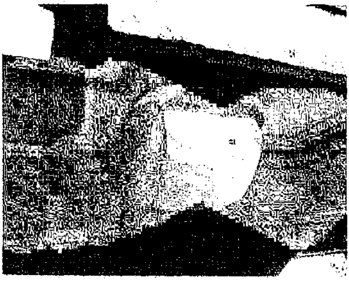
Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	-	-				-
Design	1,000	-			-	1,000
Construction (Phase IA)[1]	19,300	-			-	19,300
Construction (Phase IB)	-	8,200	-	-	-	8,200
Construction (Phase II)	-		8,505	-	-	8,505
Construction (Phase III)	-	-	-	28,937	-	28,937
USCP Overtime	-	-	-	-	-	-
Total	20,300	8,200	8,505	28,937	-	65,942

[1] $30,596 was requested for Phase I in FY 2015, and $19,300 for Phase IA was funded.

Senate Office Buildings

ARCHITECT OF THE CAPITOL

Project Title: Exterior Envelope Repair and Restoration, RSOB **Request: $16,947K**



Project Description (Construction): This project addresses repair and restoration of the exterior envelope, which completes this program. The Russell Senate Office Building recently passed its 100th anniversary and is showing its age. This project mitigates life-safety hazards, improves energy efficiency of the building envelope and meets the AOC's Strategic Vision for the preservation of historic buildings. Restoring the windows and doors improves operability and reduces current maintenance and energy costs.

Risk and Impact If Not Funded: If not funded, deterioration of the exterior elements will pose serious safety threats.

Water ingress may cause accelerated deterioration of historic elements, damage to interior areas, and increased costs.

Loose and falling masonry will endanger pedestrians and contribute to additional building and grounds damage.

Cost of Recurring Operations: Preventative maintenance costs will incur following the completion of this work.

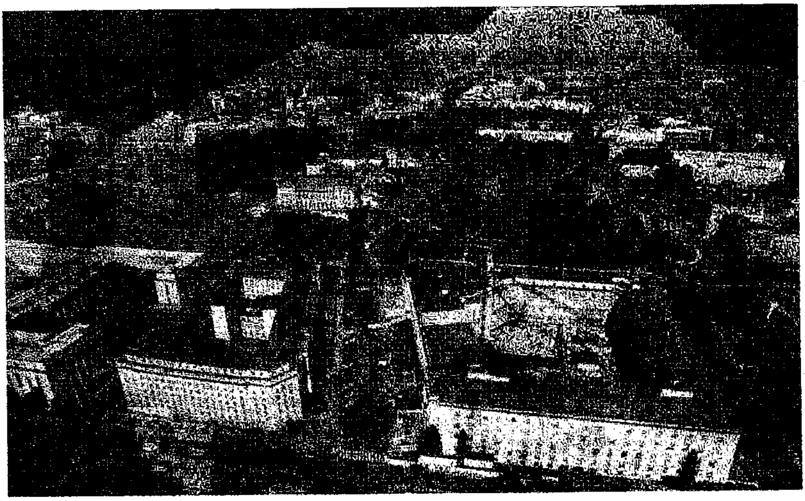
Citation Driven: No. **Client Request:** No.

Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded[1]	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	236	-	-	-	-	**236**
Design	1,113	-	-	-	-	**1,113**
Construction (Phase I, North)	8,700	-	-	-	-	8,700
Construction (Phase II, East)	12,188	-	-	-	-	**12,188**
Construction (Phase III, West)	-	17,611	-	-	-	**17,611**
Construction (Phase IV &V, S & SW)	-	-	14,139	-	-	**14,139**
Construction	-	-	-	16,697	-	**16,697**
USCP Overtime	-	150	300	250	-	700
Total	**22,237**	**17,761**	**14,439**	**16,947**	-	**71,384**

[1] Includes $10,182 FY 2016 enacted amount plus $7,429 reprogrammed.

House Office Buildings



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF THE AOC MISSION

The House Office Buildings (HOB) jurisdiction is responsible for the daily care, maintenance, repair and operations of the Cannon, Longworth, and Ford House Office Buildings, the former House Page Dormitory, and the House underground garages.

The HOB jurisdiction:

- Provides important client services such as wood crafting and painting.
- Manages building infrastructure, including electrical, plumbing, heating, ventilation and air conditioning, fire alarm, subway and elevator systems.
- Performs daily maintenance of facilities including cleaning, recycling, and floor care; provide cleaning services for the House Restaurant locations.
- Delivers all facility and infrastructure projects including studies, designs and construction.

Additional leases includes space for the Office of Congressional Ethics in the Capitol View Building and administrative spaces at the Thomas P. O'Neill, Jr. Federal Building.

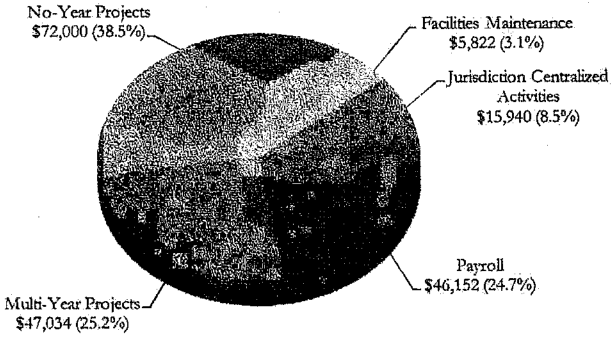
For a complete list of HOB facilities, please refer to the "Areas of Responsibility Summary" tables in this Budget Request.

House Office Buildings

PROGRAM SUMMARY:

The House Office Buildings (HOB) jurisdiction/appropriation consists of three primary types of funding: Operating Budget (annual), Multi-Year Projects Budget (5 years) and No-Year Projects Budget.

FY 2018 Program Funding Allocation ($186,948K)



The **Operating Budget** request funds all costs associated with the daily care, maintenance and operation of its facilities in support of congressional operations. The HOB provides direct support to ensure efficient operations and maintenance of its facilities. The HOB operating budget is divided into three functional area Program Groups: Facilities Maintenance, Jurisdiction Centralized Activities and Payroll.

> The **Facilities Maintenance** Program Group request provides for the procurement of supplies, materials and contracted services to perform essential facility preventive and corrective maintenance of the building heating, cooling, plumbing, elevator, and electrical systems. This funding request also provides for client services, such as painting and custom millwork, as well as cleaning and recycling operations within the HOB facilities. Other critical functions provided by this funding request include hazardous material abatement, building envelope repair, and maintenance of the House Restaurant operations.
>
> The **Jurisdiction Centralized Activities** Program Group request supports leasing and security services at facilities including the Thomas P. O'Neill, Jr. Federal Building and space for the Office of Congressional Ethics in the Capitol View Building. The remaining funds support activities, such as continuing education of the HOB workforce, uniform allowances, safety apparel, emergency preparedness and gasoline, as required.

PROGRAM SUMMARY (continued)

The **Payroll** Program Group request funds the necessary salaries and benefits for employees specifically supporting the House Office Buildings appropriation. The HOB workforce consists of a diverse group of project managers, custodians, electricians, engineers, mechanics, painters, plumbers, wood crafters and other laborers who execute the jurisdiction's critical Client Services, Facility Maintenance, Facility Operations, Project Delivery, and Jurisdictional Support Services.

The **Multi-Year Projects Budget** request consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other Architect of the Capitol clients.

The **No-Year Projects Budget** request consists of funding for the restoration and renovation of the Cannon House Office Building and for the House Historic Buildings Revitalization Trust Fund.

Please refer to "Multi-Year Budget Request – Program Summary" for a detailed list of the requested major construction projects.

House Office Buildings

ARCHITECT
OF THE CAPITOL

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Cannon House Office Building	Washington, DC	1908	826,465	$49,433,000	$32,281,000	$81,714,000
Ford House Office Building	Washington, DC	1939	594,966	$1,609,000	$21,515,000	$23,124,000
House Page Dormitory	Washington, DC	1940	35,317	$37,000	$842,000	$879,000
Longworth House Office Building	Washington, DC	1933	702,608	$57,683,000	$43,122,000	$100,805,000
Rayburn House Office Building	Washington, DC	1965	2,395,914	$260,056,000	$96,769,000	$356,825,000
Underground Garage (East)	Washington, DC	1968	287,931	$406,000	$0	$406,000
Underground Garage (West)	Washington, DC	1968	287,477	$250,000	$23,000	$273,000
			5,130,678	**$369,474,000**	**$194,552,000**	**$564,026,000**

Notes:

Deferred Maintenance is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.
Capital Renewal is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.
Backlog equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

LEASED FACILITIES

Lease Type	Location	Area (square feet)	Leased from	Contract Award Date	Contract End Date	FY 2017 Total Cost	FY 2018 Total Cost
Capitol View Building - Office of Congressional Ethics	Washington, DC	4,644	Private Sector	Feb 2010	Feb, 2020	$326,857	$326,857
Thomas P. O'Neill, Jr. Federal Building*	Washington, DC	257,346	GSA	March 2014	March 2024	$14,900,000	$0
					Total	$15,226,857	$326,857

* O'Neill building custody, control and administrative jurisdiction transferred to the AOC HOB jurisdiction (H.R. 2028, December 6, 2016)

House Office Buildings

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)

Appropriation	FY 2016 Enacted	FY 2016[1] Actual Obligations	FY 2017[2] Estimate	FY 2018[2] Request	FY 2017/2018 Difference
Operating Budget	64,077	64,075	64,077	67,914	3,837
Multi-Year Projects	48,885	22,675	48,885	47,034	(1,851)
No-Year Projects	72,000	141,633	72,000	72,000	-
Total	**184,962**	**228,383**	**184,962**	**186,948**	**1,986**

Operating Budget ($000)

Program Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
Facilities Maintenance	6,121	7,426	3,198	5,822	2,624
Jurisdiction Centralized Activities	15,782	15,524	15,930	15,940	10
Payroll	42,174	41,126	44,949	46,152	1,203
Total	**64,077**	**64,075**	**64,077**	**67,914**	**3,837**

Total Budget by Object Class ($000)

Object Class Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
11 Personnel Compensation	30,804	40,279	32,831	33,710	879
12 Personnel Benefits	11,370	14,867	12,118	12,442	324
21 Travel	11	16	11	11	
23 Rent, Communications & Utilities	10,150	14,959	9,953	10,008	56
24 Printing and Reproduction	-	-	-	-	-
25 Other Contractual Services	13,296	19,595	13,037	13,110	73
26 Supplies and Materials	4,201	6,192	4,120	4,143	23
31 Equipment	204	300	200	201	1
32 Land and Structures	114,927	169,374	112,693	113,323	631
42 Insurance Claims & Indemnities	-	-	-	-	-
Total	**184,962**	**265,582**	**184,962**	**186,948**	**1,986**

[1] FY 2016 Personnel Compensation and Personnel Benefits include payroll and project-funded obligations. Actuals represent total obligations of funds incurred irrespective of the year of appropriation and can include reprogrammings/transfers from other appropriations.

[2] FY 2017/2018 Personnel Compensation and Personnel Benefits do not include project-funded payroll estimated obligations.

House Office Buildings

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2018 Appropriation	
	FTE	Amount ($000)
FY 2017 Operating Plan (FY 2016 Enacted)		184,962
Payroll Funded FTE (FY 2017 Operating Plan)	503	
Non-Recurring Costs:		
Garage Rehabilitation, Phase I, RHOB		(17,825)
House Office Buildings Security Improvements, Phase I		(20,400)
Minor Construction		(7,000)
CAO Project Support		(3,660)
House Historic Buildings Revitalization Trust Fund		(10,000)
Restoration and Renovation, CHOB		(62,000)
Total Program Decreases		**(120,885)**
Mandatory Increases:		
Payroll Related:		
FY 2018 Cost-of-Living Adjustment of 2.4%		750
FY 2018 FEHB Employer Contribution of 4.4%		142
FY 2018 Within Grade Increase		311
Total Payroll Related Costs	-	**1,203**
Non-Payroll Related:		
Non-pay Inflation Increase of 2.3%		87
Total Non-Payroll Related Costs	-	**87**
Total Mandatory Increases		**1,290**
Other Program Increases (Mission Requirements):		
Facilities Maintenance Program		2,547
Total Mission Related Costs		**2,547**
Multi-Year Projects:		
Garage Interior Rehabilitation, Phase III, RHOB		31,056
Garage Rehabilitation, Plaza Waterproofing Restoration,West, RHOB		3,414
Exterior Masonry Envelope Stabilization, LHOB		1,904
Minor Construction		7,000
CAO Project Support		3,660
No-Year Projects:		
House Historic Buildings Revitalization Trust Fund		10,000
Restoration and Renovation, CHOB		62,000
Total Program Increases	-	**119,034**
Net Increase/Decrease	-	**1,986**
FY 2018 Total Appropriation	503	186,948

House Office Buildings

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget component of the House Office Buildings appropriation funds all costs associated with central office salaries, operations, activities and programs. The budget is divided into three functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)

Program Groups	FY 2017 Operating Plan	Program Realignment/ Transfers	Mandatory Increases	Other Program Increases	FY 2018 Request	FY 2017/2018 Difference
Facilities Maintenance	3,198	-	77	2,547	5,822	2,624
Jurisdiction Centralized Activities	15,930	-	10	-	15,940	10
Payroll	44,949	-	1,203	-	46,152	1,203
Total	**64,077**	**-**	**1,290**	**2,547**	**67,914**	**3,837**

Program Changes Justification

The FY 2018 Operating Budget Request shows an increase of **$3,837K** from the FY 2017 estimated level. It includes **$1,290K** in mandatory pay and price increases plus **$2,547K** in other program changes.

Mandatory Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs, as based upon guidance from the Congressional Budget Office.

Other Program Increases

The funding increases to the baseline are required to bring the annual operating budget to the minimum level necessary to support annual preventive and corrective maintenance services throughout our facilities (buildings, grounds, equipment, systems, and security infrastructures). This funding will effectuate our facilities functionality and provide for optimal operations while prolonging and extending the life span of the building. Specific program increases are requested for:

- Heating, ventilation and A/C, replacement of bearings, motors, coils, painting, electrical upgrades, panels, elevator rope replacements, motor maintenance and escalator cleaning, plumbing inspections, carpentry work, exterior door security, general repairs, and emergency repairs for garage and loading dock doors. ($1,334K)
- Cleaning contractor services and supplies to maintain minimal routine building restroom cleaning, dispensers, maintenance required services, and exterior cleaning of building windows. ($677K)
- Building exterior pointing and caulking to maintain building facades to prevent leaks and deterioration of stone. ($200K)
- Electric bulb and tube replacements, fire alarm system testing, and general facility maintenance. ($86K)
- Hazardous materials abatement sampling and for the safe removal and disposal of hazardous building materials. ($250K)

House Office Buildings

MULTI-YEAR BUDGET REQUEST - PROGRAM SUMMARY

The Capital Budget consists of major construction or system replacement requirements to address fire, life safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees, and other Architect of the Capitol clients.

Multi-Year Budget by Project ($000)

	Request Amount
Line Item Construction Program Projects:	
Garage Interior Rehabilitation, Phase III, RHOB	31,056
Garage Rehabilitation, Plaza Waterproofing Restoration,West, RHOB	3,414
Exterior Masonry Envelope Stabilization, LHOB	1,904
Total	**36,374**
Other Projects:	
Minor Construction	7,000
CAO Project Support	3,660
Total	**10,660**
Total Project Request	**47,034**

MULTI-YEAR BUDGET REQUEST - PROGRAM SUMMARY (continued)

CAO Project Support $3,660K

Support for U.S. House of Representatives Chief Administrative Officer requests:

- The **Committee Hearing Room Renovations** increase of **$2,700K** will consist of renovating two main hearing rooms per year. Full renovations of major hearing rooms including AV systems, drapes, carpet, cooling, ADA requirements, and rack room infrastructure.
  Impact if Not Funded: The hearing rooms will not be able to be renovated with new systems and made ADA compliant.

- The **Food Service Equipment Replacement Infrastructure Upgrades** increase of **$600K** will consist of replacing existing equipment as needed. Much of the food service equipment is beyond its normal life cycle replacement date. There are numerous infrastructure upgrades that are required to bring the kitchen operations up to current building and health codes. Additionally, much of the equipment is not energy efficient resulting in a significant waste of energy. AOC will develop an equipment replacement schedule to assist with infrastructure and equipment upgrades.
  Impact if Not Funded: A continuing deterioration of the equipment and infrastructure will have a detrimental effect on the overall ability of the contractor to meet service requirements. The breakdown of the equipment and infrastructure can lead to a potential outbreak of food borne illnesses if products are not stored, prepared and served properly.

The **Copper and Fiber Infrastructure** increase of **$360K** will provide a permanent cable pathway for future copper and fiber optic system needs.
Impact if Not Funded: There will not be sufficient pathways available to install the necessary cabling in support of the Congressional community.

CAPITAL NO-YEAR PROJECTS

No-year funding ($10,000K) is requested for the House Historic Buildings Revitalization Trust Fund. Public Law 111-68 established the House Historic Buildings Revitalization Trust Fund (Fund) for use by the Architect of the Capitol for the revitalization of the major historical buildings and assets of the House of Representatives which the Architect is responsible for maintaining and preserving. The law also permits transfers to this Fund from amounts appropriated to the House of Representatives under any heading other than Members Representational Allowances, subject to the approval of the Committee on Appropriations of the House of Representatives. Any amounts transferred to and merged with, or otherwise deposited into the Fund remain available until expended. Funds may not be obligated without the approval of the Committee on Appropriations of the House of Representatives.

No-year funding ($62,000K) is requested for the Restoration and Renovation of the Cannon House Office Building. The Cannon House Office Building (CHOB) is undergoing major renovation work to address the deferred maintenance liabilities, capital renewal, capital improvements, and citation abatement items identified by a Facility Condition Assessment that was completed in 2004 and revalidated in 2008.

No-Year Projects ($000)	Request Amount
No-Year Construction Projects:	
House Historic Buildings Revitalization Trust Fund	10,000
Restoration and Renovation, CHOB	62,000
Total Project Request	72,000

House Office Buildings

ARCHITECT OF THE CAPITOL

Project Title: Garage Interior Rehabilitation, Phase III, RHOB **Request: $31,056K**

Project Description (Construction): This is the third phase of a four phased rehabilitation program for the Rayburn House Office Building garage. An engineering study from February 2000 identified severe corrosion of the reinforcing steel and spalling and delaminating of the concrete slabs and columns. The study confirmed rapid corrosion of reinforcing steel at the decks from application of de-icing salts. Repairs have been made on an as-needed basis however the situation has now reached a critical point where a comprehensive design and rehabilitation is necessary to address continued deterioration. This project provides structural and architectural modifications for life safety, accessibility, lighting, electrical, mechanical, plumbing, fire protection, and security systems upgrades.

Risk and Impact If Not Funded: If not funded, continued deterioration will jeopardize the garage structure.

- Deterioration will result in loss of parking spaces and increased future rehabilitation costs.
- Deterioration and delamination can create potential tripping hazards and falling masonry affecting users and vehicles.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** No.

Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	497	-	-	-	-	497
Design	1,059	-	-	-	-	1,059
Construction, Phase I[1]	17,825	17,825		-	-	35,650
Construction, Phase II	-	-	30,789	-		30,789
Construction, Phase III		-	-	28,831	-	28,831
Construction, Phase IV	-	-	-	-	31,290	31,290
USCP Overtime	-	-	-	2,225	-	2,225
Total	19,381	17,825	30,789	31,056	31,290	130,341

[1] $30,497K was requested in FY 2015 & $17,825K was funded. $13,226K requested in FY 2016 and $17,825 was funded.

House Office Buildings

Project Title: Garage Rehabilitation, Plaza Waterproofing Restoration, West, RHOB **Request: $3,414K**

Project Description (Construction): The Rayburn House Office Building West Court Yard waterproofing components are approaching fifty years old and repairs have been made on as-needed basis up until this point. The West Courtyard is currently experiencing water penetration through the plaza deck level and wall junctures. However, the situation has now reached a critical point to resolve courtyard water leaks by providing new expansion joints and a new waterproofing membrane. Water damage has occurred on the underside of the garage deck, affecting insulation panels and causing them to fall. The project will replace the waterproofing and expansion joints at the areas above the west garage entry.

Risk and Impact If Not Funded: If not funded, water will continue to deteriorate the concrete structure, causing more extensive damage.

Further delamination of the concrete will require future large-scale, costly repairs.

Steady water entry through the structure allows for water accumulation and further damages vehicles and the garage.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** No.

Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	270	-	-	-	-	270
Construction (East)	-	-	-	-	-	-
Construction (West)	-	-	-	3,414	-	3,414
Construction (Center)	-	-	-	-	-	-
USCP Overtime	-	-	-	-	-	-
Total	270	-	-	3,414	-	3,684

House Office Buildings

Project Title: Exterior Masonry and Envelope Repair, RHOB **Request: $1,904K**

Project Description (Design): A study of the Rayburn House Office Building, completed in 2015, discovered a repetitive masonry failure at the exterior masonry panels in over 300 locations around the building. This project includes the replacement of all joint sealant at the stone panels, windows and doors; stone repointing, stone cleaning and repairs; removal and replacement of damaged and corroded metal shelf angles; removal of bird proofing system; and repair of integral metal gutter and water table. The project will ultimately be phased into five sequences that correspond to the four street facades and center courtyard.

Risk and Impact If Not Funded: If not funded, deterioration of exterior elements will continue to persist, creating safety hazards and further damaging the building fabric.

- Water infiltration accelerates deterioration of the historic façade and contributes to damage of interior areas. Continued spalling stone and falling masonry endangers pedestrians.

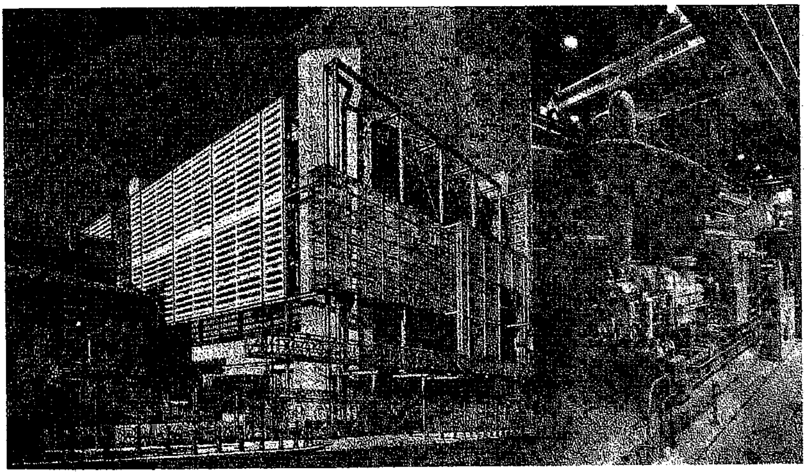
Cost of Recurring Operations: No additional costs anticipated.

Citation Driven: No. **Client Request:** No.

Program Funding Overview ($000):

Task	Prior FY Funding	[illegible]	[illegible]	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	-	-		1,904	-	**1,904**
Construction (Independence Avenue)	-	-	-	-	15,000	**15,000**
Construction (Phase II- C Street)	-	-		-	14,000	**14,000**
Construction (Phase III-South Capitol East Court)	-	-	-	-	19,000	**19,000**
Construction (Phase IV-1st Street West Court)		-	-	-	20,000	**20,000**
Construction (Phase V-Center Courtyard)	-	-	-	-	5,000	**5,000**
Construction (Stabilization)	-	-	-	-	12,000	**12,000**
Total	-	-	-	**1,904**	**85,000**	**86,904**

Capitol Power Plant



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The Capitol Power Plant (CPP) jurisdiction is the centralized provider of utility services for the Capitol campus and provides dedicated space for satellite communication dishes. It operates and maintains a central steam plant for heating, a refrigeration plant that provides chilled water for air conditioning, and the tunnel distribution and associated metering systems to deliver these utilities.

The CPP jurisdiction:

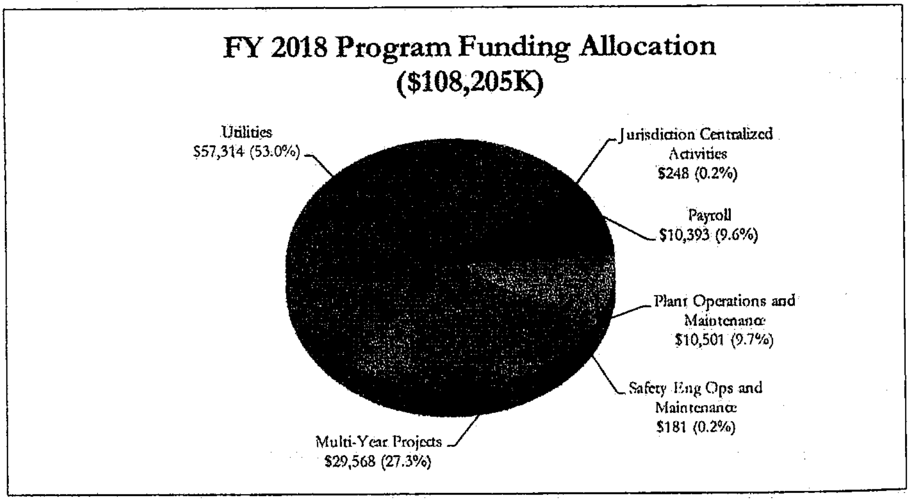
- Provides steam and chilled water for the U.S. Capitol, Senate and House office buildings and garages, Library of Congress buildings, the U.S. Supreme Court, and the U.S. Botanic Garden.
- Also provides steam and chilled water on a reimbursable basis to other clients, such as the Government Publishing Office, the Thurgood Marshall Federal Judiciary Building, the Postal Square Building, Union Station and the Folger Shakespeare Library.
- CPP lease for the Railroad Track services is for material used to support the Capitol campus areas.

For a complete list of CPP facilities, please refer to the "Areas of Responsibility Summary" tables in this Budget Request.

Capitol Power Plant

PROGRAM SUMMARY

The Capitol Power Plant jurisdiction appropriation consists of two primary types of funding: Operating Budget (Annual) and Multi-Year Project Budget (5 years).



The **Operating Budget** request funds all costs associated with the Capitol Power Plant appropriation daily care, maintenance and operation of its facility. The budget is divided into five functional area Program Groups: Jurisdiction Centralized Activities, Payroll, Plant Operations and Maintenance, Safety Engineering Operations and Maintenance and Utilities.

- The **Jurisdiction Centralized Activities** Program Group request funds primarily safety training, emergency preparedness and employee uniforms. Training and travel are used primarily for required Architect of the Capitol and safety training. The Emergency Preparedness accounts cover costs associated with program review and support in emergency preparedness exercises, and updating current emergency preparedness plans and policies. Employee uniforms are funded with the remaining funds, which provide clothing in accordance with the AOC uniform policy.

  The **Payroll** Program Group request funds salaries and benefits for employees specifically supporting the appropriation. This provides the manpower to operate and maintain heating and cooling equipment necessary to provide steam and chilled water to the AOC campus and customers. Client services work provides operation and maintenance within the utility distribution system to all customer buildings. Associated work with project delivery accounts provides for planning, scope preparation, project review, contract administration, and client coordination. Work associated with support services accounts provides inventory, human resources, financial and procurement support.

Capitol Power Plant

PROGRAM SUMMARY (continued)

The **Plant Operations and Maintenance** Program Group request funds the inspections of equipment, general annual repairs and maintenance, purchase of industrial supplies, operation and maintenance of the utility distribution system, exterior building maintenance and hazardous material abatement. Work associated with the utility distribution system accounts provides steam station repairs, concrete repairs, re-insulation work to steam lines, operations and maintenance contract for the utility distribution systems and maintenance of the energy metering system. General repairs and industrial supplies accounts provide repairs, maintenance, and chemicals to boiler and refrigeration equipment.

The **Safety Engineering Operations and Maintenance** Program Group request funds personal protective equipment, safety supplies, equipment, inspections and certifications. Personal protective equipment and safety supplies accounts provide equipment such as specialized safety clothing (arc flash protection apparel, safety shoes, safety glasses, confined space entry meters, fall protection devices and ear protection). Safety inspections and certifications accounts provide fire system inspections, boiler and refrigeration plant inspections.

- The **Utilities** Program Group request funds all utilities for the entire Capitol campus, including other facilities under the jurisdiction of the Architect of the Capitol such as the National Audio Visual Conservation Center, Library of Congress facilities at Ft. Meade, the Alternate Computing Facility, the Senate Sergeant at Arms Mail Facility, payment for the Energy Savings Performance Contracts (ESPC) for the Senate office buildings, House office buildings, the U.S. Capitol, and payment for the Utility Energy Savings Contract (UESC) for the CPP Cogeneration project. The funds requested will be used for the costs of electricity, natural gas, ESPC/UESC payments, fuel oil, water and sewer services, steam, chilled water, and related utility studies and energy reduction services.

Utilities Funding Allocation ($000)

Utilities	FY 2017 Operating Plan	Adjustments	FY 2018 Request
Gas Service	12,500	2,070	14,570
Electrical Energy	31,360	(5,305)	26,055
Steam	750	-	750
Chilled Water	750	-	750
Water & Sewer	7,500	-	7,500
Fuel-Oil	1,411	-	1,411
Postal Square	725	-	725
Solid Fuel	500	-	500
ESPC and UESC[1] Payments	9,643	3,760	13,403
Utility Studies/Energy Reduction Services	650	-	650
Reimbursement, Steam & Chilled Water	(9,000)	-	(9,000)
Total	**56,789**	**525**	**57,314**

[1] Reflects UESC first payment estimated to be $3.5 million annually.

Capitol Power Plant

PROGRAM SUMMARY (continued)

The **Multi-Year Projects Budget** funding request consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings. It also may include funds that provide jurisdictions with the flexibility to respond to unforeseen minor construction requirements as generated from emergencies, the Members, Committees and other Architect of the Capitol clients.

Please refer to "Multi-Year Budget Request - Program Summary" for a detailed list of the requested major construction projects.

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Administration Building	Washington, DC	1978	19,085	$53,000	$617,000	$670,000
Coal Facilities	Washington, DC	1990	126,487	$33,000	$0	$33,000
Generator Building	Washington, DC	1909	30,542	$2,947,000	$739,000	$3,686,000
Main Boiler Plant	Washington, DC	1909	74,820	$13,113,000	$24,074,000	$37,187,000
East Refrigeration Plant	Washington, DC	1937	22,696	$91,000	$15,000	$106,000
West Refrigeration Plant	Washington, DC	1978	122,917	$620,000	$13,908,000	$14,528,000
Storage Building	Washington, DC	2003	2,400	$0	$0	$0
Communications Annex	Washington, DC	1964	1,190	$75,000	$0	$75,000
Utility Tunnels	Washington, DC	Varies	123,267	$25,680,000	$28,829,000	$54,509,000
Projects Across Multiple Facilities	Washington, DC	Varies	Varies	$11,644,000	$4,190,000	$15,834,000
			523,404	**$54,256,000**	**$72,372,000**	**$126,628,000**

Notes:

Deferred Maintenance is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

Utility Tunnels consist of multiple utility tunnels throughout AOC.

Projects Across Multiple Facilities include the Ash House, Coal Unloading, General Area, Bulk Oil Storage, and the White Building.

LEASED FACILITIES

Lease Type	Location	Area	Leased from	Contract Award Date	Contract End Date	FY 2017 Total Cost	FY 2018 Total Cost
Railroad Track	Washington, DC	748 ft of track	Private Sector	Jan 2003	May 2024	$58,610	$59,782

Capitol Power Plant

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)

Appropriation	FY 2016 Enacted	FY 2016[1] Actual Obligations	FY 2017[2] Estimate	FY 2018[2] Request	FY 2017/2018 Difference
Operating Budget	77,141	84,910	77,141	78,637	1,496
Multi-Year Projects	17,581	1,158	17,581	29,568	11,987
Total	**94,722**	**86,068**	**94,722**	**108,205**	**13,482**

Operating Budget ($000)

Program Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
Jurisdiction Centralized Activities	242	190	242	248	6
Payroll	9,761	9,642	10,118	10,393	275
Plant Operations and Maintenance	10,915	11,354	9,815	10,501	686
Safety Eng Ops and Maintenance	177	190	177	181	4
Utilities[3]	56,046	63,534	56,789	57,314	525
Total	**77,141**	**84,910**	**77,141**	**78,637**	**1,496**

Total Budget by Object Class ($000)

Object Class Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
11 Personnel Compensation	6,286	8,251	6,516	6,693	177
12 Personnel Benefits	3,475	4,561	3,602	3,700	98
21 Travel	27	29	27	29	2
22 Transportation of Things	-	-	-	-	-
23 Rent, Communications & Utilities	50,316	53,554	50,105	54,927	4,822
24 Printing and Reproduction	-	-	-	-	-
25 Other Contractual Services	26,561	28,271	26,450	33,581	7,131
26 Supplies and Materials	2,044	2,175	2,035	2,353	318
31 Equipment	106	112	105	121	16
32 Land and Structures	5,907	6,287	5,883	6,801	918
42 Insurance Claims & Indemnities	-	-	-	-	-
Total	**94,722**	**103,240**	**94,722**	**108,205**	**13,482**

[1] FY 2016 Actual obligations can include reprogrammings/transfers from other appropriations. Its also includes reimbursable utilities.

[2] FY 2016 Actuals represent total obligations of funds incurred irrespective of the year of appropriation. FY 2017/FY 2018 Personnel Compensation and Personnel Benefits do not include payroll and project-funded obligations. Also it excludes reimbursable utilities.

[3] FY 2017 Operating Plan and FY 2018 Request exclude reimbursable utilities.

Capitol Power Plant

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2018 FTE	Appropriation Amount ($000)
FY 2017 Operating Plan (FY 2016 Enacted)		94,722
Payroll Funded FTE (FY 2017 Operating Plan)	80	
Offsetting Collections		9,000
Adjusted, Appropriation, FY 2017		103,722
Non-Recurring Costs:		
WRP Chiller System Replacement, RPR, Phase IIIA,		(11,956)
Cogeneration Management Program, CPP		(1,625)
Minor Construction		(4,000)
Total Program Decreases	-	(17,581)
Mandatory Increases:		
Payroll Related:		
FY 2018 Cost-of-Living Adjustment of 2.4%		173
FY 2018 FEHB Employer Contribution of 4.4%		29
FY 2018 Within Grade Increase		73
Total Payroll Related Costs		275
Non-Payroll Related:		
Non-pay Inflation Increase of 2.3%		246
Operational Escalation Costs		525
Total Non-Payroll Related Costs	-	771
Total Mandatory Increases		1,046
Other Program Increases (Mission Requirements):		
Cybersecurity & Systems Upgrade		450
Total Mission Related Costs		450
Multi-Year Projects:		
WRP Cooling Tower Renovation and Electrical Upgrades, RPR Phase IV, CPP		20,721
City Water Piping Replacement, CPP		2,866
Boiler Feedwater Piping Replacement, CPP		1,017
Cogeneration Management Program, CPP		964
Minor Construction		4,000
Total Program Increases	-	29,568
Net Increase/Decrease	-	13,482
Offsetting Collections	-	(9,000)
FY 2018 Total Appropriation	80	108,205

Capitol Power Plant

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget of the Capitol Power Plant appropriation funds all costs associated with the daily care, maintenance and operation of the CPP. The budget is divided into functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	**FY 2017 Operating Plan**	**Program Realignment/ Transfers**	**Mandatory Increases**	**Other Program Increases**	**FY 2018 Request**	**FY 2017/2018 Difference**
Jurisdiction Centralized Activities	242	-	6	-	248	6
Payroll	10,118	-	275	-	10,393	275
Plant Operations and Maintenance	9,815	-	236	450	10,501	686
Safety Eng Ops and Maintenance	177	-	4	-	181	4
Utilities	56,789	-	525	-	57,314	525
Total	**77,141**	-	**1,046**	**450**	**78,637**	**1,496**

Program Changes Justification

The FY 2018 Operating Budget Request shows an increase of **$1,496K** from the FY 2017 estimated level. It includes **$1,046K** in mandatory pay and price increases plus **$450K** in other program changes.

Mandatory Increases

The funding increase to the baseline includes inflationary cost for pay and non-pay programs, as based upon guidance from the Congressional Budget Office.

Other Program Increases

The funding increase to the baseline is required to bring information systems to current industry standards and increase cybersecurity for the CPP distributed control system.

Capitol Power Plant

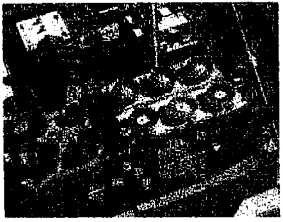
MULTI-YEAR BUDGET REQUEST – PROGRAM SUMMARY

The Capital Power Plant Budget consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings.

Multi-Year Budget by Project ($000)	Request Amount
Line Item Construction Program Projects:	
WRP Cooling Tower Renovation and Electrical Upgrades, RPR Phase IV, CPP	20,721
City Water Piping Replacement, CPP	2,866
Boiler Feedwater Piping Replacement, CPP	1,017
Total	**24,604**
Other Projects:	
Cogeneration Management Program, CPP	964
Minor Construction	4,000
Total	**4,964**
Total Project Request	**29,568**

Capitol Power Plant

Project Title: WRP Cooling Tower Renovation and Electrical Upgrades, RPR Phase IV, CPP **Request: $20,721K**



Project Description (Construction): The four existing cooling towers on the roof of the West Refrigeration Plant (WRP) are over 35 years old and beyond their useful life expectancy. These towers are part of the system that provides campus cooling in the summer, and they also allow the free cooling process to operate in the winter. The concrete associated with the cooling tower, and other system components are continuously deteriorating, increasing potential for the towers to fail without warning. This sub-phase renovates two of the existing WRP west side cooling tower cells and west freight elevator, including replacement of the old fill and fill supports, fan blades, motor, variable frequency drives, and the existing 480V switchgear.

Risk and Impact If Not Funded: If not funded, the Power Plant risks not meeting cooling loads for the Capitol Complex.

Continued concrete deterioration will significantly impact building equipment, infrastructure, and life safety.

Failure of the cooling tower results in the interruption and potential loss in campus cooling in the summer and free cooling in the winter.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** No.

Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Enacted	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Design[1]	7,232	-	-	-	1,130	8,362
Construction (Phase I)	16,331	-	-	-	-	16,331
Construction (Phase IIA)	26,319	-	-	-	-	26,319
Construction (Phase IIB)	16,154	-	-	-	-	16,154
Construction (Phase IIS)	4,686	-	-	-	-	4,686
Construction (Phase IIIA)[2]	5,395	11,956	17,634	-	-	34,985
Construction (Phase IV)	-			20,721		20,721
Future Phases[3]	-	-	-	-	82,900	82,900
USCP Overtime	200	-	200	-	-	400
Total	76,317	11,956	17,834	20,721	84,030	210,858

[1] Design and construction costs include program management fees.

[2] FY 2017 request is the unfunded balance of the FY 2016 request.

[3] Costs are currently being updated for future phases.

Capitol Power Plant

Project Title: City Water Piping Replacement, CPP **Request: $2,866K**

Project Description (Construction): The city water piping is currently a mix of newer and older piping connecting chemical treatments, water makeups, and plumbing fixtures. In addition the existing water piping layout is a trunk system, however studies have shown that a loop system is more reliable. This project will demolish and remove defunct city water piping, replace degraded in-plant water piping from the public utility to the CPP, and construct a new, more efficient loop system. The replacement separates the domestic and plant process water uses for efficiency, and simplifies backflow preventer maintenance within the plant. The primary goal of the project is to improve overall safety, maintain environmental compliance, provide for the protection of facilities from a disrupted water supply, and eliminate a single point of failure.

Risk and Impact If Not Funded: If not funded, the aging water supply infrastructure will continue to degrade.

- If no work is completed, interruptions and outages to steam heat and chilled water service will negatively impact daily operations to the Capitol campus.
- If water service is lost due to single point failure, congressional operations will cease.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** No.

Program Funding Overview ($000):

[illegible]	[illegible] Funded	[illegible] Funded	[illegible]	[illegible] Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-		-	-
Design	275	-	-	-	-	275
Construction	-	-	-	2,866	-	2,866
USCP Overtime	-	-	-	-	-	-
Total	275	-	-	2,866	-	3,141

Capitol Power Plant

Project Title: Boiler Feedwater Piping Replacement, CPP **Request: $1,017K**

Project Description (Construction): The boiler feedwater piping is past its useful life and has significant wear from corrosion, reducing the pipe wall thickness. This contributes to unforeseen leaks, outages, and degradation to other in-plant devices. As component replacement becomes a necessity to keep this critical system functioning, maintenance costs and operational work continues to increase as a result. Recently, the piping has experienced failures requiring strategic outages of critical equipment. This project will replace all in-plant boiler feedwater piping, including fittings, flanges, valves, gauges, instrumentation, controls, supports, and insulation.

Risk and Impact If Not Funded: If not funded, continued degradation of the aging boiler feedwater system will affect daily operations.

Maintenance outages will increase and cause boiler shutdowns, resulting in interruptions of steam heat and chilled water service to the Capitol campus.

Critical Cogeneration processes will be interrupted impacting production of electricity and supplemental steam.

Cost of Recurring Operations: No additional cost anticipated.

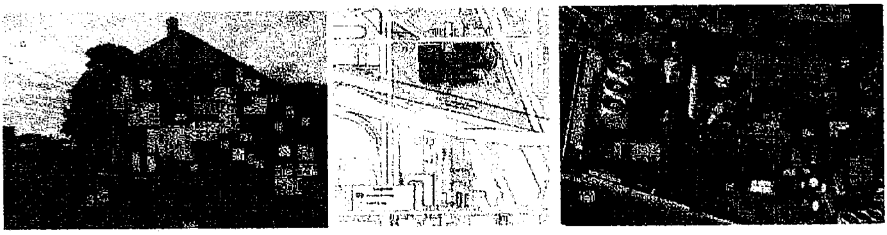
Citation Driven: No. **Client Request:** No.

Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	93	-	-	-	-	93
Design	-	-	-	-	-	-
Construction	-	-	-	1,017	-	1,017
USCP Overtime	-	-	-	-	-	-
Total	93	-	-	1,017	-	1,110

Capitol Power Plant

Project Title: Cogeneration Management Program, CPP **Request: $964K**



Project Description: The project will provide for temporary contractor assistance with project management, construction management, and review and commissioning services. The current Cogeneration project includes the installation of a gas-fired Cogeneration unit at the CPP's East Refrigeration Plant with all associated required equipment and infrastructure to generate electricity and steam. The East Refrigeration Plant will house the new equipment and other site changes are in progress at the CPP to accommodate this new system. Some preparatory work in advance of the new construction contract has already been completed, such as demolition of equipment in and adjacent to the East Refrigeration Plant, removal of the existing abandoned cooling towers, remediation of some unforeseen hazardous materials and activities related to obtaining permits. The ongoing design and construction work is being accomplished through a Utility Energy Services Contract and funded through a financing vehicle. The Cogeneration building efforts generate heavy construction at the Capitol Power Plant. Work involves specialized industrial equipment that must be installed and connected to critical operations equipment and systems so as not to negatively impact the delivery of steam and chilled water to the Capitol campus while enhancing the energy efficiency of the Capitol Power Plant. AOC must continue to ensure the construction is properly managed and has thereby provided for third-party review and commissioning services for this project. The AOC does not have the personnel required to perform this work and must request funds to contract for these efforts.

Risk and Impact If Not Funded: Without these funds and services, the AOC will be unable to continue to monitor and verify the proper execution of the construction contract as well as minimize the government's overall risk from the financing arrangement.

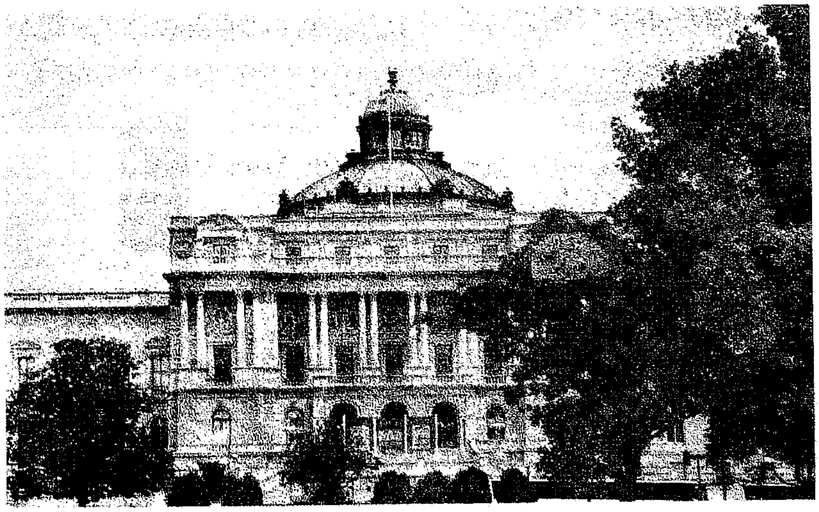
Citation Driven: No. **Client Request:** No.

Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Total Projected Requirement
Pre-Design / Design	6,510	-		-	-	6,510
Construction - Demolition	3,719	-	-	-	-	3,719
Project Management	1,317	523	478	289	-	2,607
Construction Mgmt / Consultants	4,949	902	1,022	675	-	7,548
USCP Overtime	-	200	200	-	-	400
Total	**16,495**	**1,625**	**1,700**	**964**	-	**20,784**

[1] Funding in FY 2019 to FY 2022 will not be needed.

Library Buildings and Grounds



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The Library Buildings and Grounds (LBG) jurisdiction is responsible for the maintenance, repair and operations; mechanical and electrical infrastructure; Heating, Ventilation and Air Conditioning (HVAC); plumbing; painting; grounds maintenance; snow removal; and any construction to the Library of Congress (LOC) buildings and grounds. Facilities include the Thomas Jefferson Building; James Madison Memorial Building; John Adams Building; and LOC Special Facilities Center, which includes the Little Scholars child development center.

The LBG jurisdiction:

- Manages the LOC facilities within the 100-acre Congressional campus at Fort Meade, Maryland, which include four collection storage modules that house the LOC collections in environmentally-controlled conditions.
- Manages the 45-acre Packard Campus of the National Audio-Visual Conservation Center located in Culpeper, Virginia, which is the nation's centralized facility for acquisition, cataloging, storage and preservation of moving images and recorded sound.

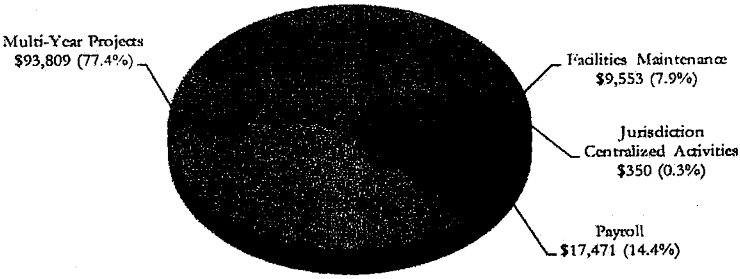
For a complete list of LBG facilities, please refer to the "Areas of Responsibility Summary" tables in this Budget Request.

Library Buildings and Grounds

PROGRAM SUMMARY

The Library Buildings and Grounds (LBG) jurisdiction/appropriation consist of two primary types of funding: Operating Budget (annual) and Multi-Year Projects Budget (5 years).

FY 2018 Program Funding Allocation ($121,182K)



The **Operating Budget** request funds all costs associated with the care, maintenance and operation of the LOC buildings and grounds, with the exception of cleaning services. The budget is divided into three functional area Program Groups: Facilities Maintenance, Jurisdiction Centralized Activities, and Payroll. LOC grounds maintenance is included in Facilities Maintenance.

The **Facilities Maintenance** Program Group funding request provides building maintenance services for daily LOC operations (including off-site locations in Culpeper, Virginia and Fort Meade, Maryland). Funding for the Packard Campus of the National Audio-Visual Conservation Center in Culpeper is a large portion of the Facilities Maintenance request. This funding provides for daily maintenance and care of the 426,266-square-foot facility. The request covers costs associated with the extensive air and wastewater testing, sampling and permit process that is required to support the laboratory and film processing activities. The Space Modernization Program is included as part of the Facilities Maintenance request, and funds approximately 100,000 square feet of office space reconfigurations and improvements within public spaces such as cafeterias, building entrances and restrooms, as well as public courtyards and meeting spaces. Shop operations is included as part of the Facilities Maintenance request. It includes materials and parts for plumbing, electrical, masonry, carpentry, elevators, sheet metal, painting of public spaces, re-lamping, pointing and caulking.

PROGRAM SUMMARY (continued)

The **Facilities Maintenance** Program Group funds supplies and services for heating, ventilation, air conditioning filters, boiler maintenance and inspections, grease trap maintenance, and back-flow prevention inspections. The Facilities Maintenance Program Group funds maintenance and inspection of heritage asset items such as murals, decorative paint schemes, sculptures, stained glass, mosaics and other fine art. Unlike other Architect of the Capitol jurisdictions that are served by the Capitol Grounds jurisdiction, the LBG is responsible for the LOC campus grounds, including landscape maintenance and snow removal. This includes purchases of salt, snowmelt, snow blowers, spreaders and other snow removal items. Fire alarm systems and testing maintenance (smoke and beam detectors, sprinklers, strobes and flow switches) require regular fire code inspection, testing and maintenance activities. Funding for repair of life safety deficiencies and hazardous materials abatement correct deficiencies and hazards identified in fire and life safety inspections. The hazardous materials abatement covers costs associated with the removal of asbestos, lead, mold, and other hazardous materials. Book storage facility support is used for the contract of the daily maintenance and care of the Collections Storage Modules and warehouses at Ft. Meade.

The **Jurisdiction Centralized Activities** Program Group funding request funds training and travel, uniform allowances, safety apparel, gasoline and oil, vehicle maintenance, and emergency preparedness. Training and travel requirements are utilized to meet Occupational Safety and Health Administration (OSHA) requirements for safety training and related certification for shop personnel. This funds emergency preparedness drills and exercises, updates and verifies current emergency preparedness plans and polices, and emergency preparedness-related projects such as construction of decontamination sites. It is also used to fund emergency preparedness materials and supplies such as generators, tools and other related items. Safety apparel and uniforms are funded through the uniform allowance line and provide for shirts, pants, hats, jackets and other clothing items in accordance with the Architect of the Capitol's uniform policy. The safety apparel line provides funding for safety shoes, safety glasses, and specialized safety clothing such as arc flash protection apparel. Funding for gas and oil is necessary to maintain three government-owned vehicles for administrative oversight of contracts and maintenance and construction activities at the Library of Congress Special Facilities Center, as well as supporting periodic travel to the off-site locations in Culpeper, Virginia and Fort Meade, Maryland.

The **Payroll** Program Group funding request funds salaries and benefits for employees specifically supporting this appropriation. Project delivery includes planning, preparing scopes of work, designing and reviewing projects; administering contracts; coordinating with clients; and startup and commissioning of new systems. Facilities maintenance and client services include planned and corrective repair maintenance activities; emergency maintenance response; execution of projects within the Space Modernization Program; and skilled trades' support for multi-year funded projects. Jurisdictional Support Services provide for management, oversight and guidance to ensure LBG operations are carried out efficiently and effectively. A portion of the payroll covers the planning management and oversight of maintenance for historic artwork in the Thomas Jefferson Building to ensure they are preserved for future generations.

Library Buildings and Grounds

PROGRAM SUMMARY (continued)

The **Multi-Year Projects Budget** request consists of major construction or system replacement requirements to address fire, life-safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings. It also may include funds that provide jurisdictions with the flexibility to respond to unforeseen minor construction requirements as generated from emergencies, the Members, Committees and other Architect of the Capitol clients.

Please refer to "Multi-Year Budget Request – Program Summary" for a detailed list of the requested major construction projects.

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Ft. Meade Collection Storage Modules	Columbia, MD	2002	169,543	$0	$18,000	$18,000
James Madison Memorial Building	Washington, DC	1980	2,084,576	$33,902,000	$94,382,000	$128,284,000
John Adams Building	Washington, DC	1938	765,931	$80,492,000	$14,637,000	$95,129,000
Packard Campus	Culpeper, VA	2007	426,266	$4,238,000	$0	$4,238,000
St. Cecilia Special Services Facilities Center	Washington, DC	1990	42,654	$0	$0	$0
Thomas Jefferson Building	Washington, DC	1897	635,144	$79,151,000	$26,707,000	$105,858,000
Ft. Meade Warehouse Buildings	Columbia, MD	1942	187,143	$18,879,000	$633,000	$19,512,000
Projects Across Multiple Facilities	Washington, DC	Varies	Varies	$0	$0	$0
			4,311,257	$216,662,000	$136,377,000	$353,039,000

Notes:

Deferred Maintenance is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

Library Buildings and Grounds

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)

Appropriation	FY 2016 Enacted	FY 2016[1] Actual Obligations	FY 2017[2] Estimate	FY 2018[2] Request	FY 2017/2018 Difference
Operating Budget	24,943	24,863	24,943	27,373	2,430
Multi-Year Projects	15,746	4,737	15,746	93,809	78,063
Total	**40,689**	**29,601**	**40,689**	**121,182**	**80,493**

Operating Budget ($000)

Program Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
Facilities Maintenance	9,012	8,649	7,587	9,553	1,966
Jurisdiction Centralized Activities	342	307	342	350	8
Payroll	15,589	15,908	17,014	17,471	457
Total	**24,943**	**24,863**	**24,943**	**27,373**	**2,430**

Total Budget by Object Class ($000)

Object Class Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
11 Personnel Compensation	11,289	15,288	12,321	12,651	331
12 Personnel Benefits	4,301	5,824	4,694	4,820	126
21 Travel	9	9	8	10	2
22 Transportation of Things	-	-	-	-	-
23 Rent, Communications & Utilities[3]	5,900	6,360	5,565	6,577	1,012
24 Printing and Reproduction	-	-	-	-	-
25 Other Contractual Services	9,183	9,899	8,662	37,973	29,311
26 Supplies and Materials	1,501	1,618	1,415	2,000	585
31 Equipment	46	49	43	188	145
32 Land and Structures[3]	8,461	9,120	7,980	56,961	48,981
42 Insurance Claims & Indemnities	1	1	1	2	1
Total	**40,689**	**48,169**	**40,689**	**121,182**	**80,493**

[1] FY 2016 Personnel Compensation and Personnel Benefits include payroll and project-funded obligations. Actuals represent total obligations of funds incurred irrespective of the year of appropriation and can include reprogrammings/transfers from other appropriations.

[2] FY 2017/FY 2018 Personnel Compensation and Personnel Benefits do not include project-funded payroll estimated obligations.

[3] FY 2016 Actual Obligations for Object Class Group 23 and 32 includes $6,651K transferred from the Library of Congress for the operations, maintenance, lease of temporary storage space.

Library Buildings and Grounds

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2018 Appropriation	
	FTE	Amount ($000)
FY 2017 Operating Plan (FY 2016 Enacted)		40,689
Payroll Funded FTE (FY 2017 Operating Plan)	155	
Non-Recurring Costs:		
Direct Digital Controls Upgrade, Phase III, JMMB		(4,321)
East and West Main Pavilion Roof Replacement, TJB		(4,100)
Emergency Lighting System Upgrade, JAB		(3,331)
Collection Storage Module 6 & 7, Ft. Meade, LOC		(1,994)
Minor Construction		(2,000)
Total Program Decreases	-	(15,746)
Mandatory Increases:		
Payroll Related:		
FY 2018 Cost-of-Living Adjustment of 2.4%		282
FY 2018 FEHB Employer Contribution of 4.4%		58
FY 2018 Within Grade Increase		117
Total Payroll Related Costs		457
Non-Payroll Related:		
Non-pay Inflation Increase of 2.3%		190
Total Non-Payroll Related Costs	-	190
Total Mandatory Increases	-	647
Other Program Increases (Mission Requirements):		
Facilities Maintenance Program		1,784
Total Mission Related Costs		1,784
Multi-Year Projects:		
Collection Storage Module 6, Fort Meade, LOC		45,000
North Exit Stair B, Phase II, TJB		17,577
Copper Roof Replacement and Fall Protection, Phase I, JAB		12,496
Emergency Lighting System Upgrade, TJB		7,195
Emergency Generator Replacement, TJB		6,240
Fire Alarm and Audibility Upgrade, JMMB		1,577
Exterior Envelope Repair and Restoration, JAB		1,224
Minor Construction		2,500
Total Other Program Increases	-	93,809
Net Increase/Decrease	-	80,493
FY 2018 Total Appropriation	155	121,182

Library Buildings and Grounds

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget of the Library Buildings and Grounds appropriation funds all costs associated with the daily care, maintenance and operation of the Library Buildings and Grounds with the exception of cleaning services. The budget is divided into functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program needs and price changes. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	**FY 2017 Operating Plan**	**Program Realignment/ Transfers**	**Mandatory Increases**	**Other Program Increases**	**FY 2018 Request**	**FY 2017/2018 Difference**
Facilities Maintenance	7,587	-	182	1,784	9,553	1,966
Jurisdiction Centralized Activities	342	-	8	-	350	8
Payroll	17,014	-	457	-	17,471	457
Total	24,943	-	647	1,784	27,373	2,430

Program Changes Justification

The FY 2018 Operating Budget Request shows an increase of **$2,430K** from the FY 2017 estimated level. It includes **$647K** in mandatory pay and price increases plus **$1,784K** in other program changes.

Mandatory Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs, as based upon guidance from the Congressional Budget Office.

Other Program Increases

The funding increases to the baseline are required to bring the annual operating budget to the minimum level necessary to support annual preventive and corrective maintenance services throughout our facilities (buildings, grounds, equipment, systems, and security infrastructures). This funding will effectuate our facilities functionality and provide for optimal operations while prolonging and extending the life span of the building.

Library Buildings and Grounds

ARCHITECT OF THE CAPITOL

MULTI-YEAR BUDGET REQUEST - PROGRAM SUMMARY

The Capital Budget consists of major construction or system replacement requirements to address fire, life safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs; with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees, and other Architect of the Capitol clients.

Multi-Year Budget by Project ($000)

	Request Amount
Line Item Construction Program Projects:	
Collection Storage Module 6, Fort Meade, LOC	45,000
North Exit Stair B, Phase II, TJB	17,577
Copper Roof Replacement and Fall Protection, Phase I, JAB	12,496
Emergency Lighting System Upgrade, TJB	7,195
Emergency Generator Replacement, TJB	6,240
Fire Alarm and Audibility Upgrade, JMMB	1,577
Exterior Envelope Repair and Restoration, JAB	1,224
Total	91,309
Other Projects:	
Minor Construction	2,500
Total	2,500
Total Project Request	93,809

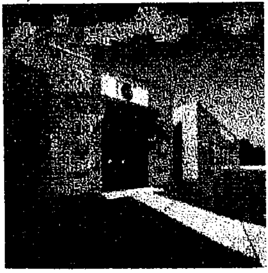
Minor Construction $2,500K

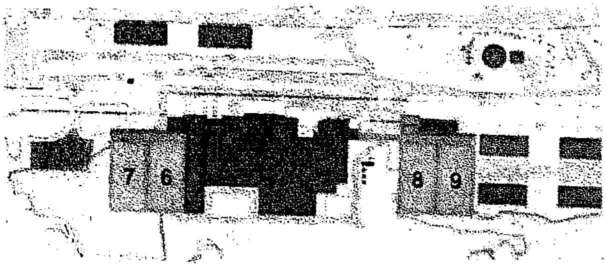
An additional $500K is being requested from the previous year to better manage deferred maintenance and meet the unforeseen architectural needs that arise over the course of a year. Having the funding and flexibility to manage small phases of the deteriorating or failing conditions identified in the Facility Condition Assessment of the Library of Congress Buildings will allow corrective actions to continue to maintain and repair building conditions. The Facility Condition Assessment has identified millions of dollars of deferred maintenance that individually do not meet the criteria for the Capital Improvement Program; however, Minor Construction funding would provide the means to plan corrective actions over future years.

Impact If Not Funded: These current conditions will continue to allow water infiltration, which damages the interior and exterior of the building and continues to put invaluable collections at risk of damage or loss. Additionally, the deferred maintenance backlog will continue to increase. If a systematic and sustainable approach is not taken, the building conditions will continue to degrade and put at risk the building structure, interior architectural/historic elements, and invaluable LOC collections. Further degradation of the buildings' stone façade will result in the failing of the stone facades, pointing and caulking, and exterior windows, and will diminish other features of the buildings.

Library Buildings and Grounds

Project Title: Collection Storage Module 6, Fort Meade, LOC **Request: $45,000K**





Project Description (Construction): The book storage facility complex at Fort Meade, Maryland accommodates the Library's expanding collections of books, manuscripts, prints, maps, cultural and other copyrighted materials. The Library of Congress requires additional space to store new published and unpublished materials. This project constructs Module 6, including high rack book and temporary pallet storage areas, a circulation corridor connecting the new module with the existing, a second floor mechanical area, storage area, and an office area. Site work and preparation includes storm water management for future Module 7. Other aspects of construction include security systems, collection storage shelving, integrated fire safety systems, and dedicated heating ventilation and air conditioning systems for permanent long term collection storage.

Risk and Impact If Not Funded: If not funded, long term preservation of the Library's collections could be jeopardized.

Lack of space will cause the continued deterioration of existing collections.

As collections in all formats grow by 250,000 annually, space shortages will hinder the Library's ability to effectively carry out it's mission.

Cost of Recurring Operations:

Annual utility costs are estimated to be $185K and will be addressed in future budget requests.

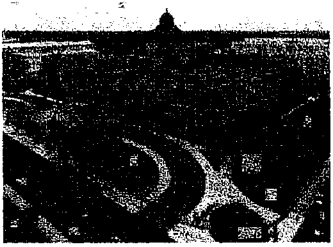
Citation Driven: No. **Client Request:** Yes.

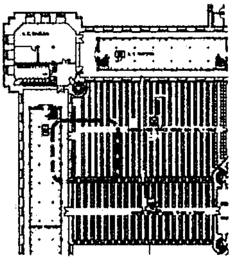
Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	-	1,994	-	-	-	1,994
Construction	-	-	-	45,000	-	45,000
USCP Overtime	-	-	-	-	-	-
Total	-	1,994	-	45,000	-	46,994

Library Buildings and Grounds

Project Title: North Exit Stair B, Phase II, TJB **Request: $17,577K**





Project Description (Construction): This project is an integral part of the approved abatement plan to address the Office of Compliance Citation #31-2 regarding Library of Congress egress deficiencies. The citation covers a requirement for increased exiting capacity and improvements to passive fire protection systems. In the event of fire or other emergencies, the current conditions create an unsafe environment for building occupants due to lack of egress exits from the Thomas Jefferson Building and its stacks. This project constructs a new exit stair in the Northeast stacks extending from the cellar to the top floor of the building and corrects common paths of travel violations and dead-end conditions, to ensure that occupants are able to exit the building in an efficient and rapid manner.

Risk and Impact If Not Funded: If not funded, code violations and life safety risks will continue to exist and potentially endanger building occupants.

- Building occupants will not have the required number of available exits.
- Egress shortages will delay evacuations in the event of an emergency, possibly creating overcrowded conditions.

Cost of Recurring Operations: No additional costs anticipated.

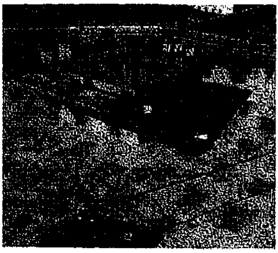
Citation Driven: Yes. **Client Request;** Yes.

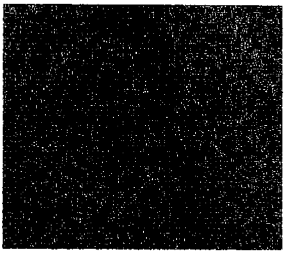
Program Funding Overview ($000):

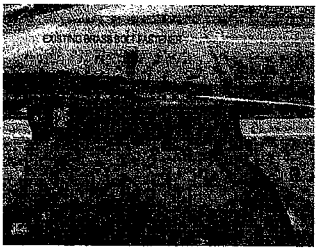
Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	118	-		-	-	118
Design[1]	1,198	-	-	-	-	1,198
Construction (North Stair, all phases)	5,350	-	-	17,202	-	22,552
Construction (West Main Pavillion)	-	-	-	-	11,000	11,000
Construction (Expansion Shelving)	-	-	-	-	1,500	1,500
Construction (South-West Stair)	-	-	-	-	8,000	8,000
Construction (South Stair)		-	-	-	14,000	14,000
USCP Overtime	-	-	-	375	400	775
Total	**6,666**	-	-	**17,577**	**34,900**	**59,143**

[1] Appropriated design funding was supplemented with reprogrammed funding.

Project Title: Copper Roof Replacement and Fall Protection, Phase I, JAB **Request: $12,496K**







Project Description (Construction): This is the first of a three phased project addressing the lower roof tier of the John Adams Building. A previously completed assessment revealed several leaks and failing joints, causing water to penetrate the roof fabric and enter into the attic space. This project will replace the existing roof with a new roof system and provide a projected life expectancy of 50 years. The concrete substrate will be repaired; new waterproofing membrane installed; and copper roofing and flashing replaced. Additionally, the existing roof fall protection system will be replaced and re-certified, and the lightning protection system will be modified to bring it into code compliance. Historically significant features will be retained during the completion of this work.

Risk and Impact If Not Funded: If not funded, conditions will worsen and jeopardize the safety of employees and historical assets.

- Further water infiltration will cause mold growth, and will continue to damage building structure and endanger library collections.
- Inability to safely and securely perform maintenance, repair, and stabilization of façade, will result in defective conditions worsening, water infiltration into the building, and greater risk of personal injury.

Cost of Recurring Operations: No additional costs anticipated.

Citation Driven: No. **Client Request:** No.

Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	404	-	-	-	-	404
Construction	-	-	-	12,496	17,281	29,777
USCP Overtime	-	-	-	-	-	-
Total	404	-	-	12,496	17,281	30,181

Library Buildings and Grounds

Project Title: Emergency Lighting System Upgrade, TJB **Request: $7,195K**

Project Description (Construction): The existing emergency lighting systems throughout the Library of Congress buildings are not in compliance with current building and life safety code requirements. There are numerous exit signs that are not connected to emergency power, and in some cases, are non-existent. Several utility and machine rooms lack emergency lighting, and major egress routes and adjacent tunnels lack adequate light levels for proper egress. This project will install code compliant emergency lighting throughout the Thomas Jefferson Building in restrooms, hallways, exhibit spaces, cafeterias, electrical rooms, mechanical rooms, elevator machine rooms, and pedestrian tunnels. New emergency circuits will be required throughout the building, and both emergency and normal electrical power systems will be modified to accommodate new emergency electrical loads. Panelboards and branch circuits will be modified accordingly.

Risk and Impact If Not Funded: If not funded, there are increased life safety risks for exiting during an emergency.
A safe means of egress is compromised without the system, endangering building occupants.
If power is lost during a necessary evacuation, the risk to the public and employees is greatly increased.

Cost of Recurring Operations: No additional cost anticipated.

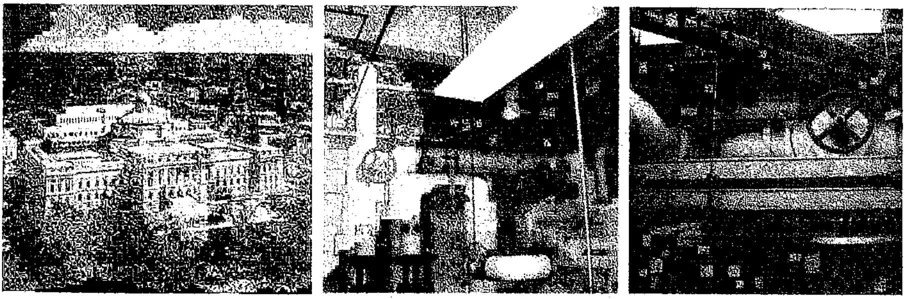
Citation Driven: No **Client Request:** No

Program Funding Overview:

Task	Prior FY Funding	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	209	-	-	-	-	209
Construction	-	-	-	7,195	-	7,195
USCP Overtime	-	-	-	-	-	-
Total	209	-	-	7,195	-	7,404

Library Buildings and Grounds

Project Title: Emergency Generator Replacement, TJB **Request: $6,240K**



Project Description (Construction): The previously completed emergency generator study for the Library of Congress determined that in order to meet current and future emergency electrical loads, the existing emergency generator and associated distribution systems need to be replaced within the Thomas Jefferson Building. The existing generators and systems do not have sufficient capacity to accommodate existing life safety loads and additional loads associated with ongoing fire and life safety projects. This project installs a new, code compliant generator to address noted deficiencies and provide spare capacity for future loads and incorporates a load bank connection point to allow for code required testing to ensure system reliability.

Risk and Impact If Not Funded: If not funded, the existing generator will not support future and emergency loads.

- Failure will lead to the inability to support proposed life safety upgrades.
- Noncompliance with required standby loads could result in the loss of life and property.
- Existing environmental issues associated with emissions will not be addressed.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** Yes.

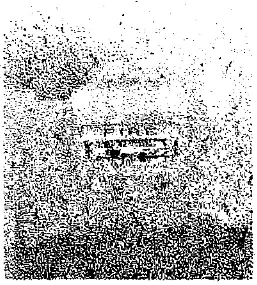
Program Funding Overview ($000):

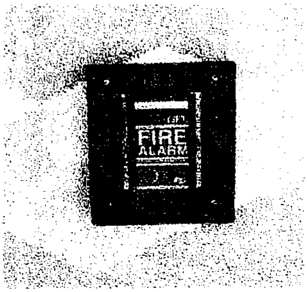
Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study[1]	75	-	-	-	-	75
Design	241	-	-	-	-	241
Construction	-	-	-	6,240	-	6,240
USCP Overtime	-	-	-	-	-	-
Total	316	-	-	6,240	-	6,556

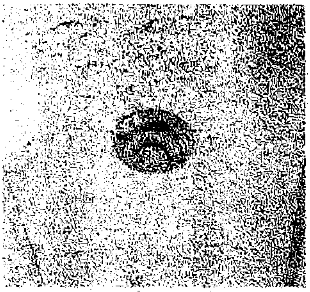
[1] Study included Thomas Jefferson Building, John Adams Building, and James Madison Memorial Building.

Library Buildings and Grounds

Project Title: Fire Alarm and Audibility Upgrade, JMMB **Request: $1,577K**







Project Description (Design): Based on occupant feedback and testing, notification throughout the building is currently deficient with regard to both audibility and intelligibility. The existing voice fire alarm system is also not capable of being upgraded to provide intelligible information during an emergency. This project will include the design, installation, and testing of a new voice fire alarm system. The new voice fire alarm system will utilize the existing fire alarm control panel with the addition of a microphone and zone controls to interface with new amplifiers, conduit, wiring, and speakers located throughout the building to comply with the audibility and intelligibility code requirements. In addition, the analog smoke detection system will be expanded to include the basement through 2nd floors, and analog device monitoring and activation will be added where needed to facilitate the removal of the existing 30 year old Autocall control equipment.

Risk and Impact If Not Funded: If not funded, the existing alarm system will continue to face operational issues, resulting in life safety issues.

- Continued code deficiency for the voice fire alarm system will keep the building noncompliant (NFPA 101, NFPA 72).
- Loss of alarm system will require alternative measures, such as fire watches, to maintain safety.
- There is an increased risk to building occupants in the event of an emergency.

Cost of Recurring Operations: No additional costs anticipated.

Citation Driven: No. **Client Request:** No.

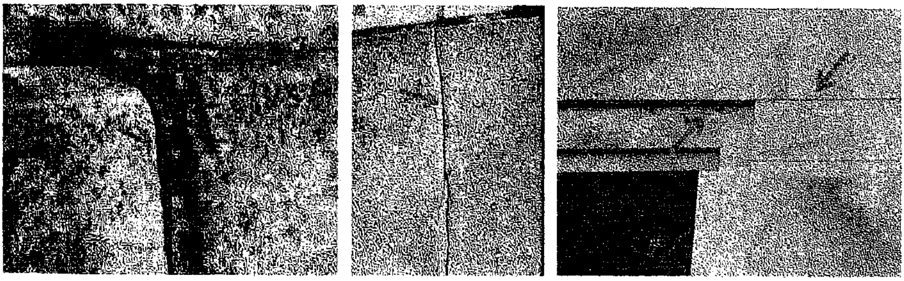
Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study		-	-	-		-
Design			-	1,577	-	1,577
Construction	-	-	-	-	TBD	-
Total	-	-	-	1,577	-	1,577

Library Buildings and Grounds

ARCHITECT OF THE CAPITOL

Project Title: Exterior Envelope Repair and Restoration, JAB **Request: $1,224K**



Project Description (Design): This project will repair existing deteriorated conditions at the exterior facade of the John Adams Building. Stone joints on the façade are open and existing sealant is not bonded to the stone. The entire building is in need of repointing and cleaning, and spalled stone at the upper levels and parapet wall requires repair. Corroded steel shelf angles require replacement at various locations. In addition, sealant around all windows will be replaced and window frames cleaned. This project will also repair and clean the south facing stairs and walls along Pennsylvania Ave, repair roof and parapet walls of the 5th floor, and repoint brick walls at moat.

Risk and Impact If Not Funded: If not funded, exterior stone failure will endanger occupant and visitor safety.

Loose masonry can fall and pose safety threats to occupants and visitors.

Deterioration of the historic façade will cause water infiltration and further damage to interior areas.

If not addressed, structural and collateral damage will cause future repair costs to increase.

Cost of Recurring Operations: No additional costs anticipated.

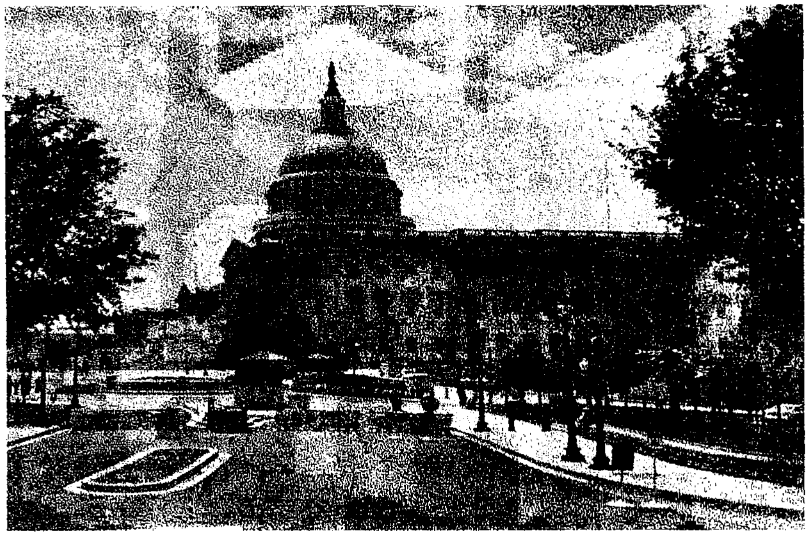
Citation Driven: No. **Client Request:** No.

Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	176	-	-	-	-	176
Design	-	-	-	1,224	-	1,224
Construction - Stabilization[1]	7	-	-	-	-	7
Construction (West Façade)	-	-	-	-	4,000	4,000
Construction (East Façade)	-	-	-	-	4,000	4,000
Construction (South Façade)	-	-	-	-	3,000	3,000
Construction (North Façade)	-	-	-	-	3,000	3,000
Total	**183**	**-**	**-**	**1,224**	**14,000**	**15,407**

[1] Stabilization funded through annual appropriations in FY 2017.

Capitol Police Buildings, Grounds and Security



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The Office of Security Programs manages the Capitol Police Buildings, Grounds & Security (CPBG&S) appropriation and is responsible for the maintenance, care and operation of buildings, grounds and security enhancements of the United States Capitol Police (USCP) and Architect of the Capitol security operations. Jurisdiction facilities include the USCP Headquarters; Courier Acceptance Site; Vehicle Maintenance/Hazardous Device Unit Facility, Perimeter Security; USCP and Capitol Visitor Center kiosks; Canine (K-9) Facility; Chemical/Explosive Storage Facility; Interim Offsite Delivery Facility; Reservation 6G parking lot next to the Fairchild Building; a 12-acre site; and leased space within the Fairchild Building, the Government Printing Office, the Verizon Building, and the lease of equipment space for four USCP Radio repeater towers.

The CPBG&S jurisdiction:

- Develops and manages AOC security policies and procedures.
- Leads AOC-wide resilience programs such as critical infrastructure, protective programs, Congressional continuity and emergency management.
- Liaises with the USCP Command Center during emergency and security incidents.
- Supports the Capitol Police Board and Joint Congressional Continuity Board.

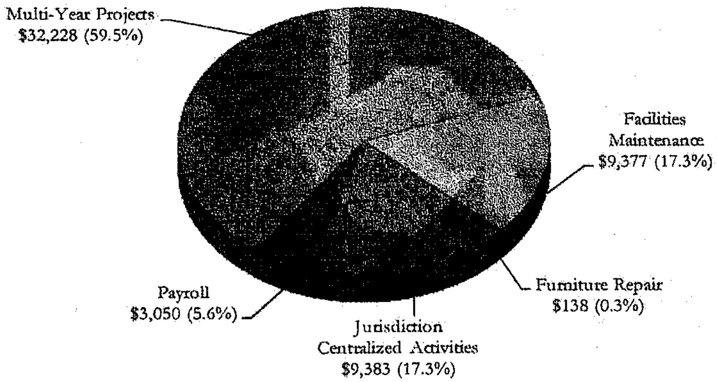
For a complete list of CPBGS facilities, please refer to the "Areas of Responsibility Summary" tables in this Budget Request.

Capitol Police Buildings, Grounds and Security

PROGRAM SUMMARY

The Capitol Police Buildings, Grounds and Security (CPBG&S) jurisdiction/appropriation consist of two primary types of funding: Operating Budget (annual) and Multi-Year Projects Budget (5 years).

FY 2018 Program Funding Allocation ($54,177K)



The **Operating Budget** request funds all costs associated with the daily care, maintenance and operation of its grounds and facilities, as well as various continuity, emergency administrative, safety, technical, planning, resilience and security functions. The budget is divided into four functional area Program Groups: Facilities Maintenance, Furniture Repair, Jurisdictional Centralized Activities, and Payroll. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs.

> The **Facilities Maintenance** Program Group funding request provides annual building security related maintenance and operations services required throughout the AOC facilities. Services unique to CPBG&S include repair and preventive maintenance tasks for perimeter security elements such as kiosks (63), bollards (5,000); security fencing, walls and planters, maintenance of USCP radio repeater sites and uninterruptible power supply units, security infrastructure support and life-cycle replacement of barriers, and support of all special events across the Capitol complex such as concerts, the State of the Union, public demonstrations, and marches. All maintenance tasks are initiated and assigned through the work order system with an annual issuance of more than 12,019 scheduled preventive maintenance tasks and 2,336 corrective maintenance and service request work orders.

PROGRAM SUMMARY (continued)

Additionally, the Facility Maintenance program group includes cleaning services for all CPBG&S facilities, including interior offices, restrooms, data centers, locker rooms, shower facilities, prisoner detention areas, inspection areas, dog kennels, and security kiosks. The CPBG&S maintenance budget is evaluated against the industry standard cost per square foot based on the facility type and function of the space, and then tailored to meet the mission requirements of the jurisdiction.

The **Furniture Repair** Program Group funding request involves furniture repairs and small purchases of new furniture. This program funds the installation, replacement, relocation, and/or repair of existing furniture, including procurement of routine materials and supplies, work, and annual inventory of furniture items in support of the USCP, Office of Security Programs (OSP) personnel, the Alternate Facility and Continuity sites, as required. Furthermore, it provides for furniture replacement, relocation services and repair parts at a reduced level.

The **Jurisdiction Centralized Activities** Program Group funding request supports mandatory lease payments, training, uniform allowances, safety apparel, energy management, Computer Aided Drafting services, facility planning, resilience, and security and emergency preparedness. Additionally, this funding level supports the continuation of the Resilience and Security contract, which assists in the AOC's continuity, critical infrastructure and other planning and prepares the jurisdiction in case of an emergency by maintaining the Emergency Action Response Plan and performing tabletop exercises against the plan.

The **Payroll** Program Group funding request funds the necessary salaries and benefits for employees specifically supporting the appropriation. This funding includes the four additional FTEs requested, which will enable the AOC to continue comparable service levels of past years in direct support to Congress, USCP and AOC. This provides the capability to minimally staff at 20 permanent FTEs.

The **Multi-Year Projects Budget** request consists of major construction or system replacement requirements to support the USCP and House and Senate Sergeant at Arms' mission; Congressional continuity; fire, life-safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs with a focus on energy savings. It also includes Minor Construction funds that provides the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other Architect of the Capitol clients.

Please refer to "Multi-Year Budget Request – Program Summary" for a detailed list of the requested major construction projects.

Capitol Police Buildings, Grounds and Security

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Alternate Computer Facility (ACF)	VA	1983	345,282	$8,249,000	$32,801,000	$41,050,000
Canine Facility	Washington, DC	1996	4,272	$16,000	$117,000	$133,000
Courier Acceptance	Washington, DC	1996	5,229	$0	$0	$0
Fairchild Building	Washington, DC	2008	166,507	$0	$436,000	$436,000
Interim Off Site Delivery	Washington, DC	2006	8,820	$79,000	$218,000	$297,000
Headquarters Building	Washington, DC	1930	85,382	$405,000	$4,161,000	$4,566,000
Security Kiosks	Washington, DC	Varies	846	$0	$10,063,000	$10,063,000
Vehicle Maintenance Facility	Washington, DC	1930	23,842	$5,000	$1,186,000	$1,191,000
Projects Across Multiple Facilities	Washington, DC	Varies	Varies	$0	$236,000	$236,000
			640,180	**$8,754,000**	**$49,218,000**	**$57,972,000**

Notes:

Deferred Maintenance is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

Projects Across Multiple Facilities include the Verizon SW Communication Center.

LEASED FACILITIES

Lease Type	Location	Area (square feet)	Leased from	Contract Award Date	Contract End Date	FY 2017 Total Cost	FY 2018 Total Cost
Fairchild Building (office & parking)[1]	Washington, DC	120,655	Private Sector	Feb 2004	Feb 2019	$5,408,000	$5,979,920
Government Publishing Office	Washington, DC	36,561	Federal Gov't	Oct 2005	Annually	$531,000	$873,616
Verizon Building	Washington, DC	6,085	Private Sector	Jul 2016	Jul 2021	$162,000	$173,483
Radio Tower Repeater Sites[2]	DC Metro Area	1,000	Private Sector	Aug 2012	Jul 2017	$526,000	$610,500
					Total	**$6,627,000**	**$7,637,519**

Notes:

[1] FY 2018 Total Cost column includes $430K for 12,600 square feet of additional lease space required.

[2] One Radio Tower Repeater Site is leased from DC Gov't.

Capitol Police Buildings, Grounds and Security

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)

Appropriation	FY 2016 Enacted	FY 2016 Actual Obligations	FY 2017[2] Estimate	FY 2018[2] Request	FY 2017/2018 Difference
Operating Budget	17,533	17,518	17,533	21,949	4,416
Multi-Year Projects	7,901	2,758	7,901	32,228	24,327
Total	**25,434**	**20,276**	**25,434**	**54,177**	**28,743**

Operating Budget ($000)

Program Groups	FY 2016 Operating Plan	FY 2016 Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
Facilities Maintenance	6,794	7,463	8,095	9,377	1,282
Furniture Repair	50	50	53	138	85
Jurisdiction Centralized Activities	8,549	7,804	7,118	9,383	2,265
Payroll	2,140	2,201	2,267	3,050	784
Total	**17,533**	**17,518**	**17,533**	**21,949**	**4,416**

Total Budget by Object Class ($000)

Object Class Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
11 Personnel Compensation	1,528	2,011	1,619	2,178	560
12 Personnel Benefits	612	805	648	872	224
21 Travel	21	18	21	22	1
22 Transportation of Things	-	-	-	-	-
23 Rent, Communications & Utilities	8,830	7,401	8,782	13,381	4,599
24 Printing and Reproduction	-	-	-	-	-
25 Other Contractual Services	11,463	9,607	11,401	20,980	9,578
26 Supplies and Materials	55	46	55	121	66
31 Equipment	-	-	-	-	
32 Land and Structures	2,924	2,451	2,908	16,623	13,715
42 Insurance Claims & Indemnities	-	-	-	-	-
Total	**25,434**	**22,338**	**25,434**	**54,177**	**28,743**

[1] FY 2016 Personnel Compensation and Personnel Benefits include payroll and project-funded obligations. Actuals represent total obligations of funds incurred irrespective of the year of appropriation and can include reprogrammings/transfers from other appropriations.

[2] FY 2017/FY 2018 Personnel Compensation and Personnel Benefits do not include project-funded payroll estimated obligations.

Capitol Police Buildings, Grounds and Security

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2018 Appropriation	
	FTE	Amount ($000)
FY 2017 Operating Plan (FY 2016 Enacted)		25,434
Payroll Funded FTE (FY 2017 Operating Plan)	16	
Non-Recurring Costs:		
Power Switchgear Replacement, USCP HQ		(3,525)
Critical Electrical Infrastructure Upgrade, ACF		(3,376)
Minor Construction		(1,000)
Total Program Decreases		**(7,901)**
Mandatory Increases:		
Payroll Related:		
FY 2018 Cost-of-Living Adjustment of 2.4%		36
FY 2018 FEHB Employer Contribution of 4.4%		6
FY 2018 Within Grade Increase		16
Total Payroll Related Costs	-	59
Non-Payroll Related:		
Non-pay Inflation Increase of 2.3%		208
Lease Escalation Costs		581
Total Non-Payroll Related Costs	-	789
Total Mandatory Increases	-	848
Other Program Increases (Mission Requirements):		
Security Support Payroll FTE Increase	5	725
Facilities Maintenance Program		1,088
Operational Support Services		1,092
Energy & Sustainability Support		233
Additional Lease Space		430
Total Mission Related Costs	-	3,568
Multi-Year Projects:		
Chiller Replacement and Chilled Water System Expansion, Phase I, ACF		14,687
Barrier Lifecycle and Perimeter Security Kiosk Replacement, Phase II		8,300
USCP Conduit Installation, Phase II, OSP		2,743
Foundation Alarms Installation, OSP		1,498
Minor Construction		5,000
Total Other Program Increases	5	32,228
Net Increase/Decrease	5	28,743
FY 2018 Total Appropriation	21	54,177

Capitol Police Buildings, Grounds and Security

ARCHITECT OF THE CAPITOL

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget component of the Capitol Police Buildings, Grounds & Security appropriation funds all costs associated with the daily care, maintenance and operation of its grounds and facilities. The budget is divided into four functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)						
Program Groups	**FY 2017 Operating Plan**	**Program Realignment/ Transfers**	**Mandatory Increases**	**Other Program Increases**	**FY 2018 Request**	**FY 2017/2018 Difference**
Facilities Maintenance	8,095	-	194	1,088	9,377	1,282
Furniture Repair	53	-	1	84	138	85
Jurisdiction Centralized Activities	7,118	-	594	1,671	9,383	2,265
Payroll	2,267	-	59	725	3,050	784
Total	**17,533**	**-**	**848**	**3,568**	**21,949**	**4,416**

Program Changes Justification

The FY 2018 Operating Budget Request shows an increase of **$4,416K** from the FY 2017 estimated level. It includes **$848K** in mandatory pay and price increases plus **$3,568K** in other program changes.

Mandatory Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs, as based upon guidance from the Congressional Budget Office, and lease escalation costs.

Other Program Increases

The funding increases to the baseline are required to bring the annual operating budget to the minimum level necessary to support annual preventive and corrective maintenance services throughout our facilities (buildings, grounds, equipment, systems, and security infrastructures). This funding will provide for optimal operations while prolonging and extending the life span of the building.

Payroll FTE Increase ($725K)

The funding increase to the baseline is for three security suitability professionals to fulfill the requirements under the new AOC security suitability program in direct response to the Capitol Police Board priorities outlined in a June 16, 2016 letter to the House Appropriations Committee. The new suitability program will manage the inherent risk posed by persons with trusted access to AOC facilities, information, systems and other personnel. The "insider threat" is identified as one of the greatest threats, if not the greatest threat, to national security. Currently, only an AOC applicant's recent history is reviewed under the employment suitability process. The current process creates a security vulnerability by potentially allowing employment of persons who, despite a history of criminal activity, or a track record of crimes of trust, to be acceptable to work for the AOC. The new AOC security suitability process includes a comprehensive review of an applicant's full history, background investigation, and an improved review of database records.

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES (CONTINUED)

- Additional funds are required for one facilities operations specialist to support the incremental Facility Management (FM) workload, serve as focal point for agency and inter-agency coordination of services and communication. This position will monitor and maintain the new computer-based systems in OSP facilities. Since 2010, the workload in FM has increased at an unsustainable rate due to the addition of new mission elements, such as the acquisition of the Verizon building and the five offsite USCP radio repeater sites. This proposed position will track the quality assurance and the quality controls inspection results for improvement, provide support to the FM team during special events and inclement weather situations, and assist in meeting the agency energy and strategic targets.

- Additional fund are also required for one construction security coordinator. This position is to coordinate the security issues related to AOC projects across the campus that impact the security level of the campus during the construction activities. This position will ensure that construction security requirements are developed and incorporated in the budget request as well as coordinating security issues during the design and implementation of the project. Examples of security issues are security screening of materials, personnel and equipment, and installation of security systems, alarms and other security elements that are impacted or needed during construction. This position will serve as the single point of contact for all security related matters during construction and determine if USCP overtime payroll costs will be required and if project specific badges are needed. Currently there are hundreds of projects to include studies, designs and construction projects that are developed annually by AOC across all the different Jurisdictions. This position will work with the project teams and USCP to determine what impact these projects will have on security during implementation. This person will determine if coordination with USCP will be needed and serve as the single point of contact to coordinate with USCP and AOC. The coordination will reduce impacts to schedule and scope by addressing them early and capturing these issues in the bid documents and budget. This position will also work during the construction and implementation phase of the projects to coordinate with USCP for facility access and to address any issues that arise. Specific items that this position will be responsible for:
    - Coordination on USCP OT in support of the project.
    - Coordination of site specific badges and renewal of site specific badges.
    - Coordination of large or hazardous project deliveries.
    - Coordinate with Project team on security impacts (CODELS, Heads of State visits, NSSE events) to projects.
    - Facilitate issue resolution between USCP and AOC on project related matters.
    - Coordinate during the concept and design phase of projects to capture budget and schedule security matters.

Facilities Maintenance Program ($1,088K)

The funding increases to the baseline are required to bring the annual operating budget to the minimum level necessary to support annual preventive and corrective maintenance services throughout our facilities (buildings, grounds, equipment, systems, and security infrastructures). This level of funding will ensure our facilities functionally, operations and life span. Specific program increases are requested for:

- Increase for Special Event funding, supporting the USCP with deployment of security elements for approximately thirty-two different special events, demonstrations and protests throughout the year. Support USCP security plan, for the protection of Members, staff, visitors and performers during nationally televised events.

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES (CONTINUED)

- Facility Condition Assessment was performed at the ACF which identified fifty-six maintenance tasks for completion over a five year period.

  OSP is requesting funds to start an ongoing battery replacement program that will ensure the security and uninterrupted communication for daily and emergency situations. There are approximately 930 batteries that have a lifecycle of 4-5 years. The age of the current batteries range from 3 to 4 years with minimal but increasing failure noted in specific systems.

  Fairchild Building maintenance increase request will allow for ongoing support services for door/lock repair, preventive and reactive painting in offices and heavy use areas, carpet repair and replacement, general maintenance support, and increased snow removal services for long or overnight events.

Operational Support Services ($1,092K)
The funding increases to the baseline are required for AOC-wide mission related support service requirements:. More specifically the program increases are requested for:

Furniture funding is being requested in order to replace aged and damaged furniture in USCP occupied locations and to support growing new furniture requests from the USCP for support related to continuity exercises, and increased furniture requirements at the ACF. OSP has been able to support USCP furniture requests by reconfiguring system furniture using existing components in stock. However, the current system is now obsolete and is no longer compatible with the new upgraded system furniture design. The results of this obsolescence means that any future requests from clients will require the purchase of entire units at a much higher cost. This increase will allow OSP to start meeting the minimal furniture requirements for COOP operations. Additionally, the OSP is working to prepare the ACF for an increase in occupancy as facility use is transitioning from a data center focus to a full services facility, offering office and training space as a telework site, data center and support operations, etc.

Support several resilience functions such as: external emergency management, critical infrastructure management and Congressional Continuity of Government programs. In addition, this request supports AOC internal requests for security and resilience education, training, exercises and awareness associated with policies, procedures and best practices such as documentation control, mail screening, operational security, special events, active shooter, continuity of operations, severe weather and other security and resilience functions

Energy and Sustainability Support ($233K)
The funding increases to the baseline is required in support of the Energy and Sustainability Program in order to maintain and meet future energy and sustainability goals. As part of the Energy Independence and Security Act of 2007, the OSP implemented several projects and initiatives designed at reducing the energy footprint in assigned facilities.

Additional Lease Space ($430K)
The funding increases to the baseline is required in support to the USCP at the GPO to accommodate an additional 6,950 square feet of space to house the USCP Radio Shop for 18 employees and contractors, as well as warehouse storage. Also, an additional 2,800 of office space is needed in the Fairchild Building to accommodate the OSP new suitability and facility management professionals.

Capitol Police Buildings, Grounds and Security

MULTI-YEAR BUDGET REQUEST – PROGRAM SUMMARY

The Capital Budget consists of major construction or system replacement requirements to address fire, life-safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs, with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other Architect of the Capitol clients.

Multi-Year Budget by Project ($000)

	Request Amount
Line Item Construction Program Projects:	
Chiller Replacement and Chilled Water System Expansion, Phase I, ACF	14,687
Barrier Lifecycle and Perimeter Security Kiosk Replacement, Phase II	8,300
USCP Conduit Installation, Phase II, OSP	2,743
Foundation Alarms Installation, OSP	1,498
Total	27,228
Other Projects:	
Minor Construction	5,000
Total	5,000
Total Project Request	32,228

Minor Construction **$5,000K**

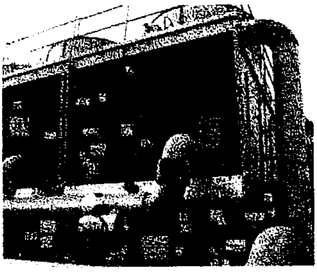
The program increase of $4,000K reflects the backlog of Facility Condition Assessments (FCA) and client facilities projects for the USCP, installation of infrastructure, facility modifications and other support to offsite continuity locations to support Congressional continuity, other security projects, and emergency management projects, as required. These projects exceed facility management annual funding thresholds and are either directly linked to ensuring the Facility Condition Index of the buildings are stabilized or improve, or are identified by the USCP as requested improvements. The funding level requested will address these requirements over an 11-year period ending in FY 2029. Below are some of projects that drive this level of funding:

- Roof replacement, ACF
- USP battery replacement, USCP Verizon Communications Center
- Window replacement, USCP Headquarters
- Godwin substation transformer replacement ACF
- Fire detection and alarm system replacement ACF
- Roof replacement, 67 K Street
- Emergency power, 67K Street
- Operation support facility, D.C. Village
- Technology research and development laboratory, USCP
- USCP SCIF/Alternate Command Center, ACF
- Uninterruptible power supply system, USCP headquarters

Risk and Impact If Not Funded: If not fully funded, AOC will not be able to address critical facility deficiencies, urgent single points of failure in the critical infrastructure that supports the USCP. The AOC will also not be able to support the Legislative Branch agencies' required improvements at congressional continuity locations that are located off of the Capitol Complex.

Capitol Police Buildings, Grounds and Security

Project Title: **Chiller Replacement and Chilled Water System Expansion, Phase I, ACF** **Request: $14,687K**



Project Description (Construction): The existing units are original 1970s equipment, deteriorated and at or near the end of their useful lives. Additionally, the units use R-11 refrigerant which is not environmentally friendly and is being phased out. The system is at the end of its useful life and therefore maintenance intensive. This project is the first phase of a multi-phase project to replace all chillers and associated distribution piping within the ACF chiller plant facility. Phase I replaces one of the aging chillers and associated equipment with two new smaller, more energy efficient units and upgrades the system from pneumatic to digital.

Risk and Impact If Not Funded: If not funded, there's an increased risk of the building being unable to carry out its mission.

- Of the existing chillers on site, one has failed and a second has had recent failures, leaving limited redundancy. Potential failure could lead to the inability to cool the data infrastructure. New chillers provide the necessary redundancy for the data infrastructure.

Cost of Recurring Operations: No additional cost anticipated. Anticipated recurring maintenance cost reductions.

Citation Driven: No. **Client Request:** No.

Program Funding Overview ($000):

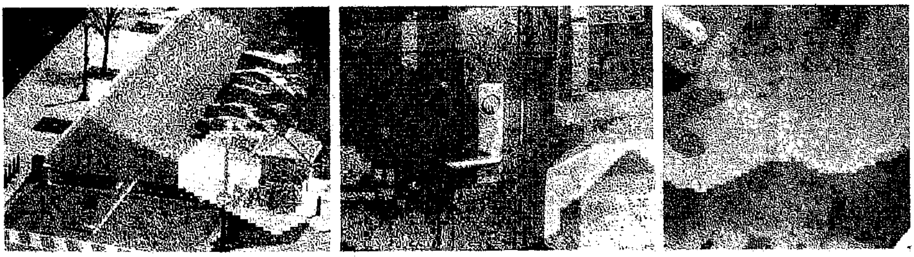
Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested[1]	FY 2018 Requested	Future FY Anticipated[2]	Projected Requirement
Study	-	-	-	-	-	-
Design (Phase I)	814	-	-	-	-	814
Construction (Phase I)	-	-	-	14,687	-	14,687
Construction (Phase II)	-	-	-	-	12,000	12,000
Construction (Phase III)	-	-	-	-	8,000	8,000
USCP Overtime	-	-	-	-	-	-
Total	814	-	-	14,687	20,000	35,501

[1] FY 2017 amount was not fully supported; FY 2018 request will be adjusted accordingly.

[2] Construction costs for future phases are being determined.

Capitol Police Buildings, Grounds and Security

Project Title: **Barrier Lifecycle and Perimeter Security Kiosk Replacement, Phase II** **Request: $8,300K**



Project Description (Design-Build): Many of the campus perimeter security vehicle barriers and kiosks have reached their intended lifecycle. Barriers and kiosks could fail when needed to support U.S. Capitol Police's security mission. This phase of the project will replace 14 vehicle barriers, repair 28 vehicle barriers, replace 5 kiosks, and repair 5 kiosks.

Risk and Impact If Not Funded: If not funded, there will be an increased risk of security threats and subsequent loss of life.

- If vehicle barriers fail, the Capitol complex facilities will be vulnerable to Vehicle-Borne Improvised Explosive Devices (VBIEDs).
- Ballistic capabilities of perimeter security kiosks could fail to protect USCP officers which could lead to loss of life.

Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** Yes.

Program Funding Overview ($000):

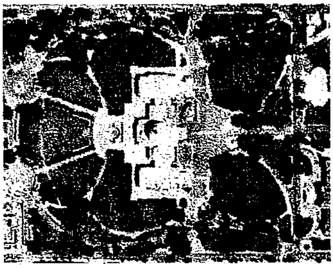
Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	-	-	-	-	-	-
Construction (Phase I)	-	8,300	-	-	-	8,300
Construction (Phase II)	-	-	-	8,300	-	8,300
Future Phases [2]	-	-	-	-	70,400	70,400
USCP Overtime	-	-	-	-	-	-
Total	-	8,300	-	8,300	70,400	87,000

[1] Reprogrammed funds from the US House of Representatives in FY 2016.

[2] Future FY Anticipated costs shown are over the next eight years; however, additional costs are being developed.

Capitol Police Buildings, Grounds and Security

Project Title: USCP Conduit Installation, Phase II, OSP **Request: $2,743K**



Project Description (Design-Build): The U.S. Capitol Police (USCP) has conduit routes that are necessary to complete their Vehicle Barrier Hydraulic Pump Unit (HPU) Cabinet project and to provide additional camera coverage at the Capitol Reflecting Pool, U.S. Botanic Garden, NW Capitol Square, and South of the West House Underground garage. This project will install the necessary conduits and electrical power and the necessary alarms to protect Vehicle Barrier cabinets from unauthorized tampering.

Risk and Impact If Not Funded: If not funded, there will be a lack of surveillance and an increased risk of security threats.

Someone could potentially interfere with campus vehicle barriers, affecting the USCP's ability to manage, raise or lower them when necessary to protect people and Congress's mission.

A lack of necessary surveillance will not allow for the proper situational awareness required for USCP to accomplish their mission.

Cost of Recurring Operations: No additional cost anticipated.

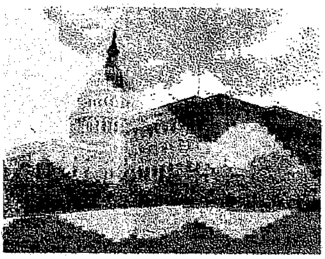
Citation Driven: No. **Client Request:** Yes.

Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded[1]	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study		-		-	-	-
Design		-	-	-	-	-
Construction (Phase I)	-	200		-	-	200
Construction (Phase II)	-	-	-	2,743	-	2,743
USCP Overtime	-	-	-	-	-	-
Total	-	200	-	2,743	-	2,943

Capitol Police Buildings, Grounds and Security

Project Title: Foundation Alarm Installation, OSP **Request: $1,498K**



Project Description (Design-Build): This project will install intrusion detection alarms along the west foundation of the U.S. Capitol. The alarm sensors are buried underground and will not be visible after installation. Since there are many trees in this area, compressed air soil removal, otherwise known as air-spading, will be used in some locations to protect the health of the trees.

Risk and Impact If Not Funded: If not funded, there will be an increased risk of security threats to the Capitol building and all employees.

- Someone could potentially approach the West Foundation unseen by security and gain access.
- This stealth access allows suspicious packages to be left unattended, resulting in possible property damage and loss of life.

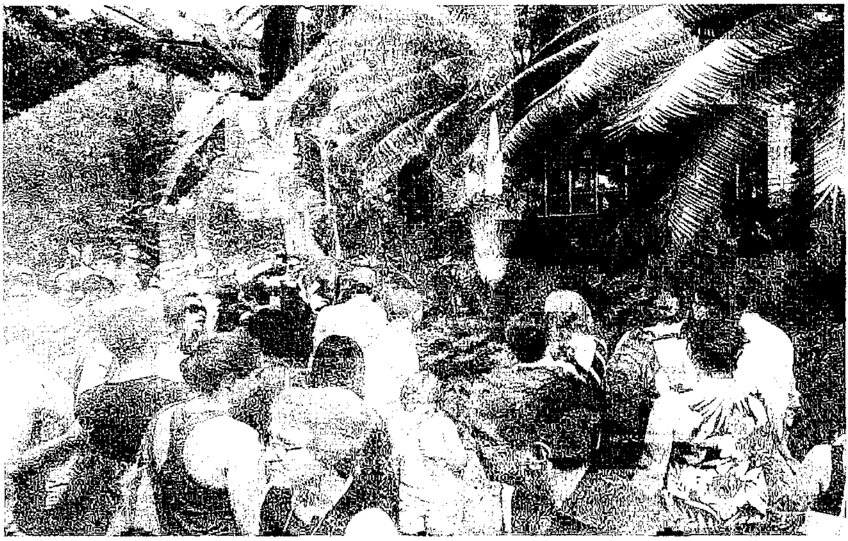
Cost of Recurring Operations: No additional cost anticipated.

Citation Driven: No. **Client Request:** Yes.

Program Funding Overview ($000):

Task	Prior FY Funded	FY 2016 Funded	FY 2017 Requested	FY 2018 Requested	Future FY Anticipated	Projected Requirement
Study	-	-	-	-	-	-
Design	-	-	-	-	-	-
Construction	-	-	-	1,498	-	1,498
USCP Overtime	-	-	-	-	-	-
Total	-	-	-	1,498	-	1,498

Botanic Garden



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The United States Botanic Garden (USBG) jurisdiction is responsible for the improvement, operation, care, and maintenance of: the USBG Conservatory; National Garden, Administration Building, Bartholdi Park and Fountain; heritage and other plant collections, and the USBG Production Facility at D.C. Village. The USBG is an institution dedicated to demonstrating the economic, therapeutic, ecological, aesthetic and cultural importance of plants. The USBG is one of the leading botanic gardens worldwide that actively participates in the conservation of endangered species by maintaining live plants in their collection, sharing specimens with other collection and research institutions, collecting and studying wild plants, and introducing rare plants to the horticultural trade.

The USBG jurisdiction:

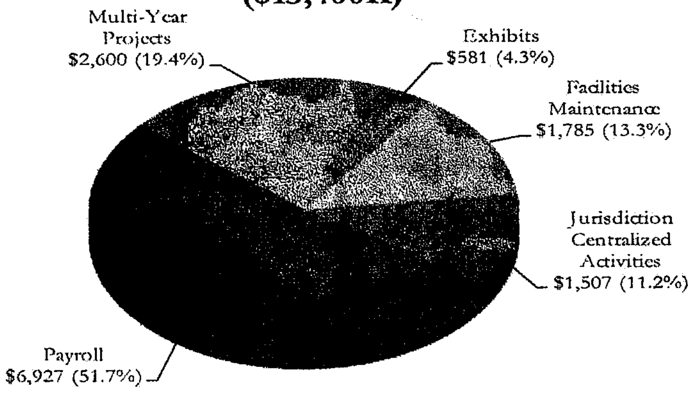
- Provides Congress, the nation, and the public with a wide range of unique and key professional expertise.
- Provides educational services; botanical and horticulture expertise; plant conservation; and sustainability initiatives.
- Provides public outreach to include: educational collaborative exhibits and publications; public/private partnerships to preserve plants, gardens and landscapes; and educational efforts regarding horticulture, sustainability and conservation.

For a complete list of USBG facilities, please refer to the "Areas of Responsibility Summary" table in this Budget Request.

Botanic Garden

PROGRAM SUMMARY

The Botanic Garden (BG) jurisdiction/appropriation consists of two primary types of funding: Operating Budget (annual) and Multi-Year Projects Budget (5 years).



FY 2018 Program Funding Allocation ($13,400K)

The **Operating Budget** request funds all costs associated with the daily care, maintenance and operation of its facilities. The BG budget is divided into functional area Program Groups: Exhibits (including seasonal displays); Facilities Maintenance (including horticulture and fine gardening); Jurisdiction Centralized Activities (including education, collaborations, partnerships and outreach), and Payroll.

> The **Exhibits** Program Group funding request funds the fabrication, installation and purchase of supplies for public displays such as botany and plant exhibits, the holiday "train" exhibit, orchid exhibits, terrace exhibits, and other temporary exhibits. Funding supports the holiday exhibit which runs from Thanksgiving through New Year's Day and encompasses the highly anticipated holiday trains along with many plant based building replicas such as the Capitol Building, Washington D.C. monuments, the White House, the Supreme Court Building, Botanic Garden Conservatory, and other congressional buildings. The terrace exhibit runs from late spring to early fall. It provides educational programs and horticultural exhibits such as living walls, green roofs, botanical displays, pollinator demonstrations, and gardens for the health and well being of visitors of all ages. The remaining funds are for the popular Orchids exhibit and other special exhibitions and displays.

PROGRAM SUMMARY (continued)

The **Facilities Maintenance** Program Group funding request includes supplies, materials, maintenance contracts, safety and security system maintenance, and cleaning contracts. This enables the performance of year-round and cyclical maintenance required of the Conservatory and Production Facility greenhouses. The Facilities Maintenance Program Group will continue to allow for the care and improvement of the outdoor gardens including those surrounding the Conservatory, the National Garden, Children's Garden, the Bartholdi Park Gardens, and the Production Facility outdoor spaces. This program group also provides funds for the plants and horticultural material for displays, exhibits, shows, Congressional events and educational programs; as well as pest management, and grounds maintenance such as lawn care and snow removal. This Facilities Maintenance funding provides for improvements in the irrigation systems, such as repair, maintenance and upgrades to ensure better functioning with lower labor costs. These irrigations systems are in the Conservatory, outdoor gardens, and greenhouses. The Botanic Garden also must contract for the disposal of bulk and solid waste associated with the care of the gardens, plants and greenhouses. The continued popularity of the Botanic Garden as a destination place in Washington, D.C. adds to our annual number of visitors which requires increased expenses for cleaning and maintenance. Funds in this group are also used to update and maintain the physical safety and security of all USBG facilities for both visitors and staff, for example through the installation and maintenance of improved fall protection security systems.

The **Jurisdiction Centralized Activities** Program Group request encompasses non-discretionary costs such as vehicle maintenance, training and uniforms, personal safety equipment, as well as costs for fulfillment of its mission to demonstrate and educate people about the critical importance of plants. These funds include personal protective equipment (PPE), which allow USBG employees to complete their duties safely and without injury. Funds are included for education and outreach to teachers, students, garden clubs and the general public including printing educational and outreach materials and contracted visitor services. In a successful partnership program, the Botanic Garden works with nationally-recognized collaborators to address urgent areas of national significance, including caring for wild and cultivated plant resources, agricultural and food education, sustainable horticulture, landscaping and other innovative educational programs. Partnerships allow the Botanic Garden to have national impact through collaborations. The Botanic Garden will continue to develop collaboration for achieving goals in plant science education through scientific, artistic, and theatrical partnerships.

The **Payroll** Program Group request funds salaries and benefits for employees specifically supporting the appropriation. This provides the capability to properly care for the Garden's facilities, fountains, and gardens. The facilities are in constant need of repairs due to weather-related issues, aging facilities, extremely high visitor numbers and environmental conditions. This payroll request enables the Botanic Garden to fulfill its mission to educate the public on the history, importance and care of plants. The Botanic Garden's staff is specialized in various program areas. For example, the maintenance mechanics are specialists in the care and maintenance of greenhouses, irrigation systems, fountains, and historic buildings. Horticulture employees are specialists in science, research, plant conservation, botany, taxonomy and plant care and culture. The public programs' staff provides expertise in areas such as signage, interpretation, communication, outreach, exhibits, displays and education.

Botanic Garden

PROGRAM SUMMARY (continued)

The **Multi-Year Projects Budget** request consist of major construction or system replacement requirements to address fire, life-safety, security issues, ADA and other accessibility requirements; deferred maintenance; capital renewal; capital improvement; and capital construction. The Multi-Year budgets allows for all necessary studies and designs, with a focus on energy savings, plant health and display, and accessibility. It includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, special events or demonstrations, Member requests, Committee directives and other Architect of the Capitol clients.

Please refer to "Multi-Year Budget Request - Program Summary" for a detailed list of the requested major construction projects.

AREAS OF RESPONSIBILITY SUMMARY:

ASSIGNED FACILITIES

Facility Name/Type	Location	Year Built or Acquired	Area (square feet)	Deferred Maintenance	Capital Renewal	Backlog
Administration Building	Washington, DC	1931	3,788	$0	$0	$0
Bartholdi Park and Fountain	Washington, DC	1932	96,726	$0	$47,000	$47,000
Conservatory	Washington, DC	1933	106,335	$201,000	$4,747,000	$4,948,000
Production Facility Greenhouse & Headhouse	Washington, DC	1993	117,930	$148,000	$3,875,000	$4,023,000
Production Facility Lath House	Washington, DC	1994	4,760	$0	$143,000	$143,000
Production Facility Pesticide Storage	Washington, DC	1994	450	$0	$8,000	$8,000
Production Facility Temporary Structures	Washington, DC	2000	5,500	$0	$270,000	$270,000
Production Facility Grounds	Washington, DC	2000	Varies	$32,000	$151,000	$183,000
			335,489	**$381,000**	**$9,241,000**	**$9,622,000**

Notes:

Deferred Maintenance is defined as maintenance, repair or replacement work on existing facilities and infrastructure that is past due causing failure or partial failure.

Capital Renewal is defined as making replacements in kind to correct unacceptable conditions caused by aged building components prior to failure.

Backlog equals total Deferred Maintenance plus Capital Renewal expected to become Deferred Maintenance within a five year window.

Botanic Garden

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)

Appropriation	FY 2016 Enacted	FY 2016[1] Actual Obligations	FY 2017[2] Estimate	FY 2018[2] Request	FY 2017/2018 Difference
Operating Budget	10,013	10,000	10,013	10,800	787
Multi-Year Projects	2,100	-	2,100	2,600	500
Total	12,113	10,000	12,113	13,400	1,287

Operating Budget ($000)

Program Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Estimate	FY 2018[2] Request	FY 2017/2018 Difference
Exhibits	599	545	499	581	82
Facilities Maintenance	2,038	1,888	1,742	1,784	42
Jurisdiction Centralized Activities	1,023	939	1,027	1,507	480
Payroll	6,353	6,628	6,744	6,927	183
Total	10,013	10,000	10,013	10,800	787

Total Budget by Object Class ($000)

Object Class Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Estimate	FY 2018[2] Request	FY 2017/2018 Difference
11 Personnel Compensation	4,505	4,941	4,783	4,912	130
12 Personnel Benefits	1,848	2,027	1,962	2,015	53
21 Travel	50	51	47	51	5
22 Transportation of Things	-	-	-	-	-
23 Rent, Communications & Utilities	-	-	-	-	-
24 Printing and Reproduction	-	-	-	-	-
25 Other Contractual Services	2,511	2,561	2,340	2,826	486
26 Supplies and Materials	882	900	822	991	169
31 Equipment	78	80	73	88	15
32 Land and Structures	2,239	2,284	2,087	2,516	429
42 Insurance Claims & Indemnities	-	-	-	-	-
Total	12,113	12,843	12,113	13,400	1,287

[1] FY 2016 Actuals represent total obligations of funds incurred irrespective of the year of appropriation and can include reprogrammings/transfers from other appropriations. Personnel Compensation and Personnel Benefits include payroll and project-funded obligations.

[2] FY 2017/FY 2018 Personnel Compensation and Personnel Benefits do not include project-funded payroll estimated obligations.

Botanic Garden

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2018 Appropriation	
	FTE	Amount ($000)
FY 2017 Operating Plan (FY2016 Enacted)		12,113
Payroll Funded FTE (FY 2017 Operating Plan)	68	
Non-Recurring Costs		
Minor Construction		(2,100)
Total Program Decreases		(2,100)
Mandatory Increases:		
Payroll Related:		
FY 2018 Cost-of-Living Adjustment of 2.4%		114
FY 2018 FEHB Employer Contribution of 4.4%		20
FY 2018 Within Grade Increase		49
Total Payroll Related Costs	-	183
Non-Payroll Related:		
Non-pay Inflation Increase of 2.3%		79
Total Non-Payroll Related Costs	-	79
Total Mandatory Increases		262
Other Program Increases (Mission Requirements):		
Operational Support Services		525
Total Mission Related Costs		525
Multi-Year Projects:		
Minor Construction		2,600
Total Program Increases	-	2,600
Net Increase/Decrease	-	1,287
FY 2018 Total Appropriation	68	13,400

Botanic Garden

ARCHITECT OF THE CAPITOL

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget of the Botanic Garden appropriation funds all costs associated with the daily care, maintenance and operation of its grounds and facilities. The budget is divided into functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Program ($000)						
Program Groups	**FY 2017 Operating Plan**	**Program Realigment/ Transfers**	**Mandatory Increases**	**Other Program Increases**	**FY 2018 Request**	**FY 2017/2018 Difference**
Exhibits	499	-	12	70	581	82
Facilities Maintenance	1,742	-	42	-	1,784	42
Jurisdiction Centralized Activities	1,027	-	25	455	1,507	480
Payroll	6,744	-	183	-	6,927	183
Total	**10,013**	-	**262**	**525**	**10,800**	**787**

Program Changes Justification

The FY 2018 Operating Budget Request shows an increase of **$787K** from the FY 2017 estimated level. It includes **$262K** in mandatory pay and price increases plus **$525K** in other program changes.

Mandatory Increases

The funding increase to the baseline includes inflationary cost for pay and non-pay programs, as based upon guidance from the Congressional Budget Office, and lease escalation costs.

Other Program Increases

The funding increases to the baseline are required for AOC-wide mission related operational support service requirements. More specifically the program increases are for:

Exhibits. Every year, the USBG puts on a fantastic holiday display of trains, live plants and replicas of landmarks from Washington and other places. This cost increase is to maintain the high level of quality the USBG and its visitors expect and to expand the educational components of the exhibits. ($70K)

Preservation of the USBG orchid collection. Orchids account for 30 percent of the Garden's accessioned plants and represent one of the most scientifically significant components of the collection. This increase will fund the highly at-risk native orchids of the United States. ($55K)

To provide interactive lessons to an additional 60,000 students who visit the USBG each year. Additionally, the USBG will expand a joint veterans' outreach program between the USBG and the American Veterans Disabled for Life Memorial to develop educational, job training, and therapeutic horticultural and agricultural programs for disabled veterans. ($400K)

MULTI-YEAR BUDGET REQUEST – PROGRAM SUMMARY

The Capital Budget consists of major construction or system replacement requirements to address fire, life safety and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs; with a focus on energy savings. It also includes Minor Construction funds that provide the Botanic Garden with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other Architect of the Capitol clients.

Multi-Year Budget by Project ($000)

	Request Amount
Other Projects:	
Minor Construction	2,600
Total	2,600
Total Project Request	2,600

Minor Construction **$2,600K**

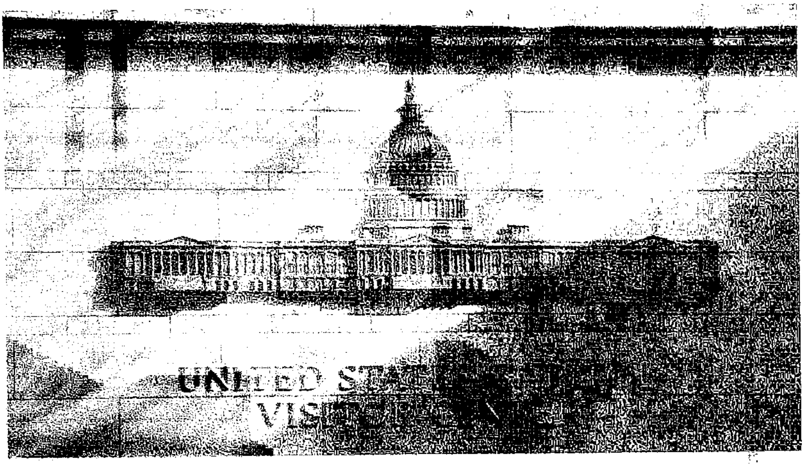
The program increase of **$500K** reflects the required amount to sustain the necessary level of service for unforeseen construction and repair projects of the Botanic Garden appropriation. Below are examples of projects that require AOC support:

- Repair backflow valves systems at the Production Facility and Conservatory.
- Replace circulating pump systems associated with hot water and other water systems at the Production Facility, Conservatory and Administration Building.
- Replace rollup doors at the West Potting Hall of the Production Facility.
- Repair concrete floors at Production Facility and Conservatory.

Risk and Impact if not funded:

- Significant risk to stability of internal water systems, including the failure of valves that keep non-potable water from irrigation and fertilizer systems from entering potable water system. Failure of these systems could lead to a complete lack of potable water in several facilities, which would violate health codes.
- Significant risk of heating system failure leading to catastrophic loss of irreplaceable plant collections at both the Conservatory and Production Facility.
- Degradation or inoperability of loading doors leading to significant hazards for worker safety and inability to move plants in certain weather conditions, which could lead to loss of irreplaceable plant specimens.
- Flooring surfaces will be below required standards for proper horticultural facility hygiene which will lead to lack of proper cleanliness for a living plant collections facility and in the event of hazardous material release would lead to unacceptable risk to employees during cleanup and increased cost of cleanup operations.

Capitol Visitor Center



AOC MISSION

To **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences.

RESPONSIBILITIES IN SUPPORT OF AOC MISSION

The Capitol Visitor Center (CVC) jurisdiction is responsible for the operations of the CVC. Congress directed the Architect of the Capitol to design and construct the CVC to provide a secure public environment to welcome and manage a large number of visitors and to protect the Capitol, its occupants, and guests in an atmosphere of open access. Further, Congress also wanted to establish and present informative programs on the workings and history of the Congress and the art and architecture of the Capitol. Congress also wanted to provide the amenities, comfort, convenience, and accessibility for visitors appropriate to one of the nations most visited tourist destinations. On December 02, 2008, the CVC officially opened its doors to the public. Nearly eight years later, the CVC has welcomed 17.2 million visitors.

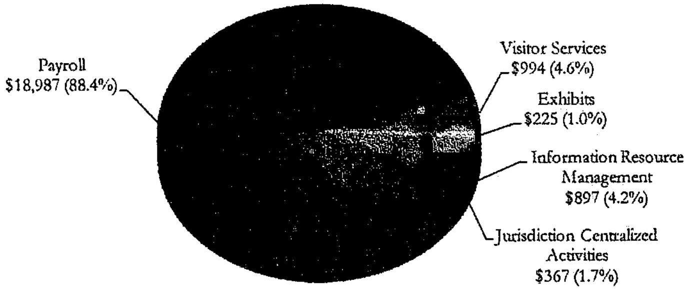
While designed as the visitor's gateway to the historic Capitol, the CVC also offers convenient amenities including a Restaurant, two Gift Shops, and Information Desks, all of which are managed by a well-trained staff of visitor service professionals who are dedicated to fulfilling their mission of "Working together for Congress to inform, involve and inspire every visitor to the United States Capitol."

Capitol Visitor Center

PROGRAM SUMMARY:

The Operating Budget for the Capitol Visitor Center appropriation funds all costs associated with the daily operation of its facilities. The budget is divided into functional area Program Groups: Information Resource Management, Jurisdiction Centralized Activities, Payroll, Visitor Services and Exhibits.

FY 2018 Program Funding Allocation ($21,470K)



The **Operating Budget** request funds all costs associated with the daily care, maintenance and operation of its facilities in support of congressional operations. The Capitol Visitor Center (CVC) provides direct support to ensure efficient operations and maintenance of its facilities. The CVC operating budget is divided into four functional area Program Groups: Information Resource Management, Jurisdiction Centralized Activities, Payroll, and Visitor Services.

The **Exhibits** Program Group request includes funding to support quality exhibit rotations and maintain the operational aspects of Exhibition Hall. This request also includes funding for Exhibition Hall education, public programs, exhibit conservation and supplies.

The **Information Resource Management** Program Group request provides the funds for information technology software, hardware and services specific to the CVC. This request includes funding for the Advanced Reservation System used by Congress and the public to book tours. The CVC also manages reservations for the two Congressional Meeting Rooms, the Congressional Auditorium and other event space in the CVC.

The **Jurisdiction Centralized Activities** Program Group request provides funding for training needed to maintain the required level of technical expertise and world-class customer service. This request also includes funding for uniforms for front-line staff, Capitol Tour Training and emergency preparedness.

PROGRAM SUMMARY (continued)

The **Payroll** Program Group request funds salaries and benefits for employees specifically supporting the appropriation. The funding requested pays for Congressional Support Services (including normal and special request services provided to Congress, their staff and the public), Leadership, Central Jurisdiction Support Services which provides the labor integral to CVC operations, such as CVC-unique human capital management, and CVC-unique legal support. The CVC payroll request also includes funding for Public and Visitor Services (including visitor assistance services provided to enhance the experience of the visitor and constituents). The Visitor Services component is comprised of: Restaurant Services (activities associated with providing food and restaurant services and support, managing the contract with foodservice provider, and ensuring a quality restaurant service operations on a daily basis); Exhibit Services (activities associated with public exhibits, events, education and public programs, and related visitor services); Gift Shop Services (activities associated with managing and maintaining Gift Shops within the CVC, including those activities provided by sales, inventory, merchandising, and management staff), and Visitor Services (activities associated with tours, special events, and visitor assistance provided by the guides, visitor assistants, schedulers and visitor services management staff).

The **Visitor Services** Program Group request funds CVC Operations Support. This request includes funding for general operations support; to provide annual maintenance and replacement of the listening devices used by the guides and visitors during tours; maintenance of the radios used by the guide staff; and maintenance of a fleet of shuttles. This request also includes funding for audio-visual support to include all annual maintenance contracts and replacement part requirements for the audio-visual equipment in the Congressional Auditorium, the Congressional Meeting Rooms and Exhibition Hall and other public spaces. This request also includes funding for public awareness to include graphic design support and the printing of visitor brochures and educational materials. Finally, the request includes funding for planning and evaluation activities to include resources needed to monitor visitor satisfaction.

Capitol Visitor Center

ARCHITECT OF THE CAPITOL

TOTAL BUDGET REQUEST – FUNDING SUMMARY

Total Budget ($000)

Appropriation	FY 2016 Enacted	FY 2016[1] Actual Obligations	FY 2017[2] Estimate	FY 2018[2] Request	FY 2017/2018 Difference
Operating Budget	20,557	20,512	20,557	21,470	913
Multi-Year Projects	-	-	-	-	-
Total	**20,557**	**20,512**	**20,557**	**21,470**	**913**

Operating Budget ($000)

Program Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
Exhibits	303	263	225	225	-
Information Resource Management	1,160	1,009	876	897	21
Jurisdiction Centralized Activities	385	338	358	367	9
Payroll	17,300	17,721	18,127	18,987	860
Visitor Services	1,409	1,181	971	994	23
Total	**20,557**	**20,512**	**20,557**	**21,470**	**913**

Total Budget by Object Class ($000)

Object Class Groups	FY 2016 Operating Plan	FY 2016[1] Actual Obligations	FY 2017[2] Operating Plan	FY 2018[2] Request	FY 2017/2018 Difference
11 Personnel Compensation	12,657	13,125	13,262	13,892	629
12 Personnel Benefits	4,643	4,814	4,865	5,095	231
21 Travel	23	32	17	17	1
22 Transportation of Things	-	-	-	-	-
23 Rent, Communications & Utilities	-	-	-	-	-
24 Printing and Reproduction	92	130	69	71	2
25 Other Contractual Services	2,437	3,418	1,818	1,858	40
26 Supplies and Materials	99	139	74	75	2
31 Equipment	602	845	449	459	10
32 Land and Structures	3	4	2	2	
42 Insurance Claims & Indemnities	-	-	-	-	-
Total	**20,557**	**22,507**	**20,557**	**21,470**	**913**

[1] FY 2016 Personnel Compensation and Personnel Benefits include payroll and project-funded obligations. Actuals represent total obligations of funds incurred irrespective of the year of appropriation and can include reprogramming/transfers from other appropriations.

[2] FY 2017/2018 Personnel Compensation and Personnel Benefits do not include project-funded payroll estimated obligations.

Capitol Visitor Center

TOTAL BUDGET REQUEST - ANALYSIS OF CHANGE

	FY 2018 Appropriation	
	FTE	**Amount ($000)**
FY 2017 Operating Plan (FY 2016 Enacted)		20,557
Payroll Funded FTE (FY 2017 Operating Plan)	220	
Mandatory Increases:		
Payroll Related:		
FY 2018 Cost-of-Living Adjustment of 2.4%		292
FY 2018 FEHB Employer Constribution of 4.4%		51
FY 2018 Within Grade Increase		131
Total Payroll Related Costs		473
Non-Payroll Related:		
Non-pay Inflation Increase of 2.3%		53
Total Non-Payroll Related Costs		53
Total Mandatory Increases		526
Other Program Increases (Mission Requirements):		
Educational Services Payroll FTE Increase	3	387
Total Program Increases	3	387
Net Increase/Decrease	3	913
FY 2018 Total Appropriation	223	21,470

OPERATING BUDGET REQUEST - SUMMARY OF CHANGES

The Operating Budget of the Capitol Visitor Center funds all costs associated with the operation and administration of the CVC. The budget is divided into functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program and pricing needs. Increases that cannot be absorbed are requested through the budget process.

Operating Budget ($000)

Program Groups	FY 2017 Operating Plan	Program Realignment/ Transfers	Mandatory Increases	Other Program Increases	FY 2018 Request	FY 2017/2018 Difference
Exhibits	225	-	-	-	225	-
Information Resource Management	876	-	21	-	897	21
Jurisdiction Centralized Activities	358		9	-	367	9
Payroll	18,127	-	473	387	18,987	860
Visitor Services	971	-	23	-	994	23
Total	20,557	-	526	387	21,470	913

Program Changes Justification

The FY 2018 Operating Budget Request shows an increase of **$913K** from the FY 2017 estimated level. It includes **$526** in mandatory pay and price increases plus **$387K** in other program changes.

Mandatory Increases

The funding increase to the baseline includes inflationary costs for pay and non-pay programs, as based upon guidance from the Congressional Budget Office.

Other Program Increases

The funding increase to the baseline is for three educational professionals in support of the CVC's educational services. These additional staff positions will impact the CVC exhibit experience for all visitors, onsite and online, student programs, school group visits, and as a source for the civic education learning environment. These positions will have oversight on furthering innovative educational opportunities and incorporating technologies to enhance the learning experience. As the exhibits and education division grows in its role as a source for civic education, these positions will broaden the CVC's educational program reach to online, virtual, and onsite visitors to the U.S. Capitol and their understanding of Congress and the citizen's role in the democratic process.

LIBRARY OF CONGRESS
FISCAL 2018 BUDGET JUSTIFICATION
SUBMITTED FOR USE OF THE COMMITTEES ON APPROPRIATIONS

LIBRARY OF
CONGRESS

TABLE OF CONTENTS

LIBRARY OF CONGRESS OVERVIEW FISCAL 2018 1

ORGANIZATION CHART 5

SUMMARY TABLES 7

LIBRARY OF CONGRESS, SALARIES AND EXPENSES 15

OFFICE OF THE LIBRARIAN 19

- *Fiscal 2018 Program Changes* 22
- Librarian's Office 25
- Office of the Chief Financial Officer 33
- Integrated Support Services 37

OFFICE OF THE CHIEF INFORMATION OFFICER 41

- Information Technology Modernization Overview 43
- *Fiscal 2018 Program Changes* 45

LIBRARY SERVICES 55

- *Fiscal 2018 Program Changes* 58
- Associate Librarian for Library Services 60
- Acquisitions and Bibliographic Access 65
- Collections and Services 69
- Preservation 74
- Technology Policy 79

NATIONAL AND INTERNATIONAL OUTREACH 83

- National and International Outreach – Director's Office 86
- National Programs 90
- National Enterprises 95
- Scholarly and Educational Programs 99

LAW LIBRARY 105

- *Fiscal 2018 Program Changes* 107

OFFICE OF THE INSPECTOR GENERAL 113

- *Fiscal 2018 Program Changes* 115

COPYRIGHT OFFICE, SALARIES AND EXPENSES 119

Fiscal 2018 Program Changes 122

COPYRIGHT BASIC 127

COPYRIGHT LICENSING DIVISION 133

COPYRIGHT ROYALTY JUDGES 137

CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES 141

Fiscal 2018 Program Changes 143

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES 149

REIMBURSABLE FUNDS 153

REVOLVING FUNDS 155

LIBRARY OF CONGRESS FISCAL 2018 APPROPRIATIONS LANGUAGE 159

APPENDICES 163

Appendix A: American Folklife Center and Veterans History Project 164

Appendix B: Overseas Offices, Cooperative Acquisitions Program 167

Appendix C: Acquisition of Library Materials by Source Fiscal 2012 – Fiscal 2016 175

Appendix D: Library of Congress Mass Deacidification Project 176

Appendix E: Teaching with Primary Sources (TPS) 178

Appendix F: Copyright Office – Estimated Value of Materials Transferred to the Library in Fiscal 2016 181

ARCHITECT OF THE CAPITOL – LIBRARY BUILDINGS AND GROUNDS 183

LIBRARY OF CONGRESS OVERVIEW FISCAL 2018

The Library of Congress is submitting its fiscal 2018 appropriations request to the Congress in alignment with the priorities of the 14th Librarian of Congress: To expand access to the Library so that more of its resources are readily available on-site and online to Members of Congress, their constituents, and the American people, to improve customer service, and to be good stewards of the national collections.

To facilitate accomplishment of these priorities, the Library must:

- Embrace modernization to meet business objectives, customer needs, and the demands of the 21st Century across the Library's services, IT infrastructure, and collections management.
- Ensure strong management and workforce capabilities to fulfill the Library's core responsibilities to support and advise Congress, to serve users of the Copyright Office, and to assist the American people and researchers who benefit from its extraordinary collections.
- Expand access to Library collections and programming by translating more holdings into digital content, opening up physical spaces, and increasing on-site offerings.

All three priorities are interconnected. Modernized IT infrastructure must be in place to support expanded online accessibility to the Library's collections. Appropriate cybersecurity threat protection is necessary for modernized systems. The transition to digital formats requires both the Copyright Office and the broader Library to be proactive in preparing for ingest and security of born-digital and digital-formatted content. Copyright needs modernized IT systems and appropriate staffing levels to deliver improved service to users and stakeholders. CRS requires an agile IT infrastructure to facilitate rapid service to congressional clients in the formats most useful to them, as well as new analytic expertise in areas of high and new or emerging demand. Digital collections management staffing is needed to manage existing digital collections, expand necessary collecting efforts, and absorb new streams of electronic works resulting from Copyright mandatory deposit changes and other acquisition sources.

Positioning the Library for the Future

In November 2016, the new Librarian strategically realigned the organization of the Office of the Librarian and the senior level management reporting structure to streamline operations and move the Library forward in achieving these priorities.

In a first step critically important to the Library's IT modernization, the realignment made the Office of the Chief Information Officer a service unit and PPA (Program, Project, or Activity) under the Library of Congress Salaries & Expenses appropriation and the Chief Information Officer a direct report to the Librarian. The realignment elevated management of the IT support structure to expand oversight and facilitate IT modernization Library-wide.

To provide enhanced oversight of Library programs in support of transformation and modernization of the Library, a Deputy Librarian for Institutional Advancement position was established to oversee the National and International Outreach service unit, the Development Office, the Office of the General Counsel, and the Office of Equal Employment Opportunity and Diversity Programs. The former acting Librarian of Congress, as Deputy Librarian, would oversee Library Services, the U.S. Copyright Office, the Congressional Research Service, and the Law Library. With the departure of the Deputy Librarian, the four service units now report to the Librarian and the Deputy Librarian for Institutional Advancement.

Two senior management positions, a Chief of Staff and Chief of Communications, were added under the realignment to increase oversight in the key areas of congressional relations, special events and public programs, as well as to develop, expand, and enhance the Library's communications and public affairs functions with the Congress, the American public, news media, and Library employees. The Special Events revolving fund was accordingly realigned under the Office of the Librarian.

The Librarian also made the Director of the Office of Strategic Planning and Performance Management a direct report to strengthen strategic, directional and operational planning, as well as performance assessment, internal controls, and the identification and mitigation of high-risk areas. The Librarian initiated a visioning effort, underway in fiscal 2017, that involves assessing the Library's environment, analyzing trends at information-based organizations, and examining demographic trends, funding models, and partnerships and collaborations. The results will inform the Library's direction and priorities for the long term.

The fiscal 2018 budget request is structured around the priorities articulated by the Librarian.

Embracing Modernization

The Library is embracing modernization to meet business objectives, customer needs, and the demands of the 21st Century across the Library's services, IT infrastructure, and collections management.

IT challenges are a principal focus and continue to be addressed head on to ensure a strong foundation for the future. The Library is implementing a robust, organization-wide IT and digital strategy that responds to the recommendations of the Government Accountability Office and Library's Inspector General, including the strengthening of cybersecurity. An IT infrastructure with scalable capacity is a fundamental component of the Library's modernization strategy.

On November 28, 2016, the Librarian issued a memo outlining the agency-wide plan to maximize the value of the Library's IT investments. In it, the Librarian directed that all Library technology activities be coordinated through the Office of the Chief Information Officer. This centralization unites the distributed IT workforces, governance, operations and resources of all Library service units.

IT program changes reflect the Librarian's modernization priorities:

LC Hosting Facilities Challenge, Office of the Chief Information Officer ($25.854 million for the first year of a three year total investment of $57.352 million) – 2017 re-request

Begin the initial data center buildout and networking infrastructure for the migration of the Library's Primary Computing Facility (PCF), now located in the James Madison Memorial Building, optimally to the Legislative Branch Co-location Tier 3 facility off Capitol Hill to mitigate current reliability risks and location vulnerabilities. The existing data center infrastructure is near capacity, at high risk of unplanned shutdowns, and needs additional capacity to support modernized business operations systems and efforts to store and make accessible the Library's digital content. The migration to a new, safe and secure PCF is therefore vital to IT modernization and transformation in the Library.

Information Technology Security Enhancements and High Availability Support, Office of the Chief Information Officer ($6.595 million/funding for 5 FTE) – 2017 re-request

Provide essential upgrades to the Library's infrastructure cybersecurity threat protection capabilities consistent with modernized systems, continuous coverage and high availability solutions. The request supports the centralization of dedicated Information System Security Officers roles and enhancing network access protection to two-factor authentication.

Enterprise Investment in IT Modernization, Office of the Chief Information Officer ($9.693 million/funding for 11 FTE)

- Support planning and the initial phases of upgrading the Library's underlying network infrastructure to state-of-the industry standards; add staffing to assist in the centralized IT governance and management; and provide one-time funding for purchases of software, telecommunications, and non-automation equipment. In formulating this request, the OCIO collaborated extensively with the Copyright Office to ensure that the Library is building the right IT infrastructure to support both Copyright's business applications and meet Library-wide infrastructure modernization goals. Copyright and the OCIO also planned and coordinated carefully to ensure against duplication in staffing and other IT infrastructure elements.

Copyright IT Modernization ($12.641 million/funding for 14 FTE)

- Support for mission-focused initiatives that provide for business requirements analysis for a next generation registration system, digitization of historic copyright records to create a searchable database, and maintaining the stability, security, and reliability of legacy IT systems while modernization efforts are underway.

IT modernization is also critical to the Congressional Research Service which has, over the last 20 years, developed customized applications to support CRS-specific operational needs, including systems used to manage congressional requests, support research and analysis, author and publish CRS products, and deliver those products to Congress.

Integrated Research and Information Systems (IRIS), Congressional Research Service ($4 million for the first year of a five-year investment of $20 million)

- Modernize CRS's mission-specific information systems to reduce the time needed to research, analyze, create, and deliver CRS products and services in the formats most useful to Congress, while protecting the security and confidentiality of congressional data. IRIS will leverage the latest advances in web-based technologies to provide an agile and flexible infrastructure that will enable efficient plug-and-play technologies for rapid deployment and use by CRS and the Congress.

Ensuring Strong Management and Workforce Capabilities

Strong management and workforce capabilities to take the Library into the future are essential for the Library to fulfill its core responsibilities to support and advise the Congress, to serve users of the Copyright Office, and to assist the American people and researchers. To meet its responsibilities, the Library continues to require a high-performing workforce and effective performance management with a focus on succession planning and measuring and achieving performance goals.

One of the Library's major concerns is ensuring a strong and well trained IT workforce to meet the range of challenges the Library faces from IT security to rapidly changing technologies to shrinking budgets. To that end, a Library-wide IT competency assessment of the Library's IT workforce will be carried out in 2017.

Similar competency assessments will be planned in 2017 for the Library's workforce assigned to succession target occupations.

CRS has identified not only the capacity it needs to meet today's heavy demand, but also the skill sets and expertise it will need to serve the Congress on new and emerging issues in the future. In a move to ensure flexibility in meeting the needs of the Congress, CRS is requesting funding to fill not-to-exceed 3-5 year junior analyst positions at the GS-11 pay level. The junior analyst model is more flexible and cost-effective in providing expertise in areas that may only be in demand for a short period of time. The junior analysts would gain experience that may result in opportunities for permanent positions should they arise from attrition and succession planning.

Supporting Areas of Heavy Congressional Demand, Congressional Research Service ($0.753 million/funding for 8 FTE) – 2017 re-request

Add analytic capacity in defense policy and budget, health and education policy, and the federal budget and appropriations process, where congressional demand for analytic services is strong. The NTE junior analyst staff will manage routine requests and free senior staff to focus on congressional inquiries that require more in-depth and highly analytical research.

The Library is also committed to a fully functional, well-staffed, and modern Copyright Office.

Registration Supervision and Staffing, Copyright Office ($1.599 million/funding for 15 FTE) – 2017 re-request

- Strengthen staffing in the Registration Program to address processing times (approximately 2.4 months in 2012 to 5.1 months currently) and the increasing backlog (approximately 311,000 claims). Increasing staff by 2 supervisors and 3 examiners will restore examiners closer to 2010 levels. Increasing the number of supervisors and examiners is also needed to train the new examiners, who must complete a year-long training program.

Legal Staffing, Copyright Office ($0.391 million/funding for 2 FTE) – 2017 re-request

- Bolster the Copyright Office's small team of legal professionals responsible for interpreting the Copyright Act and other matters of Title 17 for the Register of Copyrights, writing legal briefs, conducting hearings, and reviewing appeals of registration refusals.

Public Records and Repositories Staffing, Copyright Office ($0.533 million/funding for 6 FTE) – 2017 re-request

Provide staffing and their ongoing training to help manage public records searches, certifications, and other services mandated under section 705 of the Copyright Act that support business transactions large and small as well as court proceedings involving the legal rights of copyright owners.

Public Information Staffing, Copyright Office ($0.440 million/funding for 5 FTE) – 2017 re-request

Add staff and provide for their ongoing training to expand the number of specialists trained broadly in copyright law, regulations, and practices, ensuring a positive user experience and access to the most current Copyright Office information. The increased staffing will allow the Public Information Office to permanently expand hours of service to better serve the large copyright stakeholder community on the West Coast.

Funding is also sought to increase oversight of the Library's IT investments.

Expanded Information Technology Audit Capabilities, Office of the Inspector General ($0.297 million/funding for 1 FTE)

Increase audit and evaluation oversight of the Library's IT investments and strategic direction to ensure that IT investments are efficient and effective, without waste, fraud, and abuse.

Increasing Access to the Library's Resources On-site and Online

The Library is increasing access to its collections and programming by prioritizing digitization, increasing engagement with the Library's physical spaces and programming, bringing the Library's treasures to districts and states across the country via traveling exhibits, translating more of its holdings into digital content, improving and modernizing loc.gov, and opening its physical spaces and on-site offerings.

The Library began to move services and collections online for greater access over 20 years ago. The expansion rate of digital collections now rivals that of physical collections, and the pace of digital collecting at the Library, which is growing by 1.5 petabytes each year, has accelerated beyond current data storage capabilities. For this reason, the Library redefined its program of collecting digital materials from external sources with a goal to create a system that facilitates the efficient and routine acquisition of content in various digital formats. The approved Digital Collecting Strategy that supports the program also provides guidance for current collection efforts. The Library continually seeks effective, efficient solutions for the proper stewardship of all its rich collections – those that are physical, those that are converted from physical to digital, and those that are born-digital.

Requests for support for increased access include both online and analog collections, as well as maintenance of the Library's physical spaces.

Digital Collections Management, Library Services ($1.492 million/funding for 15 FTEs) – 2017 re-request

> Provide staffing for the new Digital Collections Management unit within Library Services that is responsible for acquiring, managing, and preserving born digital collections not otherwise under curatorial control. The requested positions and funding will enable the Library to better support management of existing digital collections, expand necessary collecting efforts, and absorb new streams of electronic works resulting from Copyright mandatory deposit changes and other acquisition sources.

Despite the massive increase in born-digital content, analog formats will continue to be the foundation of the Library's collections. The Library will continue to prioritize the storage, care, and accessibility of the physical collections.

A key component for modernized storage, preservation and increased access to physical collections is the continued development of the Ft. Meade storage modules. Although not in the Library's budget request, the Architect of the Capitol's budget contains a request for funding for storage and preservation Module 6. The design of Module 6 was funded in 2016 and support for its construction is of vital importance in the strategy to reduce deterioration of the Library's physical collections and provide for better access. Construction of storage Module 6 will also alleviate an urgent situation in the Jefferson Building, where collections materials are currently stored on the floor, on double shelving, and on book carts.

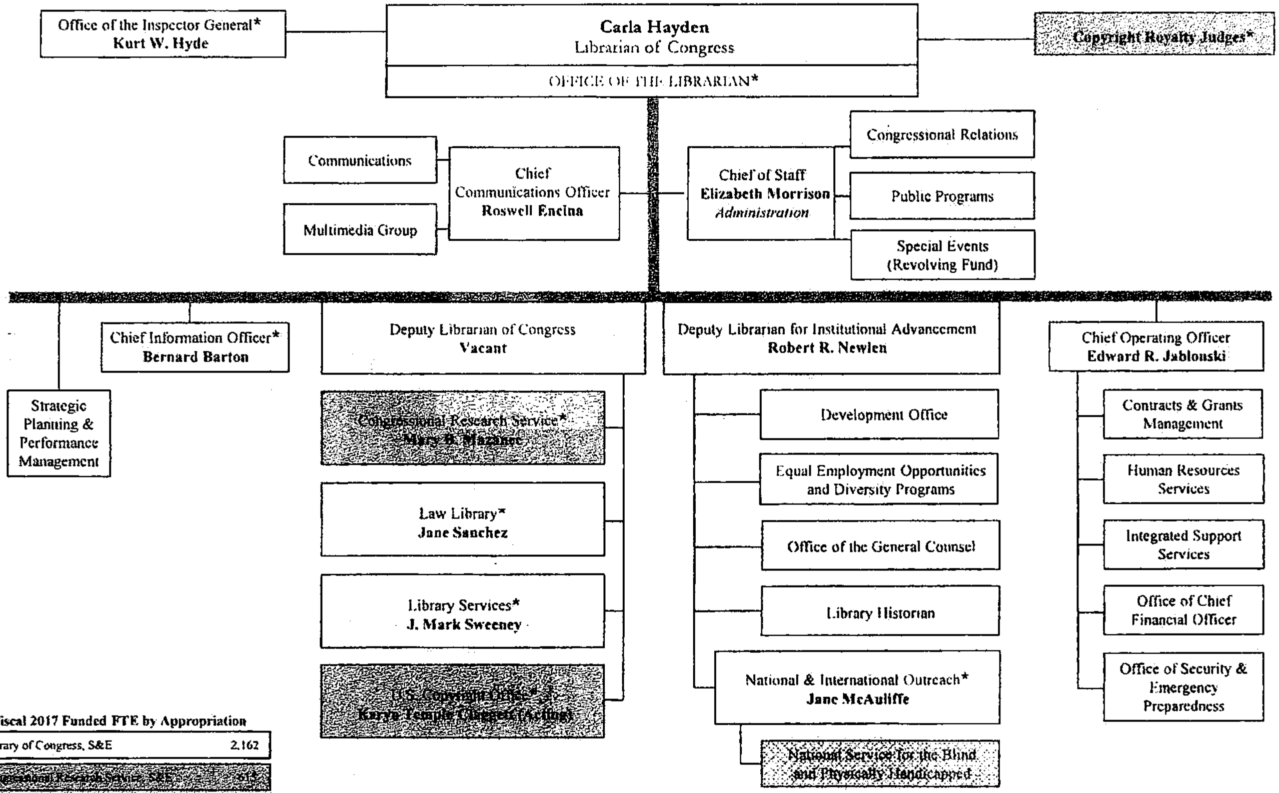
Compact Shelving Replacement, Law Library ($4.703 million in three-year authority) – 2017 re-request

- Complete, over a three-year period, the first of a three-phase initiative to replace shelving in all of the Law Library's collections storage areas. Shelving in the remaining three quadrants in the James Madison Memorial Building is well beyond its useful life, presenting personnel safety issues and rendering some materials inaccessible.

Maintaining the Library's physical infrastructure is important for staff and members of the public who are engaging with its resources and programming on site. Custodial services have degraded significantly since 2011, the result of escalating costs and a reduction in purchasing power leading to significant cutbacks in services. A return to 2011/2012 acceptable quality levels of service not only addresses health and sanitation concerns, but also prevents erosion of the buildings' flooring, paneling, steps and doors, among other infrastructure.

Custodial Services Program Base Funding Adjustment ($1.8 million)

> Restore custodial services, through an addition to base funding, to 2011/2012 acceptable quality levels, using performance standards based on guidelines developed by the Association of Physical Plant Administrators.


Carla Hayden
Librarian of Congress
OFFICE OF THE LIBRARIAN*
Office of the Inspector General*
Kurt W. Hyde
Copyright Royalty Judges*
Communications
Multimedia Group
Chief
Communications Officer
Roswell Encina
Chief of Staff
Elizabeth Morrison
Administration
Congressional Relations
Public Programs
Special Events
(Revolving Fund)
Strategic
Planning &
Performance
Management
Chief Information Officer*
Bernard Barton
Deputy Librarian of Congress
Vacant
Congressional Research Service*
Mary B. Mazanec
Law Library*
Jane Sanchez
Library Services*
J. Mark Sweeney
U.S. Copyright Office*
Karyn Temple Claggett (Acting)
Deputy Librarian for Institutional Advancement
Robert R. Newlen
Development Office
Equal Employment Opportunities
and Diversity Programs
Office of the General Counsel
Library Historian
National & International Outreach*
Jane McAuliffe
National Service for the Blind
and Physically Handicapped
Chief Operating Officer
Edward R. Jablonski
Contracts & Grants
Management
Human Resources
Services
Integrated Support
Services
Office of Chief
Financial Officer
Office of Security &
Emergency
Preparedness

* Program, Project, Activity (PPA)

Fiscal 2017 Funded FTE by Appropriation

Library of Congress, S&E	2,162
Congressional Research Service, S&E	[illegible]
Copyright, S&E	[illegible]
Books for the Blind & Physically Handicapped S&E	118
Total	**3,330**

SUMMARY TABLES

LIBRARY OF CONGRESS

Library of Congress Resource Summary

(Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
Library of Congress, S&E											
Office of the Librarian	669	$ 77,905	346	$ 76,572	388	$ 81,426	388	$ 87,865	0	$ 6,439	7.9%
Office of Chief Information Officer	279	85,074	264	84,884	262	81,553	278	130,436	16	48,883	59.9%
Library Services	1,323	213,884	1,199	211,859	1,285	213,884	1,300	229,739	15	15,855	7.4%
National and International Outreach	127	29,860	117	26,611	129	29,860	129	31,809	0	1,949	6.5%
Law Library	89	16,254	85	16,581	86	16,254	86	22,041	0	5,787	35.6%
Office of Inspector General	14	2,994	10	2,970	12	2,994	13	3,492	1	498	16.6%
Total Budget, LC, S&E	**2,501**	**$425,971**	**2,021**	**$419,477**	**2,162**	**$425,971**	**2,194**	**$505,382**	**32**	**$ 79,411**	**18.6%**
CDS & LAW Offsetting Collections		- 6,350				- 6,350		- 6,350		0	0.0%
Total, Approp, LC, S&E	**2,501**	**$419,621**	**2,021**	**$419,477**	**2,162**	**$419,621**	**2,194**	**$499,032**	**32**	**$ 79,411**	**18.9%**
Copyright Office, S&E											
COP Basic	464	$ 51,903	372	$ 51,433	405	$ 51,903	447	$ 70,472	42	$ 18,569	35.8%
COP Licensing	30	5,388	21	4,325	24	5,388	24	5,680	0	292	5.4%
COP Royalty Judges	6	1,584	6	1,547	6	1,584	6	1,673	0	89	5.6%
Total Budget, CO, S&E	**500**	**$ 58,875**	**399**	**$ 57,305**	**435**	**$ 58,875**	**477**	**$ 77,825**	**42**	**$ 18,950**	**32.2%**
Basic Offsetting Collections		- 30,000		0		- 30,000		- 32,789		- 2,789	9.3%
Basic Prior Year Unobligated		0		0		0		7,429		- 7,429	0.0%
Licensing Offsetting Collections		5,388		0		5,388		5,680		292	5.4%
CRJ Offsetting Collections		- 389		0		- 389		- 407		- 18	4.6%
Total, Approp, CO, S&E	**500**	**$ 23,098**	**399**	**$ 57,305**	**435**	**$ 23,098**	**477**	**$ 31,520**	**42**	**$ 8,422**	**36.5%**
Congressional Research Service, S&E											
CRS, S&E	**651**	**$106,945**	**592**	**$106,714**	**615**	**$106,945**	**623**	**$119,489**	**8**	**$ 12,544**	**11.7%**
Books for the Blind and Physically Handicapped, S&E											
BBPH, S&E	**128**	**$ 50,248**	**111**	**$ 50,070**	**118**	**$ 50,248**	**118**	**$ 52,912**	**0**	**$ 2,664**	**5.3%**
Total Resource Summary, LC											
Total Budget	**3,780**	**$642,039**	**3,123**	**$633,566**	**3,330**	**$642,039**	**3,412**	**$755,608**	**82**	**$113,569**	**17.7%**
Total Offsetting Collections		**42,127**		**0**		**- 42,127**		**- 52,655**		**- 10,528**	**25.0%**
Total Appropriations, LC	**3,780**	**$599,912**	**3,123**	**$633,566**	**3,330**	**$599,912**	**3,412**	**$702,953**	**82**	**$103,041**	**17.2%**

Library of Congress
Resource Summary
Analysis of Change

(Dollars in Thousands)

Appropriation/PPA	Fiscal 2017 CR Operating Plan	Fiscal 2018							Fiscal 2018 Total Request
		Mandatory Pay Increases	Price Level	Sub-total	Non-Recur	Current Services Request	Program Increases	Total Net Change	
Library of Congress, S&E									
Office of the Librarian	$ 81,426	$ 3,552	$ 1,587	$ 5,139	-$ 500	$ 86,065	$ 1,800	$ 6,439	$ 87,865
Office of Chief Information Officer	81,553	2,944	3,796	6,740		88,293	42,142	48,882	130,435
Library Services	213,884	11,508	3,505	15,013	652	228,245	1,494	15,855	229,739
National & International Outreach	29,860	1,119	830	1,949	0	31,809	0	1,949	31,809
Law Library	16,254	831	254	1,085	0	17,339	4,702	5,787	22,041
Office of Inspector General	2,994	164	38	202	0	3,196	297	499	3,493
Total Budget, LC, S&E	**$425,971**	**$ 20,118**	**$10,010**	**$30,128**	**-$1,152**	**$454,947**	**$50,435**	**$79,411**	**$505,382**
CDS & Law Offsetting Collections	- 6,350	0	0	0	0	- 6,350	0	0	- 6,350
Total Approp, LC, S&E	**$419,621**	**$ 20,118**	**$10,010**	**$30,128**	**-$1,152**	**$448,597**	**$50,435**	**$79,411**	**$499,032**
Copyright Office, S&E									
COP Basic	$ 51,903	$ 2,463	$ 503	$ 2,966	$ 0	$ 54,869	$15,603	$18,569	$ 70,472
COP Licensing	5,388	145	147	292	0	5,680	0	292	5,680
COP Royalty Judges	1,584	71	18	89	0	1,673	0	89	1,673
Total, Budget, CO, S&E	**$ 58,875**	**$ 2,679**	**$ 668**	**$ 3,347**	**$ 0**	**$ 62,222**	**$15,603**	**$18,950**	**$ 77,825**
Basic Offsetting Collections	- 30,000	0	0	0	0	- 30,000	- 2,789	- 2,789	- 32,789
Basic Prior Year Unobligated Balance	0	0	0	0	0	0	- 7,429	- 7,429	7,429
Licensing Offsetting Collections	5,388	145	147	292	0	5,680	0	292	5,680
CRJ Offsetting Collections	- 389	0	- 18	- 18	0	- 407	0	18	- 407
Total, Approp, CO, S&E	**$ 23,098**	**$ 2,534**	**$ 503**	**$ 3,037**	**$ 0**	**$ 26,135**	**$ 5,385**	**$ 8,422**	**$ 31,520**
Congressional Research Service, S&E									
CRS, S&E	**$106,945**	**$ 7,056**	**$ 735**	**$ 7,791**	**$ 0**	**$114,736**	**$ 4,753**	**$12,544**	**$119,489**
Books for the Blind and Physically Handicapped, S&E									
BBPH, S&E	**$ 50,248**	**$ 938**	**$ 1,726**	**$ 2,664**	**$ 0**	**$ 52,912**	**$ 0**	**$ 2,664**	**$ 52,912**
Total, Library of Congress									
Total Budget	**$642,039**	**$30,791**	**$13,139**	**$43,930**	**-$1,152**	**$684,817**	**$70,791**	**$113,569**	**$755,608**
Total Offsetting Collections	**42,127**	**145**	**165**	**310**	**0**	**- 42,437**	**- 10,218**	**- 10,528**	**- 52,655**
Total Appropriations	**$599,912**	**$30,646**	**$12,974**	**$43,620**	**-$1,152**	**$642,380**	**$60,573**	**$103,041**	**$702,953**

Library of Congress
Summary by Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	$ 500	$ 0	$ 500	$ 511	+ $ 11	2.2%
Total, Lapse Reserve	**$ 500**	**$ 0**	**$ 500**	**$ 511**	**+ $ 11**	**2.2%**
11.1 Full-time permanent	$313,262	$306,736	$316,197	$341,852	+ $ 25,655	8.1%
11.3 Other than full-time permanent	7,647	7,088	8,747	9,227	480	5.5%
11.5 Other personnel compensation	4,491	4,675	4,722	4,992	270	5.7%
11.8 Special personal services payment	439	418	486	505	19	3.9%
12.1 Civilian personnel benefits	96,524	97,600	101,754	116,023	14,269	14.0%
13.0 Benefits for former personnel	140	188	165	165	0	0.0%
Total, Pay	**$422,503**	**$416,705**	**$432,071**	**$472,764**	**+$ 40,693**	**9.4%**
21.0 Travel & transportation of persons	1,817	1,326	1,754	2,012	+ 258	14.7%
22.0 Transportation of things	447	312	356	377	21	5.9%
23.1 Rental payments to GSA	8,376	6,057	6,654	7,044	390	5.9%
23.2 Rental payments to others	910	893	934	3,455	+ 2,521	269.9%
23.3 Communication, utilities & misc charges	10,214	7,475	12,610	17,359	4,749	37.7%
24.0 Printing & reproduction	3,585	3,477	3,310	3,469	159	4.8%
25.1 Advisory & assistance services	30,773	32,597	27,670	34,925	7,255	26.2%
25.2 Other services	46,249	45,336	39,985	54,318	14,333	35.8%
25.3 Other purch of gds & services from gov acc	11,410	17,269	11,953	12,479	526	4.4%
25.4 Operation & maintenance of facilities	7,384	7,257	7,565	9,705	2,140	28.3%
25.5 Research & development contracts	710	84	255	277	22	8.6%
25.6 Medical care	1	1	10	11	1	10.0%
25.7 Operation & maintenance of equipment	24,718	23,092	21,964	25,817	- 3,853	17.5%
25.8 Subsistence & support of persons	215	176	78	84	+ 6	7.7%
26.0 Supplies & materials	6,434	6,229	6,413	6,721	308	4.8%
31.0 Equipment	58,373	58,348	60,765	96,299	+ 35,534	58.5%
41.0 Grants, subsidies & contributions	6,838	6,547	6,897	7,655	758	11.0%
42.0 Insurance claims & indemnities	3	105	3	3	0	0.0%
44.0 Refunds	249	0	5	5	0	0.0%
94.0 Financial Transfers	330	280	287	318	+ 31	10.8%
Total, Non-Pay	**$219,036**	**$216,861**	**$209,468**	**$282,333**	**+$ 72,865**	**34.8%**
Total, Library of Congress	**$642,039**	**$633,566**	**$642,039**	**$755,608**	**+$113,569**	**17.7%**

Library of Congress
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	**3,330**	**$642,039**
Non-recurring Costs:		
One time costs for Financial Management System Study		- 500
Start-up equipment for the National Collection Stewardship Program		- 652
Total, Non-recurring Costs	**0**	**-1,152**
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		16,931
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		8,229
Annualization of January 2017 pay raise @ 2.88%		3,240
Within-grade increases		2,079
Foreign Service Nationals (FSN) pay adjustment		312
Total, Mandatory Pay and Related Costs	**0**	**30,791**
Price Level Changes:		
Fiscal 2017		6,393
Fiscal 2018		6,746
Total, Price Level Changes	**0**	**13,139**
Program Increases:		
Law Library Compact Shelving Replacement		4,702
OCIO LC Hosting Facilities Challenge		25,854
OCIO IT Security Enhancements and High Availability Support	5	6,595
OCIO Enterprise Investment in IT Modernization	11	9,693
OIG Expanded Information Technology Audit Capabilities	1	297
ISS Custodial Services Program Base Funding Adjustment		1,800
Library Services Digital Collections Management	15	1,494
Copyright Office Legal Staffing	2	391
Copyright Office Public Information Staffing	5	440
Copyright Office Public Records and Repositories Staffing	6	533
Copyright Office Registration Supervision and Staffing	15	1,599
Copyright Office IT Modernization	14	12,640
CRS Integrated Research and Information System (IRIS)		4,000
CRS Supporting Areas of High Congressional Demand	8	753
Total, Program Increases	**82**	**70,791**
Net Increase/Decrease	**82**	**$ 113,569**
Total Budget	**3,412**	**$ 755,608**
Total Offsetting Collections	**0**	**- 52,655**
Total Appropriation	**3,412**	**$ 702,953**

Library of Congress

Staffing Summary - On-Board/FTEs

Direct Funded by Appropriation/PPA	On-Board	FTEs				
	Fiscal 2016 Year-end Actual Staff	Fiscal 2016 Actual FTE Usage	Fiscal 2017 CR Funded FTE	Fiscal 2018 Funded FTE Request	Fiscal 2018 Total FTE Request	Change
Library of Congress, S&E						
Office of the Librarian	353	346	388	0	388	0
Office of Chief Information Officer	270	264	262	16	278	16
Library Services	1,236	1,199	1,285	15	1,300	15
National and International Outreach	142	117	129	0	129	0
Law Library	89	85	86	0	86	0
Office of the Inspector General	13	10	12	1	13	1
Total, Library of Congress, S&E	**2,103**	**2,021**	**2,162**	32	**2,194**	**32**
Copyright Office, S&E						
COP Basic	386	372	405	42	447	42
COP Licensing	22	21	24	0	24	0
COP CRJ	6	6	6	0	6	0
Total, Copyright Office, S&E	**414**	**399**	**435**	42	**477**	**42**
Congressional Research Service, S&E						
CRS, S&E	**606**	**592**	**615**	8	**623**	**8**
Books for the Blind and Physically Handicapped, S&E						
BBPH, S&E	**122**	**111**	**118**	0	**118**	**0**
Total, Library of Congress						
Total, Library of Congress	**3,245**	**3,123**	**3,330**	82	**3,412**	**82**

Library of Congress

Fiscal 2018 Supplemental Data on Mandatory Pay Increases

(Dollars in Thousands)

Category	LC, S&E	CO, S&E	CRS, S&E	BBPH, S&E	Total
1. Fiscal 2017 Mandatory Pay and Related Items	$11,249	$1,165	$3,998	$519	$16,931
2. Within-grade increases	1,309	234	472	64	2,079
3. Jan. 2018 Locality-based Comparability Pay Raise	5,207	916	1,851	254	8,228
4. Annualization of Jan. 2017 Raise	2,041	364	735	101	3,241
5. Foreign Service Nationals (FSN) Pay Adjustment	312	0	0	0	312
Total Mandatory Pay Increases	**$20,118**	**$2,679**	**$7,056**	**$938**	**$30,791**

Explanation of Calculations

1. Unfunded fiscal 2017 requested mandatory pay and related items.
2. Within-grade (WIG) increases calculated against current on-board staff eligible for WIGs during fiscal 2018.
3. January 2018 pay raise calculated at 1.8% of pay base. (CBO Pay Rate of 2.4% X 9 months or 75%).
4. Annualization of January 2017 pay raise calculated at .72% of pay base. (Actual rate of 2.88% X 3 months or 25%).
5. Pay adjustment for overseas foreign service nationals. Computation based on individual country inflation rates, provided by the Statista.com data base. Country rates used for fiscal 2018 are as follows: Brazil - 4.8%; Egypt - 13.15%; Kenya - 5.12%; India - 5.26%; Pakistan - 5.0%; and Indonesia - 4.4%.

Library of Congress

Fiscal 2018 Supplemental Data on Price Level Increases

(Dollars in Thousands)

Category	LC, S&E	CO, S&E	CRS, S&E	BBPH, S&E	Total
1. Fiscal 2017 Price Level Increases	$ 4,858	$352	$359	$ 824	$ 6,393
2. General inflationary increase	2,671	257	206	902	4,036
3. Field Office inflationary increase	186	0	0	0	186
4. Acquisitions of library materials inflation	567	0	0	0	567
5 Software maintenance	1,258	59	170	0	1,487
6. National Film Preservation Foundation grant	470	0	0	0	470
Total Price Level Increases	**$10,010**	**$668**	**$735**	**$1,726**	**$13,139**

Explanation of Calculations

1. Unfunded fiscal 2017 price level increases.
2. General inflationary increase calculated using CBO rate of 2.3% of non-pay base for fiscal 2017 (except as noted below).
3. Inflationary non-pay increase for overseas field offices. Computation based on individual country inflation rates, provided by the Statista.com data base. Country rates used for fiscal 2018 are as follows: Brazil - 4.8%; Egypt - 13.15%; Kenya - 5.12%; India - 5.26%; Pakistan - 5.0%; and Indonesia - 4.4%.
4. Inflationary rate for acquisition of library materials determined by annual study and/or actual historical rates. Rates used for fiscal 2018 are as follows: Books for the Law Library - 2.95%; Books for the General Collections (GENPAC) - 3.09%.
5. Software maintenance inflationary increase calculated using actual historical rate of 15% of software maintenance base.
6. Per P.L. 114-217, Sec.2, (b)(1), increase grant to the National Film Preservation Foundation from $530,000 to authorization level of $1 million.

Library of Congress

Total Funds Available - All Sources

(Dollars in Thousands)

	Fiscal 2016 Actual	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request
Total Appropriations			
Library of Congress	$599,912	$599,912	$702,953
AOC - Library Buildings and Grounds	47,340	65,959	121,182
Subtotal, Appropriations	**$647,252**	**$665,871**	**$824,135**
Receipts (Actual Collected and Estimated)			
Sales of catalog cards and publications	$ 2,874	$ 6,000	$ 6,000
Collections to Global Legal Information Network	0	350	350
Copyright fees	36,546	30,000	32,789
Copyright basic prior year unobligated balances	0	0	7,429
Licensing and CRJ fees	5,777	5,777	6,087
Subtotal, Receipts	**$ 45,197**	**$ 42,127**	**$ 52,655**
Non-Appropriated Funds			
Gift and Trust Funds [1]	$ 12,942	$ 15,646	$ 16,593
Revolving Fund Revenue (Actual & Estimated)	73,680	185,388	187,742
Reimbursable Activities (Actual & Estimated)	2,453	2,800	2,900
Subtotal, Non-Appropriated Funds	**$89,075**	**$203,834**	**$207,235**
Total Funds Available			
Total	**$781,524**	**$911,832**	**$1,084,025**

[1] Includes new gift and trust fund contributions and income realized: excludes prior-year carryover funds.

Library of Congress

Statement of Receipts

(Dollars in Thousands)

	Fiscal 2016 Actual	Fiscal 2017 Estimate	Fiscal 2018 Estimate
Statement of Receipts, Treasury Department General Fund Account			
Other miscellaneous receipts	$4,030	$ 250	$ 250
Total Receipts into General Fund Account	**$4,030**	**$ 250**	**$ 250**
Statement of Receipts, Payments to Copyright Owners			
Receipts from fees, Digital audio recording devices and media (DART)	$ 27	$ 28	$ 29
Receipts from interest on investments in public debt securities (DART)	-	1	5
Total Receipts into Special Fund Account	**$ 27**	**$ 29**	**$ 34**

LIBRARY OF CONGRESS,
SALARIES AND EXPENSES

Library of Congress, Salaries & Expenses
Resource Summary
(Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
Office of the Librarian	669	$ 77,905	346	$ 76,572	388	$ 81,426	388	$ 87,865	0	$ 6,439	7.9%
Office of Chief Information Officer	279	85,074	264	84,884	262	81,553	278	130,436	16	48,883	59.9%
Library Services	1,323	213,884	1,199	211,859	1,285	213,884	1,300	229,739	15	15,855	7.4%
National and International Outreach	127	29,860	117	26,611	129	29,860	129	31,809	0	1,949	6.5%
Law Library	89	16,254	85	16,581	86	16,254	86	22,041	0	5,787	35.6%
Off of Inspector General	14	2,994	10	2,970	12	2,994	13	3,492	1	498	16.6%
Total Budget, LC, S&E	**2,501**	**$425,971**	**2,021**	**$419,477**	**2,162**	**$425,971**	**2,194**	**$505,382**	**32**	**$79,411**	**18.6%**
CDS & Law Offsetting Collections		- 6,350				- 6,350		- 6,350		0	0.0%
Total Appropriation, LC, S&E	**2,501**	**$419,621**	**2,021**	**$419,477**	**2,162**	**$419,621**	**2,194**	**$499,032**	**32**	**$79,411**	**18.9%**

Library of Congress, Salaries and Expenses
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
00.0 Lapse Reserve	$ 500	$ 0	$ 500	$ 511	+ 11	2.2%
Total, Lapse Reserve	**$ 500**	**$ 0**	**$ 500**	**$ 511**	**+ $ 11**	**2.2%**
11.1 Full-time permanent	$196,914	$192,605	$199,770	$214,695	+ $14,925	7.5%
11.3 Other than full-time permanent	5,572	4,623	6,186	6,533	347	5.6%
11.5 Other personnel compensation	3,023	3,201	3,159	3,344	185	5.9%
11.8 Special personal services payment	417	395	463	481	18	3.9%
12.1 Civilian personnel benefits	60,550	61,851	64,639	73,539	8,900	13.8%
13.0 Benefits for former personnel	100	83	100	100	0	0.0%
Total, Pay	**$266,576**	**$262,758**	**$274,317**	**$298,692**	**+ $24,375**	**8.9%**
21.0 Travel & transportation of persons	1,216	833	1,203	1,335	+ 132	11.0%
22.0 Transportation of things	363	242	287	305	18	6.3%
23.1 Rental payments to GSA	4,324	3,750	3,859	4,064	205	5.3%
23.2 Rental payments to others	602	590	617	3,123	2,506	406.2%
23.3 Communication, utilities & misc charges	8,891	6,492	11,707	16,405	4,698	40.1%
24.0 Printing & reproduction	2,323	2,087	1,915	2,014	99	5.2%
25.1 Advisory & assistance services	27,227	30,591	24,469	31,571	7,102	29.0%
25.2 Other services	26,001	19,499	23,339	25,054	1,715	7.3%
25.3 Other purch of gds & services from gov acc	10,288	16,277	10,568	11,036	468	4.4%
25.4 Operation & maintenance of facilities	7,018	7,242	7,554	9,686	2,132	28.2%
25.6 Medical care	1	1	10	11	1	10.0%
25.7 Operation & maintenance of equipment	22,379	20,836	19,415	22,687	3,272	16.9%
25.8 Subsistence & support of persons	12	19	0	0	0	0.0%
26.0 Supplies & materials	2,384	1,991	2,247	2,367	120	5.3%
31.0 Equipment	38,446	39,437	36,772	68,540	+ 31,768	86.4%
41.0 Grants, subsidies & contributions	6,838	6,547	6,897	7,655	758	11.0%
42.0 Insurance claims & indemnities	3	5	3	3	0	0.0%
44.0 Refunds	249	0	5	5	0	0.0%
94.0 Financial transfers	330	280	287	318	+ 31	10.8%
Total, Non-Pay	**$158,895**	**$156,719**	**$151,154**	**$206,179**	**+ $55,025**	**36.4%**
Total, Library of Congress, S&E	**$425,971**	**$419,477**	**$425,971**	**$505,382**	**+ $79,411**	**18.6%**

Library of Congress, Salaries & Expenses
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	**2,162**	**$ 425,971**
Non-recurring Costs:		
One time costs for Financial Management System Study		500
Start-up equipment for the National Collection Stewardship Program		- 652
Total, Non-recurring Costs	**0**	**- 1,152**
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		11,249
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		5,207
Annualization of January 2017 pay raise @ 2.88%		2,041
Within-grade increases		1,309
Foreign Service Nationals (FSN) pay adjustment		312
Total, Mandatory Pay and Related Costs	**0**	**20,118**
Price Level Changes:		
Fiscal 2017		4,858
Fiscal 2018		5,152
Total, Price Level Changes	**0**	**10,010**
Program Increases:		
Law Library Compact Shelving Replacement		4,702
OCIO LC Hosting Facilities Challenge		25,854
OCIO IT Security Enhancements and High Availability Support	5	6,595
OCIO Enterprise Investment in IT Modernization	11	9,693
OIG Expanded Information Technology Audit Capabilities	1	297
ISS Custodial Services Program Base Funding Adjustment		1,800
Library Services Digital Collections Management	15	1,494
Total, Program Increases	**32**	**50,435**
Net Increase/Decrease	**32**	**$ 79,411**
Total Budget	**2,194**	**$ 505,382**
Total Offsetting Collections	**0**	**- 6,350**
Total Appropriation	**2,194**	**$ 499,032**

Office of the Librarian

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Librarian
Resource Summary
(Dollars in Thousands)

	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
Librarian	487	$35,422	172	$32,254	225	$39,473	225	$41,952	0	$2,479	6.3%
ISS	54	12,394	52	12,914	55	12,394	55	12,788	0	394	3.2%
OCFO	128	30,089	122	31,404	108	29,559	108	33,125	0	3,566	12.1%
Total, Office of the Librarian	**669**	**$77,905**	**346**	**$76,572**	**388**	**$81,426**	**388**	**$87,865**	**0**	**$6,439**	**7.9%**

Office of the Librarian
Summary By Object Class
(Dollars in Thousands)

	Fiscal 2016		Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
Object Class	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	$ 500	$ 0	$ 500	$ 511	+$ 11	2.2%
Total, Lapse Reserve	**$ 500**	**$ 0**	**$ 500**	**$ 511**	**+$ 11**	**2.2%**
11.1 Full-time permanent	33,864	33,031	36,605	38,682	+ 2,077	5.7%
11.3 Other than full-time permanent	537	623	647	682	35	5.4%
11.5 Other personnel compensation	437	349	338	361	23	6.8%
12.1 Civilian personnel benefits	11,282	10,896	11,829	13,247	1,418	12.0%
13.0 Benefits for former personnel	100	70	100	100	0	0.0%
Total, Pay	**$46,220**	**$44,969**	**$49,519**	**$53,072**	**+ $3,553**	**7.2%**
21.0 Travel & transportation of persons	109	67	56	59	3	5.4%
22.0 Transportation of things	33	3	10	11	1	10.0%
23.1 Rental payments to GSA	4,308	3,734	3,843	4,046	203	5.3%
23.2 Rental payments to others	260	270	272	285	13	4.8%
23.3 Communication, utilities & misc charges	380	326	334	350	16	4.8%
24.0 Printing & reproduction	263	326	271	283	12	4.4%
25.1 Advisory & assistance services	2,889	4,992	2,654	2,798	144	5.4%
25.2 Other services	11,134	7,808	10,820	10,779	41	-0.4%
25.3 Other purch of gds & services from gov acc	1,664	4,024	2,573	2,660	87	3.4%
25.4 Operation & maintenance of facilities	7,012	7,240	7,548	9,679	2,131	28.2%
25.6 Medical care	1	1	10	10	0	0.0%
25.7 Operation & maintenance of equipment	2,223	2,030	1,946	2,207	261	13.4%
26.0 Supplies & materials	333	267	262	276	14	5.3%
31.0 Equipment	573	510	805	836	31	3.9%
42.0 Insurance claims & indemnities	3	5	3	3	0	0.0%
Total, Non-Pay	**$31,185**	**$31,603**	**$31,407**	**$34,282**	**+ $2,875**	**9.2%**
Total, Office of the Librarian	**$77,905**	**$76,572**	**$81,426**	**$87,865**	**+ $6,439**	**7.9%**

Office of the Librarian
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	388	$81,426
Non-recurring Costs:		
Fiscal 2017		
One time costs for Financial Management System Study		- 500
Total, Non-recurring Costs	0	500
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		1,914
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		1,019
Annualization of January 2017 pay raise @ 2.88%		377
Within-grade increases		242
Total, Mandatory Pay and Related Costs	0	3,552
Price Level Changes:		
Fiscal 2017		782
Fiscal 2018		805
Total, Price Level Changes		1,587
Program Increases:		
ISS Custodial Services Program Base Funding Adjustment		1,800
Total, Program Increases	0	1,800
Net Increase/Decrease	0	$ 6,439
Total Budget	388	$87,865
Total Offsetting Collections	0	0
Total Appropriation	388	$87,865

Fiscal 2018 Program Changes: $ 1.800 million

Custodial Services Program Base Funding Adjustment: $1.800 million

The Library is requesting $1.8 million to restore custodial services that have suffered significant degradation since 2011. In fiscal 2017, the Library will expend more funds on custodial services than in 2011, but will receive a markedly lower level of service due to increases in costs. This will continue to have a negative impact on collections care and facilities management. The Library's Integrated Support Services (ISS) absorbed escalating costs in personnel, custodial labor rates, sequestration and rescission reductions, and inflationary increases for non-custodial goods and services primarily through contract changes and reducing the quality and frequency of custodial services in selected areas of the Library.

The reduced level of custodial support, with the resulting facility and collection impacts, came at the cost of a 20% reduction in staff: staff that was focused on supporting facility management including design, safety and quality assurance. As the Library is increasing its current facilities to meet existing and growing collections, ISS has reduced staff to support current and future locations.

Without an adjustment to base funding, service levels will continue to decline. The custodial budget has been relatively flat, between $7.0 and $7.5 million per year, while sustaining several years of service degradation. To return to the fiscal 2011 and 2012 levels of service, it is estimated that a total budget of $8.8 million is required, approximately $1.8 million higher than the current funding level for custodial services. If additional funds are not allocated to custodial functions, building degradation will continue, impacting collections management and increase future building maintenance.

In 2011, the Library's custodial services program moved to performance based contracts for the facilities on Capitol Hill. The performance objectives required vendors to provide timely service, consistent with industry best practices, in order to optimize customer satisfaction and adequately protect Library buildings and maintenance.

These performance standards were based on guidelines developed by the Association of Physical Plant Administrators (APPA) for custodial staffing. The guidelines establish a hierarchy of five "appearance levels." The appearance levels objectively evaluate the cleanliness of the facilities and correspond to the amount of resources required to produce a given level of appearance. The applicable five-appearance levels range from APPA Level 1, the highest level, to APPA Level 5 as described below:

APPA Level 1 – show-quality cleaning for a prime facility.

- Floors and base moldings shine and/or are bright and clean; colors are fresh. There is no buildup in corners or along walls.
- All vertical and horizontal surfaces have a freshly cleaned or polished appearance and have no accumulation of dust, dirt, marks, streaks, smudges or fingerprints.
- Washroom tile and fixtures gleam and are odor free. Supplies are adequate.
- Trash containers are empty, clean and odor-free.

APPA Level 2 – Ordinary tidiness, this is the level at which cleaning should be maintained.

- Floors and base moldings shine and/or are bright and clean. There is no buildup in corners or along walls, but there can be up to two days' worth of dirt, dust, stains or streaks.
- All vertical and horizontal surfaces are clean, but marks, dust, smudges and fingerprints are noticeable with close observation.
- Washroom tile and fixtures gleam and are odor free. Supplies are adequate.
- Trash containers are clean and odor-free.

APPA Level 3 – Casual inattentiveness, while not totally acceptable, it has yet to reach an unacceptable level of cleanliness.

- Floors are swept clean, but upon observation dust, dirt and stains, as well as a buildup of dirt, dust and/or floor finish in corners and along walls, can be seen. There are dull spots and/or matted carpet in walking lanes and streaks and splashes on base molding.
- All vertical and horizontal surfaces have obvious dust, dirt, marks, smudges and fingerprints.
- All fixtures are clean.
- Trash containers clean and odor-free.

APPA Level 4 – moderate dinginess, is an environment lacking normal cleanliness. Areas become unacceptable.

- Floors are swept clean, but there is an obvious buildup of dust and dirt in corners and along walls.
- All vertical and horizontal surfaces have conspicuous dust, dirt, smudges, fingerprints and marks that will be difficult to remove.

- Fixtures are dingy.
- Trash containers have old trash, are stained, and smell sour.

APPA Level 5 – Unkept neglect, the facility is always dirty, with cleaning accomplished at an unacceptable level; just-in-time cleaning.

- Floors and carpets are dirty and have visible wear and/or pitting. Colors are faded and dingy and there is a conspicuous buildup of dirt, dust and/or floor finish in corners and along walls. Base molding is dirty, stained and streaked. Gum, stains, dirt dust balls and trash are broadcast.
- All vertical and horizontal surfaces have major accumulations of dust, dirt, smudges and fingerprints, as well as damage. It is evident that no maintenance or cleaning is done on these surfaces.
- Fixtures are dirty with dust balls and flies.
- Trash containers overflow. They are stained, marked, and smell sour.

In the custodial contract, the Library's performance standards describe a Level 1 appearance, but required less than 100% outcomes (95% Acceptable Quality Level or AQL). Therefore, the performance outcomes that the Library strives to maintain throughout Library facilities are equivalent to the APPA Level 2, "ordinary tidiness".

In 2011 roughly $7.4 million provided the Library with an APPA Level 2 state of cleanliness, while in 2016 the same level of custodial services funding has reduced the APPA levels to 3 and 4 for Library facilities.

As a result, the Library has repeatedly renegotiated the custodial contracts and absorbed increases in the Ability One contractors' labor rates. With no option to re-compete the Ability One contracts and no alternative to paying for the increases in accordance with the contractors' collective bargaining agreements, the Library has creatively structured its custodial resources by reducing selected services where possible. To absorb cost increases, the contract restructuring resulted in specifying tasks, reducing frequencies, and lowering the performance level to an AQL of 80% in certain areas. The Library chose to focus its custodial resources by maintaining the Thomas Jefferson Building (TJB) public spaces and the Little Scholars Child Development Center at APPA Level 2 and absorbing the service degradation in other non-public facing buildings.

The TJB, the Library's most publicly trafficked building with 1.2 million annual visitors, has been maintained as close to APPA Level 2 as could be afforded. The Child Development Center has maintained a sanitary facility and its accreditation status with the National Association for the Education of Young Children (NAEYC). However, with contract performance at an AQL of 80%, outcomes that correspond to APPA Level 3, "casual inattention" occasionally exist in the TJB.

The Library also is providing minimal services at the APPA Level 3 for its public spaces and reading rooms (including the Main Reading Room). In these spaces, above the floor cleaning (e.g. dusting) occurs twice per week and vacuuming every 10 days. In support spaces and offices, services are lowered further with vacuuming once every 10 days but above the floor cleaning only monthly.

Fewer resources have been available to sustain the standards in the James Madison Memorial Building (JMMB) and the John Adams Building (JAB). The matrix below is an example of service degradation in the Madison Building in five selected services. As contractor performance decreases in frequency, APPA appearance level declines. APPA Level 4, "moderate dinginess", is an environment lacking normal cleanliness.

Currently, in the JMMB and JAB, the standard varies between APPA Level 3 and APPA Level 4. In the reading rooms, as in the TJB, above the floor cleaning occurs only twice per week. In the support spaces and offices, these services are even further degraded compared to similar spaces in the TJB, with glass cleaning only twice per month and trash pick-up no more than twice per week. Additionally, restrooms are only cleaned once a day with an additional supply service provided to only one third of the 148 restrooms.

A reduction in custodial service levels does not only raise immediate concerns with health and sanitation, odor and pest management. The persistent reduction in services also erodes the infrastructure of the facilities and may in turn impact collections management. The buildings' flooring, paneling, steps and doors and the elevators' thresholds, doors and cabs become degraded without adequate custodial services.

The projections for custodial services in fiscal 2018 anticipate price increases that may result in further cost containment measures that will affect the levels of service. In order to achieve APPA level 2 equivalent outcomes for the Library's buildings in fiscal 2018, an additional $1.8 million is required. The increased services would restore the AQL from the current level of 80% to 95% in the TJB; this allows the vendor to restore supervisory and janitorial and porter staff count required to meet 95% AQL. This also allows increased cleaning frequency in the JMMB and JAB Reading Rooms, public space above floor cleaning, and increase cleaning and midday servicing in the restrooms to daily. Additional funds would also provide daily "spot cleaning" and "detailed cleaning" as needed as envisioned by the Library in 2011.
A renewed effort toward performance-based services would provide an effective increase in the level of service and maintains the overall cleanliness of the facilities.

Custodial Services Degradation

Madison Building	**2011**	**2014**	**2016**
Trash Pick up	■	■	1 Day per week
Vacuum (Reading Rooms)	■	2 Days per week	2 Days per month
Above Floor Cleaning (Offices)	■	1 Day per week	1 Day per month
Bathroom Cleaning	■	■	■
Bathroom Servicing	■	None	None

APPA Level 2 ■ APPA Level 3 ☐ APPA Level 3/4 ░

Librarian's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Librarian's Office
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
00.0 Lapse Reserve	$ 500	$ 0	$ 500	$ 511	+$ 11	2.2%
Total, Lapse Reserve	**$ 500**	**$ 0**	**$ 500**	**$ 511**	**+$ 11**	**2.2%**
11.1 Full-time permanent	17,738	17,414	21,262	22,413	+ 1,151	5.4%
11.3 Other than full-time permanent	440	499	528	557	29	5.5%
11.5 Other personnel compensation	255	187	198	211	13	6.6%
12.1 Civilian personnel benefits	6,161	5,844	6,899	7,705	+ 806	11.7%
Total, Pay	**$24,594**	**$23,944**	**$28,887**	**$30,886**	**+$1,999**	**6.9%**
21.0 Travel & transportation of persons	89	50	39	42	+ 3	7.7%
22.0 Transportation of things	32	3	9	10	1	11.1%
23.3 Communication, utilities & misc charges	188	106	194	202	8	4.1%
24.0 Printing & reproduction	198	219	157	166	9	5.7%
25.1 Advisory & assistance services	767	441	577	607	30	5.2%
25.2 Other services	5,439	4,401	5,472	5,720	248	4.5%
25.3 Other purch of gds & services from gov acc	1,439	1,260	1,375	1,439	64	4.7%
25.7 Operation & maintenance of equipment	1,403	1,259	1,403	1,471	68	4.8%
26.0 Supplies & materials	245	185	168	178	10	6.0%
31.0 Equipment	525	381	689	717	+ 28	4.1%
42.0 Insurance claims & indemnities	3	5	3	3	0	0.0%
Total, Non-Pay	**$10,328**	**$ 8,310**	**$10,086**	**$10,555**	**+$ 469**	**4.7%**
Total, Office of the Librarian	**$36,422**	**$32,254**	**$39,473**	**$41,952**	**+$2,479**	**6.3%**

Librarian's Office
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	**225**	**$39,473**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		1,014
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		624
Annualization of January 2017 pay raise @ 2.88%		220
Within-grade increases		141
Total, Mandatory Pay and Related Costs	**0**	**1,999**
Price Level Changes:		
Fiscal 2017		239
Fiscal 2018		241
Total, Price Level Changes		**480**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**$ 2,479**
Total Budget	**225**	**$41,952**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**225**	**$41,952**

Librarian's Office

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$41.952 million** for the Office of the Librarian and the Office of the Chief Operating Officer. This is an increase of $2.479 million, or 6.3 percent, over fiscal 2017 supporting mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2016										
	Operating Plan		Actual Obligations		Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
LIBN	487	$35,422	172	$32,254	225	$39,473	225	$41,952	0	$2,479	6.3%

PROGRAM OVERVIEW

The Office of the Librarian provides leadership and policy direction to the Library, overseeing the implementation and management of the Library's mission to support the Congress in fulfilling its constitutional duties and to further the progress of knowledge and creativity for the benefit of the American people.

Upon taking office, the new Librarian of Congress made immediate strategic decisions on the organization of the Office of the Librarian and the senior level management reporting structure. In November 2016, the Librarian directed a realignment of the office to increase senior level oversight of the Library's priorities. The former acting librarian of Congress, now deputy librarian, would oversee Library Services, the U.S. Copyright Office, the Congressional Research Service and the Law Library. A deputy librarian for institutional advancement position was established to oversee the National and International Outreach service unit, the Development Office, the Office of the General Counsel, and the Office of Equal Employment Opportunity and Diversity Programs. The two deputies report to the Librarian.

The realignment brought the Office of the Chief Information Officer directly under the Office of the Librarian, elevating management of the Library's information technology (IT) support structure and centralizing IT management to facilitate enterprise-wide IT modernization. The office became a new service unit (Program, Project or Activity – PPA).

Along with the Chief Information Officer, the Librarian also made the Director of the Office of Strategic Planning and Performance Management a direct report to strengthen strategic, directional and operational planning, as well as performance assessment, internal controls, and the identification and mitigation of high-risk areas.

Two senior management positions were added to enhance oversight in key areas. A new chief of staff was named to prioritize and organize the operations of the Office of the Librarian and to oversee the Congressional Relations Office, the Office of Special Events and Public Programs – a revolving fund activity formerly under National and International Outreach – and the Public Programs Services Office to achieve better coordination of Library events. A new chief communications officer was appointed to oversee the Communications Office, the Multimedia Group, and the Digital Scan Center, consolidating multiple communications offices.

The Office of the Chief Operating Officer, which ensures that the Library's infrastructure provides the necessary services in compliance with statutory and regulatory requirements, continues as a service unit under the Office of the Librarian. In addition, Integrated Support Services and the Office of the Chief Financial Officer reside, organizationally, within the Office of the Librarian/ Office of the Chief Operating Officer. These two organizations are described separately in this document.

Fiscal 2016 Accomplishments

The Office of the Librarian's senior management provided oversight, management and guidance to the Library's Executive Committee members and senior staff to assure the successful technical and administrative operations of the realignment implemented October 1, 2015. The realignment consolidated Library-wide infrastructure units under the chief operating officer within the Office of the Librarian, established the Office of the Chief Information Officer to manage the Library's IT programs and initiatives, and created the National and International Outreach service unit to manage the scholarly, education and interpretive programs and national and international outreach programs.

The Congressional Relations Office engaged in numerous activities supporting the new 114th Congress. The office maintained effective relationships between Congress and the Library through the Congressional Dialogues dinner series discussions, the Library of Congress Caucus, and enhanced outreach about Library programming. The office continued to work with the Committee on House Administration, the Senate Rules and Administration Committee, and the Joint Committee on the Library on legislative initiatives and requests for authorities. Congress reauthorized the film preservation and sound recording programs and authorized the National Library Service to offer Braille readers to their patrons. The office continued to meet and communicate with oversight committee staff on issues of interest, including providing briefings and site visits to Library facilities; and continued to manage use of Library space by congressional offices for meetings and social events. The office facilitated and coordinated the Senate confirmation of the new Librarian of Congress. The office increased its use of email templates for Members' office staff to easily communicate with their constituents about Library programs and resources using social media. It also informed senior managers about legislative issues and congressional activities affecting the Library and consulted about projects affecting the Library's service to the Congress. The Congressional Relations Office also maintained an updated intranet site (LCnet) available exclusively to Members of Congress and their staff for obtaining information and services from the Library.

The Development Office provided support to the Librarian's efforts to raise funds for a broad range of programs, including the National Book Festival and literacy initiatives, including the *Letters about Literature* program. The Office worked to further internal coordination of fundraising activities within the institution and strengthened the James Madison Council in addition to fostering support for the Library among foundations, corporations, and individuals.

The Office of Equal Employment Opportunity and Diversity Programs facilitated 40 knowledge building events for Library employees. Subject areas included Diversity and Inclusion, Disability Awareness, and Cultural Heritage Awareness. These programs fostered an inclusive workplace where diversity and individual differences and values are leveraged to achieve the vision and mission of the Library. The office also provided technical assistance to the Library's employee resource groups in the provision of cultural awareness programs and heritage events. The office facilitated the draft completion of the next iteration of the Library's Multi-Year Affirmative Employment Program Plan (Strategic Diversity Plan). Approved by the Library's Human Capital Planning Board, the draft plan has been submitted for management review. The office continues to provide all Library of Congress staff members with a non-adversarial forum to address workplace issues including offering confidential consultation services to all staff. The office is committed to facilitating solutions among the parties to a dispute on issues ranging from alleged discrimination to interpersonal conflicts among coworkers.

The Office of Communications provided public relations and media support to more than forty Library initiatives, including major exhibitions, high-profile acquisitions, and annual announcements and events such as the acquisition of a collection of courtroom illustrations, the national film and recording registries, the Gershwin Prize for Popular Song, the National Book Festival, and the swearing in of a new Librarian of Congress. The office issued more than 200 news releases, published more than 100 blog posts, grew existing social media accounts and added one new channel, developed and executed paid media campaigns, and published the Librarian's Annual Report and the Library of Congress Magazine. Examples of the extensive earned media stories this year included a feature story in The Atlantic magazine about radio preservation, a double-page spread in the Washington Post arts section about the Library's Jacob Riis exhibition, front-page coverage in several outlets and extensive broadcast coverage of the new librarian of Congress, and an ongoing series of interviews with Library experts for a Washington Post podcast, "Presidential". The office also managed internal communications efforts and designed, conducted and analyzed a survey of staff regarding satisfaction of internal communications efforts.

The Office of the General Counsel provided legal guidance on budget and fiscal matters, human capital management, ethics, contracting, privacy, records management, legislation and regulations, digital collections, collection acquisitions, and Library initiatives. The office continued to defend the Library in federal court litigation, employment discrimination cases, and contract protests and disputes. In addition, the office was a key advisor on the transition of the new Library leadership.

The Office of Strategic Planning and Performance Management supported the rollout of the *Library of Congress Fiscal 2016-2020 Strategic Plan* and facilitated the Library's central planning, performance management, and internal controls workflows. The office team assessed the workflows, frameworks, and supports and the assessment resulted in the decision to design new planning and risk management frameworks, both of which will be piloted and improved upon in fiscal 2017 for Library wide launch in fiscal 2018.

The Office of Contracts and Grants Management supported the Library's programs, initiatives, technology infrastructure, facility projects and collection management. The office awarded 2,435 contract actions totaling $230.5 million. Grants, awards and fellowship actions for a variety of scholarly purposes totaled 132 grants valued at $9.6 million. The office expanded the streamlined ordering processes for Library activities to include use of purchase cards for advertising, training, shipping, customs clearance, key and lock supplies, medical supplies, gift shop purchases, court reporting services, translation services, interpretive services, and direct ordering by service units under Library contracts for braille and audio books for the blind and physically handicapped. The office negotiated innovative, Library-wide and Legislative branch-wide contracts for enhanced print management, information technology hardware and software, consulting services, and shelving. The office enhanced the Momentum acquisition module to deploy standard clauses and contract templates to enhance and ensure consistency, enhance quality, and improve efficiency of contract execution. As a result of these initiatives greater than 90 percent of the Library's procurement dollars were obligated on low risk, fixed price competitive contracts. Of the contracting officers representatives assigned to contracts, 90 percent were fully qualified and certified to monitor their assigned contracts. The office successfully transitioned FEDLINK contracts and staff to the National and International Outreach service unit.

Human Resources Services continued to direct and guide the Human Capital Planning Board, an agency-wide committee comprised of senior managers from each service unit, designated by and reporting to the Library's Executive Committee. Through the Human Capital Planning Board, the Library is addressing critical issues, such as succession management, workforce planning, leadership, managing for results, recruitment and retention, and diversity and inclusion. During fiscal 2016, Human Resources Services supported the Library's strategic human capital priorities of empowering the workforce for maximum performance by updating the merit selection policies, expanding the use of hiring flexibilities and streamlining its hiring processes to optimize efficiency. The office implemented an agency-wide succession management strategy to enhance the Library's ability to ensure continuity, develop potential successors by successfully piloting the first federal government phased retirement program. Human Resources Services also enabled a competent information technology workforce and launched a partnership with the Office of Personnel Management to identify and close critical skill gaps within the Library's Information Technology workforce. In fiscal 2016 priority activities continued to progress towards a results-oriented, high-performance culture by increasing the Library's compliance with the Library's workforce performance management program requirements.

The Office of Security and Emergency Preparedness continued to implement controls and measures to protect the Library's high-value collection areas and other assets. The office planned implementation of a new personnel security program initiative to enhance background investigations for non-employees, including contractors and volunteers who access the Library's IT network, by ensuring that all network users are held to equivalent Library and national standard background investigations. To bolster office efficiency, plans were put into place to procure and utilize an off-the-shelf case management system to streamline workflow, and enable the implementation of government-wide background investigation reforms. Improvements were made to the Library's emergency preparedness and Continuity of Operations Planning programs.

Fiscal 2017 Priority Activities

As discussed earlier, a realignment to enhance senior level oversight of major activities and services of the Library was implemented in November 2017.

The Office of Strategic Planning and Performance Management will continue to facilitate implementation of the *Library of Congress Fiscal 2016 – 2020 Strategic Plan* while also leading activities to review and revise the strategic plan, given the arrival of new Library leadership. The office will continue its work to design and launch new planning and risk management frameworks, both of which will be piloted and improved upon this year for Library-wide launch in fiscal 2018.

Under the Deputy Librarian for Institutional Advancement:

The Development Office will: 1) support the Librarian's efforts to raise funds for a broad range of programs including acquisitions and development of the collections, exhibitions, internships, symposia, conferences, and scholarly programs; 2) further internal coordination of fundraising activities within the institution; 3) strengthen the James Madison Council; and, 4) foster support for the Library among foundations, corporations, and individuals.

The Office of Equal Employment Opportunity and Diversity Programs will: 1) coordinate diversity programming events and learning sessions to promote a workplace environment of fairness and inclusion; 2) issue a multi-year Strategic Diversity Plan to achieve and preserve workforce diversity at the Library; 3) serve as a non-adversarial forum to address workplace issues by providing alternative dispute resolution and EEO counseling services; 4) make Library programs and events accessible to employees and members of the public through its Interpreting Services Program; and, 5) set benchmarks for reporting trend analysis to Library leadership.

The Office of the General Counsel will: 1) provide legal guidance on budget and fiscal matters, human capital management, ethics, contracting, licensing, privacy, records management, legislation and regulations, digital collections, collection acquisitions, cooperative undertakings, social media and publishing, facilities and operations, and Library initiatives; and, 2) defend the Library in federal court litigation, employment discrimination cases, and contract protests and disputes.

Under the Chief of Staff:

The Congressional Relations Office will: 1) support the 115th Congress and the Presidential Inauguration; 2) distribute an entirely new Library "Guide to Resources" and "Services Quick-Reference Card" to all Members of the new Congress; 3) contact all new Members to offer briefings on Library programs and services that can assist them with their constitutional and representational responsibilities; 3) maintain effective relationships between Congress and the Library through the 2017 Congressional

Dialogues dinner series, the Library of Congress Caucus, and enhanced outreach about Library programming; 4) present new legislative proposals and requests for approvals to the Committee on House Administration, the Senate Committee on Rules and Administration, and the Joint Committee on the Library; 5) meet and communicate with oversight committee staff on issues of interest, including site visits to Library facilities; 6) assist with preparations for the 2018 budget hearings; 7) keep congressional offices and committees informed about Library programs, resources, services, and events; and provide thorough and timely responses to congressional inquiries; 8) coordinate use of Library space by congressional offices for meetings and social events; 9) use email templates for Members' office staff to easily communicate with their constituents about Library programs and resources using social media; 10) inform senior managers about legislative issues and congressional activities affecting the Library and consult about projects affecting the Library's service to the Congress; 11) maintain an updated intranet site (LCnet) available exclusively to Members of Congress and their staff for obtaining information and services from the Library.

The Office of Public Programs Services will: 1) provide superior support to 3,500-plus annual congressional, Library, and external client events in Library public spaces; 2) evaluate equipment and personnel needs and make recommendations for inventory expansion in keeping with expanding event needs.

The Office of Special Events and Public Programs will implement the recommendations of the Library-wide Events Committee approved by the Librarian intended to create an improved decision-making structure concerning public events at the Library of Congress. A new events protocol will facilitate increasing transparency, focusing resources on strategic partnerships; improving consistency in execution; and will ensure a better flow of communication. Priorities include merging the Public Programs Services Office into the Office of Special Events, updating relevant Library of Congress Regulations, and implementing new procedures.

Under the Chief Communications Officer:

The Multimedia Group will: 1) provide the full life-cycle of video production activities for virtually all Library of Congress video productions including pre-production planning, script writing assistance, single- and multi-camera video recording, digital video editing, animation, DVD creation, video file transcoding, and presentation support; 2) continue to offer on-demand and live video streaming; 3) provide expert consulting and media operations for audio and video content management and delivery on the Library's website, YouTube and other media outlets; and, 4) maintain and upgrade the specialized equipment, software and facilities necessary for the performance of its activities.

The Digital Scan Center will: 1) support the in-house still imaging of Library of Congress collections for presentation on the Web and digital preservation uses; 2) include high-quality digital image production of large, oversized collection materials and fragile, hard to handle materials; 3) accomplish digitization for the African and Middle Eastern Division, Asian Division, Congressional Research Service, Law Library, Manuscript Division, Music Division, Prints & Photographs Division, Publishing Office, Rare Book Division, Serials Division, Veterans History Project, Interpretive Programs Office, World Digital Library and others.

The Office of Communications will 1) continue to provide public relations and media support to Library programs and initiatives, with special emphasis on original content to manage internal communications; and 3) establish a baseline of staff satisfaction and engagement with existing internal communications tools to inform future planning.

Under the Chief Operating Officer:

The Office of Contracts and Grants Management will: 1) improve responsiveness, timely delivery, and client service; 2) streamline and improve policies, procedures, and internal controls related to acquisition planning and execution; 3) expand the availability of Library-wide and Legislative branch-wide contracts with streamlined ordering processes to include use of purchase cards and direct ordering; 4) complete the majority of contract actions early in 4th quarter to reduce risk from year-end contract activity and foster long-range acquisition planning; and 5) deliver training that focuses on contract planning and administration to improve contract oversight and management practices across the Library.

Human Resources Services will: 1) expand contributions to the Library's strategic plan through the development of a strategic human capital management plan that aligns with the Library's strategic priorities; 2) facilitate a results-oriented, high-performance culture by focusing on workforce performance management and the launching of the new Senior Level Development Program, providing continuous and focused learning and development opportunities for senior leaders at the GS-14, GS-15, and senior levels as a means of preparing a pool of highly effective successors for the Library's top leadership positions; 3) continue succession management efforts to identify and close critical skill gaps by completing an agency-wide competency assessment of the Library's information technology workforce; 4) support the Library's mission requirements through the deployment of an automated hiring process and implementation of organizational performance metrics in its workforce management office.

The Office of Security and Emergency Preparedness will: 1) enhance the Library's collections security program; protect facilities, staff, and other assets; and strengthen the Library's emergency preparedness program; 2) implement the 2016 personnel security employment suitability program initiative to enhance background investigations for non-employees, including contractors and volunteers, who access the Library's IT network by ensuring all network users, employees, and non-employees are held to equivalent Library and national standards for background investigations; and 3) further the planning process to procure an off-the-shelf case management system that will enhance the efficiency of the office, streamline the workflow, and enable the implementation of government-wide background investigation reforms.

Fiscal 2018 Priority Activities

The Office of the Librarian will continue to oversee Library management, programs, and activities and track the progress made on established fiscal 2017 priorities.

The Office of Strategic Planning and Performance Management will complete its migration from its current Internal Control Program to a new integrated Risk Management Program, and continue and complete activities to revise the Library of Congress Fiscal 2016-2020 Strategic Plan.

Under the Deputy Librarian for Institutional Advancement:

The Development Office will continue to support the Librarian's efforts to raise funds for a broad range of programs; improve internal coordination of fundraising activities within the institution; seek to strengthen the James Madison Council; and foster support for the Library among foundations, corporations, and individuals.

The Office of Equal Employment Opportunity and Diversity Programs will continue to coordinate diversity programming events and learning sessions to promote a workplace environment of fairness and inclusion; and serve as a non-adversarial forum to address workplace issues; and make Library programs and events accessible to employees and members of the public through its Interpreting Services Program.

The Office of the General Counsel will continue to provide legal guidance on budget and fiscal matters, human capital management, ethics, contracting, licensing, privacy, records management, legislation and regulations, digital collections, collection acquisitions, cooperative undertakings, social media and publishing, facilities and operations, and Library initiatives and to defend the Library in federal court litigation, employment discrimination cases, and contract protests and disputes.

Under the Chief of Staff:

The Congressional Relations Office will engage in numerous activities supporting the 115th Congress; maintain and strengthen effective relationships between Congress and the Library; work with the Committee on House Administration, the Senate Committee on Rules and Administration, and the Joint Committee on the Library; meet and communicate with oversight committee staff on issues of interest; assist with preparations for the 2019 budget hearings; keep congressional offices and committees informed about Library programs, resources, services, and events; and provide responses to congressional inquiries; coordinate use of Library space by congressional offices for meetings and social events; expand its use of email templates and social media for Members' office staff to easily communicate with their constituents about Library events; inform senior managers about legislative issues; maintain and update its intranet site (LCnet) for Members obtaining information and services from the Library.

The Office of Public Program Services will continue to provide superior support to 3,500-plus annual Congressional, Library, and external client events in Library of Congress public meeting spaces.

The Office of Special Events and Public Programs will implement the recommendations of the Library-wide Events Committee approved by the Librarian of Congress, coordinate all public events at the Library of Congress, and be responsible for all aspects of scheduling, event planning and protocol.

Under the Chief Communications Officer:

The Multimedia Group will provide the full life cycle of video production activities for virtually all Library of Congress video productions. The Group will continue to offer on-demand and live video streaming. The Multimedia Group will also provide expert consulting and media operations for audio and video content management and delivery.

The Digital Scan Center will support the in-house still imaging of Library of Congress collections for presentation on the Web and digital preservation uses and the high-quality digital image production of large, oversized collection materials and fragile materials. Digitization will continue Library wide.

The Office of Communications will continue to provide public relations and media support to Library programs and initiatives; seek to conduct a national survey to determine awareness of Library's collections and services; and manage internal communications and will implement strategies based on fiscal 2016 feedback from staff.

Under the Chief Operating Officer:

The Office of Contracts and Grants Management will continue to improve responsiveness and quality of contracts and staff, including streamlined ordering procedures and effective monitoring of key performance measures.

Human Resources Services will continue to perform its core functions to meet customer's needs. Efforts will continue to support the Library's mission requirements and contribute to the Library's goal to empower the workforce for maximum performance through the delivery of an automated workforce performance management system and learning management system. The office will contribute to the Library's goal for a state of the industry information technology infrastructure by developing and implementing a structured approach to closing the competency gaps identified in the fiscal 2017 agency-wide competency assessment.

The Office of Security and Emergency Preparedness will continue to enhance the Library's collections security program, protect facilities, staff, and other assets, and strengthen the Library's emergency preparedness and Continuity of Operations Planning programs. The office will continue implementation of a 2016 personnel security employment suitability initiative to enhance background investigations for non-employees, including contractors and volunteers. The Personnel Security Office will procure and implement an off-the-shelf case management system that will enhance the efficiency of the office, streamline the workflow, and enable the implementation of government-wide background investigation reforms.

Office of the Chief Financial Officer
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$ 5,824	$ 5,705	$ 5,898	$ 6,243	+$ 345	5.8%
11.3 Other than full-time permanent	34	66	119	123	4	3.4%
11.5 Other personnel compensation	81	51	52	56	4	7.7%
12.1 Civilian personnel benefits	1,790	1,800	1,891	2,115	224	11.8%
13.0 Benefits for former personnel	100	70	100	100	0	0.0%
Total, Pay	**$ 7,829**	**$ 7,692**	**$ 8,060**	**$ 8,637**	**+$ 577**	**7.2%**
21.0 Travel & transportation of persons	12	9	7	7	0	0.0%
22.0 Transportation of things	1	0	1	1	0	0.0%
23.3 Communication, utilities & misc charges	7	6	3	3	0	0.0%
24.0 Printing & reproduction	15	20	25	27	2	8.0%
25.1 Advisory & assistance services	2,055	4,426	2,011	2,121	110	5.5%
25.2 Other services	1,817	11	1,817	1,359	458	-25.2%
25.3 Other purch of gds & services from gov acc	5	7	5	5	0	0.0%
25.7 Operation & maintenance of equipment	633	632	448	610	162	36.2%
26.0 Supplies & materials	11	12	11	11	0	0.0%
31.0 Equipment	9	99	6	7	+ 1	16.7%
Total, Non-Pay	**$ 4,565**	**$ 5,222**	**$ 4,334**	**$ 4,151**	**- $ 183**	**-4.2%**
Total, Office of the Chief Information Officer	**$12,394**	**$12,914**	**$12,394**	**$12,788**	**+$ 394**	**3.2%**

Office of the Chief Financial Officer
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	**55**	**$12,394**
Non-recurring Costs:		
Fiscal 2017		
One time costs for Financial Management System Study		- 500
Total, Non-recurring Costs	**0**	**500**
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		323
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		154
Annualization of January 2017 pay raise @ 2.88%		61
Within-grade increases		39
Total, Mandatory Pay and Related Costs	**0**	**577**
Price Level Changes:		
Fiscal 2017		170
Fiscal 2018		147
Total, Price Level Changes		**317**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**394**
Total Budget	**55**	**$12,788**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**55**	**$12,788**

Office of the Chief Financial Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$12.788 million** for the Office of the Chief Financial Officer in fiscal 2018, an increase of $0.394 million, or 3.2 percent, over fiscal 2017. This increase represents $0.894 million for mandatory pay related and price level increases, and a non-recurring reduction of $0.500 million for the one-time costs for the Financial Management System Study.

Resource Summary (Dollars in Thousands)

	Fiscal 2016										
	Operating Plan		Actual Obligations		Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
OCFO	54	$12,394	52	$12,914	55	$12,394	55	$12,788	0	$394	3.2%

PROGRAM OVERVIEW

The Office of the Chief Financial Officer (OCFO) is responsible for the formulation, execution, and presentation of the Library's budget and provides accounting, travel, disbursing, financial systems, and financial reporting services for the Library's appropriated, gift, trust, revolving, and reimbursable funds. This office serves as liaison for the Library of Congress with the House and Senate Committees on Appropriations, Office of Management and Budget, Department of the Treasury, and Government Accountability Office in areas relating to financial functions. OCFO hosts the Legislative Branch Financial Management System (LBFMS) for six agencies (Library of Congress, United States Capitol Police, Congressional Budget Office, Architect of the Capitol (AOC), Office of Compliance, and Open World Leadership Center) and two congressional funds (Capitol Preservation Commission Fund and Senate Preservation Fund). The Medicare Payment Advisory Commission (MEDPAC) will be integrated into the LBFMS in fiscal 2017 and the Government Accountability Office (GAO) in fiscal 2018.

Fiscal 2016 Accomplishments

In December 2015, OCFO successfully completed the integration of the AOC's financial data into the LBFMS environment. In the following months, the office provided focused training on new functionality that became available as a result of the upgrade of the LBFMS to version 7.0.3 of the Momentum system. The Department of the Treasury's Invoice Processing Platform (IPP) system was implemented in June 2016 to allow for the receipt of vendor invoices electronically. In the fourth quarter, the ongoing process of upgrading the LBFMS to the next version of Momentum was initiated. Market research of federal financial systems also began under contract to identify the best future alternative(s) to pursue before the current blanket purchase agreement with the LBFMS vendor expires in fiscal 2018.

OCFO, together with the Office of the Chief Information Officer (OCIO), initiated an analysis of options for the existing Financial Report System (FRS) currently used by legislative branch staff to obtain management reports from the financial system. An upgraded FRS is needed to take advantage of new reporting technology that will provide the most useful information to support management decisions.

Tracking of IT expenditures through the financial system began in response to findings in a GAO report on the Library's management of information technology resources. Planned expenditures are also tracked through the Library of Congress Budget System.

An independent review was contracted to provide an evaluation of the Library's methodology for calculating indirect cost rates, documented definitions for indirect cost factors, and recommended changes in the process for calculation of indirect rates. The recommendations will be considered by the Library's Indirect Cost Committee and the service units in fiscal 2017.

OCFO worked with the AOC to request approval to lease a logistics facility, to be co-located with the Library's interim collection storage facility at Cabin Branch, Maryland, and to transfer funds from the Library to the AOC to pay for space construction, tenant improvements, rent, operations, and maintenance for the facility. The Cabin Branch site will serve as an interim storage facility as the Library pursues a multi-year plan to complete construction of state of the art storage modules at Ft. Meade. These are key components of the plan to vacate the outdated and expensive Landover Annex facility in the next several years. The interim storage facility at Cabin Branch is superior in infrastructure, including up-to-date and efficient storage and retrieval systems and a better-conditioned environment more suited for storage of collections and materials used in collections preservation.

In fiscal 2016, OCFO attained a 99.3 percent obligation rate of its largest 2016 appropriation, Library of Congress, Salaries & Expenses. On the non-appropriated side, OCFO provided successful oversight of the Library's gift, trust, revolving, and reimbursable funding planning and execution.

Fiscal 2017 Priority Activities

Operation of the financial system and hosting the LBFMS will continue to be a major focus. Early in fiscal 2017, financial data from MEDPAC will be migrated into the LBFMS, making it the seventh entity to join the system. Throughout the year, OCFO will coordinate extensively with the GAO to prepare for the migration of financial data to the LBFMS in fiscal 2018. The LBFMS Momentum upgrade initiated in fiscal 2016 will be completed in fiscal 2017 before GAO is integrated into the system. Late in the fiscal year, planning will begin for the next upgrade cycle to be implemented in fiscal 2018 - 2019.

OCFO and OCIO will jointly complete the assessment of options for improving the Financial Reporting System's (FRS) financial reporting capabilities begun in fiscal 2016. Planning will begin for the rollout of e-Travel in fiscal 2018, which will automate and streamline manual processes and provide a fully consistent application of agency travel policies and procedures for the Library and the other LBFMS agencies. The Indirect Cost Committee and affected service units will review the fiscal 2016 report on the program and initiate implementation of agreed-upon recommendations regarding the process for calculating indirect cost rates.

In fiscal 2017, OCFO will also transition to using the U.S. Treasury for its disbursing activities to achieve administrative efficiencies, reduce costs, and align with government best practices. Foreign currency payments will be processed online by International Treasury Services (ITS.gov), with the U.S. Treasury paying all transaction fees associated with processing international payments. Also, OCFO will focus on achieving the most efficient and effective allocation of resources to accomplish the Library's strategic objectives.

Fiscal 2018 Priority Activities

OCFO will continue to perform its core functions of Library financial management and liaison with the House and Senate Committees on Appropriations and other federal agencies. At the beginning of fiscal 2018, the migration of GAO's financial data to the LBFMS will be completed and the agency will become a shared services partner. With the GAO migration, the LBFMS will provide financial management system services to all but one of the legislative branch agencies. The e-Travel system will be implemented at the same time, with agency-wide training. Planning for an upgrade to the FRS will begin, using the results from the study completed in fiscal 2017. Work will also begin on the fiscal 2018 - 2019 upgrade of the LBFMS to the latest version of Momentum.

Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Integrated Support Services
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$ 10,301	$ 9,912	$9,445	$10,026	+ $581	6.2%
11.3 Other than full-time permanent	63	58	0	2	2	0.0%
11.5 Other personnel compensation	102	111	88	94	6	6.8%
12.1 Civilian personnel benefits	3,332	3,251	3,039	3,427	+ 388	12.8%
Total, Pay	**$13,798**	**$13,332**	**$12,572**	**$13,549**	**+ $977**	**7.8%**
21.0 Travel & transportation of persons	9	9	10	10	0	0.0%
23.1 Rental payments to GSA	4,308	3,734	3,843	4,046	203	5.3%
23.2 Rental payments to others	260	270	273	285	12	4.4%
23.3 Communication, utilities & misc charges	185	214	137	145	+ 8	5.8%
24.0 Printing & reproduction	50	88	88	91	+ 3	3.4%
25.1 Advisory & assistance services	66	125	67	69	2	3.0%
25.2 Other services	3,878	3,385	3,531	3,700	169	4.8%
25.3 Other purch of gds & services from gov acc	220	2,757	1,192	1,215	23	1.9%
25.4 Operation & mantenance of facilities	7,012	7,239	7,548	9,679	+2,131	28.2%
25.6 Medical care	1	1	10	10	0	0.0%
25.7 Operation & maintenance of equipment	187	140	95	126	31	32.6%
26.0 Supplies & materials	77	70	83	87	4	4.8%
31.0 Equipment	38	30	110	113	+ 3	2.7%
Total, Non-Pay	**$16,291**	**$18,062**	**$16,987**	**$19,576**	**+$2,589**	**15.2%**
Total, Integrated Support Services	**$30,089**	**$31,394**	**$29,559**	**$33,126**	**+$3,566**	**12.1%**

Integrated Support Services
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	**108**	**$29,559**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		576
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		242
Annualization of January 2017 pay raise @ 2.88%		96
Within-grade increases		62
Total, Mandatory Pay and Related Costs	**0**	**976**
Price Level Changes:		
Fiscal 2017		373
Fiscal 2018		417
Total, Price Level Changes	**0**	**790**
Program Increases:		
ISS Custodial Services Program Base Funding Adjustment		1,800
Total, Program Increases	**0**	**1,800**
Net Increase/Decrease	**0**	**$ 3,566**
Total Budget	**108**	**$33,125**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**108**	**$33,125**

Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$33.125 million** for Integrated Support Services in fiscal 2018, an increase of $3.566 million, or 12.1 percent, over fiscal 2017. This increase represents $1.766 million for mandatory pay related and price level increases, and program change of $1.800 million for the Custodial Services Program Base Funding Adjustment.

Resource Summary (Dollars in Thousands)

	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
ISS	128	$30,089	122	$31,404	108	$29,559	108	$33,125	0	$3,566	12.1%

PROGRAM OVERVIEW

Integrated Support Services (ISS) is responsible for the day-to-day, long-term management, and oversight of facility operations, space utilization planning, occupational health, logistics, construction planning and management, asset management, and safety services. In partnership with the Architect of the Capitol (AOC), ISS ensures that Library buildings and grounds are maintained for staff, visitors, and the collections.

Fiscal 2016 Accomplishments

- Facilitated a joint effort with AOC on the construction of Ft. Meade Module 5 toward completion.
- Planned and facilitated the initial move from the Landover Annex (LCA) to the new interim storage facility at Cabin Branch, Maryland.
- Expanded the use of modern compact shelving to replace existing less dense storage shelving.
- Established a reading room fee-for-print service in conjunction with OCIO as part of a Library-wide printing and copy modernization program.
- Planned the renovation and modernization of the National Library for the Blind and Physically Handicapped (NLS) facility.
- Modernized Music Division's secure storage facilities.
- Completed the first of four planned projects to replace Law Library compact shelving.
- Expanded customer support by implementing an improved work order processing system to schedule interpretive services through OIC, order keys through OSEP, and schedule meeting rooms through a reservation system.

Fiscal 2017 Priority Activities

ISS will continue to provide day-to-day and long-term management of facility operations, space utilization planning, occupational health, logistics, construction planning and management, asset management, and safety services. A methodical, planned focus will be applied to resolve storage capacity challenges throughout Library buildings.

Facility Operations will:

- Continue support on the construction of Ft. Meade Module 5 and evaluate the design of Module 6 in preparation for future funding.
- Continue the move from LCA to the interim storage facility.
- Initiate the redesign planning of the 501 1st Street SE facility for potential NLS relocation.
- Install compact shelving in the Manuscripts Reading Room, Music Reading Room, and begin construction of the Law Library Secure Storage Facility.
- Begin the redesign of the OCIO operations locations.
- Complete the majority of the NLS facility renovation.
- Plan for the Madison data center Uninterruptable Power Supply (UPS) scheduled for installation in the Madison Building in the second quarter of fiscal 2018.
- Improve fire safety by removing portions of the Jefferson Building book conveyor system.

Fiscal 2018 Priority Activities

ISS efforts will continue to provide day-to-day and long-term management of facility operations, space utilization planning, occupational health, logistics, construction planning and management, asset management, and safety services. The additional focus on resolving storage capacity challenges throughout the Library buildings will continue as planned. In early fiscal 2018, ISS will complete several activities that address storage capacity including moving more materials to the interim storage facility at Cabin Branch, completing the Ft. Meade Module 5 in early fiscal 2018, and planning Modules 6 and 7. The planning phases for shelf storage in the Prints and Photographs Division will be completed. The shelf storage in the Music Division and new Law Library SSF will be completed.

In early fiscal 2018, ISS will prepare vacated sections of LCA for return of leased space to GSA; complete the NLS facility renovation and modernization; continue work on the design of the NLS facility at 501 1st Street SE; and begin installation of the much needed Madison data center UPS.

To ensure the Library's buildings are maintained in the best possible condition, ISS requested additional funds in fiscal 2018 for custodial services. The funds will be used to upgrade custodial services to protect the infrastructure and collections from normal wear and heavy public traffic in the buildings. This provides an additional layer of preventive maintenance for the buildings on Capitol Hill.

Office of the Chief Information Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Chief Information Officer
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$30,701	$32,160	$29,028	$ 32,691	+$ 3,663	12.6%
11.3 Other than full-time permanent	93	122	1,046	1,080	34	3.3%
11.5 Other personnel compensation	185	141	167	177	10	6.0%
11.8 Special personnel services payment	42	37	65	68	3	4.6%
12.1 Civilian personnel benefits	9,510	10,086	9,424	11,277	+ 1,853	19.7%
Total, Pay	**$40,531**	**$42,546**	**$39,730**	**$ 45,293**	**+$ 5,563**	**14.0%**
21.0 Travel & transportation of persons	40	23	41	93	52	126.8%
22.0 Transportation of things	1	0	1	1	0	0.0%
23.2 Rental payments to others	0	0	0	2,460	2,460	0.0%
23.3 Communication, utilities & misc charges	7,951	5,716	10,821	15,471	4,650	43.0%
24.0 Printing & reproduction	100	35	50	54	4	8.0%
25.1 Advisory & assistance services	14,302	16,160	11,661	18,141	6,480	55.6%
25.2 Other services	112	132	475	734	259	54.5%
25.3 Other purch of gds & services from gov acc	0	12	0	0	0	0.0%
25.7 Operation & maintenance of equipment	16,724	15,500	13,584	16,105	2,521	18.6%
26.0 Supplies & materials	186	70	147	155	8	5.4%
31.0 Equipment	5,127	4,690	5,043	31,929	+ 26,886	533.1%
Total, Non-Pay	**$44,543**	**$42,338**	**$41,823**	**$ 85,143**	**+$43,320**	**103.6%**
Total, Office of the Chief Information Officer	**$85,074**	**$84,884**	**$81,553**	**$130,436**	**+$48,883**	**59.9%**

Office of Chief Information Officer
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	262	$ 81,553
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		1,676
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		768
Annualization of January 2017 pay raise @ 2.88%		305
Within-grade increases		195
Total, Mandatory Pay and Related Costs	**0**	**2,944**
Price Level Changes:		
Fiscal 2017		1,989
Fiscal 2018		1,808
Total, Price Level Changes	**0**	**3,797**
Program Increases:		
OCIO LC Hosting Facilities Challenge		25,854
OCIO IT Security Enhancements and High Availability Support	5	6,595
OCIO Enterprise Investment in IT Modernization	11	9,693
Total, Program Increases	**16**	**42,142**
Net Increase/Decrease	**16**	**$ 48,883**
Total Budget	**278**	**$130,436**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**278**	**$130,436**

IT Modernization Overview: [$58.752 million]

The Librarian of Congress addressed the need to maximize value from the Library's investment in technology by directing, on November 28, 2016, that all technology activities be centrally coordinated through the Office of the Chief Information Officer (OCIO) and approved by the Chief Information Officer. The move to enterprise-wide coordination of information technology (IT) followed a realignment of the OCIO as a separate Program Project Activity (PPA) reporting directly to the Librarian.

As the next step in ensuring that all IT activities and investments are coordinated and transparent, centralization of IT support under the OCIO allows the Library to manage the IT budget effectively to make the best use of its resources. The Library's goal is to achieve an enterprise-wide focus on IT investment planning, oversight and cost optimization in order to realize anticipated benefits and efficiencies of coordinated infrastructure modernization efforts. Coordination efforts focus on governance, hiring, acquisition of IT goods and services, planning, and project and program management, among other activities.

By consolidating these technology activities, the Library will transition to centralized IT operations and resources, a direction that auditors and appropriators have recommended. Some of the recommendations include a move toward:

> CIO responsibility and authority, including budgetary and spending control, for enterprise IT systems. This includes email, identity and access management, IT security, web infrastructure, and collaboration tools, and IT infrastructure (data centers, networks, desktop computers, and mobile devices).
>
> CIO oversight of service unit-specific systems to ensure that funds being spent on component agency investments will fulfill mission needs.
>
> Defined responsibilities and authorities governing the relationship between the CIO and component organizations.

The Library's Strategic Plan for 2016-2020 states that the Library will "Deploy a dynamic state-of-the-industry technology infrastructure that follows best practices and standards." One of the objectives in the Library's IT Strategic Plan is "...to improve allocation of IT resources." To achieve these strategic objectives, and to provide IT services that increase value to the Library, consolidation is not only important, but necessary. Consolidation will allow the efficient use of staff and contractor resources and invested capital assets across the institution to increase value of its mission, products and services. All of the IT governance and management initiatives that have begun over the past year and a half the IT investment management process, the Technology Business Management initiative, the consolidation of IT resources, among others are all intended to better manage and maximize the Library's investment in technology in support of the Library.

Benefits of consolidation include:

> Providing Congress with one authoritative source for information concerning IT in the Library;
>
> Bringing transparency to all IT spending in the Library;
>
> Allowing service units to devote more focus to their operations in support of the Library's mission;
>
> Increasing the professionalization of the IT workforce;
>
> Reducing the cost of hardware and software;
>
> Enabling more efficient use of personnel, contractor labor, and hardware and software resources;
>
> Increasing overall IT security posture; and
>
> Reducing duplication of software, hardware, and overhead.

The Library will request resources and authority to develop an enterprise-wide, multi-year, integrated IT modernization plan after completing a full assessment of how to best integrate planned IT investments not previously considered and coordinated across the agency. As the Library finalizes the multi-year integrated IT modernization plan in support of all of the Library's programs, projects, and activities, there are known near-term steps and investments to address in fiscal 2018 as a prelude to the multi-year plan. The following is a summary of consolidated IT investment requests across the Library for fiscal 2018, laying the groundwork for a sound IT foundation to serve the Congress and the American people.

The details of each IT investment request listed below are located in the appropriate sections of this budget justification. For example, details pertaining to the IRIS investment for the Congressional Research Service (CRS) are located in the CRS section of this document.

In accordance with the move to enterprise-wide coordination, the following investments were reviewed by the Library's IT Steering Committee, approved by the CIO, and approved by the Librarian for inclusion in the Fiscal 2018 Congressional Budget Justification.

Fiscal 2018 Program Change Requests, Information Technology (Dollars in Thousands)

	Requested Funding Sources		
Program Changes	**Service Unit**	**Funding Request**	**Page Reference**
LC Hosting Facilities Challenge (PCF)	OCIO	$25,854	45
Enterprise Investment in IT Modernization	OCIO	9,693	48
IT Security Enhancements	OCIO	6,595	49
Copyright IT Modernization	USCO	12,640	122
Integrated Research and Information System (IRIS)	CRS	4,000	145
Total Program Changes		**$58,782**	

Fiscal 2018 Program Changes: $ 42.142 million

LC Hosting Facilities Challenge: $25.854 million

In fiscal 2018, the Library is requesting $25.854 million for the first year of a three year investment of a $57.352 million to migrate the Library's Primary Computing Facility (PCF) from the Library's James Madison Memorial Building (JMMB) located on Capitol Hill to an alternate PCF. The current Madison PCF and built in the late 1970's, no longer provides the level of data center reliability and availability that Library business customers now expect in a more digital age. It is also not feasible to provide any cost-effective mitigation of these risks in the current Madison PCF location under the current and future anticipated levels of digital demand.

The investment is essential to implementing a new hosting environment that will provide reliable, secure, and high-performance data communications and information processing infrastructure for the Library, its legislative branch partners, and external users. The Madison PCF hosts applications and data that constitute the primary data resource to employees, other federal agencies, business partners, the American public, and the global research and education communities. The creative community and corporations rely on the Library computer systems to receive copyright protection for their intellectual property. The public uses Congress.gov to understand and track legislation, loc.gov to access the Library's unparalleled collections and content services, and CRS.gov provides research products and services to the Congress. Over 3,000 Library staff members rely on the Madison PCF to support the IT systems required for their daily work. The Madison PCF is reaching its limits in the ability to expand to meet the combined digital growth and modernization of these business operations.

The Madison PCF cannot provide the level of data center reliability that mission-critical programs and constituents now require. Facility power and cooling infrastructure to provide uninterrupted services are lacking. The Madison PCF is an "Uptime Institute Tier 1" facility. This means there is a UPS for power conditioning, dedicated cooling and a backup generator for power outages, but no power or cooling redundancy. The Madison PCF has to be shut down annually during a fire and safety check by the Architect of the Capitol (AOC), a practice required because of the threat that the building generators, 35 years beyond their service life, will not be able to handle the full data center power demand during the required electrical power shutdown. Hardware failures have been experienced each time such an electrical power shutdown has been performed. During the August 2014 shutdown, $60,000 worth of equipment failed, and the August 2015 shutdown and subsequent recovery was the cause of the costly nine-day Copyright outage. The desired rating for the Library's PCF is "Uptime Institute Tier 3", which would have redundant power and cooling components, as well as a redundant delivery path for power and cooling, that allows all power and cooling components needed to be shut down and maintained without impacting the overall IT operation. There is no feasible cost-effective mitigation of the reliability, scalability, and location risks of the Madison PCF.

Reliability and Availability Risks in Current Primary Computing Facility

These risks include not only environmental incidents such as weather and earthquakes, but more importantly the Washington DC area is still a prime target for physical terrorist attacks. The Library's Alternate Computing Facility (ACF), which holds a backup of the Library's business and digital collection data, is also within a physical area that would be impacted by most foreseeable threats to Washington DC. To protect Library assets and mission support applications and data in time of emergency, the new data center facilities are an appropriate distance from Washington DC area to enable continued operations.

Lacking the redundant facility power and cooling infrastructure to provide uninterrupted services, the 35 year old original facility generators are not trusted by the AOC to carry the power load of the Madison PCF in the event of a general power failure. As a result, the Library cannot guarantee continuous uninterrupted operation in the event of a planned or unplanned power failure.

The non-redundant design and capacity is consistent with the basic Tier 1 rating of the independent Uptime Institute ((https://uptimeinstitute.com). These were the findings of the OCIO - sponsored HP Critical Facilities Services Data Center Assessments and Right Sizing Final Report (2011). Tier 1 infrastructure includes a dedicated space for IT systems; an uninterruptible power supply (UPS) to filter power spikes, sags, and momentary outages; dedicated cooling equipment that won't be shut down at the end of normal office hours; and an engine generator to protect IT functions from extended power outages.

With the growing demand of the modern digital world, the Library's business customers (including the Congress) require the uninterrupted services of a Tier 3 hosting facility that are serviced at locations designed for redundant hardware capabilities. The Library's collections and services must be available to the rapidly increasing number of networked individuals and organizations across the country and throughout the world. A Tier 3 data center requires no shutdowns for equipment replacement and maintenance as redundant delivery path for power and cooling enables every component needed to support the IT processing environment to be individually shut down and maintained without disruption to the IT operation.

In summary, the Library's IT strategy must meet the diverse business requirements of Library customers, through reliable, available, and secure IT operations and services. The Library has an opportunity to migrate services to a new scalable, Tier 3 PCF with capabilities to meet the ever growing digital business requirements, while ensuring that corresponding disaster recovery services are being made available at a different location. In addition, the marketplace offers a variety of externally-hosted services (e.g. application vendor-hosted services, public cloud infrastructure services, software and platform services). The Library will use this opportunity to review the Library's diverse business requirements and perform assessments to identify the combination of services and hosting environments that can most efficiently and effectively meet the Library's needs now and into the future. These assessments will be a key component of the Library's Enterprise Wide IT Modernization plan.

Fiscal 2016 Data Center Assessment Study and Alternative Service Model Planning

The Madison PCF hosts applications and data that constitute the primary data resource for the Congress, the creative community, to employees, other federal agencies, business partners, the American public, and the global research and education communities. The creative community and corporations rely on the Library computer systems to receive copyright protection for their intellectual property. The public and the Congress use Congress.gov to track legislation, loc.gov to access the Library's unparalleled collections and content services, and CRS.gov provides research products and services to the Congress. Other applications such Copyright registration are currently legacy systems and will need to be modernized to accommodate future demand.

In early fiscal 2016, the Library began the Data Center Assessment Study, which provided the assessment methodology the Library will use to evaluate business requirements and plan for alternative infrastructure service models. These alternative infrastructure service models are:

- On Premise
- Managed Co-location (Legislative Branch Co-location Tier 3)
- Public Cloud (IaaS)
- Managed Hosting (PaaS and SaaS)

The Library is planning for adoption of the flexible and scalable service models above to include Library-hosted on premise data center services, managed colocation, as well as externally-hosted services including public and private cloud services. This infrastructure planning methodology takes advantage of Federal and commercial best practices to enable the Library's senior management to make informed decisions about data center needs and application platforms, within an enterprise-wide infrastructure strategy that supports cost-effective and efficient options for modernizing, relocating or outsourcing existing IT service requirements. This infrastructure assessment methodology serves as the foundational basis for decisions on meeting Library business and technical requirements when selecting infrastructure services, or combination of services to alternative hosting environments. The Library plans to implement a combination of hosting options reflective of operational scenarios most appropriate for the Library's diverse business and technical requirements.

For the managed co-location option, the Legislative Branch co-location Tier 3 facility matches the Library's need to operate selected high availability and high reliability production systems in a Tier 3 secure facility. The advantages of this site are many including geographic separation from the Washington DC metropolitan area, stringent high level of security, co-location with other Legislative Branch agencies, lower power costs, scalability, and move-in-ready, newly built Tier 3 hosting facility. The Library's preliminary cost review of alternative Tier 3 hosting facility rack rate pricing, compared with other GSA Contract holders, is that the pricing of the Legislative Branch Co-location Tier 3 facility is price competitive. The pricing of the Legislative Branch Co-location Tier 3 facility includes, for the life of the contract, two power circuits for the cost of one whereas the other comparable vendors charge for each power circuit.

Cost Estimate Drivers:

These funds would cover projected requirements for equipment and services to establish an initial stable environment at the new shared legislative data center and to migrate designated IT services to that data center over a three year period. The scenario is based on concept developed in the context of the following operating assumptions:

New PCF is certified as Tier 3 Plus up time before building is opened for occupancy

New PCF facility ready for immediate occupancy as of October 1, 2016

Development of an effective and efficient long haul data communications solution between a new shared data center, Capitol Hill campus, and the ACF will be a joint effort between the legislative branch agencies.

The Library's ACF will continue as a disaster recovery site only during the migration. Current limitations in the ACF prevent it from consideration as a complete alternative PCF during this period.

There is no requirement for active-active (completely redundant) services between ACF and the new PCF during the migration.

- No significant changes will occur in the legislative branch contract for new shared legislative data center during planned Library migration phases
- Data migration from Madison PCF to new PCF can be performed efficiently and effectively within the planned migration phases.
- Operations at the new PCF will experience no significant added network latency and performance issues.

Future operational costs and rack requirements may deviate as changes in technology and mission needs affect storage capacities and server configurations.

Funding requested for fiscal 2018 will include lease data center space at Legislative Branch co-location Tier 3 facility and other service models as deemed appropriate for the enterprise-wide infrastructure strategy. The investment will build out the essential facility, network, and security components to begin transitioning applications to the hosting facility. Lower funding amounts are expected to be required as data center transition proceeds in fiscal years 2019 and 2020. However, due to the importance of this project as the backbone of the Library's IT modernization effort, funding will be non-recurred based only on the execution of this project. This will ensure the success of this project that is such a vital piece of the digital strategy, growth capacity and access. All funding will be non-recurred after the third year with the exception of the $7.1 million that will be used for the data center's ongoing operating and maintenance costs.

The operational technical infrastructure at the Madison PCF consists of over 9.0 petabytes of spinning disk, 16 petabyte of tape storage and over 1500 servers (physical and virtual nodes). Funding this request will allow the Library to begin executing the plan for the basic build out of a hosting environment and testing the new hosting environment under multiple operational scenarios. The migration of Madison PCF assets, applications and content will begin in fiscal 2019 with an expansion of rack space and continue until most planned data center migration is completed in fiscal 2020.

Multi-Year Phased Planning for Migration – Based on Initial Assumptions

The following scenario phases are planned for fiscal 2018 – fiscal 2020, based on known assumptions stated above. It is expected that adjustments will be required as more details of the scenario are developed in fiscal 2017/fiscal 2018 planning and as risks, assumptions and dependencies are refined.

This plan is a multi-year phased approach to the build-out, development and occupancy of a new PCF. The first phase would be an initial stable platform at a new PCF, to include Wide Area and Long Haul Network design, Data Center Layout designs, Data Center Core Network designs, and IT security requirements for operations. One of the key assumptions is the planning for migration to a new PCF, of which, the first phase will begin in 2017 and include an assessment of the requirements to establish initial stable platform.

Phased planning for migration will include:

- Requirements to continue operating all PCF and ACF services while migration occurs;
- Identification of migration alternatives and associated cost-benefit analyses;
- Identification of risks, assumptions and dependencies, as well as plans for managing these; and
- Identification of opportunities to improve the efficiency and effectiveness of IT services for both production and disaster recovery requirements

1) **Fiscal 2018 – Basic Buildout of a Data Center Infrastructure:** Fiscal 2018 will begin the initial Data Center build out and networking. The fiscal 2018 requested funds will be used to begin procurement and installation of Data Center Core Rack, Network, Server, and Storage capability. It is estimated that there will be up to over 150 racks required over the three year migration period.

Basic infrastructure and security components need to be operational before the first application can be migrated. These basic components include:

- Design, installation, and implementation of Long Haul transmission lines between the hosting site, Madison PCF and the Alternate Computing Center (ACF);
- Increased bandwidth between the Madison PCF and the ACF;
- A high speed Data Center Core Network at the hosting site. This consists of core, SAN and ancillary switches, DNS appliances, firewalls, taps for the security appliances and other infrastructure equipment;
- Mandatory network security appliances and processes;
- Server and storage components to handle the monitoring, diagnostic and security requirements of the environment;
- Upon completion of the basic build out of the infrastructure, a testing environment will be established to test and refine capabilities for secure and efficient migration of selected systems, applications and data.

2) **Fiscal 2019 – Begin Migration of Madison PCF Systems, Applications and Data to the New Hosting Environment:** the scenario includes:

- Expansion of rack capacity as needed based on updated rack estimation;
- Completion of acceptance testing, selected production

systems, applications;

Data services migration can begin;

Acquisition of equipment, software and services at the new PCF for this move while continuing all production operations at the Madison PCF. To the extent possible, identify opportunities to acquire a portion of this equipment by leveraging efficiencies in technical refresh cycles of equipment at the new PCF.

3) **Fiscal 2020 – Complete Migration and Retirement of Madison data center location as PCF:** The Library will continue migrating tested and approved systems, applications and data services to the new hosted production environment.

- Additional hardware may be required to facilitate transferring specific systems and digital content without causing operational disruption. To the extent possible, identify opportunities to acquire equipment by leveraging efficiencies in technical refresh cycles of equipment at the new PCF;

Assuming all appropriate systems, application and data services can be migrated to the new PCF and all other operational requirements are met, retire the Madison PCF.

4) **Fiscal 2021 – Facility Costs of Newly Designated PCF:** After the estimated 2018-2020 migration, the Library expects the following:

Operations and Management of the new primary data center will use the Library's base funds, which support the normal technical refresh cycle for infrastructure and application components; and

For 2021, the Library will use the ongoing base funding of $7.1 million for the data center facility operating costs at the new PCF. These facility occupancy costs include the monthly rack rental and other associated occupancy fees that are expected to be chargeable to the Library by the external facility operator (based on the current contract for the shared legislative data center). At the Madison PCF these costs historically have been absorbed by the Architect of the Capitol budget and have never been included in the Library's IT budget.

Enterprise Investment in IT Modernization: $9.693 million

The Library hosts critical networked applications that provide vital information and data to employees of the Library, Congress, other federal agencies, partners, the American public, and the global research and education communities. Congress, Copyright community, the public and scholars access our wealth of information resources and critical services both on site and increasingly online. Content creators, users and corporations rely on Library computer systems to properly file for copyright protection of their intellectual property. Over 3,000 Library staff members rely on the primary computing facility to support the IT systems required for them to perform their daily work.

To ensure the long term viability of the Library's overall information technology operations, the Library must implement a comprehensive and strategic modernization update to its network infrastructure. A nimble, lean and future focused IT networking infrastructure investment will reduce the risks and enable more efficient execution of the Library's mission. Continuing operation of the Library's outdated network infrastructure presents potential risks and handicaps efforts of modernization, as the current infrastructure does not have the sufficient capacities or capabilities required for providing the level of network bandwidth and availability expected by the Congress, their constituents, the Copyright community and Library patrons. With the proposed investment, we can significantly improve network performance and service delivery to a twenty-first century Library of Congress workforce, and deploy results-driven applications and benefits to Congress and the American public.

The Library requests $9.693 million to support the planning and initial phases necessary to upgrade its underlying network infrastructure to state-of-the-industry standards and to support 11 unfunded FTEs to assist in the effort of centralized IT governance and management. Funding of $6.472 million for one-time purchases of software, telecommunications and automation equipment will nonrecur in fiscal 2019.

This initiative within the Library's campus complex will be accomplished by upgrading connectivity among buildings, and connectivity beyond its campus complex to the outside via Internet and Internet II. Library campus facilities are located in Washington, DC, Virginia, and Maryland. This includes the James Madison Memorial Building (JMMB), the Thomas Jefferson Building, and the John Adams Building in Washington DC, the Taylor Street facility, the National Audio Visual Conservation Center, the Ft. Meade modules, and the Cabin Branch locations. This investment in network upgrades will provide a private LAN (local area network) and WAN (wide area network), providing staff interconnectivity, access to cloud-shared services, end user enablement tools and a VPN (virtual private network) for remote workforce enablement. The request also provides PBX (Private Business Exchange) infrastructure to support voice and call center services.

The general phased implementation plan will include:

Improvements to the LAN and Campus such as Wireless (or RF) Site Survey for the purpose of planning and designing a wireless network, to provide a wireless solution that will deliver required wireless coverage and ample data rates, bountiful network capacity, campus roaming capability, and Quality of Service (QoS).

Deployment of a Staff Wireless to the Library of Congress Campus network that provides state-of-the-industry technology infrastructure WiFi access points for enhancing collaboration and communication across the Library of Congress' service units.

Enhanced metropolitan area network (MAN) and WAN improvements which include the deployment of state-of-the-industry technology infrastructure network infrastructure to support increasing facility (remote buildings) operations and enhanced site contingency operations and recovery.

Provisions for a dense wavelength division multiplexing (DWDM) connection from the JMMB primary computing facility to the Culpeper primary computing facility and the procurement of a reconfigurable optical add-drop multiplexer (ROADM) DWDM solution to automatically redirect (route) inter-site communication are part of this upgrade.

Enhanced Internet Service Provider (ISP) and Internet two connections for the primary computing facility and alternate computing facility as well as Telecom - IP handsets for all current desktop phones and VOIP support are included in this modernization effort.

$1.819 million of this request will support 11 unfunded FTEs to assist with IT centralization governance and management, customer relations management, and IT operations support. The requested funding would support the following positions:

1. **Senior Program Manager (one – GS 15)**
   Responsible for overseeing and helping drive the overall Office IT modernization effort and all associated projects and initiatives.
2. **Project Manager (one – GS 14)**
   The project manager will lead meetings with integrated project teams in order to determine, track and report on status of one or more projects; report project status, risks and issues to Copyright Technology Office management; work with other project managers and management to define Key Project Indicators; and ensure that specified systems development life cycle and business processes are utilized during the course of every project.
3. **Architect (one – GS 14)**
   The architect will develop system architectures as required by OCIO within virtual and/or cloud environments (Enterprise Architecture Development); use subject matter expertise to develop high level estimates and justifications for budget and planning purposes; work with business unit staff to migrate systems and/or components to cloud or virtual environments; and work with Information System Security Officers and the Information Technology Security Group to define and monitor robust security solutions.
4. **Engineer (two – GS 14, two – GS 13)**
   The engineers will primarily provide O&M systems support as directed by OCIO senior management; provide Root Cause Analysis (RCA) support as directed by OCIO management; and use subject matter expertise to evaluate vendor products/proposals and perform market analyses.
5. **Data Analyst (one – GS 13)**
   Primarily responsible for managing all aspects of data elements, data normalization and hygiene, repositories and standards (to include Copyright Office data and copyright industry data standards). Also is responsible for data research and data analytics activities (e.g., analyzing vendor or system provided data) and to support executive reporting on IT performance.
6. **Configuration Manager (one – GS 13)**
   Dedicated configuration and change management support for all new Office development and O&M activities. Also provides configuration and change management support for Office Technical Review Board and Document Review Board activities.
7. **Systems Analyst (two – GS 13)**
   The systems analysts will primarily work with business units and subject matter experts to determine and define technical requirements for line-of-business systems; provide operations and maintenance systems support as directed by OCIO senior management; and provide RCA.

IT Security Enhancements & High Availability Support: $6.595 million

The Library is requesting $6.595 million to support the Library's Information Technology (IT) security protection capabilities. This includes $2.138 million to fund the design and installation of 6,000 Personal Identity Verification (PIV) Cards and Readers and 1,500 identification tokens (RSA SecurID) to enable two-factor authentication across the Library's workstation and networked laptop systems.

Of this requested funding, $4.459 million is ongoing. This includes funding $4.428 million to support five unfunded FTEs to hire Information System Security Officers (ISSO) to provide oversight across the Library's service units, including related training; 15 security consultant contractors to support the ISSO's system monitoring roles and provide backup coverage for centralized ISSO functions; and renewal of the identification tokens. The PIV design and installation costs of $2.138 million will be non-recurred in fiscal 2019.

The Library's IT infrastructure is increasingly exposed to multiple sources of cybersecurity threats. The Library's move to modernize and provide continuous coverage and high availability solutions for its customers requires essential upgrades in its infrastructure protection capabilities. The request supports the centralization of dedicated ISSO roles and enhances network access protection with two-factor authentication. Funding for these security enhancements will enable the Library to better respond to security threats and weaknesses identified in several Government Accountability Office (GAO) and Inspector General audit findings.

The Library conducted a review of the handling of IT security across service units and system levels. This review determined the security posture across the Library will be improved by centralizing the ISSO roles, reporting to the Chief Information Security Officer in the Office of the Chief Information Officer to assure sufficient focus on the security mission and impartiality in role assignments.

These ISSOs would be used throughout the Library to perform the day-to-day IT security activities associated with continuous monitoring. These range from remediation of findings from routine security scans to reviewing IT security logs for potential compromises. The ISSO ensures that the various documents that make up the system accreditation package are maintained and kept up-to-date. The ISSO also would work with each system owner to make sure that needed IT security requirements are part of their annual budgets and resources are identified to maintain system security.

The funding to support five unfunded FTEs is necessary to assure oversight across the Library's service units in the effort to manage IT Security functions. These staff would act as subject matter experts for the program by providing guidance and serving as expertise on crucial systems, such as Congress.gov. These FTEs and contractors would assure that each system is properly staffed with a security professional and each could provide backfill if an ISSO was unavailable.

The identification token is a password authentication method of protecting network resources typically used for remote access. This action enhances the Library's security posture by requiring an identification token or PIV card in addition to the user passwords. The envisioned two-factor authentication implementation would cover all Library users, including users with remote networked access, thus providing enhanced level of access protection to Library IT systems and networked resources.

Without requested funding for these IT security improvements, the Library will be unable to strengthen the critical security protection of the Library's information technology network and resources as cybersecurity threats continue to grow exponentially. In addition, the Library will be unable to address the GAO's recommendation . . . "to develop and implement a plan for deploying multifactor authentication to access Library systems including remote access for Library users", in their March 2015 report (GAO-15-575SU Library of Congress Information Security).

Office of the Chief Information Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$130.436 million** for the Office of Chief Information Officer in fiscal 2018, an increase of $48.883 million, or 59.9 percent, over fiscal 2017. This increase represents $6.741 million for mandatory pay related and price level increases, and program changes of $42.142 million and 16 FTEs – [$25.854 million] for the LC Hosting Facilities Challenge, [$6.595 million and 5 FTEs] for the IT Security Enhancements and High Availability Support, and [$9.693 million and 11 FTEs] for the Enterprise Investment in IT Modernization.

Resource Summary (Dollars in Thousands)

	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
OCIO	279	$85,074	264	$84,884	262	$81,553	278	$130,436	16	$48,883	59.9%

PROGRAM OVERVIEW

The Office of the Chief Information Officer (OCIO) provides the strategic direction, leadership, services, and capabilities to the Information Technology (IT) domain of the Library of Congress. The Library of Congress of the 21st century will set a path to optimize existing resources and integrate advanced technology to support the daily work for Congress, the creative community, Library mission components, Library staff and the public.

The Librarian issued a memo on November 28, 2016 that took a significant step in better managing and maximizing the Library's investment in technology. In it, she directed all Library technology activities be centrally coordinated through the Office of the Chief Information Officer (OCIO). By consolidating these technology activities, we will move in the direction that auditors and appropriators have recommended for the past several years to centralize the Library's IT operations and resources.

These technology activities include:

IT security, and business continuity and disaster recovery planning

Strategic planning and governance to include project management and enterprise architecture

Management of information technology (IT) human resources, assets, and services

OCIO will be reviewing how best to structure the OCIO organization and IT service delivery model in support of the Library's world class mission services.

Fiscal 2016 Accomplishments

Web Design and Development

Five major releases of the Congress.gov system in fiscal 2016 were completed, increasing content and functionality. In collaboration with system users, the Law Library and the Congressional Research Service planned and developed releases including advanced search capabilities and user interface refinements based on user feedback. In July 2016, the OCIO team completed the retirement of the legacy THOMAS system, following the completion of equivalent functionality and content on Congress.gov. The retirement of THOMAS allows the Library to retire outdated and difficult-to-support software and hardware, enhancing security and reducing maintenance.

The OCIO collaborated with content owners across the Library to modernize and add substantial new content to Library's flagship loc.gov web site. Building on technical and workflow improvements introduced in recent years, the team's work focused on the addition of new primary source collections, and the migration and upgrade of existing collections. Among the more than 25 new collections added are several high profile content sets, including the papers of Rosa Parks, four sets of Presidential papers (Van Buren, Taylor, Harrison, and Tyler), and materials from Alan Lomax, Walt Whitman, and General George S. Patton. In addition to primary source collections, new content was added for teachers and materials related to Library exhibitions, the National Book Festival, the Veterans History Project, and cultural heritage.

The OCIO provided digital library services to the Library, supporting the acquisition, preservation, and delivery of digitized and born-digital content. Library staff used digital library systems to add 608 terabytes of content to the Library's digital collection, including items in support of the National Digital Newspaper Program, over 95,000 oral history interviews and an inventory of over 60 million digitized images. Additionally, 175 billion Twitter records and over a petabyte of archived web sites were collected and stored.

Madison Data Center

The OCIO made significant investments in enhancing the Library's primary and alternate data centers to better deliver business-driven capabilities, and strengthen protection for systems and information. By procuring additional software tools, backup appliances, and server hardware, the OCIO increased essential redundancy at the Madison Primary Computing Facility (PCF); improving availability of systems during outages. By procuring additional storage and network switches, the capacity for copying and restoring data between the Madison PCF and the Alternate Computing Facility (ACF) was increased. New security tools and backup appliance procured and implemented at the Library's ACF streamlined the Library's security monitoring processes, allowing the data center to operate in compliance with the Library's security directives and Federal IT standards and best practices. This enhanced security posture enabled the Library to failover business critical information systems to a secure alternate environment with controls to protect confidentiality, integrity, and availability. In July 2016, these data center improvements enabled the Library to conduct both its largest and most successful IT disaster recovery exercise, failing over numerous business critical information systems to the ACF while shutting down the Madison PCF to support Architect of the Capitol's essential maintenance and testing. The OCIO developed a formal IT Business Continuity and Disaster Recovery Program to bolster the Library's continuity of operations capability for its technical infrastructure and operations.

IT Security

The OCIO deployed Cloudflare as a distributed denial of service (DDOS) prevention and mitigation tool. This service also allows the Library to use the content delivery network to display website content even when the web site is down for any reason such as maintenance. The Security Continuous Monitoring and Ongoing Authorization strategy and plan was released. This brings the Library's security program in line with the rest of the federal government and addresses items from the Government Accountability Office's report. In addition, the OCIO upgraded the malware prevention infrastructure which enables the Library to better detect malware and prevent the exfiltration of Library data.

Agency-wide IT Investment Planning

For the first time, the OCIO aligned the fiscal 2017 Agency Investment Planning process with its resource planning process. The Information Technology Steering Committee (ITSC) recommended to the Executive Committee (EC) the fiscal 2017 Agency Investment Plan valued at ~$145 million, with forecasted shortfalls sorted in priority order subject to availability of funds. The EC approved the fiscal 2017 Agency Investment Plan for execution at the start of the new fiscal year.

Fiscal 2017 Priority Activities

The approved fiscal 2017 Agency IT Investment Plan focuses specifically on improving critical data center infrastructure, security protections of our IT assets and information, and continuing to support IT services that enable the Library's core missions and business capabilities.

The Library of Congress IT Strategic Plan, initiated in fiscal 2016, links to the Library's Strategic Plan for fiscal 2016 through 2020. The IT Strategic Plan established four goals supported by ten objectives to be accomplished over two to five years. In fiscal 2017, the OCIO will continue to conduct the following activities within the four goals of the IT Strategic Plan.

Goal 1: Provide Strategic Direction and Leadership

The OCIO will continue to apply best practices to managing IT infrastructure/enterprise systems; by identifying and leveraging opportunities to achieve optimal use of IT resources; execute improvements in IT management and governance that address Inspector General and Government Accountability Office recommendations; improve internal processes and service delivery; employ appropriate governance structures that ensure accountability, efficiency and coordination in the Library's IT investments; and improve IT governance through targeted initiatives addressing gaps in management controls over IT assets, monitoring capabilities, customer support and IT infrastructure.

The OCIO will continue to focus on Library-wide systems that provide technical support for everyday operations, as well as on situations that affect continuity of operations, including threats to IT security.

Goal 2: Deliver Business-Driven Capabilities

Through integrated business and IT planning processes, IT services will be business-driven to address the needs of Library's mission program priorities. Standardized and consistent application development services will use processes designed for continuous customer feedback to deliver on time and within budget. Efforts will be made to strengthen IT business partnerships through transparent and understandable customer service levels on core IT services and memorandums of understanding for enhanced mission-driven IT services. The OCIO will continue to implement the specialized functions from the Legislative Information System (LIS) into Congress.gov and in early fiscal 2017, will launch a new home page for the loc.gov website, alongside a set of user interface improvements that will upgrade the site's overall visual design, mobile responsiveness, and accessibility.

Goal 3: Improve IT Investment Management

The OCIO will improve upon the enterprise-wide IT investment planning and assessment of the Library's IT resources and operations that was implemented in fiscal 2016; document enterprise-wide IT expenditures in order to ensure accountability of the Library's IT investments and continue to develop the Library's enterprise architecture program. The OCIO will promulgate project management life cycle and systems development life cycle best practices to strengthen IT project management and avoid project cost overruns, mitigate project risks, and minimize schedule slippages.

Goal 4: Strengthen Protection for Systems and Information

Technology has made it possible to openly and rapidly exchange information around the globe. Concurrently, IT often magnifies the unintended consequences of human error or the intentional consequences of malicious behavior. With support from the OCIO, the Library remains vigilant against these risks by following industry best practices and promoting proactive, disciplined, and rigorous risk avoidance. In fiscal 2017, the OCIO will continue to focus on addressing audit and report recommendations to better protect the Library's IT systems and reduce the risk that the information they contain will be compromised; and further integrate consistent security planning, risk management, common controls and remediation actions into IT planning and infrastructure operations.

Fiscal 2018 Priority Activities

The Library's Strategic Plan states that the Library will "Deploy a dynamic state-of-the-industry technology infrastructure that follows best practices and standards." OCIO has been executing the Library's infrastructure modernization strategy in an environment of constrained funding and rapid technological change.

With the centralization authority given by the Librarian, OCIO will seek enterprise-wide cost optimization opportunities and improve IT governance. Through improved cost efficiencies, OCIO will shift more of the current spend from operations and maintenance towards development modernization and enhancement when feasible. However, additional infusion of funds is still necessary given the need to modernize from the Library's aging technology infrastructure to a state of the industry infrastructure. The OCIO has submitted fiscal 2018 budget requests that relate to the Library's IT security network and data center infrastructure.

OCIO will seek cost optimization opportunities for ongoing operations and maintenance of agency-wide infrastructure and operations to reduce inefficiencies and eliminate redundancies where warranted. This includes:

> Applying best practices to managing commodity IT infrastructure and mission-driven IT customer services; and
>
> Updating the IT service catalog, (a set of IT service management practices that focuses on aligning IT services with the needs of business), and begin to capture cost of service provisioning.

Employ IT governance structures, monitoring capabilities, and management controls over all IT spending. The overall objective is to ensure timely execution and delivery, avoid cost overruns, mitigate risks and minimize schedule slippages. Mechanisms include oversight of IT investment planning and IT resources through an agency-wide IT Steering Committee, adoption of an enterprise-wide architecture (EA) framework, and promulgation of Project Management Office (PMO) best practices and standards, following a more modern agile modular system development approach.

Cost optimization and improved IT governance of ongoing IT operations and management will allow OCIO to re-direct a higher percentage of the agency's total available resources towards development, modernization, and enhancements. OCIO will assess and adopt innovation/emerging technologies, tools, and platforms with minimal operating risks, increased potential for improved cost efficiencies, and maximum customer value. This includes adopting cloud-based services (infrastructure, platform, and software) where cost beneficial, supporting an increasingly mobile work force, and supporting the Library's agency-wide digital strategy.

Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Library Services
Resource Summary
(Dollars in Thousands)

	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
Associate Librarian for Library Services (ALLS)											
ALLS	32	$ 10,117	30	$ 10,497	33	$ 8,695	33	$ 9,253	0	$ 558	6.4%
American Folklife Center	22	2,971	20	2,853	23	3,133	23	3,345	0	212	6.8%
Veterans History Project	17	1,888	15	1,877	15	2,349	15	2,494	0	145	6.2%
Total, ALLS	**71**	**$ 14,976**	**66**	**$ 15,227**	**71**	**$ 14,177**	**71**	**$ 15,092**	**0**	**$ 915**	**6.5%**
Acquisitions and Bibliographic Access (ABA)											
Total, Acq & Bib Acc	453	$ 69,711	418	$ 68,396	433	$ 70,550	433	$ 75,801	0	$ 5,251	7.4%
Purchase of Library Materials	0	15,716	0	19,070	0	15,746	0	16,740	0	994	6.3%
Total, ABA	**453**	**$ 85,427**	**418**	**$ 87,466**	**433**	**$ 86,296**	**433**	**$ 92,541**	**0**	**$ 6,245**	**7.2%**
Collections and Services (CS)											
Collections & Services	532	$ 62,588	475	$ 59,354	508	$ 61,325	508	$ 65,042	0	$ 3,717	6.1%
Packard Campus	115	17,675	104	17,162	113	17,800	113	18,960	0	1,160	6.5%
Total, Collections & Services	**647**	**$ 80,263**	**579**	**$ 76,516**	**621**	**$ 79,125**	**621**	**$ 84,002**	**0**	**$ 4,877**	**6.2%**
Preservation (PRES)											
Preservation	100	$ 16,290	88	$ 16,076	100	$ 16,291	100	$ 17,566	0	$ 1,275	7.8%
Mass Deacid Prgm	0	5,500	0	5,500	0	5,500	0	5,500	0	0	0.0%
Total, Preservation	**100**	**$ 21,790**	**88**	**$ 21,576**	**100**	**$ 21,791**	**100**	**$ 23,066**	**0**	**$ 1,275**	**5.9%**
Technology Policy (TECH)											
Technology Policy	**52**	**$ 11,428**	**49**	**$ 11,074**	**60**	**$ 12,495**	**75**	**$ 15,038**	**15**	**$ 2,543**	**20.4%**
Total, Library Services (LS)											
Total, Library Services	**1,323**	**$213,884**	**1,199**	**$211,859**	**1,285**	**$213,884**	**1,300**	**$229,739**	**15**	**$15,855**	**7.4%**

Library Services
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$111,055	$106,925	$112,163	$120,015	+$ 7,852	7.0%
11.3 Other than full-time permanent	3,979	3,056	3,590	3,812	222	6.2%
11.5 Other personnel compensation	2,126	2,447	2,280	2,413	133	5.8%
12.1 Civilian personnel benefits	32,984	34,300	36,456	41,198	4,742	13.0%
13.0 Benefits for former personnel	0	13	0	0	0	0.0%
Total, Pay	**$150,144**	**$146,740**	**$154,489**	**$167,438**	**+$12,949**	**8.4%**
21.0 Travel & transportation of persons	786	542	805	869	64	8.0%
22.0 Transportation of things	321	237	269	286	17	6.3%
23.1 Rental payments to GSA	16	16	16	18	2	12.5%
23.2 Rental payments to others	342	320	344	379	35	10.2%
23.3 Communication, utilities & misc charges	516	418	506	536	30	5.9%
24.0 Printing & reproduction	1,862	1,556	1,425	1,502	77	5.4%
25.1 Advisory & assistance services	7,516	7,684	7,331	7,669	338	4.6%
25.2 Other services	11,460	8,347	9,290	9,792	502	5.4%
25.3 Other purch of gds & services from gov acc	7,725	11,492	7,371	7,739	368	5.0%
25.4 Operation & maintenance of facilities	6	3	7	7	0	0.0%
25.7 Operation & maintenance of equipment	3,412	3,290	3,862	4,351	489	12.7%
25.8 Subsistence & support of persons	12	19	0	0	0	0.0%
26.0 Supplies & materials	1,738	1,550	1,731	1,825	+ 94	5.4%
31.0 Equipment	27,599	29,265	26,051	26,905	854	3.3%
41.0 Grants, subsidies & contributions	100	100	100	105	5	5.0%
94.0 Financial transfers	329	280	287	318	31	10.8%
Total, Non-Pay	**$ 63,740**	**$ 65,119**	**$ 59,395**	**$ 62,301**	**+$ 2,906**	**4.9%**
Total, Library Services	**$213,884**	**$211,859**	**$213,884**	**$229,739**	**+$15,855**	**7.4%**

Library Services
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	**1,285**	**$213,884**
Non-recurring Costs:		
Fiscal 2017		
Start-up equipment for National Collection Stewardship Program		- 652
Total, Non-recurring Costs	0	**652**
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs:		6,484
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		2,852
Annualization of January 2017 pay raise @ 2.88%		1,133
Within-grade increases		727
Foreign Service Nationals (FSN) pay adjustment		312
Total, Mandatory Pay and Related Costs	**0**	**11,508**
Price Level Changes		
Fiscal 2017		1,757
Fiscal 2018		1,748
Total, Price Level Changes	**0**	**3,505**
Program Increases:		
Library Services Digital Collections Management	15	1,494
Total, Program Increases	**15**	**1,494**
Net Increase/Decrease	**15**	**$ 15,855**
Total Budget	**1,300**	**$229,739**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**1,300**	**$229,739**

Fiscal 2018 Program Changes: $ 1.494 million

Digital Collections Management: $1.494 million

The Library requests $1.494 million to support 15 unfunded FTEs and $52 thousand of non-pay to support travel, training, and other administrative costs associated with the additional staff – $19 thousand of the non-pay request will be non-recurred in fiscal 2019.

Funding this request will significantly expand the Library's digital content management capability. This initiative is transformational in addressing the Library's ability to grow and keep pace with the explosion of digital content. The FTEs will staff the new Digital Content Management unit within Library Services that is responsible for acquiring, managing, and preserving born digital collections not otherwise under curatorial control. The unit is part of the Digital Collections Management and Services Division that was established in connection with the realignment of Library staff and functions that occurred at the beginning of fiscal 2016. The realignment provided the opportunity to consolidate digital content support functions within a single division and incorporate five permanent staff positions dedicated to sustaining the Library's web archiving program. However, the workload for managing other types of born digital content is essentially unsupported and the additional FTE funding will address this shortfall, further expanding born digital content capabilities.

The pace of digital collecting at the Library has now accelerated far beyond current capabilities. In 2005, the Library's digital collections amounted to approximately 70 terabytes of data. In 2016, not counting backup copies, the Library held almost 12,500 terabytes of content. Electronic serials received through mandatory deposit now number over 2,000 titles, comprising over five million files, compared to the 79 titles and 91,000 files received as of the end of 2011. Almost 2,400 e-books were added to the collection through the Cataloging-in-Publication program in fiscal 2016, with over 700 publishers signed up to submit e-books in the future. Anticipated changes to Copyright mandatory deposit regulations are expected to dramatically increase the numbers of e-books and audio files added to the Library's collections. A Digital Collecting Plan prepared by the Library in fiscal 2017 establishes aggressive goals for expanding digital acquisitions.

Despite the tremendous growth in digital collections, staffing levels have not increased accordingly. As a result necessary lifecycle actions have not been undertaken, and failure to develop necessary digital stewardship capabilities has greatly increased the risk for collection loss. Digital collections require humans to play an active role in accessioning, processing, managing, and monitoring that material. The requested funding to support the unfilled positions will enable the Library to better support management of existing digital collections, expand necessary collecting efforts, and absorb new streams of electronic works resulting from Copyright mandatory deposit changes and other acquisition sources. Today, the Library has few staff in processing and curatorial areas who can be dedicated to the management of incoming digital materials, as most existing positions are needed for the considerable volume of physical materials still coming into the Library. Among other activities, the unit will help to institutionalize workflows and processes supporting the full lifecycle management of digital collections content. The unit will codify and communicate digital content best practices, provide training to staff throughout the Library, and work with Office of the Chief Information Officer to develop the Library's technical capacity to collect, preserve, and deliver digital collections.

The Digital Content Management Unit

The Digital Content Management unit will:

- Focus on expanding the Library's acquisition, management, and preservation of born-digital collections; and
- Assume responsibility for key born-digital acquisitions programs and digital materials not supported elsewhere in the Library, including web archiving.

This request is for funding for a range of baseline operational staff positions judged necessary to address anticipated needs over the next three years. While five positions in the new unit are currently filled, staff occupying those positions are already actively engaged in activities that support the Library's longstanding web archiving program. The Library requires additional resources to address increasing demand for collections processing, metadata creation, curation, training, and support that cannot be met with the resources on hand.

Organizational Structure and Roles and Responsibilities

The $1.494 million is requested to support salary and benefits for the following 15 positions who will provide the basic services needed to implement the new organization:

1. **Senior Digital Collections Specialist (two – GS 13)**
   The Senior Digital Librarians will be responsible for ensuring that digital collections in the custodial care of the unit are properly ingested, described, inventoried, stored, and monitored for current and future access and use. The work will include designing new workflows acquiring and managing collection materials.
2. **Digital Collections Specialist (two – GS 12; three – GS 9/11)**
   The Digital Collections Specialists will support the lifecycle management of digital materials within the unit. The work will include managing projects,

developing guidelines, trouble-shooting existing workflows, and assisting other custodial staff to process digital collections.

3. **Digital Collections Technicians (four – GS 8; four GS 5/6/7)**
The Digital Collections Technicians will be responsible for the day-to-day flow of material into the Library, including ingesting new content, adding metadata, and executing workflows for digital collections maintained by the digital management unit.

The request represents the minimum staffing needed to keep up with and sustain incoming digital collections over the next three years. As the Library's technical capacities improve and acquisition and delivery of digital collections increases, the number of staff within the new unit also will likely need to be increased.

Associate Librarian for Library Services
Summary By Object Class
(Dollars in Thousands)

	Fiscal 2016					
Object Class	Operating Plan	Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$ 6,477	$ 6,228	$ 6,610	$ 6,995	+$385	5.8%
11.3 Other than full-time permanent	136	128	203	213	10	4.9%
11.5 Other personnel compensation	136	100	129	137	8	6.2%
12.1 Civilian personnel benefits	1,929	1,993	2,167	2,421	+ 254	11.7%
13.0 Benefits for former personnel	0	13	0	0	0	0.0%
Total, Pay	**$ 8,678**	**$ 8,462**	**$ 9,109**	**$ 9,766**	**+$657**	**7.2%**
21.0 Travel & transportation of persons	159	74	147	153	+ 6	4.1%
22.0 Transportation of things	85	80	70	74	4	5.7%
23.3 Communication, utilities & misc charges	63	21	35	37	2	5.7%
24.0 Printing & reproduction	757	476	409	436	27	6.6%
25.1 Advisory & assistance services	763	921	357	383	26	7.3%
25.2 Other services	1,698	455	1,214	1,280	66	5.4%
25.3 Other purch of gds & services from gov acc	209	3,818	212	221	9	4.2%
25.7 Operation & maintenance of equipment	171	122	154	161	7	4.5%
25.8 Subsistence & support of persons	12	19	0	0	0	0.0%
26.0 Supplies & materials	161	96	133	140	7	5.3%
31.0 Equipment	2,120	583	2,237	2,336	99	4.4%
41.0 Grants, subsidies & contributions	100	100	100	105	+ 5	5.0%
Total, Non-Pay	**$ 6,298**	**$ 6,765**	**$ 5,068**	**$ 5,326**	**+$258**	**5.1%**
Total, Associate Librarian for Library Services	**$14,976**	**$15,227**	**$14,177**	**$15,092**	**+$915**	**6.6%**

Associate Librarian for Library Services
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	71	$14,177
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs:		367
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		175
Annualization of January 2017 pay raise @ 2.88%		70
Within-grade increases		45
Total, Mandatory Pay and Related Costs	0	657
Price Level Changes		
Fiscal 2017		139
Fiscal 2018		119
Total, Price Level Changes		258
Program Increases	0	0
Net Increase/Decrease	0	$ 915
Total Budget	71	$15,092
Total Offsetting Collections	0	0
Total Appropriation	71	$15,092

Associate Librarian for Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$15.092 million** for the Office of the Associate Librarian for Library Services in fiscal 2018, an increase of $0.915 million, or 6.5 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
Appropriation/PPA	**Auth. FTE**	**$**	**FTE**	**$**	**Funded FTE**	**$**	**Funded FTE**	**$**	**Funded FTE**	**$**	**%**
LS_ALLS	71	$14,976	65	$15,227	71	$14,177	71	$15,092	0	$915	6.5%

PROGRAM OVERVIEW

The Office of the Associate Librarian for Library Services (ALLS) plans, coordinates, and leads the activities of four Library Services (LS) directorates: Acquisitions and Bibliographic Access (ABA), Collections and Services (CS), Preservation (PRES), and Technology Policy (TECH). Additionally, ALLS is the organizational location of the Collection Development Office (CDO), the American Folklife Center (AFC) and the Veterans History Project (VHP). CS has administrative responsibilities for AFC and VHP.

Under the leadership of the Associate Librarian, ALLS programs use a framework for LS program management to meet four service unit-specific core responsibilities regarding the Library's universal collection of knowledge and creativity:

- Building the National Collection – expanding the Library's universal collection through the selective acquisition of materials of enduring value in a wide range of formats, both physical and digital.
- Stewarding of the National Collection – attentively addressing the collection's storage, security, and preservation needs, serving as a trusted institution for the stewardship of the nation's cultural heritage for current and future users.
- Creating, Managing and Distributing National Collection Metadata – creating, managing and distributing standards-based metadata to organize and describe Library collections and other content throughout their lifecycle, done in a way that is widely disseminated and used by organizations and partners worldwide.
- Sharing the National Collection – ensuring that the Library's unparalleled universal collection of knowledge and creativity is easily available for both research and lifelong learning through on-site and online services.

ALLS also carries out activities related to enabling infrastructure, providing the operational support necessary to carry out core responsibilities and meet goals and objectives.

The Associate Librarian manages LS programs by providing cross-unit guidelines, goals, and performance standards and by working with the directors and other LS managers to develop and execute service unit policies. These efforts include leading and managing the formulation of the annual budget through an assessment of internal priorities and operational considerations, tracking trends and key indicators, and managing performance planning.

ALLS leadership and administrative staff collaborate with the entire Library to execute its programs and represent LS, as a whole, in interactions with the Library's other service units as well as in the Executive, Operations, and other Library-wide committees. Outside of the Library, the Associate Librarian is a principal representative to both national and international library, information, and related industry groups.

CDO performs a variety of policy, administrative, coordination and analytical tasks to ensure that the Library's collections policies are in place and the resulting analog and digital collections acquired or selected reflect the appropriate breadth and depth of knowledge available in all media, languages, and regions of the world.

AFC preserves and presents American folklife by building and maintaining a multi-format ethnographic archive documenting traditional expressive culture. VHP oversees a nationwide volunteer effort to build an archive of oral histories from World War I through current conflicts. The VHP collection includes submissions from every state and its territories and is the largest oral history project of its kind in the United States, recently exceeding the 100,000 collection milestone. Appendix A provides additional information on these two programs.

Fiscal 2016 Accomplishments

ALLS highest priorities continued to be acquiring, describing, securing, serving and preserving the Library's record of America's creativity and the world's knowledge regardless of format, providing the most effective methods of connecting users to the collections and providing leadership and services to the library and information communities. ALLS continued to manage the assessment of funding priorities during the annual budget formulation process based on internal priorities and operational considerations.

To respond to changes in publishing formats that are challenging the Library's ability to maintain a universal collection of American knowledge and creativity, LS actively worked with the Copyright Office to expand the types of digital content acquired through the eDeposit program. In May 2016, the Library published a Notice of Inquiry in the Federal Register requesting comment on a proposed rule extending Mandatory Deposit provisions to Electronic Books and Sound Recordings available only online. The comment period closed in August and comments are available for viewing online.

Capitalizing on the focus and new staff added through the Library's realignment, ALLS has implemented the reorganization within the TECH directorate. Individual staff and teams have been moved into the new Digital Collections Management and Services (DCMS) division and the hiring process for the division chief is in process.

Today's modern linked data environment requires new tools and systems. The Library is the leader of the BIBFRAME (bibliographic framework) initiative, an effort to explore the transition from the long established Machine Readable Cataloging (MARC) format via the creation of a new bibliographic data model and vocabulary optimized for use on the Web, therefore the Library is preparing for future changes in communication of bibliographic information by continuing consultation with other libraries, disseminating tools, and training its staff. ALLS supports work done on this effort throughout the organization, which this year included a report and assessment of the first BIBFRAME Pilot (October 2015 – March 2016).

Ft. Meade Module 5 construction started at the beginning of the fiscal year and moves forward despite a temporary work stoppage; a moderate delay for completion of the project is anticipated, but the length is unknown at this time. A Site Orientation Study for upcoming Collection Storage Modules was completed, the results of which were factored into ongoing design work. Working with other Library units and with AOC staff, ALLS has also focused on planning and executing the interim collection storage facility, Cabin Branch in Maryland, with preparation of the space (including shelving installation) completed and occupancy beginning in the last quarter of the year.

CDO achieved full staffing for the first time since its establishment in 2013. Staff implemented an ongoing program of cyclical reviews and updates of the Library's Collections Policy Statements (CPS), with nine reviews completed. Staff also continued work toward the development of a consolidated collections usage reporting system for both analog and digital collections. The unit was also responsible for developing the Digital Collecting Strategy Framework, which was approved by the Acting Librarian in June.

The AFC celebrated its 40th anniversary with several events including a reception in the Great Hall on May 18, featuring world champion Hoop Dancer Nakotah LaRance. AFC's two-day symposium Collections, Connections and Collaborations: The American Folklife Center at Forty, also geared toward the anniversary, brought together leading scholars, archivists, and innovators in fields that create and manage ethnographic collections. Over the year, AFC acquired over 259,000 items, 112,000 of them digital. The Center continued the process of digitizing and applying metadata to its 1970-1990s field survey collections, making many thousands of items more accessible and preparing them for online access. Additionally, AFC produced 13 concerts and 12 lectures, all of which generated audio, video, and photographic collections to be placed online as webcasts, and produced a new edition of its seminal publication Folklife and Fieldwork: an Introduction to Cultural Documentation, updated for the modern era.

The VHP exceeded the historic milestone of 100,000 collections in fiscal 2016 with 102 collections accessioned. The web site attracted 4.7 million page views. Among other successes, VHP worked with leaders in the field of Oral History to publish a definitive Oral History resource on working specifically with and for veterans. Broadly available, this publication will help elevate the standards of collections submitted, and the experience of participation for educators, students, and the public.

Fiscal 2017 Priority Activities

As its primary focus, ALLS will continue to build, steward, and share the National Collection, as well as collect, manage and distribute metadata relating to it. ALLS will also continue to manage its enabling infrastructure, including the assessment of funding priorities during the annual budget formulation based on internal priorities and operational considerations.

ALLS will begin an orderly transfer of collections poorly stored on Capitol Hill to the Library's new Cabin Branch interim collection storage facility and prepare for next year's transfer of collections to Ft. Meade Module 5 preservation storage (assuming Module 5 completion). Deliberate participation in the design process for Ft. Meade Module 6 will continue, as well as pursuance of ways to optimize remaining storage spaces on Capitol Hill using compact storage and fixed location shelving.

LS intends to extend the reach of the collections, and an important part of that work is a focused effort to begin reducing arrearage. Consisting primarily of unprocessed special format materials (manuscripts, moving images, and sound recordings), these items are in storage, come with only collection level-records, and are essentially unavailable for public use. The work will involve increased staffing for manuscript collection processing, a reallocation of storage space to accommodate staged processing, and installation of compact shelving to hold processed collection output. Select special collections will be surveyed to determine scope of effort required in follow on years.

In order to determine and meet new requirements, mitigate the risk of operating on unsupported software, improve management of electronic resources, and eliminate redundant systems, LS intends to begin planning for the Library's next generation integrated Library Management System. This will require conducting metadata inventory and requirements gathering with additional requirements and acquisition work planned for upcoming years. The Library will also continue its work as the leader of the BIBFRAME initiative, continuing work and consultation with other libraries, disseminating tools, and training its staff.

LS maintains its commitment to pursue a universal scope of collecting during a time of unprecedented cultural output and disruptive technology. With the TECH reorganization complete and with an interest in increasing our ability to receive and manage digital collections, LS will focus digital lifecycle management efforts on improving workflow efficiency and increasing staff numbers in order to increase the divisions' capacity to process digital collections materials in fiscal 2017. Additionally under the current Library initiative to consolidate IT management under OCIO, LS will review LS staff positions in the 2210 series and resolve their organization placement. These 2210 staff are primarily in TECH but are found in the other three directorates.

CDO will focus on projects of wide impact, including the development of a Digital Collecting Plan, based on the Digital Collecting Strategy Framework approved in fiscal 2016. Other efforts will include a continuation of the review and update of Collections Policy Statements, start of a phased implementation of the consolidated collections usage reporting system, and completion of a foreign newspapers collecting analysis.

AFC will continue to celebrate its 40th anniversary through December 2016 and as part of that celebration on December 7, AFC will host a special event in the Great Hall and a concert in the Coolidge Auditorium featuring Dale Ann Bradley. AFC expects to acquire a similar number of items as in fiscal 2016 and plans to put several large collections of field documentation (totaling 264,000 items) online, including thousands of photos, sound recordings, and manuscripts. AFC expects to produce 12 concerts, 12 lectures, and one symposium, to award between five and eight fellowships, and to produce a similar number of blogs, publications, and Facebook posts as in fiscal 2016, as well as continue its reference and outreach activities.

Having surpassed 100,000 collections, VHP will focus on particularly seeking those veterans that are underrepresented in terms of geography, conflict, branch, service, gender, race, faith, and national background, for example American Indians, Hispanics, chaplains, homeless veterans, and those otherwise identified to be of interest by researchers. Additionally, VHP will seek to expand participation (acquisition), preservation and access through pilot efforts with new media and web-based tools. VHP will expand its outreach efforts to the Gold Star Mothers and Families.

Fiscal 2018 Priority Activities

ALLS will continue to build, steward, and share the National Collection, as well as collect, manage and distribute metadata relating to it. ALLS will also continue to manage the assessment of funding priorities during the annual budget formulation process based on internal priorities and operational considerations. The orderly transfer of collections poorly stored on Capitol Hill to the Library's Cabin Branch interim collection storage facility will continue and, assuming completion of the facility during the year, prepare for and begin transfer of collections to Ft. Meade Module 5 preservation storage. Reduction of the service unit's arrearages will continue within existing resources, focusing on the largest and most significant collections held by the special collections divisions. Based upon the Library initiative to consolidate IT management under OCIO, LS will review and adjust its technology policy scope and leadership. In order to determine and meet new requirements, mitigate the risk of operating on unsupported software, improve management of electronic resources, and eliminate redundant systems, LS will continue planning for the Library's next generation integrated Library Management System by continuing requirements and acquisition work begun in fiscal 2017. CDO plans to continue its focus on efforts that have a meaningful broad impact on the Library. Foremost will be its leadership in the phased implementation of the Library's digital collecting plan. Other CDO projects will include review and updating of Collections Policy Statements and implementation of the consolidated collections usage reporting system. During the year, AFC will continue its digitization efforts, preparing material for online access, and build its online presence and reach through blogs, podcast and onsite programming. Moving towards 20 years of collecting, VHP will continue to engage in collecting and highlighting all U.S. veterans' experiences, particularly seeking out those that are underrepresented and identified to be of interest to researchers, along with a special emphasis on the Gold Star Mothers and Families community. Additionally, VHP will analyze and implement lessons learned from the digital tools pilots initiated in fiscal 2017 to better manage collections and offer additional streams for voluntary participation as well access of existing collections through social media platforms.

Acquisitions for Bibliographic Access

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Acquisitions and Bibliographic Access
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	$43,962	$42,013	$43,452	$46,270	+$2,818	6.5%
11.3 Other than full-time permanent	491	449	395	421	+ 26	6.6%
11.5 Other personnel compensation	955	1,565	1,363	1,435	72	5.3%
12.1 Civilian personnel benefits	12,476	12,948	13,422	15,066	+ 1,644	12.2%
Total, Pay	**$57,884**	**$56,975**	**$58,632**	**$63,192**	**+$4,560**	**7.8%**
21.0 Travel & transportation of persons	416	335	439	476	37	8.4%
22.0 Transportation of things	211	156	196	208	12	6.1%
23.1 Rental payments to GSA	16	16	16	18	2	12.5%
23.2 Rental payments to others	342	320	344	379	35	10.2%
23.3 Communication, utilities & misc charges	297	292	304	324	20	6.6%
24.0 Printing & reproduction	49	45	57	63	6	10.5%
25.1 Advisory & assistance services	643	612	769	802	33	4.3%
25.2 Other services	1,300	1,266	1,635	1,712	+ 77	4.7%
25.3 Other purch of gds & services from gov acc	7,394	7,248	7,042	7,396	354	5.0%
25.4 Operation & maintenance of facilities	6	3	7	7	0	0.0%
25.7 Operation & maintenance of equipment	239	239	209	237	28	13.4%
26.0 Supplies & materials	285	276	313	338	25	8.0%
31.0 Equipment	16,015	19,403	16,046	17,071	+ 1,025	6.4%
94.0 Financial transfers	330	280	287	318	+ 31	10.8%
Total, Non-Pay	**$27,543**	**$30,491**	**$27,664**	**$29,349**	**+$1,685**	**6.1%**
Total, Acquisitions and Bibliographic Access	**$85,427**	**$87,466**	**$86,296**	**$92,541**	**+$6,245**	**7.2%**

Acquisitions and Bibliographic Access
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	**433**	**$86,296**
Non-recurring Costs	**0**	**0**
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs:		2,580
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		1,009
Annualization of January 2017 pay raise @ 2.88%		401
Within-grage increases		257
Foreign Service Nationals (FSN) pay adjustment		312
Total, Mandatory Pay and Related Costs	**0**	**4,559**
Price Level Changes		
Fiscal 2017		835
Fiscal 2018		851
Total, Price Level Changes	**0**	**1,686**
Program Increases	**0**	**0**
Net Increase/Decrease	**0**	**$ 6,245**
Total Budget	**433**	**$92,541**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**433**	**$92,541**

Acquisitions and Bibliographic Access

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$92.541 million** for Acquisitions and Bibliographic Access in fiscal 2018, an increase of $6.245 million, or 7.2 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2016										
	Operating Plan		Actual Obligations		Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
Appropriation/PPA	Auth. FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
LS_ABA	453	$85,427	418	$87,466	433	$86,296	433	$92,541	0	$6,245	7.2%

PROGRAM OVERVIEW

The Acquisitions and Bibliographic Access (ABA) Directorate acquires digital and physical materials for the Library's collections and makes them accessible to the Congress, on-site researchers, and Library web site users. ABA provides leadership, policy, standards, and training nationally and internationally and mitigates risks to the Library's collections through inventory and physical security controls. ABA administers the Books for the General Collections (GENPAC) funding, which supports the acquisition of book and serial publications, online content, special format, and domestic and foreign materials of legislative and research value. With the Law Library, ABA manages a separate fund for the purchase of law collections (Books Law) materials.

ABA's direct services to publishers and libraries include distributing surplus books to nonprofit institutions nationwide, leading the 900-plus member Program for Cooperative Cataloging (PCC), acquiring library materials from developing countries for U.S. libraries on a cost recovery basis, and managing the Cataloging-in-Publication (CIP) and Dewey Decimal Classification programs. ABA administers the Library's six overseas offices – located in Brazil, Egypt, India, Indonesia, Kenya, and Pakistan – that acquire, catalog, and preserve collections from non-western countries. During the past year, ABA has provided training and courseware for participants in the BIBFRAME (bibliographic framework) pilot. It has also provided training for the overseas offices staff to competently work in the new, recently installed automated system – OFORS (Overseas Field Offices Replacement System).

Fiscal 2016 Accomplishments

ABA continued to give priority to cross-training staff for increased efficiency and output in acquisitions and bibliographic access duties. Divisions mounted formal training sessions to accommodate current and newly hired staff to carry out additional tasks. As part of the Architect of the Capitol's (AOC) ongoing assistance in reconfiguring ABA work areas for improved workflows and increased production, staff continued to relocate to permanent space. The Library and the AOC made a concerted effort to expedite the remaining reconfigurations, with a final completion date in the second quarter of fiscal 2017. ABA made progress in developing a new BIBFRAME to replace the Machine Readable Cataloging (MARC) standard for capturing online bibliographic data, the standard that the Library created more than 40 years ago and that is used by libraries worldwide. ABA supplanted BIBFRAME 1.0 with version 2.0, based on feedback from internal and external constituents. ABA carried out a pilot to test the efficacy of BIBFRAME. The pilot involved 45 catalogers responsible for a variety of languages and formats. The pilot supported the Library's continued provision of technical support and leadership for BIBFRAME implementation within the library community. The pilot outcome also influenced the revision of BIBFRAME into version 2.0. Bibliographic access efforts included staff cataloging 251,946 items and full execution of the GENPAC and Books Law funding (over $22 million). ABA worked closely with the Collection Development Office (CDO) which manages the growth of the Library's collections to meet congressional and long-term research needs. Part of that work involved helping CDO in its aim to review annually a portion of the Library's collection policy statements. ABA continued revamping the CIP program, expanding its inclusion of e-books in the program, with 746 publishers participating (a dramatic increase over the 198 in fiscal 2015). The number of partner libraries that supply bibliographic records needed by the Library increased to 33 (from 27 in fiscal 2015) and PCC membership increased to 959 (from 914 in fiscal 2015). ABA and its overseas offices executed the fifth year of a contract with the Council for American Overseas Research Centers to provide an alternative and less costly approach to collecting materials from West Africa, acquiring 5,153 items. Through fiscal 2016, the new OFORS, installed in all six offices in fiscal 2015, achieved approximately 65% functionality across all offices, with over 70% of the legacy systems retired. The overseas offices also continued to expand their ability to acquire content and web resources that are important to the Congress from less developed areas of the world.

Fiscal 2017 Priority Activities

ABA will continue to focus on redeploying staff to areas of need caused by attrition, along with integrating new hires into the Directorate's mission work. With assistance from the AOC, the space reconfiguration stemming from the 2008 reorganization will be completed. ABA will target the acquisition of approximately 750,000 collection items by purchase, exchange, gift, copyright deposit, transfer from other agencies, and cataloging in publication. ABA intends to fully execute the GENPAC and Books Law funding and provide cataloging access to approximately 260,000 collection items. ABA plans to assess its ongoing alternative approach to collecting materials from West Africa and determine options for the future. The overseas offices will continue to eliminate the remainder of their legacy systems while simultaneously implementing the replacement system, OFORS, for managing the offices' acquisitions work. ABA will carry out a second pilot to continue to solidify BIBFRAME as the replacement for the MARC format for the cataloging function. The results of the second pilot will strengthen version 2.0 for future internal and external use. ABA will continue working collaboratively with the Online Computer Library Center – the largest bibliographic entity in the world – to assure that BIBFRAME data can be shared among libraries and on the Web. In addition, ABA will collaborate with various institutions testing BIBFRAME as their implementation of linked open data. Key among these institutions is Stanford University as well as a group of Ivy League universities (Columbia, Cornell, Harvard, and Princeton). ABA will continue to support the CDO's efforts to enable the Library to better assess the quality and depth of its collections. ABA will also continue efforts to expand the CIP Program internationally.

Fiscal 2018 Priority Activities

In collaboration with the CDO, ABA will continue to focus on judicious stewardship of funding and human resources to ensure successful acquisition and processing of relevant digital and non-digital materials in all formats from all parts of the world for the Library's collections and for use by the Congress. ABA will focus on the exchange aspect of building the Library's collections, mindful of the need to lessen the stress on GENPAC funds. ABA will proceed with the revitalization of the CIP Program, through internationalization, growing the intake of e-books, and increasing the number of CIP cataloging partner institutions, all with the goal of augmenting the availability of bibliographic data for the Library and beyond. Plans to assess the results of the second pilot to test BIBFRAME will assure that the program meets the Library's need to accept and share bibliographic data between the library community and the Web community, forging partnerships with Stanford University and others that will also pilot BIBFRAME to complement the Library's testing. ABA expects to offer more refined BIBFRAME tools with increased functionality for broader library community use. Training a larger group of staff will begin, including staff from the overseas offices, to take part in BIBFRAME activities. Infrastructure setups that will be necessary to expand BIBFRAME implementation will be considered. The overseas offices will continue refining acquisitions processes to improve their fit with the Library's collecting policies that the CDO is reviewing annually. The anticipation is that the offices will continue to gain efficiencies resulting from full installation of OFORS and the phase out of the remaining legacy systems. The offices also will complete their goal of producing fully cataloged items ready to add to the collections without further work by staff on Capitol Hill.

Collections and Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Collections and Services
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$47,697	$46,582	$47,946	$50,763	+$2,817	5.9%
11.3 Other than full-time permanent	2,832	2,088	2,603	2,763	160	6.1%
11.5 Other personnel compensation	976	621	652	700	+ 48	7.4%
12.1 Civilian personnel benefits	14,796	15,462	16,297	18,214	+ 1,917	11.8%
Total, Pay	**$66,301**	**$64,753**	**$67,498**	**$72,440**	**+$4,942**	**7.3%**
21.0 Travel & transportation of persons	131	94	138	144	+ 6	4.3%
22.0 Transportation of things	25	2	3	4	1	33.3%
23.3 Communication, utilities & misc charges	65	48	71	74	3	4.2%
24.0 Printing & reproduction	54	33	52	55	+ 3	5.8%
25.1 Advisory & assistance services	268	241	256	268	12	4.7%
25.2 Other services	5,865	5,028	4,422	4,656	234	5.3%
25.3 Other purch of gds & services from gov acc	15	14	15	15	0	0.0%
25.7 Operation & maintenance of equipment	1,689	1,611	1,964	2,082	118	6.0%
26.0 Supplies & materials	880	848	859	898	+ 39	4.5%
31.0 Equipment	4,970	3,844	3,847	3,366	481	-12.5%
Total, Non-Pay	**$13,962**	**$11,763**	**$11,627**	**$11,562**	**-$ 65**	**-0.6%**
Total, Collections and Services	**$80,263**	**$76,516**	**$79,125**	**$84,002**	**+$4,877**	**6.2%**

Collections and Services
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Operating Plan	**621**	**$79,125**
Non-recurring Costs:		
Start-up equipment for National Collection Stewardship Program		- 652
Total, Non-recurring Costs	**0**	**652**
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs:		2,801
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		1,296
Annualization of January 2017 pay raise @ 2.88%		515
Within-grade increases		330
Total, Mandatory Pay and Related Costs	**0**	**4,942**
Price Level Changes		
Fiscal 2017		309
Fiscal 2018		278
Total, Price Level Changes	**0**	**587**
Program Increases	**0**	**0**
Net Increase/Decrease	**0**	**$ 4,877**
Total Budget	**621**	**$84,002**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**621**	**$84,002**

Collections and Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$84.002 million** for Collections and Services in fiscal 2018, an increase of $4.877 million, or 6.2 percent, over fiscal 2017. This increase represents mandatory pay related and price level increases of $5.529 million, and a non-recurring reduction of $0.652 million for the one-time start-up equipment for the National Collection Stewardship Program.

Resource Summary (Dollars in Thousands)

	Fiscal 2016										
	Operating Plan		Actual Obligations		Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
LS_CS	647	$80,263	579	$76,516	621	$79,125	621	$84,002	0	$4,877	6.2%

PROGRAM OVERVIEW

The Collections and Services Directorate (CS) has direct responsibility for more than 160 million of the 162 million items in the Library of Congress collections. International in scope, these collections represent a uniquely rich array of human experience, knowledge, creativity, and achievement, touching on almost every realm of endeavor from government and science to the arts and history. CS recommending officers build these collections by selecting new material each year. As a result, Congress, federal agencies, and the public have access to up-to-date information through books, maps, newspapers, magazines, and electronic databases and also to such valuable historical content as rare books and manuscripts.

Archivists, catalogers, and collection managers in CS are the primary stewards for the collection. These professionals organize, house, and describe the special-format materials, from the unique personal papers of national leaders and irreplaceable photographic documentation to singular sheet music, sound recordings, and moving images. CS divisions also play a critical role in collection security and inventory control, which includes transferring general and special collections from the overcrowded Capitol Hill buildings to the Library's state-of-the-art preservation storage modules at Ft. Meade.

Sharing the collections by providing timely reference services and research guidance is another major CS responsibility. This work involves answering questions in a timely manner, guiding people to information resources that they did not know existed, and teaching people how to find relevant data. Steady participation in digitization projects also increases public access to the most fragile and heavily used research collections, with a priority placed on rights-free Americana. The knowledgeable librarians in CS meet congressional, federal government, and public information needs by connecting people to collections through 17 research centers on Capitol Hill and through the Ask-A-Librarian email service, interlibrary loan, online research guides, and social media channels. CS librarians are experts in many different subjects and languages and are also leaders in such important fields as geographic information systems and moving image preservation. CS also actively encourages both new scholarship and inspires creative and innovative work by organizing frequent public programs and by hosting numerous interns and fellows each year.

Each CS division has broad scopes of operations that contributes directly to all of the core mission activities of Library Services – build, steward, and share the national collection while contributing to description of the collection holdings (also known as metadata). The 15 CS divisions fall into three categories that identify which part of the vast Library collections they focus on:

- **General Collections**: Collections Access, Loan & Management; Humanities & Social Sciences, and Science Technology & Business divisions;
- **Area Studies**: African & Middle Eastern; Asian; European; and Hispanic divisions; and
- **Special Collections**: American Folklife Center (AFC) and Veterans History Project (VHP); Geography & Map; Manuscript; Motion Picture, Broadcasting, and Recorded Sound; Music; Prints & Photographs; Rare Book & Special Collections, including Children's Literature Center; and Serial & Government Publications divisions

The Library's National Audio-Visual Conservation Center referred to as the Packard Campus and located in Culpeper, Virginia, preserves and provides access to a comprehensive collection of the world's audio-visual heritage of moving images and recorded sound. This special facility, with dedicated systems for born-digital acquisitions, digital preservation reformatting, and playback-on-demand reference service, significantly increases the number of digitized audio-visual collections available each year.

Fiscal 2016 Accomplishments

In fiscal 2016 CS focused on three areas:

> Expanding capacity to store both physical and digital collections securely and safely, working closely with the Associate Librarian for Library Services. The interim collection storage facility at Cabin Branch, Maryland opened in September 2016 within one year of funding approval.
>
> Increasing online content so that more of the collections are available for users 24/7 without having to come to Washington, DC. For example, the historical newspaper web site Chronicling America reached the major milestone of 10 million pages early in fiscal 2016 and exceeded 11 million pages by year's end.
>
> Increasing access to reference and research guidance services through such new activities as offering collection orientations on Saturdays and creating blogs for the international collections and cartography.

To relieve overcrowding in the Capitol Hill book stacks, more than 400,000 single volume monographs were processed for fixed location storage, which allowed shelves to be filled to maximum capacity. Under the Additional Service Copy Program, more than 100,000 "second copies" of books were withdrawn from the shelves and offered to nonprofit educational institutions through the Library's Surplus Books Program. Increasing the pace of microfilming for American and international newspapers continued to reduce overcrowding in several stack areas. The number of volumes housed off-site at Ft. Meade and Landover totaled 5.2 million items.

CS helped build the Library's collections by identifying and addressing critical areas of knowledge and creativity not included in the mandatory copyright deposit program. The international area studies holdings were kept current by recommending the purchase of selected titles in many languages. CS staff also actively expanded the digital collections by recommending more electronic databases for subscription access, receiving electronic-only serials through mandatory deposit, and pursuing such born-digital works as geospatial data sets, oral histories, and architectural drawings.

CS improved on-site and off-site access to the Library's collections by ingesting 5.7 million master digital files. The creation of another 95 online finding aids for archival collections also improved access, with a total of more than 2,300 finding aids now guiding researchers to more than 62 million manuscripts and related materials. The creation of 100,000 new catalog records also improved access to such special format materials as music, maps, pictures, moving images, and sound recordings.

In fiscal 2016, CS circulated 868,000 physical items within the Library and provided almost 310,000 answers to reference questions in person, by phone, by letter, and by email. A new measure of collection usage noted almost 650,000 articles downloaded from the electronic resource databases. Remote users benefitted from online conferences, which facilitated research through the Library's web site. Staff also encouraged use of the collections by organizing and participating in hundreds of on-site public lectures, symposia, concerts, film series, and other programs, including the popular open houses for the Main Reading Room.

CS completed two organizational changes, remaining at 15 divisions. On October 1, 2015, the Federal Research Division moved from CS to the new National and International Outreach service unit in order to consolidate revolving fund operations. The AFC and VHP left the Public & Outreach Programs directorate and joined CS for administrative support to consolidate collection custodian and reference service roles. AFC and VHP are organizationally located in the Associate Librarian for Library Services directorate.

The Packard Campus added capacity to the systems that support the safe acquisition, secure storage, and accurate retrieval of thousands of digital audio and video files. By the end of the year, 6.925 PB (petabytes) of collections content comprised of 1,104,278 files were stored in the Digital Archive of the Packard Campus Data Center. The increased usability and memory capacity of these systems enabled the Packard Campus to begin the American Archive of Public Broadcasting Project, the Library's first major project to acquire and preserve external digital audio-visual content. The ingestion of 92 percent of the initial 40,000 hours of content was completed, and new projects to digitize and preserve over 32 years of *PBS NewsHour* broadcasts and 23 years of the American Masters programs continued. Installation was completed on an antenna pad and 12 antennas for born-digital collections capture. The replacement of old equipment that reached end-of-life status in the audio and video preservation labs continued, and the video router connecting all individual preservation systems was upgraded. The Film Preservation Laboratory made progress in building the capacity to digitally preserve motion pictures to archival standards, a critical necessity in light of the potential cessation of the industrial manufacturing of film stock.

Fiscal 2017 Priority Activities

To secure both general and special collections, CS will continue to process, inventory, and track hundreds of thousands of items each year. High priorities include transferring books to the new interim collection storage facility at Cabin Branch, Maryland and working closely with Library staff and the AOC during the construction of

Ft. Meade Module 5, which began in October 2015. CS will continue to withdraw additional book service copies to maximize the use of Capitol Hill collection storage. Reducing the backlog of unprocessed manuscript collections will receive renewed attention so that more of these unique historical resources can be made available through regular reference service.

CS will continue to build the collections by identifying and addressing critical areas of knowledge and creativity not included in the mandatory copyright deposit program. Recommending the purchase of selected titles in many languages will keep the international area studies holdings up- to-date. CS staff will also continue to expand the digital collections by recommending more electronic databases for subscription and pursuing born-digital works such as geospatial data sets.

CS staff will continue to align resources to ensure the most efficient and cost-effective reference and research services, as well as access to collections, both on-site and via the Internet. Improving the researcher experience includes starting the design phase for combining the moving image, recorded sound, and music research centers into a single service point. Increased use of social media and research orientation sessions will expand awareness of available collections and services.

The Packard Campus will focus primarily on maintaining current operational capabilities and continuing the development of projects designed to meet the demand for electronic content acquisitions and transfers. The ingestion of content in the American Archive of Public Broadcasting will continue. For the preservation labs, the Packard Campus will keep current migration production systems operating, targeting acquisition of new and used equipment required to maintain current production levels and replacing key systems that have reached their end-of-life status. The high-throughput rooms in the Audio Preservation Laboratory will be upgraded for higher capacity multi-stream digitization, and the facility-wide master synch generator will also be upgraded. The Film Preservation Laboratory will implement a 4K color-correction system for film digitization, a dramatic improvement over its current 2K capability.

Fiscal 2018 Priority Activities

CS will continue to focus on building the general, area studies, and special collections; organizing and describing both physical and digital information resources; securing and preserving these collections; and actively serving the record of America's creativity and the world's knowledge. CS will seek the most effective methods of connecting users to the collections regardless of location and format.

CS will continue to place a high priority on: working with other Library staff and the AOC during the anticipated construction of Ft. Meade Module 6; transferring hundreds of thousands of volumes to both the interim collection storage facility at Cabin Branch and Ft. Meade Module 5; and installing compact shelving to increase collection storage capacity on Capitol Hill. CS staff will also actively assist in the building of the Library's digital collections by recommending and converting analog collections, identifying and acquiring electronic resources from external sources, receiving electronic-only serials through mandatory deposit, and identifying other electronic-only works.

CS staff will continue to re-align resources to ensure efficient and cost-effective reference and research services, as well as access to collections, both on-site and via the Internet, and to improve the researcher experience–including combining the moving image, recorded sound, and music research centers into a single service point. CS will also continue to facilitate staff exposure to emerging research themes and methodologies to integrate these into best practices for archiving and reference services.

The Packard Campus will continue transitioning successful startup projects into standard operations and maintenance at the facility while building new operational capabilities in fulfillment of its mission. The Packard Campus will also keep current migration production systems operating by targeting acquisition of new and used equipment required to maintain current production levels and replacing key systems that have reached their end-of-life status.

Preservation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Preservation
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	$ 6,914	$ 6,555	$ 7,500	$ 7,925	+$ 425	5.7%
11.3 Other than full-time permanent	519	390	365	391	26	7.1%
11.5 Other personnel compensation	35	124	96	100	4	4.2%
12.1 Civilian personnel benefits	2,163	2,270	2,605	2,892	+ 287	11.0%
Total, Pay	**$ 9,631**	**$ 9,339**	**$10,566**	**$11,308**	**+$ 742**	**7.0%**
21.0 Travel & transportation of persons	20	16	22	23	+ 1	4.5%
23.3 Communication, utilities & misc charges	2	0	2	2	0	0.0%
24.0 Printing & reproduction	1,002	1,002	905	949	44	4.9%
25.1 Advisory & assistance services	5,579	5,571	5,565	5,818	253	4.5%
25.2 Other services	950	137	381	411	30	7.9%
25.3 Other purch of gds & services from gov acc	106	107	102	107	5	4.9%
25.7 Operation & maintenance of equipment	294	281	341	357	+ 16	4.7%
26.0 Supplies & materials	384	318	398	416	18	4.5%
31.0 Equipment	3,822	4,805	3,509	3,675	166	4.7%
Total, Non-Pay	**$12,159**	**$12,237**	**$11,225**	**$11,758**	**+$ 533**	**4.7%**
Total, Preservation	**$21,790**	**$21,576**	**$21,791**	**$23,066**	**+$1,275**	**5.9%**

Preservation
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	100	$21,791
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs:		410
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		201
Annualization of January 2017 pay raise @ 2.88%		80
Within-grade increases		51
Total, Mandatory Pay and Related Costs	0	742
Price Level Changes		
Fiscal 2017		268
Fiscal 2018		265
Total, Mandatory Pay and Related Costs	0	533
Program Increases	0	0
Net Increase/Decrease	0	$ 1,275
Total Budget	100	$23,066
Total Offsetting Collections	0	0
Total Appropriation	100	$23,066

Preservation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$23.066 million** for the Preservation Directorate in fiscal 2018, an Increase of $1.275 million, or 5.9 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2016										
	Operating Plan		Actual Obligations		Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
Appropriation/PPA	**Auth. FTE**	**$**	**FTE**	**$**	**Funded FTE**	**$**	**Funded FTE**	**$**	**Funded FTE**	**$**	**%**
LS_PRES	100	$21,790	88	$21,576	100	$21,791	100	$23,066	0	$1,275	5.9%

PROGRAM OVERVIEW

The Preservation (PRES) Directorate ensures long-term access to the intellectual content of the Library's collections in original or reformatted form. PRES accomplishes this directly by conserving, binding, reformatting, testing collections materials, and educating staff and users. PRES indirectly accomplishes this by coordinating and overseeing all Library-wide activities related to the preservation and physical protection of analog Library materials.

PRES staff preserve collection items through item-level treatment of rare, at-risk special collection photographs, prints, books, audio-visual and other collection items and also through preventive conservation involving housing and stabilization of collections on Capitol Hill, at the Library's Packard Campus, Ft. Meade, and the interim storage facility at Cabin Branch, Maryland. Additional preservation programs that extend the lives of collection items include environmental monitoring and control; collection emergency response and recovery; needs assessments, collection surveys; and care and handling training, which includes training specialists to become in-house and off-site emergency response team members. PRES staff also repair, folder, and otherwise rehouse general and reference collections materials; prepare newly acquired collections for commercial binding and shelving; support microform, paper facsimile, and digital reformatting programs; and administer the Mass Deacidification Program (see Mass Deacidification Appendix D) to treat books and sheets of paper. PRES scientists oversee testing and quality assurance programs; conduct research and forensic analysis to identify materials and reduce risks to collection materials; and develop standards and specifications to increase the longevity and usability of the Library's analog, audio-visual, and digital collections.

Fiscal 2016 Accomplishments

The PRES staff addressed preservation needs of the Library's collections by treating more than 9.5 million books, serials, prints, photographs, and other high value, high use and/or at-risk items, made accessible through binding, conservation, mass deacidification, and reformatting. PRES staff housed more than 27,000 manuscripts, maps, photographs, and other items, and surveyed or assessed more than 780,000 items. Two million collection units were preserved through the actions of the Motion Picture, Broadcasting, and Recorded Sound Division's reformatting program and the New Delhi Field Office's preservation microfilm program.

PRES's ongoing collaboration with its environmental consultants and staff of the Architect of the Capitol (AOC) has resulted in improved collection, sharing, and analysis of temperature and relative humidity data and the impact that these climate factors impose on the longevity of collections. Tangible products of this work include enhanced documentation and knowledge of building heating, ventilation, and air conditioning (HVAC) systems, a more efficient distribution of responsibility for monitoring conditions among Library and AOC staff along with additional AOC-monitored sensors in targeted storage areas. For new construction projects, including off-site high-density storage and specialized vaults built on the Capitol Hill campus, the collaboration has established feasible environmental targets tailored to the preservation needs of the collections as well as mechanical capability and any limitations imposed by the building structure. The data collected and analyzed over many years has identified and furthered action on mechanical systems in need of upgrade and opportunities for substantial energy savings as well as providing a baseline for establishing achievable preservation targets throughout our varied collection storage locations.

PRES advanced its national and international leadership role in cultural heritage preservation through a variety of programs. In August 2016, PRES hosted the International Federation of Library Association (IFLA)'s Preservation and Conservation Section pre-conference on the topic of high-density and environmentally secure storage for library materials. The program offered international delegates tours of the facilities at Ft. Meade and the Packard Campus to learn about the Library's unique challenges including the large number and variety of materials, storage space within its historic buildings, and a view of a state-of-the-art facility for audio-visual materials preservation. PRES also continued to actively participate in the preservation community by acting as IFLA's Preservation Regional Center for North American Institutions, providing presentations for the American Library Association (ALA), the American Institute for Conservation (AIC) and other professional organizations, participating in Preservation Week, and offering frequent PRES Topics in Preservation Series (TOPS). The PRES web site continued to serve as the primary means for sharing information off-site, as changes and updates over the past year included further development of Spanish-language preservation web site resources.

The Binding and Collections Care Division (BCCD) continued to reduce binding by deferring work on softbound monographs to be stored in fixed location arrangement while volumes to be stored in the classed collection continued to be bound. Staff resources were redirected to support the preparation of loose serial issues held by some custodial divisions that have experienced staff and/or contract reductions. Since fiscal 2013, overall output has declined slightly from 162,760 to 153,185 in fiscal 2016 for volumes bound because of these programmatic changes in addition to yearly increases in pricing for binding services.

PRES completed negotiation of a new multi-year contract for the Library's Mass Deacidification Program, to treat mostly general collection bound volumes and manuscript sheets, which started in June 2016 following the end of the 2011 contract. This new contract controls the increase in costs so production should keep up with the most pressing PRES program needs. The base year contract negotiated production to treat approximately 170,000 volumes (book equivalents) and 1 million sheets.

The Conservation Division (CD) completed a total of 23,075 treatments and housed 21,318 items in high-quality preservation housing. In addition to actively improving the condition of the collections, PRES staff continued to prepare for collections emergencies. During fiscal 2016, CD worked closely with the AOC and an outside design firm to complete plans for the redesign of the 35-year old conservation laboratory spaces in the James Madison Memorial Building to address modern workflow layout needs, including supporting exhibit and digitization preparation work for special collection items. CD also completed a contract to complete a design and fabrication of new permanent display cases for the Gutenberg Bible and Giant Bible of Mainz in preparation for the replacement of the current 40-year old cases in fiscal 2018.

Preservation Reformatting Division (PRD) reformatted approximately six million pages, with items commercially microfilmed by a contract vendor and by division staff on-site. In fiscal 2015, funding for the contract was increased allowing for a 45 percent increase in production from fiscal 2014. This sustained funding allowed the custodial divisions to continue addressing a backlog of brittle materials and move materials off the floors of the stacks, increasing access to and preservation of the collections. PRD also developed a limited digital reformatting capability to begin digitization of embrittled public domain monographs that could not be deacidified and are otherwise not available for use, and contributed to technical specifications for the conversion of analog foreign newspaper publications.

The Preservation Research and Testing Division (PRTD) created a preliminary database for storing select metadata associated with the scientific preservation reference samples as part of further developing the Library's Center for Library Analytical Scientific Samples (CLASS), an initiative that fosters sharing and developing shared standards for scientific research data and reference sample sets. PRES continued to collaborate with national and international research programs in the cultural heritage sector to advance the expertise and skills of new preservation researchers. PRES was awarded a two year Council on Library and Information Resources post-doctoral fellowship in Data Curation for Medieval Studies, where the research will focus on the integration of scientific and humanities data, expanding our understanding of collection content.

Fiscal 2017 Priority Activities

With the understanding of collections growth and current funding levels, PRES will continue to be selective in addressing preservation needs of the Library's collections by treating approximately nine million books, serials, prints, photographs, and other high value, high use, and/or at-risk items, by making them accessible through binding, conservation, mass deacidification, and reformatting and rehousing.

PRES will continue its international leadership role in cultural heritage preservation by sharing developments with professional organizations, such as ALA, AIC, IFLA, and the Federal Library and Information Network (FEDLINK), as well as through participation in Preservation Week and new installments in the TOPS. The Preservation Directorate web site will continue to serve as the primary means for sharing information off-site.

PRES will continue to coordinate major conservation and collections care efforts and services in the Library through assessment and treatment of collections, training custodial staff in safe handling of collections, preparing collection items selected for display or digitization, providing the needed preservation supplies for preservation and custodial divisions, and coordinating responses and subsequent activities to ensure the stabilization and recovery or replacement of collection items in the case of emergency events. PRES will also continue to provide environmental monitoring to collection storage and exhibition spaces, as well as consult with the AOC to optimize mechanical equipment in the new collections storage facilities to extend the life expectancy of the Library's collections.

PRES will oversee the production of the new permanent display cases for the Gutenberg Bible and Giant Bible of Mainz, to replace the current 40-year old display cases. In consultation with AOC, PRES will also continue to focus on the redesign of the outdated conservation laboratory through the evaluation of costs in connection with all other Library Services facility needs.

PRES intends to maintain mass deacidification contracted treatment numbers for sheets, given the vast number of archival type collections held by Manuscripts and other divisions. The current contract controls the increase in production costs so treatment of collection materials are in line with the most pressing needs across PRES.

The goal for preservation reformatting, including the combined efforts of PRD and the Library's overseas offices, will be approximately eight million pages, a 2.4 million increase over fiscal 2016. PRD will plan a limited production pilot project in collaboration with custodial divisions to investigate the future digital preservation reformatting of foreign newspaper publications in the Library's collections. Major goals of this effort will include improving the efficiency of the newspaper archiving process and exploring an alternative to preservation microfilming.

Based on the prototype of the Library's Center for Library Analytical Scientific Samples (CLASS) database, an initiative that fosters sharing and developing shared standards for scientific research data and reference sample sets, PRES will be collaborating with the Office of Chief Information Officer (OCIO) staff to develop the requirements and design documents for a full-scale production application.

PRES will continue to support the three main programmatic areas of long-term research, analytical service requests, and the quality assurance program, mitigating risk to collections and the stabilization of collection materials. PRES staff will continue various preservation research projects including research into the preservation of wax cylinders that builds on results achieved in fiscal 2016. As part of that research, staff successfully replicated historic wax recipes and as well as replicated degradation processes that strongly suggests that high temperature fluctuations are responsible for observed degradations symptoms.

Fiscal 2018 Priority Activities

PRES will continue to focus available preservation resources on those items that are either most at-risk, needed for exhibition, or in need of stabilization or repair prior to digitization. At current funding levels, it is likely that resources will support addressing the needs of no more than nine million books, serials, prints, photographs, or other high value, high use and/or at-risk items.

PRES will continue its national and international leadership role in cultural heritage preservation by sharing developments with professional organizations, such as ALA, AIC, IFLA, and FEDLINK, as well as through participation in Preservation Week and new installments in the TOPS. The Preservation Directorate web site will continue to serve as the primary means for sharing information off-site.

PRES will continue to coordinate major conservation and collections care efforts and services in the Library through assessment and treatment of collections, training custodial staff in safe handling of collections, preparing collection items selected for display or digitization, providing the needed preservation supplies for preservation and custodial divisions, and coordinating responses and subsequent activities to ensure the stabilization and recovery of collection items in the case of emergency events. PRES will also continue to provide environmental monitoring to collection storage, exhibition spaces and new construction facilities. Following successful testing and delivery, PRES expects the completed installation of the new permanent display cases for the Gutenberg Bible and Giant Bible of Mainz. If the design and cost evaluation is finalized in fiscal 2017, PRES will begin a two-phased renovation and construction process to the Library's conservation laboratories.

The goal for binding will remain steady based on expected funding support. It is the intention to maintain fiscal 2017 mass deacidification treatment numbers for sheets, given the vast number of archival type collections held by Manuscripts and other divisions. The estimated goal for preservation reformatting, including the combined efforts of PRD and the Library's overseas offices, will be approximately eight million pages. Provided PRES will have completed a successful pilot project to investigate efficiencies in reformatting foreign newspaper publications, availability of funding and a delivery infrastructure, PRES will begin production at a moderate scale to digitally reformat foreign newspapers.

Developments in preservation research will advance the knowledge base to mitigate risk to collections and the stabilization of collection materials through further continued collaborations with academic, industry and other cultural heritage institution partners to understand degradation of modern, corrosive, and material-based objects. PRES will continue to collaborate with OCIO to launch a production application of the Library's CLASS; strengthening the Library's leadership role in an established preservation network.

Technology Policy

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Technology Policy
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	$6,005	$5,546	$ 6,655	$ 8,062	+$1,407	21.1%
11.3 Other than full-time permanent	0	0	23	24	1	0.0%
11.5 Other personnel compensation	24	38	39	41	2	5.1%
12.1 Civilian personnel benefits	1,620	1,628	1,966	2,605	+ 639	32.5%
Total, Pay	**$7,649**	**$7,212**	**$ 8,683**	**$10,732**	**+$2,049**	**23.6%**
21.0 Travel & transportation of persons	60	22	60	73	+ 13	21.7%
24.0 Printing and reproduction	89	56	95	99	4	4.2%
23.3 Communication, utilities & misc charges	0	0	1	1	0	0.0%
25.1 Advisory & assistance services	263	340	383	398	15	3.9%
25.2 Other services	1,647	1,461	1,638	1,733	95	5.8%
25.3 Other purch of gds & services from gov acc	0	304	0	0	0	0.0%
25.7 Operation & maintenance of equipment	1,018	1,037	1,194	1,513	319	26.7%
26.0 Supplies & materials	29	12	28	32	4	14.3%
31.0 Equipment	673	630	413	457	+ 44	10.7%
Total, Non-Pay	**$3,779**	**$3,862**	**$ 3,812**	**$ 4,306**	**+$ 494**	**13.0%**
Total, Technology Policy	**$11,428**	**$11,074**	**$12,495**	**$15,038**	**+$2,543**	**20.4%**

Technology Policy
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	60	$12,495
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs:		327
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		170
Annualization of January 2017 pay raise @ 2.88%		67
Within-grade increases		43
Total, Mandatory Pay and Related Costs	0	607
Price Level Changes		
Fiscal 2017		207
Fiscal 2018		235
Total, Price Level Changes	0	442
Program Increases		
Library Services Digital Collections Management	15	1,494
Total, Program Increases	15	1,494
Net Increase/Decrease	15	$ 2,543
Total Budget	75	$15,038
Total Offsetting Collections	0	0
Total Appropriation	75	$15,038

Technology Policy

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$15.038 million** for the Technology Policy Directorate in fiscal 2018, an increase of $2.543 million, or 20.4 percent, over fiscal 2017. This increase represents $1.049 million for mandatory pay related and price level increases, and a program change of $1.494 million and 15 FTEs for the Library Services Digital Collections Management.

Resource Summary (Dollars in Thousands)

	Fiscal 2016										
	Operating Plan		Actual Obligations		Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
LS_TECH	52	$11,428	49	$11,074	60	$12,495	75	$15,038	15	$2,543	20.4%

PROGRAM OVERVIEW

The Technology Policy (TECH) Directorate coordinates information technology policy and operations; supports information systems, most notably, the Library's integrated library system and online catalog. TECH also provides workstation hardware and software support for Library Services (LS); coordinates analog to digital conversion of collection materials; manages the Library's Web harvesting program; and supports the acquisition and management of digital collections content through technical guidelines and assistance to Library staff.

TECH works closely with the Library's Office of the Chief Information Officer (OCIO) to articulate business needs, prioritize IT investments, monitor systems, and ensure full compliance with the Library's information technology security measures, Web standards, and enterprise architecture.

The directorate comprises three divisions:

Automation and Planning Liaison Office (APLO): Supports LS computer workstations and telecommunications needs, and serves as the liaison to OCIO for end user support. APLO also coordinates the procurement and management of hardware and software assets.

Integrated Library System Program Office (ILSPO): Manages the multiple systems that support basic library functions of acquiring, cataloging, inventorying, circulating, and providing access to materials in the collections or available through subscriptions. ILSPO also provides analysis and reports of bibliographic information.

Digital Collections Management and Services (DCMS): Provides services and support for digital collections including establishing digital collections management policies and best practices, digitization support, metadata generation and remediation, preparing content for presentation, content ingest and transfer assistance, Web harvesting, and creation of format-specific preservation guidelines. DCMS also manages digital collections not otherwise under curatorial control.

Fiscal 2016 Accomplishments

In fiscal 2016, TECH established a new division, Digital Collections Management and Services (DCMS). Although not fully staffed, the division provided the framework to consolidate responsibility for policies and workflows for digitized and born-digital collections within a single administrative unit. In addition, the DCMS began work with other Library units and cross-service unit committees to streamline digital lifecycle workflows, fill in the gaps in the lifecycle, create new workflows where necessary, communicate workflows and best practices to other custodians, and provide training to staff in digital content management. The DCMS division also began the process of assuming responsibility for digital materials not clearly falling within scope of curatorial divisions. DCMS began to actively manage and make available collections that have previously received only minimal level care. Finally, DCMS began to work with appropriate Library units to expand the Library's technical capacities and capabilities to receive, process, preserve, and make accessible digital collections to the Library's users, while establishing workflows to accommodate increasing streams of digital content as collections inevitably shift from physical to digital form. In August 2016, the division chief position was posted with the expectation that it will be filled in early fiscal 2017. The Library's realignment of staff and functions at the beginning of fiscal 2016 allowed Library Services to populate 16 positions in the new division to support digitization and a variety of other activities related to the lifecycle management of digital content.

Establishing the processes and infrastructure needed for managing digital content remained a priority during fiscal 2016. TECH collaborated with OCIO to expand support for ingest, management, preservation, and access to digital content in a variety of formats. The Library continued to acquire more than 4,000 e-books from publishers participating in Cataloging-In-Publication (CIP), at about the same rate as in fiscal 2015, while the number of e-journals acquired rose to 1,674 from 1,446 in fiscal 2015. Capture of important, often ephemeral web sites continued at the pace of approximately 290 terabytes per year, with particular attention paid to election year campaign sites. In addition to supporting these expanding digital acquisition programs, TECH began working closely with Library Services divisions to identify business requirements and investigate options for providing secure onsite patron access to copyrighted digital materials.

TECH also defined technical specifications for preservation digitization of newspapers as the first step in transitioning from microfilm, tested the specifications through a small pilot, and worked with the Preservation Directorate to prepare a project plan for a larger pilot in fiscal 2017. In addition, the directorate continued to gather requirements for the Library's next generation Integrated Library System, which will be a multi-year effort to migrate acquisitions, cataloging, circulation, discovery, and delivery functions to a new, modern platform for managing and providing access to the Library's collections. TECH also began to gather requirements from stakeholders in anticipation of upgrading the Library's system for managing inventories housed in high-density storage facilities and completed an analysis of public domain books in the Library's collections in support of a book digitization plan. In addition, TECH initiated a pilot to examine the technical feasibility of accepting PDF versions of newspapers in lieu of microfilm; supported the new print management program in the reading rooms; and replaced more than 1,000 outdated desktop workstations for all of Library Services to enable increased productivity within the service unit.

Fiscal 2017 Priority Activities

TECH will fill critical positions in the new DCMS division as resource constraints allow, with priority placed on filling the division chief and section supervisor positions. The Library is requesting additional funding for FTEs in fiscal 2018 to manage the growing digital collections not currently under the care of a custodial division and to provide support to other divisions acquiring rapidly increasing numbers of digital items. Additionally, under the current Library initiative to consolidate IT management under OCIO, TECH will review staff positions in the 2210 series and resolve their organizational placement. The 2210 staff are primarily in APLO.

In fiscal 2017, a major TECH initiative is to assess further the business requirements for digital content management, building upon the requirements framework established in fiscal 2016, and to investigate options for providing secure on-site patron access to copyrighted digital materials.

TECH will also continue its collaboration with OCIO to expand support for ingest, management, preservation, and access to digital content in a variety of formats. The Library will continue to increase the number of e-journals acquired while extending copyright mandatory deposit to e-books and expanding its program to acquire e-books from publishers participating in CIP. TECH will continue to capture important and often ephemeral web sites at the expanded pace set in fiscal 2016.

In addition to supporting these digital acquisition programs, TECH will work closely with other Library service units to identify requirements and investigate options for providing secure onsite patron access to copyrighted digital materials.

TECH will continue to assist the preservation staff in executing a pilot project for digitization of newspapers as an alternative to microfilm reformatting, and continues to gather requirements for the Library's next generation Integrated Library System. In addition, the directorate will pursue options for upgrading or replacing the Library's system to manage the inventory of materials housed in high-density storage facilities, and continues to replace outdated desktop workstations to enable increased productivity within the service unit.

Based upon the Library initiative to consolidate IT management under OCIO, TECH will review and adjust its technology policy scope and leadership. Opportunities to consolidate other Library Services support services and activities will be considered and acted upon as appropriate.

Fiscal 2018 Priority Activities

TECH has submitted a request for additional fiscal 2018 funding that is critical for the expansion of staff capacity required to manage the Library's explosive growth in digital collections. The additional funding, if approved, will enable TECH to fill 15 FTE positions essential for achieving the assessed staffing capabilities for the new DCMS Division's operating plans. DCMS will focus on expanding digital operations and increasing the acquisition and processing of materials that exist only in digital form. Collecting and making available a wide range of born-digital content is a key component of the Library's strategy to modernize its capabilities to serve fully its users, especially the Congress and those seeking recent materials.

TECH also will continue to collaborate with OCIO to expand support for ingest, management, preservation, and access to digital content in a variety of formats. The Library will identify application development and infrastructure priorities aligned with anticipated digital content streams. The Library expects to continue to increase the number of e-journals acquired while ramping up its acquisition of e-books coming in through copyright mandatory deposit and publishers participating in CIP. TECH will continue to capture important and often ephemeral web sites at a steady pace. In addition to supporting these digital acquisition programs, TECH will work closely with OCIO to implement secure onsite patron access to copyrighted digital materials. Based upon the Library initiative to consolidate IT management under OCIO, TECH will review and adjust to comply with new directions.

National and International Outreach

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

National and International Outreach
Resource Summary

(Dollars in Thousands)

	Fiscal 2016										
	Operating Plan		Actual Obligations		Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
Appropriation/PPA	Auth FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
National and International Outreach Director's Office (NIO/DO)											
National and Intnl Outreach/DO	25	$ 4,690	21	$ 4,882	24	$ 4,347	24	$ 4,664	0	$ 317	7.3%
National Programs (NP)											
National Programs	21	$ 3,816	19	$ 4,266	21	$ 3,847	21	$ 4,530	0	$ 683	17.8%
National Enterprises (NE)											
National Enterprises	12	$ 1,686	11	$ 1,592	15	$ 1,871	15	$ 1,999	0	$ 128	6.8%
Cat Dist Service	17	6,000	16	2,642	16	6,000	16	6,000	0	0	0.0%
Total, National Enterprises	29	$ 7,686	27	$ 4,234	31	$ 7,871	31	$ 7,999	0	$ 128	1.6%
Scholarly and Educational Programs (SEP)											
Scholarly and Educational Programs	42	$ 5,437	41	$ 5,434	42	$ 5,564	42	$ 5,963	0	$ 399	7.2%
Teaching with Primary Sources	10	8,231	9	7,795	11	8,231	11	8,653	0	422	5.1%
Total, Scholarly and Educ Prgm	52	$13,668	50	$13,229	53	$13,795	53	$14,616	0	$821	6.0%
Total, National and International Outreach (NIO)											
Total, National and Intnl Outreach	127	$29,860	117	$26,611	129	$29,860	129	$31,809	0	$1,949	6.5%

National and International Outreach
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$11,803	$11,330	$12,231	$12,870	+$ 639	5.2%
11.3 Other than full-time permanent	386	406	432	456	+ 24	5.6%
11.5 Other personnel compensation	108	149	202	211	+ 9	4.5%
11.8 Special personal services payment	375	358	398	413	15	3.8%
12.1 Civilian personnel benefits	3,650	3,561	3,807	4,238	+ 431	11.3%
Total, Pay	**$16,322**	**$15,804**	**$17,070**	**$18,188**	**+$1,118**	**6.5%**
21.0 Travel & transportation of persons	225	157	253	263	10	4.0%
22.0 Transportation of things	7	1	6	6	0	0.0%
23.3 Communication, utilities & misc charges	29	20	31	32	1	3.2%
24.0 Printing & reproduction	71	125	143	148	5	3.5%
25.1 Advisory & assistance services	1,708	718	2,149	2,155	6	0.3%
25.2 Other services	1,629	1,546	1,105	1,128	23	2.1%
25.3 Other purch of gds & services from gov acc	882	591	607	619	12	2.0%
25.7 Operation & maintenance of equipment	14	9	17	17	0	0.0%
26.0 Supplies & materials	98	81	78	82	4	5.1%
31.0 Equipment	1,888	1,112	1,599	1,615	16	1.0%
41.0 Grants, subsidies & contributions	6,738	6,447	6,797	7,551	754	11.1%
44.0 Refunds	249	0	5	5	0	0.0%
Total, Non-Pay	**$13,538**	**$10,807**	**$12,790**	**$13,621**	**+$ 831**	**6.5%**
Total, National and International Outreach	**$29,860**	**$26,611**	**$29,860**	**$31,809**	**+$1,949**	**6.5%**

National and International Outreach
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	129	$29,860
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		613
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		306
Annualization of January 2017 pay raise @ 2.88%		122
Within-grade increases		78
Total, Mandatory Pay and Related Costs	0	1,119
Price Level Changes:		
Fiscal 2017		183
Fiscal 2018		647
Total, Price Level Changes		830
Program Increases:	0	0
Net Increase/Decrease	0	$ 1,949
Total Budget	129	$31,809
Total Offsetting Collections	0	- 6,000
Total Appropriation	129	$25,809

National and International Outreach - Director's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

National and International Outreach - Director's Office
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$2,920	$2,659	$3,033	$3,209	+$176	5.8%
11.5 Other personnel compensation	80	88	57	61	4	7.0%
12.1 Civilian personnel benefits	911	807	915	1,027	+ 112	12.2%
Total, Pay	**$3,911**	**$3,554**	**$4,005**	**$4,297**	**+$292**	**7.3%**
21.0 Travel & transportation of persons	8	48	38	39	1	2.6%
22.0 Transportation of things	3	0	1	1	0	0.0%
23.3 Communication, utilities & misc charges	10	11	14	14	0	0.0%
24.0 Printing & reproduction	19	101	70	72	2	2.9%
25.1 Advisory & assistance services	124	351	4	7	3	75.0%
25.2 Other services	90	454	61	65	4	6.6%
25.3 Other purch of gds & services from gov acc	52	2	3	4	1	33.3%
26.0 Supplies & materials	63	46	29	31	2	6.9%
31.0 Equipment	410	315	122	134	+ 12	9.8%
Total, Non-Pay	**$ 779**	**$1,328**	**$ 342**	**$ 367**	**+$ 25**	**7.3%**
Total, AL/National and International Outreach	**$4,690**	**$4,882**	**$4,347**	**$4,664**	**+$317**	**7.3%**

Director's Office
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	24	$4,347
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		163
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		78
Annualization of January 2017 pay raise @ 2.88%		31
Within-grade increases		20
Total, Mandatory Pay and Related Costs	0	292
Price Level Changes:		
Fiscal 2017		17
Fiscal 2018		8
Total, Price Level Changes		25
Program Increases:	0	0
Net Increase/Decrease	0	$ 317
Total Budget	24	$4,664
Total Offsetting Collections	0	0
Total Appropriation	24	$4,664

National and International Outreach - Director's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$4.664 million** for the office of the Associate Librarian for National and International Programs in fiscal 2018, an increase of $0.317 million, or 7.3 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
NIO_DO	25	$4,690	21	$4,882	24	$4,347	24	$4,664	0	$317	7.3%

PROGRAM OVERVIEW

National and International Outreach (NIO) was created in fiscal 2015 to bring together many of the public-facing programs and activities that advance the Library of Congress' important role as a national cultural institution and a major asset for continuous learning. NIO works to facilitate collaboration among the Library's public engagement efforts, foster partnerships with other prominent cultural and academic institutions, and raise awareness about, and use of, the expertise of the Library and the richness of its collections by Congress, the American people, and the world.

NIO is charged with developing, managing, and overseeing a broad and diverse set of programs and services. These include activities that promote:

- The Library's role in American culture and creativity;
- Operations that function as revenue-based enterprises and services; and
- Scholarly and educational initiatives that benefit those who visit the Library both in person and virtually.

The Office of the Director of NIO plans, coordinates, and leads the activities of NIO's three directorates: National Programs, National Enterprises, and Scholarly and Educational Programs. These directorates encompass 19 programs, including major Library events such as the National Book Festival, Gershwin Prize, and programs with a nationwide reach, such as National Library Service for the Blind and Physically Handicapped. NIO programs are supported by both appropriated and non-appropriated funding.

The NIO Director's Office manages NIO programs by issuing service unit guidelines, goals, operational policies, and performance standards. This work includes leading and managing the formulation of the annual budget through an assessment of internal priorities and operational considerations, tracking trends and key indicators, and managing performance planning.

Fiscal 2016 Accomplishments

In fiscal 2016, NIO established itself as a fully functional service unit within the Library of Congress. Activities focused on technology, human resources, operational space allocation, and communications. NIO assumed responsibility for basic commodity (i.e., basic computing and user support) technology services for staff by transitioning three employees from Library Services to the NIO Information Technology automation team. NIO also completed the Library's information technology investment strategy process, submitting proposals for online meeting software and online conferencing software. NIO established strategic hiring priorities and engaged in aggressive recruitment for high quality candidates to fill critical senior positions in the service unit. Appropriate spaces were secured to ensure that all divisions within NIO are properly situated to fulfill their strategic objectives. Lastly, the NIO Director's Office established communications functions within the service unit, resulting in the creation of an internal web site and a monthly NIO newsletter.

Fiscal 2017 Priority Activities

As its primary focus, NIO will expand and strengthen its role as the service unit responsible for the Library's public and scholarly functions. The Director's Office will complete its strategic planning efforts and outline prioritized goals for NIO's three directorates. At the programmatic level, NIO will focus on the successful execution of several high visibility established events, such as the Gershwin Prize and the National Book Festival. In fiscal 2017, NIO will explore ways in which the service unit can exploit synergies and shared functions, with a special focus on the streamlining of administrative operations. Where possible, resources will be leveraged to devise solutions to maximize efficiency and collaboration. One specific area in which common requirements will be established is the acquisition of enterprise-wide software and technical solutions to facilitate web conferencing and virtual meeting capabilities. Improved communication capacity will benefit numerous divisions within NIO, including the Center for the Book, revenue based enterprises such as the Federal Library and Information Network (FEDLINK), educational outreach to K-12 teachers, the Kluge Center for Scholars, and World Digital Library. Marketing materials and strategies for key programs within NIO will be evaluated and improved with the goal of determining how audience reach can be increased and diversified.

Fiscal 2018 Priority Activities

In fiscal 2018, NIO will continue to focus on the expansion of access to the Library's diverse resources. The Director's Office will oversee the implementation of the NIO strategic plan, ensuring the appropriate allocation of resources for LOC prioritized goals. Possible initiatives will include planning for a new Library of Congress visitor experience, an improved retail experience, and new collaborations to promote the Library's digital collections. The NIO Director's Office will also monitor the implementation of the National Enterprises business plan for 2017-2021, which sets revenue targets for the Library's revolving funds.

National Programs
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$1,930	$1,849	$2,000	$2,109	+$109	5.5%
11.3 Other than full-time permanent	112	119	138	145	7	5.1%
11.5 Other personnel compensation	1	22	32	33	- 1	3.1%
12.1 Civilian personnel benefits	600	552	620	693	+ 73	11.8%
Total, Pay	**$2,643**	**$2,542**	**$2,790**	**$2,980**	**+$190**	**6.8%**
21.0 Travel & transportation of persons	62	31	43	45	2	4.7%
22.0 Transportation of things	0	0	1	1	0	
23.3 Communication, utilities & misc charges	5	4	6	6	0	0.0%
24.0 Printing & reproduction	6	1	9	10	1	11.1%
25.1 Advisory & assistance services	109	112	112	114	2	1.8%
25.2 Other services	235	206	201	211	10	5.0%
25.3 Other purch of gds & services from gov acc	141	73	85	90	5	5.9%
26.0 Supplies & materials	5	4	5	5	0	0.0%
31.0 Equipment	80	763	65	68	3	4.6%
41.0 Grants, subsidies & contributions	530	530	530	1,000	+ 470	88.7%
Total, Non-Pay	**$1,173**	**$1,724**	**$1,057**	**$1,550**	**+$493**	**46.6%**
Total, National Programs	**$3,816**	**$4,266**	**$3,847**	**$4,530**	**+$683**	**17.8%**

National Programs
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	21	$3,847
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		105
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		52
Annualization of January 2017 pay raise @ 2.88%		20
Within-grade increases		13
Total, Mandatory Pay and Related Costs	0	190
Price Level Changes:		
Fiscal 2017		12
Fiscal 2018		481
Total, Price Level Changes	0	493
Program Increases:	0	0
Net Increase/Decrease	0	$ 683
Total Budget	21	$4,530
Total Offsetting Collections	0	0
Total Appropriation	21	$4,530

National Programs

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$4.530 million** for National Programs in fiscal 2018, an increase of $0.683 million, or 17.8 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2018										
	Operating Plan		Actual Obligations		Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
NIO_NP	21	$3,816	19	$4,266	21	$3,847	21	$4,530	0	$683	17.8%

PROGRAM OVERVIEW

The National Programs directorate (NP) in the National and International Outreach service unit (NIO) administers eight programs which work together and with strategic partners, to promote reading, expand access to knowledge, foster digital innovation and showcase the Library and its work to the nation and the world.

National Library Services for the Blind and Physically Handicapped (NLS) – As directed by Title 2 U.S.C. 135a-135b as amended, administers a free national reading program for residents of the United States and for U.S. citizens living abroad who cannot use standard print materials because of visual, physical, or other disabilities. While NIO has oversight of the NLS activities, NLS is funded by separate appropriation and funding for NLS is not contained within the NIO budget.

National Digital Initiatives (NDI) – Provides leadership and coordination in support of the Library's goal of making digital holdings more widely known and useful to researchers and educators, and in collaboration with other organizations to define and carry out multi-institutional digital initiatives. The unit identifies and supports activities that will increase the visibility of the Library's digital activities and resources.

The Center for the Book (CFB) – Promotes literacy and reading through a number of national initiatives, including the Literacy Awards, the Ambassador For Young People's Literature, Letters About Literature, the American Fiction Prize, and the Books & Beyond series. Created by Congress in 1977 (Public Law 95-129), the Center provides leadership for affiliated state centers for the book, including in the District of Columbia, the U.S. Virgin Islands, and nonprofit reading promotion partners. It plays a key role in the Library's annual National Book Festival, oversees the Library's Read.gov web site and administers the Library's Young Readers Center and Poetry and Literature Center, home to the Poet Laureate Consultant in Poetry, a post created by Congress (Public Law 99-194).

The National Film and Recording Preservation Boards and Registries – Work to ensure the survival, conservation, and increased public availability of America's film and recorded sound heritage. The Library promotes awareness among the general public and cultural heritage professionals of the importance of preserving the country's film and recorded sound heritage. The selection of works added to the registries each year showcases the range and diversity of America's film and recorded sound heritage and increases awareness of the importance of their preservation, while also sparking collaborative initiatives in the area of film and recorded sound preservation. The Boards and Registries were established by the Congress through the National Film Preservation Act of 1988 (Public Law 100-446), and the National Recording Preservation Act of 2000 (Public Law 106-474).

The Library of Congress Gershwin Prize for Popular Song – Annually celebrates the work of a selected artist whose career reflects lifetime achievement in promoting song as a vehicle of musical expression and cultural understanding. The selection is made by the Librarian of Congress in consultation with an advisory board, and the winner is celebrated at an annual concert.

The National Book Festival (NBF) – Is an annual celebration of the joy of books and reading that is sponsored by the Library of Congress and gives attendees the opportunity to hear from award-winning authors, illustrators and poets who talk about and sign their books.

Library of Congress Conference Presence – NP supports Library's attendance at major events and conferences to promote the work of the Library and expand the use of its vast collections, and manages the use of the new Library conference booth which can be deployed as a central focus for the Library at events.

Fiscal 2016 Accomplishments

In fiscal 2016, NP undertook significant work to ensure ongoing programs maintained their successful track record for the Library while the new organizational structure was implemented.

NLS continued production of braille and talking books and magazines as well as conversion of legacy titles to digital format. The number of titles available on the BARD site increased by 13,000, from 80,700 to 93,700 titles. NLS initiated software development for a new generation of talking-book machines, and infrastructure to support wireless delivery of materials. NLS also enhanced the BARD Mobile applications for iOS and Android devices and worked with outside developers to implement the BARD Application Programming Interface (API) on third-party devices. The year also saw the implementation of a public education toolkit for network libraries, including training and materials, which facilitated expanded public education efforts by network libraries.

National Digital Initiatives began the process of setting itself up as a new program, while simultaneously repurposing activities associated with the National Digital Information Infrastructure and Preservation Program (NDIIPP). As of January 1, 2016, the Library transferred hosting responsibilities for the National Digital Stewardship Alliance to the Digital Library Federation (DLF) at the Council on Library and Information Resources (CLIR). Looking to begin a new focus, NDI, in collaboration with the Smithsonian Institution and the National Archives and Records Administration, co-hosted an annual event for the Digital Public Library of America's *DPLAFest 2016* (April 14-15). NDI also co-hosted, with the Law Library and the Kluge Center, the *Archives Unleashed 2.0: Web Archive Datathon* (June 14-15). DI hosted its first symposium on *Collections as Data: Stewardship and Use Models to Enhance Access* (September 27-28).

The Center for the Book oversaw a number of programs and awards that enhance public appreciation of the importance of literacy, libraries, books, reading, and the printed and spoken word to a free and creative society. In January, Gene Luen Yang was inaugurated as Fifth National Ambassador For Young People's Literature. In April, Juan Felipe Herrera was appointed to serve a second term as the Library's 21st Poet Laureate Consultant in Poetry. In September, the Literacy Award winners were announced as WETA Reading Rockets of Arlington, Virginia; the Parent-Child Home Program of Garden City, New York; and Libraries Without Borders of Paris, France. The Young Readers Center showcased authors and topics including the Kids Euro Festival, an interactive 'Star Wars' program, and a We Need Diverse Books "WALTER" Award program. The Poetry and Literature Center featured Asian American Literature Today; Spotlight on Native Writers; and From the Black Arts Movement to Cave Canem.

The National Recording Preservation Board co-hosted the *Saving America's Radio Heritage: Radio Preservation, Access, and Education* conference in February with the University of Maryland. In March, the Registry announced 25 more titles for National Recording Registry, and over the course of the year 5 more *Inside the National Recording Registry* programs were nationally broadcast on the Peabody Award-winning Studio 360. In December, the National Film Registry named 25 more titles and as part of Silent Film Collectors project, borrowed, scanned and returned over 200 films, adding them to the Library's collection. Many of these films had never been held in an archival collection before and a few titles are the only copies extant in the world.

The 16th NBF took place at the Washington Convention Center on September 25, 2016, attracting an estimated crowd of 100,000 to a program that included main stage appearances by Stephen King, Kareem Abdul-Jabbar, Shonda Rhimes, Bob Woodward, Raina Telgemeier, and Salman Rushdie. The King event was the largest in festival history, filling a 2,500-seat auditorium, and was streamed live on Facebook to more than 150,000 viewers, also a NBF first. The festival included 125 authors, book sales, and signings. Representatives were present from all 50 states, DC, and the territories. The contract for the 17th NBFwas secured for September 2, 2017.

In November 2015, the Gershwin Prize was awarded to Willie Nelson, and in July 2016, Smokey Robinson was named as the next recipient. A new position to oversee the operation of the Gershwin Prize in 2017 and beyond was created and posted in September.

To support the Library's conference presence, the Library of Congress Exhibit Booth Program made its first appearances at the American Library Association's (ALA) 2016 summer conference and at the NBF.

Fiscal 2017 Priority Activities

In fiscal 2017, NP will continue to work to broaden awareness and use of the Library and its resources through its national programs and external partnerships.

NLS has initiated a strategic planning effort to develop a next-generation strategy to meet changing demand and demographics that will leverage enabling technologies and the Government Accountability Office (GAO) recommendations. A parallel effort, also in keeping with strategic planning and GAO recommendations, will develop and implement a multimedia campaign utilizing radio, television, print, and web-based media outlets to raise awareness and use of NLS services. Additionally, NLS initiated planning for the redesign of the 501 1st Street SE facility to become the future home of NLS.

Looking to help make the Library a cultural leader in the digital realm, NDI will continue to work to increase the visibility of the Library's digital activities and resources and enhance digital innovation. In partnership with Library Services and the Office of the Chief Information Officer, NDI will focus on developing a Learning Lab concept for operations, providing an online and physical space at the Library to provide the tools, training and access necessary for partners to explore and engage with the Library's collections in new and creative ways.

The CFB will oversee the Librarian's selection of the sixth National Ambassador For Young People's Literature, the Library's 22nd Poet Laureate Consultant in Poetry, and the fifth annual award of the Literacy Awards. It will also focus on re-energizing the State Centers and Promotion networks through targeted engagement, consultation, and strategic partnerships and pilots based around the annual Idea Exchange Day at the Library of Congress on how best to promote reading. The CFB will prepare new 5-Year proposal for Literacy Awards.

In preparing for the 17th NBF, September 2, 2017, and the ninth Gershwin Prize, NP will introduce a new position to work with Library stakeholders and oversee the planning and management of these signature events.

The National Film Registry and National Recording Registry will develop and test approaches and components of a marketing plan intended to increase awareness and generate higher public participation in the naming of titles to the registries. The Boards will meet to discuss industry and project updates, and 25 new titles will be added to each registry.

The Library of Congress Exhibit Booth Program and conference support will continue to be deployed as appropriate to meet Library engagement goals.

Fiscal 2018 Priority Activities

National Programs will work to continue expanding the reach of the Library and strategic partnerships in fiscal 2018, striving to ensure the ongoing success of signature Library activities while building new ways for the public to engage with Library staff and the collections.

NLS will initiate a 3-5 year implementation plan to modernize, rationalize and expand the reach of its service based on the findings of the strategic planning efforts. NLS will continue work on design of the 501 1st Street SE facility as the eventual home of NLS.

The CFB will increase promotion and funding of programs and partners through partnerships, awards and grants.

NDI will establish an operational platform of symposia, hackathons, fellowships, and challenges to generate and facilitate the internal capacity and external engagement with the Library's digital collections and services.

In preparing for the 18th NBF, and the 10th Gershwin Prize, NP will work with Library stakeholders to maximize its return on investment on outreach, streamline operations and control costs.

The National Film Preservation Board and National Film Registry, and the National Recording Preservation Board and National Recording Registry will continue to work to preserve the nation's film and audio heritage while developing enhanced project planning, funding, grants management, and strategic partnerships to ensure sustainable operations.

The Library of Congress Exhibit Booth Program and conference support will continue to be deployed as appropriate to meet Library engagement goals.

National Enterprises

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

National Enterprises
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$2,321	$2,136	$2,312	$2,387	+ $75	3.2%
11.3 Other than full-time permanent	0	39	70	72	2	0.0%
11.5 Other personnel compensation	2	14	37	38	1	2.7%
11.8 Special personal services payment	15	0	15	15	0	0.0%
12.1 Civilian personnel benefits	683	694	735	783	+ 48	6.5%
Total, Pay	**$3,021**	**$2,883**	**$3,169**	**$3,295**	**+$126**	**4.0%**
21.0 Travel & transportation of persons	25	12	43	43	0	0.0%
22.0 Transportation of things	3	0	2	2	0	0.0%
23.3 Communication, utilities & misc charges	7	2	7	7	0	0.0%
24.0 Printing & reproduction	3	4	0	0	0	0.0%
25.1 Advisory & assistance services	1,458	249	2,020	2,020	0	0.0%
25.2 Other services	972	645	777	778	1	0.1%
25.3 Other purch of gds & services from gov acc	553	426	418	419	1	0.2%
25.7 Operation & maintenance of equipment	14	9	15	15	0	0.0%
26.0 Supplies & materials	12	4	12	12	0	0.0%
31.0 Equipment	1,369	0	1,403	1,403	0	0.0%
44.0 Refunds	249	0	5	5	0	0.0%
Total, Non-Pay	**$4,665**	**$1,351**	**$4,702**	**$4,704**	**+$ 2**	**0.0%**
Total, National Enterprises	**$7,686**	**$4,234**	**$7,871**	**$7,999**	**+$128**	**1.6%**

National Enterprises
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	**Amount**
Fiscal 2017 CR Operating Plan	31	$7,871
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		67
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		36
Annualization of January 2017 pay raise @ 2.88%		14
Within-grade increases		9
Total, Mandatory Pay and Related Costs	0	126
Price Level Changes:		
Fiscal 2017		1
Fiscal 2018		1
Total, Price Level Changes	0	2
Program Increases:	0	0
Net Increase/Decrease	0	$ 128
Total Budget	31	$7,999
Total Offsetting Collections	0	- 6,000
Total Appropriation	31	$1,999

National Enterprises

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$7.999 million** for National Enterprises in fiscal 2018, an increase of $0.128 million, or 1.6 percent, offset by $6.000 million in offsetting collection authority over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2018				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
NIO_NE	29	$7,686	27	$4,234	31	$7,871	31	$7,999	0	$128	1.6%

PROGRAM OVERVIEW

National Enterprises (NE) is uniquely focused on creating and supporting innovative business-minded organizations to meet the evolving needs of defined Library customer groups while driving efficiencies and financial performance. The majority of the funding for NE's programs is from sources such as non-appropriated donations to gift and trust funds and revenue from revolving fund activities. NE is comprised of four business-oriented divisions:

The Office of Business Enterprises (BE) – Enables the Library to meet public demand for a broad array of business, retail, cataloging, duplication, and licensing services that would not otherwise be available.

The Federal Library and Information Network (FEDLINK) – Establishes an organization of federal agencies working together to achieve optimum use of the resources and facilities of federal libraries and information centers by promoting common purchasing services, coordinating and sharing available resources, and providing continuing professional education for federal library and information staff.

The Federal Research Division (FRD) – Provides research and analysis on domestic and international subjects to agencies of the United States Government, the District of Columbia, and authorized Federal contractors on a fee-for-service basis. As expert users of the vast English and foreign-language collections of the Library, the Division's area and subject specialists employ the Library's collections and resources to produce impartial and comprehensive studies, thereby directly furthering the Library's mission of making the vast knowledge available and useful to the federal government and the American people.

The Library of Congress Publishing Office (LCPO) - Publishes and co-publishes books and other products that describe, illuminate, and interpret the Library's collections and services, helping open these collections and activities to the nation and the world. LCPO's writers, editors, and researchers work in collaboration with curators, reference librarians, subject specialists, and others throughout the Library in producing accurate, authoritative works. For some projects, the staff also consults with outside specialists.

The four business-oriented divisions are primarily sustained by external relationships that generate revenue for respective revolving funds. However, each of the four divisions play an important role in supporting the Library's appropriated operations. Among the Library's most public-facing operations, the NE divisions routinely represent the Library to thousands of federal employees, members of the general public, and provide direct services to other Library units.

Fiscal 2016 Accomplishments

National Enterprises provided a wide range of services to the Library and its constituents in fiscal 2016.

FRD provided services on 29 discrete projects on behalf of 22 client agencies/offices, including Department of Justice, Department of Homeland Security, Department of Labor, Director of National Intelligence, Department of Defense, National Aeronautics and Space Administration (NASA), Small Business Administration, and the Library of Congress itself. FRD also provided foreign language services for organizations such as Federal Emergency Management Administration (FEMA), Federal Trade Commission (FTC), and Consumer Financial Protection Bureau (CFPB).

BE successfully expanded and improved program services, while reaching its fiduciary goals and obligations, including the development of a new digital distribution platform for the Library's digital card catalog - MARC Distribution Services; the implementation restructured copier services for the Library's reading rooms, providing scan to email, color copying and credit card payment for users; and a new Library of Congress online gift shop, which grew customer base and was supported with the Library's first digital and print gift catalog.

The Library's Publishing Office raised the visibility of the collections through the release of two major new books and four licensed products, and opened discussions about the production 11 more products.

FEDLINK assisted federal agencies in saving approximately $30 million in information resource costs and provided training to over 1,200 federal employees.

Fiscal 2017 Priority Activities

The overall goal of National Enterprises for fiscal 2017 is to optimize performance across all units in business processes, customer satisfaction, financial performance, and to encourage the learning and growth of staff. All four divisions within NE are continuing to strive for innovation while appropriately managing decade-long traditions at the nation's oldest cultural institution. The four divisions also will continue to focus on strengthening and growing partnerships and collaborations. Supporting these guiding principles, divisions will continue to undertake key initiatives identified in the fiscal 2016 business planning effort that resulted in the *National Enterprises Business Plan 2017-2021*. Progress on their respective initiatives, with milestones and timelines, are tracked via an internal library-wide strategic planning effort. NE as a whole will build on its business planning effort in 2016 to begin a continuous process of improvement, regularly evaluating not only how to best meet constituent needs, but also how to work across the larger Library organization to achieve strategic goals for business units, the directorate, and the Library.

Fiscal 2018 Priority Activities

In fiscal 2018, NE will serve a greater number of clients with research and retail services, assisted procurement and training, and publications, providing leadership throughout the Federal Government; create and expand innovative initiatives to deliver new products and services of benefit to the Federal Government and the public; and expand marketing and partnership opportunities to increase awareness, sales, and revenue. NE will accomplish these objectives in accordance with the *National Enterprises Business Plan 2017-2021*.

Scholarly and Educational Programs

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Scholarly and Educational Programs
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$ 4,632	$ 4,686	$ 4,885	$ 5,166	+$281	5.8%
11.3 Other than full-time permanent	274	248	224	238	14	6.3%
11.5 Other personnel compensation	25	24	77	80	3	3.9%
11.8 Special personal services payment	360	358	383	398	15	3.9%
12.1 Civilian personnel benefits	1,456	1,509	1,538	1,735	+$197	12.8%
Total, Pay	**$ 6,747**	**$ 6,825**	**$ 7,107**	**$ 7,617**	**+$510**	**7.2%**
21.0 Travel & transportation of persons	129	66	130	136	6	4.6%
22.0 Transportation of things	2	1	2	2	0	0.0%
23.3 Communication, utilities & misc charges	7	4	4	5	1	25.0%
24.0 Printing & reproduction	43	19	63	66	3	4.8%
25.1 Advisory & assistance services	17	6	13	14	1	7.7%
25.2 Other services	331	241	66	76	10	15.2%
25.3 Other purch of gds & services from gov acc	136	90	101	106	5	5.0%
25.7 Operation & maintenance of equipment	0	0	2	2	0	0.0%
26.0 Supplies & materials	18	27	32	33	1	3.1%
31.0 Equipment	30	33	8	9	1	12.5%
41.0 Grants, subsidies & contributions	6,208	5,917	6,267	6,550	+ 283	4.5%
Total, Non-Pay	**$ 6,921**	**$ 6,404**	**$ 6,688**	**$ 6,999**	**+$311**	**4.7%**
Total, Scholarly and Educational Programs	**$13,668**	**$13,229**	**$13,795**	**$14,616**	**+$821**	**6.0%**

Scholarly and Educational Programs
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	53	$13,795
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		278
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		141
Annualization of January 2017 pay raise @ 2.88%		56
Within-grade increases		36
Total, Mandatory Pay and Related Costs	0	511
Price Level Changes:		
Fiscal 2017		153
Fiscal 2018		157
Total, Price Level Changes	0	310
Program Increases:	0	0
Net Increase/Decrease	0	$ 821
Total Budget	53	$14,616
Total Offsetting Collections	0	0
Total Appropriation	53	$14,616

Scholarly and Educational Programs

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$14.616 million** for Scholarly and Educational Programs in fiscal 2018, an increase of $0.821 million, or 6.0 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
Appropriation/PPA	**Auth. FTE**	**$**	**FTE**	**$**	**Funded FTE**	**$**	**Funded FTE**	**$**	**Funded FTE**	**$**	**%**
Scholarly and Educational Programs	42	$5,437	41	$5,434	42	$5,564	42	$5,963	0	$399	7.2%
Teaching with Primary Sources	10	8,231	9	7,795	11	8,231	11	8,653	0	422	5.1%
Total, NIO_SEP	**52**	**$13,668**	**50**	**$13,229**	**53**	**$13,795**	**53**	**$14,616**	**0**	**$821**	**6.0%**

PROGRAM OVERVIEW

The Scholarly and Educational Programs directorate (SEP) in the National and International Outreach (NIO) service unit directly supports the Library's strategic goal of stimulating research, innovation and continuous learning through direct outreach and national and global collaborations. SEP is comprised of seven divisions which work collaboratively across the Library and with external partners to promote knowledge and creativity, and ensure that learners of all ages and interests are effectively served by the Library:

Educational Outreach – Offers classroom materials and professional development to help teachers effectively use primary sources from the Library's collections in their teaching.

The Interpretive Programs Office (IPO) – Opens the Library's treasures to the public through the development and curation of large and small exhibitions.

The John W. Kluge Center – Brings together scholars and researchers from around the world to use the Library's rich resources and to interact with policymakers and the public.

The Office of Special Events and Public Programs (OSEPP) – Organizes and oversees the use of Library facilities and resources for public and private events. OSEPP will transfer to the Office of the Librarian in fiscal 2017.

The Visitor Services Office (VSO) – Presents the historic Thomas Jefferson Building and the Library's treasures to the public. Coordinates public and private tours on Library property.

The World Digital Library (WDL) – Provides free digital access to manuscripts, rare books, maps, photographs, and other important cultural documents from all countries and cultures, in Arabic, Chinese, English, French, Portuguese, Russian and Spanish. WDL is supported by the United Nations Educational, Scientific, and Cultural Organization (UNESCO).

Intern and Fellowship Programs (IFP) – Provides students and members of the public opportunities to gain experience and insight into the Library and its operations.

Comprising a large part of the Library's public face, the seven SEP divisions routinely represent the Library to thousands of researchers and educators and millions of public visitors every year.

Fiscal 2016 Accomplishments

SEP divisions continued to organize programs for teachers; interpretive exhibitions; internships, fellowships and scholarly programs; tours; events; and digital outreach in order to showcase the Library's collections and provide visitors with opportunities to learn about the Library's collections and services.

The Library opened three major exhibitions in the Thomas Jefferson Building: *Jacob Riis: Revealing "How the Other Half Lives"*; *World War I: American Artists View the Great War*; and *America Reads*. The Library also opened several smaller exhibitions in the James Madison Memorial Building and off-site, opened eight short-term displays in the Thomas Jefferson Building (TJB) featuring the Library's collections and commemorating important events, and maintained a program of education and outreach built around its exhibitions.

The Library's Educational Outreach division awarded $6.4 million in competitive grants for teacher activities supporting effective use of digitized primary sources in K-12 classrooms. It also hosted five Summer Institutes for teachers and two Teachers-in-Residence programs at the Library, published dozens of articles in professional journals, and expanded outreach to educators via social media channels.

The WDL added nearly 3,000 rare books, manuscripts, and other documents contributed by 26 libraries in 19 countries to the WDL web site. WDL successfully completed a project funded by Carnegie Corporation of New York to digitize the Afghanistan collections of the Library of Congress. Meeting at the Bibliotheca Alexandrina in Alexandria, Egypt on November 5, 2015, the WDL Executive Council voted unanimously to re-appoint the Library of Congress for a second five-year term as the institutional project manager of the WDL (for the period 2016-2020). The WDL web site attracted a total of 6.7 million visitors from every country in the world, including 750,000 from the United States. The number of WDL partners increased to 197 in 81 countries.

The Kluge Center continued to be a leading destination for top scholars from around the world. The Center completed nine competitions for chair and fellowship positions, hosted dozens of additional scholars via direct invitations or through partnerships with scholarly organizations, and hosted thirty public programs that showcased to policymakers and the public the rich scholarly work conducted at the Library. In addition, the Center convened two private breakfasts with Members of Congress and their staffs, introducing them to top scholars in residence at the Kluge Center and allowing scholars to converse directly with lawmakers. The topics of the two breakfasts were diversity in science, technology, engineering, and mathematics (STEM) education with computer scientist Dame Wendy Hall, which was co-sponsored by the Congressional Research Service; and the history of Iraq and ISIS with historian and renowned Middle East blogger Juan Cole.

The Library welcomed more than 1.4 million visitors to the TJB and an estimated 1.78 million visitors to all three buildings on Capitol Hill. The Library's Visitor Services Office conducted reserved tours for 700 student groups, and arranged 66 Professional Visitor Programs for 573 visitors from 93 different countries.

The Library planned and executed 395 public programs and special events for a diverse clientele, including Members of Congress, librarians, scholars, educators, students, and the public showcasing the Library's magnificent physical space and its vast and diverse collections.

The Library welcomed 38 Junior Fellows for a ten-week summer fellowship program serving undergraduate and graduate students from across the United States. It initiated the planning phase for a new portal for interns, fellowships, and residencies designed to better serve the needs of students and scholars from a spectrum of disciplines seeking opportunities at the Library. The Library collaborated with dozens of archives, libraries, and museums across the Mid-Atlantic and Southeast to host two Digital Preservation Outreach and Education (DPOE) workshops and supported two cohorts of the National Digital Stewardship Residency (NDSR) in the nation's capital and one in cooperation with the United Kingdom Royal Trust to lead exemplary initiatives in advancing experiential learning, professional development, and scholarly exchange.

Fiscal 2017 Priority Activities

SEP is concentrating on activities that develop the Library of Congress as a dynamic learning and enrichment center for visitors of all ages and backgrounds; that develop and promote the Library as an institution that creates new knowledge and fosters intellectual innovation; that create and disseminate Library online resources for use by educators and students at all levels; and that positions the Library as a national and international leader in new and existing networks of libraries and other cultural institutions for the accomplishment of shared goals. In fiscal 2017, OSEPP transferred to the Office of the Librarian.

The Library will open five new exhibitions featuring its collections, including three in Washington: *Echoes of the Great War: American Experiences of World War One; Drawing Justice: The Art of Courtroom Illustration;* and *Baseball's Greatest Hits: The Music of Our National Game.* Two exhibits will also be opened in Los Angeles: *#Opera Before Instagram: Portraits, 1890-1955;* and *Baseball's Greatest Hits: The Music of Our National Game.* IPO will also open eight short-term displays in the TJB featuring the Library's collections and commemorating important events, including the 2017 presidential inauguration; develop new and upgraded online exhibitions; and maintain a program of education and outreach built around its exhibitions.

The Library's Educational Outreach Team, through the Teaching with Primary Sources (TPS) program, will continue to collaborate with internal and external colleagues to develop, provide, and promote a wide variety of primary source-based teaching strategies, curricular materials and professional learning opportunities that are valued by educators. From workshops and institutes, to conferences and webinars, efforts will reach teachers both here at the Library and where they are across the country. The team and its external partners will also provide educators with tools and resources in a wide variety of media, from print journals to social media and mobile apps. World War I will be a program focus, timed to coincide with the centennial of the United States entry into the war and to complement other World War I related Library activities and programs.

WDL will continue to add content to its web site, focusing on a number of subject areas: rare documents from Europe relating to the 500-year anniversary of Martin Luther's 95 theses; documents from libraries in Europe, the Middle East, and Latin America that highlight the global nature of World

War I, to be added as part of an educational feature created in connection with the commemoration of the centennial of the United States entry into the war; and rare materials from Alaska, Siberia, the Arctic, and the Pacific Northwest originally digitized for the Library's *Meeting of Frontiers* project. Outreach activities will aim at boosting usage from the current 6.7 million users to eight million international users and to increase United States usage from 750,000 to 900,000 users, and at increasing the number of partners to 210 in 85 countries.

The Kluge Center will continue to strengthen its position as a premiere destination for top scholars from around the world, leveraging and utilizing the extraordinary resources of the Library's collections and staff. The Center will complete two competitions for senior chair positions, invite four additional scholars to hold senior chairs, complete eight competitions for fellowships, and host thirty public programs that showcase to policymakers and the public the rich research conducted at the Library. In addition, the Center will continue to make the expertise of its scholars available to Members of Congress and their staff, as well to the public at large via the Web.

The Visitor Services Office plans to welcome more than 1.5 million visitors to the TJB and anticipates conducting nearly a thousand tours for students, professional visitors, and other groups. In conjunction with other units in NIO and the Library, VSO will commission studies on ways to enhance the visitor experience in the TJB by managing traffic flow, improving signage and the use of electronic apps (applications), and creating a Learning Center.

The Library will continue to host the Junior Fellows Program for undergraduate and graduate students from across the United States and territories and expand its professional development offerings, both nationally and internationally, for digital preservation and stewardship through the DPOE and NDSR programs. Opportunities will be increased for colleges and universities to access experiential learning and scholarly exchange at, or in partnership, with the Library, strengthen and promote existing programs, and complement other programs focusing on K-12 education and post-graduate scholarship and research.

Fiscal 2018 Priority Activities

SEP will continue to concentrate on activities that further the development of the Library of Congress, both online and in-person, as a dynamic learning and enrichment center for visitors of all ages and backgrounds and as a leader for libraries and other cultural centers. The focus will be on meeting ambitious quantitative targets such as scaling up to meet larger audiences and customer groups, while adhering to the high levels of quality of service attained in previous fiscal years.

The Library will open five new exhibitions, including three in Washington: *Drawn to Purpose: Art by Women Illustrators and Cartoonists; Charter of the Forest* (to be confirmed)*; Baseball Americana;* and *Film Music* in both Washington and Los Angeles. It will open eight short-term displays in the TJB; enhance visitor and user experience on-site and online; and maintain education and outreach programing.

The Library's TPS program will continue to serve tens of thousands of teachers with primary source-based teaching strategies, curricular materials and professional learning opportunities. It will lead, support, and actively learn from members of the TPS Educational Consortium.

WDL will continue to focus on three objectives: increasing the number of high-quality, top-treasure items on the site; expanding the participation of libraries in the United States and around the world in the project; and expanding usage and user engagement. Targets for 2018 are: achieve 20,000 cumulative items accessible online; 220 partners in 90 countries; and 10 million annual visitors.

The Kluge Center will strengthen its position as a premiere destination for top scholars from around the world, by advancing new ways to leverage the extraordinary resources of the Library's collections and staff. The Center will manage the awarding of the Kluge Prize for Achievement in the Study of Humanity, recognizing an outstanding scholar whose contributions to society have had significant impact on public affairs and civil society. The Center will continue to bring some of the best scholars in the world to the Library as senior chairs; welcome some of the brightest young scholars in the world through an array of fellowships; and present rich public programming that showcases to policymakers and the public the scholarly work conducted at the Library. In addition, the Center will work with NIO and across the Library to ensure the research and knowledge of scholars is made more widely available to Members of Congress and their staff, as well to the public at large using the Web and new communications technologies.

Given the growing numbers of visitors across the past several years, the Library expects to welcome 2 million visitors to its Capitol Hill Buildings and to provide 7,600 tours including more than 1,000 tours for constituents and Members of Congress. The Library will expand the variety of programs offered to its general visitors to include family and student activities. In addition, the Library will organize programs and meetings for approximately 1,500 professional visitors. VSO anticipates completing study findings that examine improvement to the Library's visitor experience. Utilizing the study results, VSO will begin the planning for implementing valid recommendations.

The Library will seek to strengthen and promote existing internship and fellowship programs, including the Junior Fellows Program as well as DPOE and NDSR. IFP will also work to increase opportunities for colleges and universities to access experiential learning and scholarly exchange at, or in partnership, with the Library.

Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Law Library
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	$ 8,191	$ 8,095	$ 8,191	$ 8,673	+$ 482	5.9%
11.3 Other than full-time permanent	306	199	306	324	18	5.9%
11.5 Other personnel compensation	95	98	95	100	5	5.3%
12.1 Civilian personnel benefits	2,641	2,620	2,641	2,967	+ 326	12.3%
Total, Pay	**$11,233**	**$11,012**	**$11,233**	**$12,064**	**+$ 831**	**7.4%**
21.0 Travel & transportation of persons	40	42	40	42	+ 2	5.0%
22.0 Transportation of things	2	1	2	2	0	0.0%
23.3 Communication, utilities & misc charges	11	10	11	12	1	9.1%
24.0 Printing & reproduction	18	31	18	19	1	5.6%
25.1 Advisory & assistance services	60	0	60	63	3	5.0%
25.2 Other services	1,600	1,645	1,600	2,567	967	60.4%
25.3 Other purch of gds & services from gov acc	17	159	17	18	1	5.9%
26.0 Supplies & materials	18	17	18	18	0	0.0%
31.0 Equipment	3,255	3,664	3,255	7,236	+ 3,981	122.3%
Total, Non-Pay	**$ 5,021**	**$ 5,569**	**$ 5,021**	**$ 9,977**	**+$4,956**	**98.7%**
Total, Law Library	**$16,254**	**$16,581**	**$16,254**	**$22,041**	**+$5,787**	**35.6%**

Law Library
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	**Amount**
Fiscal 2017 CR Operating Plan	86	$16,254
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		472
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		218
Annualization of January 2017 pay raise @ 2.88%		86
Within-grade increases		55
Total, Mandatory Pay and Related Costs	0	831
Price Level Changes:		
Fiscal 2017		128
Fiscal 2018		126
Total, Price Level Changes	0	254
Program Increases:		
Law Library Compact Shelving Replacement		4,702
Total, Program Increases	0	4,702
Net Increase/Decrease	0	$ 5,787
Total Budget	86	$22,041
Total Offsetting Collections	0	- 350
Total Appropriation	86	$21,691

Fiscal 2018 Program Changes: $ 4.702 million

Compact Shelving Replacement: $4.702 million

The Law Library of Congress (Law Library) is requesting three-year authority of $4.702 million for the first of a three-phase initiative to replace shelving in the Law Library's collections storage areas. Having three-year authority will provide needed flexibility, allowing the Library to complete the first phase while scheduling other projects among various Library construction projects with the Architect of the Capitol (AOC). Also, it will allow the Library the ability to transfer materials to in-demand swing space while construction is underway. This funding request will non-recur in fiscal 2019 – the second year of phase one. New funding will be requested in future budgets for subsequent phases until the entire project is complete.

Since the construction of the James Madison Memorial Building (JMMB) in 1985, the majority of the Law Library's collection has been housed in four quadrants ("Quads") in the JMMB sub-basement. The Quads are identified as A, B, C, and D. The first phase will renovate Quad C, with B and D to be completed in the future. A one-time reprogramming of funds in fiscal 2014 enabled the Law Library to address the replacement of shelving in Quad A; that renovation was recently completed in November 2016. The entire Law Library sub-basement collection occupies 75,524 square feet, or the equivalent of approximately 1.5 football fields. Legal materials are shelved on 1,248 ranges (moveable shelf carriages). On average, 70 items are retrieved and 650 items shelved each day, except Sundays and holidays, serving Congressional patrons, the U.S. Supreme Court, U.S. federal agencies, Library of Congress staff, inter-library loan requests, and users of the Law Library's public reading room. The collection must remain on-site and readily accessible to ensure the Law Library can fulfill its mission to provide high quality, timely, and innovative research, analysis, and reference services based on the strength of the world's largest and most complete collection of foreign, international, national and state legal resources.

The compact shelving employed by the Law Library was initially provided by a company no longer in business. Almost from the earliest days, the Law Library experienced a number of problems with the shelving system. To alleviate some of the most frequently recurrent problems, all moveable shelving carriages in the Law Library stacks were retrofitted in 2001 and 2002 with a hand crank system. However, this solution resulted in a number of unintended consequences. Hand cranks were installed on one end of each range. Therefore, moving a full carriage length of books via hand crank created uneven pressure, due to the weight of the shelf carriages. Over time, shelving carriages became misaligned on the shelving tracks. As a result, often there is an enlarged aisle between two ranges on one side, or a narrowed aisle on the far side of the same misaligned range. And often, staff members can no longer fit book carts or ladders into the aisles between shelves to retrieve or re-shelve books.

This has caused several immediate concerns that can only be addressed by replacing the existing shelving system:

> Personnel safety issues: This is the Law Library's primary concern. Stack services personnel are required to take book trucks/carts into the stacks and enter the aisles between the shelving carriages to shelve and pull titles. If staff are in aisle between shelving carriages, the metal cart can serve as a barrier stopping the carriages from compressing while they are in the aisle. Newer shelving carriage systems are ADA compliant, allowing wheelchair access and sensor systems to prevent movement if staff or book trucks are in aisles. There are a number of hearing-impaired staff members who work in the stacks, making this even more important. In aisles too narrow to enter, staff members (although instructed not to) will sometimes climb shelves to retrieve items. That poses an additional risk because many shelves are misaligned, unstable, and may tip over, causing serious injury.
>
> Collection access issues: In quite a few misaligned ranges, the aisle is too narrow to retrieve collection items stored, and therefore inaccessible. This seriously compromises the speed of retrieving and re-shelving items requested by the Congress and all other patrons.
>
> Collection storage issues: The Law Library continues requesting repairs for misaligned shelving carriages, but many areas are beyond repair. This has resulted in a permanent loss of collection storage space, and the Law Library's stacks are at capacity. Stack services staff are continually shifting items in an effort to maximize use of its space. The Law Library has done all it can to continue operations, but cannot afford to lose additional space due to inadequate shelving.

The manufacturer's predicted life-span for its compact shelving was 25 years. As of fiscal 2015, shelving has been in place for 30 years. The Law Library has exhausted available efforts and resources to extend the life of the existing shelving system. It is no longer viable or safe to maintain obsolete equipment.

For all three phases, the Library estimates a total need of $11.788 million over seven years. That includes the cost of demolition, acquisition of new shelving carriages, and installation ($9.654 million). Labor costs for stack area preparation and collection moves are estimated at $2.109 million, and the purchase of ten secured book trucks is $25,000. This initial request of $4.702 million, available for three years, will allow the Library and AOC to begin work on the next quadrant, Quad C. We anticipate that additional funding requests will be necessary in fiscal years 2020 and 2022, with all quadrants completed in fiscal year 2024.

The three phases of the project will be implemented on a quad-by-quad basis, beginning with quadrant C, followed by quadrant D, and ending with quadrant B. Quad B shelving will be replaced last because it includes locked ranges for housing rare materials. Those materials require a Secured Storage Facility (SSF) while materials are displaced from Quad B, during construction. The AOC has scheduled construction of a SSF to house the collections for late fiscal 2017. Construction for that quadrant will be completed in late fiscal 2018 or early fiscal 2019. The Library has confirmed that sufficient space is available to house collection material from Quadrants B, C and D during the requested seven-year shelving construction and installation phases. The temporarily stored books will be accessible throughout the process so that Law Library staffers can continue to serve patrons.

Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$22.041 million** for the Law Library program in fiscal 2018, an increase of $5.787 million, or 35.6 percent, offset by $0.350 million in offsetting collection authority over fiscal 2017. This increase represents $1.085 million for mandatory pay related and price level increases, and a program change of $4.702 million for Law Library Compact Shelf Replacement.

Resource Summary (Dollars in Thousands)

	Fiscal 2016										
	Operating Plan		Actual Obligations		Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
Law Library	89	$13,202	85	$13,118	86	$13,552	86	$19,175	0	$5,623	41.5%
Purch of Lib Mater	0	3,052	0	3,463	0	2,702	0	2,866	0	164	6.1%
Total, LAW	**89**	**$16,254**	**85**	**$16,581**	**86**	**$16,254**	**86**	**$22,041**	**0**	**$5,787**	**35.6%**

PROGRAM OVERVIEW

The Law Library of Congress (Law Library) commands a diverse portfolio serving Congress, the Executive and Judicial Branches, and the public at large. The Law Library was the genesis of the Library of Congress at its founding in 1800 and today, is recognized for its unparalleled collection of domestic, foreign and international legal material. The comparatively small investment made by Congress in the Law Library of Congress yields a wealth of legal research and reference products and services to the entire Nation.

The Law Library is the Library's primary source for foreign and international legal information resources. The Law Library is responsible for achieving and maintaining information excellence through the collection and processing of legal material, and the dissemination of foreign and international research and reference services. The Law Librarian of Congress reports directly to the Deputy Librarian of Congress, a reporting structure which enables the Law Library to be highly responsive to the time-sensitive and complex needs of Congress, the Supreme Court, and other key constituents. Additional clients of the Law Library of Congress include executive branch agencies, courts, practicing bar, state and local governments, American businesses, scholars, journalists, and others with legal research and reference services related to U.S. federal, state, and local law, and the laws of more than 240 foreign and international jurisdictions. The Law Library has amassed the world's largest collection of authoritative legal sources in their original languages, including more than 2.92 million volumes and 3 million micro-format items. Public interest in the Law Library's research and reference services remained very strong in fiscal 2016, with close to seven million queries, web site visits and page views and over one hundred orientations and research classes provided to key customers.

The collection and staff expertise of the Law Library are unique in that several one-of-a-kind materials are held in the Law Library and no other nation or institution has such a vast aggregation of legal materials that allows for comprehensive legal analysis. To manage this vast collection of legal materials, nowhere else in government or academic circles is there such a high level of legal subject matter expertise.

Legal specialists with foreign law degrees and practice experience provide timely, expert legal analysis, research, testimony, and reference services in response to requests by Members of Congress and committee staff, justices of the Supreme Court, other judges, and attorneys at federal agencies. The Law Library's lawyers who have been trained outside of the U.S., in addition to their advanced degrees from U.S. law schools and American bar affiliations, incorporate knowledge of the legal systems, vernacular language, and socio-cultural context of countries and regions of the world for which they are responsible. At the request of the Congress, the Law Library has provided studies related to international trade and tariffs, immigration reform, cyber security, and other significant legal issues. As examples, in fiscal 2016, the Law Library's Global Legal Research Directorate researched, prepared, and published multinational studies on such diverse topics as regulations on drones, laws negating sovereign immunity of foreign countries, constitutional protection of the right to education, protection of trade secrets, campaign finance laws, and organ harvesting. Reports on legal developments in individual countries were included in the briefing books for members of congressional delegations traveling to foreign states.

The Law Library acquires, maintains, organizes, preserves, and provides access to a comprehensive legal collection in both analog and digital formats, building collections of necessary research materials that are not available through copyright deposit, exchange, or federal or state transfer. The collection supports the legal research that the Law Library and the Congressional Research Service provide to the Congress, and that the Law Library provides to the Supreme Court, executive branch agencies, and the nation.

The Law Library is a key player in the identification and currency of content in Congress.gov, the authoritative legislative information system for the Congress and the public. The Law Library also develops electronic information products that provide access to historical legal, legislative, administrative, and judicial documents; and creates research and collection guides that focus on legal research techniques, issues, and events. Ensuring accuracy, authenticity, authoritativeness, and comprehensiveness of legal documents is a challenge which the Law Library manages on a daily basis to enable the highest quality of objective research and to maintain a legal collection encompassing countries and regions of strategic importance to the Congress.

Fiscal 2016 Accomplishments

In response to specific congressional requests, Law Library staff members wrote reports and testified; consulted with Members of Congress and their staff, the executive branch, and judiciary; and focused on supporting the Congress and educating the public through the provision of online special collections and digital legal resources. The Law Library helped develop and test new features for Congress.gov, while continuing to maintain the most frequently clicked link on the Congress.gov homepage "most-viewed bills," and publicize the transition from THOMAS to Congress.gov. Law Library also continued its effort to convert collection materials to the current law classification (Class K) standard. The Law Library completed the replacement of faulty, end-of-life shelving with new compact shelving in one of four quadrants of the Law Library's Stacks area, thereby ensuring staff safety and collection integrity in this location. The Law Library developed and implemented an administrative law and federal statuary law-training program for selected congressional offices. Additionally, the Law Library provided content and navigation instruction to congressional staff, law librarians, secondary school educators, and other public users on the Congress.gov database. The Law Library also demonstrated strong emphasis on engagement with constituents by hosting and briefing high-level delegations of legal scholars and professionals, organizing and conducting collaborative programs on timely legal issues, and producing and presenting exhibits and research reports. Law Library increased online access to law collection materials by making available all volumes of the Federal Register that were not previously available online to researchers. The Law Library continued its Statutes at Large project, adding and linking metadata with digitized statutes.

Fiscal 2017 Priority Activities

In fiscal 2017, the Law Library will continue to provide support to the time-sensitive and complex needs of the Congress; the Supreme Court; and other key constituents that include executive branch agencies and courts. In addition, the Law Library will improve iteratively the search capability of collections and program material available in its public web pages, while incorporating selected content such as the *Guide to Law Online*. The Law Library plans to expand its Indigenous Law Portal (ILP) to include links to legal materials for indigenous groups in Central America and implement an upgraded map interface. Law Library will continue an effort to provide coordinated Library of Congress training to Members of Congress and their staff, which includes a series of three, two-hour long comparative law lectures/seminars. The Law Library also will pursue its long-term strategic plan and business plan initiatives to produce multi-jurisdictional legal information, including digitized content, aligned with Library of Congress-wide Web initiatives, affording the Congress and other constituents the benefits of more timely, targeted, and complete legal knowledge. The Law Library will continue to work with the Library on replacing Law Library's compact shelving in the James Madison Memorial Building (JMMB) sub-basement stacks, as the current shelving system is beyond its predicted lifespan. If previously requested funding becomes available, the Law Library will procure and begin installation of new compact shelving in Quad C (the second of four shelving spaces in the JMMB sub-basement to be replaced) in fiscal 2017. This will be followed by full replacement of the corresponding compact shelving in the remaining two quadrants when funding is appropriated. In this fiscal year, there are activities of the Law Library's outreach program that seek to increase awareness and understanding across the entire U.S. population of legal developments. The Library and the Architect of the Capitol will complete the design and start construction of a secure storage facility to house more than fifty percent of Law Library's rare legal materials in a temperature and humidity controlled environment. If funds become available, the Law Library intends to hire a rare book technician to complete the inventory and control of the remaining 71.6 percent of its rare material collection.

Fiscal 2018 Priority Activities

In fiscal 2018, the Law Library will continue to provide support to the time-sensitive and complex needs of the Congress, the Supreme Court, and other key constituents that include executive branch agencies, courts, practicing bar, state and local governments, American businesses, scholars, journalists, and others with legal research and reference services related to U.S. federal, state, and local law. Additionally, the Law Library will continue to classify volumes to Class K to the extent the budget will allow, with the goal of remaining on schedule to classify the entire Law collection by country, subject, and form of material by fiscal 2024. Until classification is complete, legal material will be less secure and will not be fully accessible to scholars, practitioners, and the general public. The Law Library will solicit and analyze feedback from the Library's training program for Members of Congress and congressional staff to implement enhancements where needed. The Library and the Architect of the Capitol will complete the construction of the secure storage facility. Contingent upon the receipt of the funding requested in fiscal year 2017, compact shelving will be replaced in Quad D within the sub-basement stacks of the JMMB. The Law Library will implement a digitization plan for a prioritized collection of Law Library materials; and contingent on the availability of funding, will automate the management of content and document workflows associated with authoring and publishing its research products. The Law Library will continue to sponsor education events about laws around the world by using its collection and staff expertise in association with a variety of outreach efforts and commemorative occasions, such as Human Rights Day, Constitution Day, and Law Day.

Office of the Inspector General

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Inspector General
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$1,300	$1,064	$1,552	$1,763	+$211	13.6%
11.3 Other than full-time permanent	271	218	166	179	13	7.8%
11.5 Other personnel compensation	72	17	77	82	5	6.5%
12.1 Civilian personnel benefits	483	387	482	612	+ 130	27.0%
Total, Pay	**$2,126**	**$1,686**	**$2,277**	**$2,636**	**+$359**	**15.8%**
21.0 Travel & transportation of persons	17	2	8	9	1	12.5%
23.3 Communication, utilities & misc charges	4	3	4	4	0	0.0%
24.0 Printing & reproduction	8	13	8	8	0	0.0%
25.1 Advisory & assistance services	751	1,036	614	744	+ 130	21.2%
25.2 Other services	67	22	48	53	5	10.4%
25.7 Operation & maintenance of equipment	6	7	6	8	2	33.3%
26.0 Supplies & materials	11	5	11	11	0	0.0%
31.0 Equipment	4	196	18	19	+ 1	5.6%
Total, Non-Pay	**$ 868**	**$1,284**	**$ 717**	**$ 856**	**+$139**	**19.4%**
Total, Office of the Inspector General	**$2,994**	**$2,970**	**$2,994**	**$3,492**	**+$498**	**16.6%**

Office of the Inspector General
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	12	$2,994
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs:		89
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		45
Annualization of January 2017 pay raise @ 2.88%		18
Within-grade increases		12
Total, Mandatory Pay and Related Costs	0	164
Price Level Changes		
Fiscal 2017		20
Fiscal 2018		17
Total, Price Level Changes	0	37
Program Increases		
OIG Expanded Information Technology Audit Capabilities	1	297
Total, Program Increases	1	297
Net Increase/Decrease	1	$ 498
Total Budget	13	$3,492
Total Offsetting Collections	0	0
Total Appropriation	13	$3,492

Fiscal 2018 Program Changes: $ 0.297 million

Expanded OIG Information Tech. Audit Capabilities: $0.297 million

The Library is requesting $297 thousand for one unfunded FTE and additional contracting funding for needed IT audit expertise ($100 thousand) to expand the Office of the Inspector General's (OIG) Information Technology (IT) audit efforts. The OIG must increase its audit and evaluation oversight of the Library's IT operations and strategic direction to ensure implementation of IT investments are efficient and effective without waste, fraud, and abuse. To achieve maximum return on Library IT investments, the OIG has a two-prong approach to increase its monitoring capabilities of the Library's IT practices.

This approach includes additional staff as well as contract expertise. The additional staff auditor will increase OIG's internal coverage of IT operations and will provide flexibility for responding to unforeseen management requests occurring external to the audit plan. An IT specialist will enable the OIG to expand its IT efforts and more effectively manage its IT audit contracts. The OIG also will accomplish some of this monitoring through contracting with IT specialists. Given the vastly growing shift towards IT capabilities in achieving the Library's mission, the OIG must also expand both in-house technical capabilities and contract coverage to ensure the Library accomplishes the management, governance, and security improvements required.

The OIG's requested funding would provide a flexible but balanced resource approach toward managing the audit requirements presented by the Library's current and near-term IT risks and vulnerabilities.

The OIG has made significant contributions to the Library in its auditing program by identifying and overcoming many internal control and management oversight weaknesses directly related to IT assets, investments, and operations. However, the increasing magnitude and importance of the Library's IT activities in comparison to current OIG resources justify this request to ensure OIG can continue to address the greatest IT risks and vulnerabilities facing the Library.

OIG Information Technology Audit Roles and Audit Production

The requested funding would support one unfunded FTE to allow OIG to expand its capacity in the IT audit realm by being able to hire the following position:

1. **IT Auditor (one – GS 14)**
   Conduct in-house IT audits under the supervision of the IT Audit Director. Develops and conducts short-term in-house audits under the review and approval of the IT Audit Director. The requested funding provides for a recruitment bonus and student loan repayment of $10 thousand each as well as ongoing training of $2 thousand annually. The recruitment bonus of $10 thousand will be non-recurred in fiscal 2019.

With the requested funding, the OIG projects that it will complete four IT audits per year using OIG staff and an additional two IT audit projects completed by contractors; a total of six completed IT audits per year.

Office of the Inspector General

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$3.492 million** for the Office of the Inspector General in fiscal 2018, an increase of $0.498 million, or 16.6 percent, over fiscal 2017. This increase represents $0.201 million for mandatory pay related and price level increases, and a program change of $0.297 million for Expanded Information Technology Audit Capabilities.

Resource Summary (Dollars in Thousands)

	Fiscal 2016										
	Operating Plan		Actual Obligations		Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
OIG	14	$2,994	10	$2,970	12	$2,994	13	$3,492	1	$498	16.6%

PROGRAM OVERVIEW

The Office of the Inspector General (OIG) serves as an advisor to the Library on issues related to financial management, internal control, operations, and investigations. Semiannually, the OIG reports formally to the Congress while interacting with congressional committees on an ongoing basis. The *Library of Congress Inspector General Act of 2005* established the Library's OIG as an independent, objective office within the Library to conduct and supervise audits and investigations. The Act directs the OIG to provide leadership and to coordinate and recommend policies to promote economy, efficiency, and effectiveness at the Library.

The OIG divides its work organizationally into two units: the Audits and the Investigations Divisions. The Inspector General (IG) plans, manages, and directs the operations of the OIG with the assistance of a full-time legal counsel and a full-time administrative assistant. The Audits Division conducts financial and performance audits of Library programs and operations and responds to special requests about Library operations from congressional committees. The Investigations Division performs administrative, civil, and criminal investigations concerning fraud, conflict of interest, and other misconduct involving Library employees, contractors, and grantees. It also operates a confidential hotline, for both Library staff and the public, to report fraud, waste, and abuse.

Fiscal 2016 Accomplishments

During fiscal 2016 the Audits Division focused on evaluating Library activities that occurred in three of the five areas that the IG reported to the Congress as the Library's *Top Management Challenges*. Those areas included Information Technology (IT) infrastructure, contracting, and collections storage. The Audits Division completed three IT projects including a significant assessment of the system architecture, availability, and contingency planning documentation for the Library's most critical business systems. Organizationally, the IG created and filled the new position of IT Audit Director. The IT Audit Director will oversee complex IT audit contracts, develop risk-based IT audit plans, manage in-house IT audits, and consult with senior level management on IT strategic, technical, and organizational issues.

In other work, the Audits Division completed an audit of the administration of a high-risk IT security contract through which multiple service units issued both firm-fixed-price and labor-hour task orders. It identified multiple risks associated with these task orders including questioned costs that were billed by the contractor totaling more than $240,000. In the second of a series of performance audits that reviewed Library practices for storing, processing, and accounting for collection materials, the Audits Division conducted and issued a comprehensive report on the Library's Prints and Photographs Division (P&P). The audit results projected that it would take P&P approximately 40 to 60 years to process into its collections the current arrearage of unprocessed materials. The Division also issued two performance audits on the Library's field office operations in Cairo and New Delhi in which it identified several internal control weaknesses related to accounting for newly acquired collections materials, fixed asset accounting, IT contingency planning, and foreign office IT applications system development.

The Audit Division successfully completed its statutorily required oversight of the Library's financial statement audit for fiscal 2015 and additionally provided oversight for the Open World Leadership Center's (Open World) fiscal 2015 financial statements audit under an interagency agreement with Open World. It led the participating legislative branch agencies serviced by the Library's enterprise-wide financial management system, in soliciting and awarding a new financial statement audit contract for the five-year period

2016 - 2020. In total, the Audits Division issued 11 reports.

During fiscal 2016, the Peace Corps OIG conducted an external peer review of the Audits Division's compliance with Government Auditing Standards for the period April 1, 2013 - March 31, 2016. The Audits Division received a rating of pass on the peer review (a "clean opinion") and the review did not cite any comments or recommendations for improvements.

OIG obligated 14 percent of its budget for IT consulting assistance as part of its strategy to leverage budgetary resources using IT contractors to obtain the widest body of IT expertise. When considering mandated audit requirements for funding the Library's annual financial statement audit, the OIG's investment in IT consulting expertise amounted to 18 percent of its discretionary budgetary resources. To be effective in addressing ongoing IT issues, the OIG will need to continue to dedicate similar levels of its budget towards IT expert audit assistance. As the OIG successfully fills staff vacancies, it will require additional funding to sustain the same level of IT audit coverage in future years.

The Investigations Division's efforts included opening five investigations and closing 19 while forwarding four investigations to Library management for administrative action. In addition, 91 hotline communications were acted upon. The Investigations Division staffing includes four FTEs. To maintain its investigative coverage after experiencing significant turnover, the Division employed, on a temporary basis, two highly experienced retired annuitants, one from the FBI and the other from the OIG of a large executive agency.

Fiscal 2017 Priority Activities

During fiscal 2017 the Audits Division will continue to assist Library management by concentrating its efforts on the IT infrastructure *Top Management Challenge*. The OIG will continue to employ an audit strategy that invests at least 18 to 21 percent of its budgetary resources towards IT contract audit expertise. In addition, it will initiate in-house IT audits under the new IT Audit Director. During early 2017, OIG will conduct its biannual enterprise-wide risk analysis from which it will develop the two-year audit plan for fiscal years 2017 and 2018. A significant element of this plan will be the IT Audit Director's enterprise-wide risk analysis which will provide the basis for the IT audit component of the fiscal 2017 - 2018 audit plan. The Audits Division will also initiate an audit of the Library's contracting function, another of the Library's *Top Management Challenges*. This audit will evaluate the Library's progress in curing the systemic weaknesses reported in the fiscal 2012 audit of the contracting function. The Audits Division will base the remainder of its audits on the results of its enterprise-wide risk analysis mentioned above as well as its mandated oversight of the Library's financial statements audit.

The Investigations Division will continue its work in combating internet and computer crime. It will also continue to fight major fraud against the Library, pursue hotline complaints and employee misconduct, and identify and prevent misuse of Library resources. During fiscal 2017, the IG will finalize the hiring of a permanent Assistant Inspector General for Investigations.

Fiscal 2018 Priority Activities

During fiscal 2018, the Audits Division will continue to focus its efforts on the areas it has identified as the Library's *Top Management Challenges*. Those areas are strategic planning and performance management, digital services and collections, Information Technology (IT) infrastructure, collections storage, and contracting. However, given the importance of IT to the Library at both the strategic and operational levels, the IG believes it must increase the OIG's oversight of this area to ensure that the Library continues to improve the effectiveness and efficiency of its IT activities. The Audits Division's emphasis on IT directly supports the Library's Strategic Plan strategy to "deploy a dynamic, state-of-the industry technology infrastructure that follows best practices and standards."

The IG anticipates operating with a full staff in fiscal 2018, which will eliminate the prior years' options for reprogramming funding from staff vacancies to contract for critical IT special projects and IT contractor expertise. The OIG's audit planning and budgetary analysis indicates that it should invest 18 to 20 percent of its budget towards IT contract assistance to provide adequate coverage of the IT infrastructure challenges facing the Library. This is especially important in light of the planned comprehensive IT organizational changes for fiscal years 2017 and 2018 that will pose additional risks to IT operations during the transition period.

To assure adequate and effective IT audit coverage, the OIG has submitted a request for funding for a staff IT auditor and for IT audit contract services. This additional funding will ensure that the Audits Division maintains coverage of the Library's efforts to improve control over its *Top Management Challenges* and fulfills other mandated audit requirements including responding to all congressional requests for information and special projects.

The Investigations Division will continue its work in combating internet and computer crime. It will also continue to fight major fraud against the Library, pursue hotline complaints and employee misconduct, and identify and prevent misuse of Library resources.

COPYRIGHT OFFICE,
SALARIES AND EXPENSES

Copyright Office, Salaries & Expenses
Resource Summary
(Dollars in Thousands)

	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
Appropriation/PPA	**Auth. FTE**	**$**	**FTE**	**$**	**Funded FTE**	**$**	**Funded FTE**	**$**	**Funded FTE**	**$**	**%**
COP Basic	464	$51,903	372	$51,433	405	$51,903	447	$70,472	42	$18,569	35.8%
COP Licensing Division	30	5,388	21	4,325	24	5,388	24	5,680	0	292	5.4%
COP Royalty Judges	6	1,584	6	1,547	6	1,584	6	1,673	0	89	5.6%
Total, COP, S&E	**500**	**$58,875**	**399**	**$57,305**	**435**	**$58,875**	**477**	**$77,825**	**42**	**$18,950**	**32.2%**
COP Basic Off. Coll.		- 30,000		0		- 30,000		- 32,789		- 2,789	9.3%
COP Basic Unobligated Bal.		0		0		0		7,429		- 7,429	0.0%
COP Licensing Off. Coll.		5,388		0		5,388		5,680		292	5.4%
COP Royalty Judges Off. Coll.		- 389		0		- 389		- 407		- 18	4.6%
Total Appropriation, COP, S&E	**500**	**$23,098**	**399**	**$57,305**	**435**	**$23,098**	**477**	**$31,520**	**42**	**$ 8,422**	**36.5%**

Copyright Office, Salaries and Expenses
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$34,089	$33,228	$34,960	$40,388	+$ 5,428	15.5%
11.3 Other than full-time permanent	452	462	558	586	+ 28	5.0%
11.5 Other personnel compensation	660	842	851	892	+ 41	4.8%
12.1 Civilian personnel benefits	10,590	10,729	11,201	13,283	+ 2,082	18.6%
13.0 Benefits for former personnel	20	40	25	25	0	0.0%
Total, Pay	**$45,811**	**$45,301**	**$47,595**	**$55,174**	**+$ 7,579**	**15.9%**
21.0 Travel & transportation of persons	256	144	198	308	+ 110	55.6%
22.0 Transportation of things	6	4	6	6	0	0.0%
23.2 Rental payments to others	308	303	317	332	+ 15	4.7%
23.3 Communication, utilities & misc charges	543	471	378	399	+ 21	5.6%
24.0 Printing & reproduction	343	495	453	471	+ 18	4.0%
25.2 Other services	8,852	8,339	7,302	17,941	+ 10,639	145.7%
25.3 Other purch of gds & services from gov acc	939	733	1,106	1,153	+ 47	4.2%
25.7 Operation & maintenance of equipment	662	603	780	993	+ 213	27.3%
26.0 Supplies & materials	306	276	299	313	+ 14	4.7%
31.0 Equipment	849	636	441	735	+ 294	66.7%
Total, Non-Pay	**$13,064**	**$12,004**	**$11,280**	**$22,651**	**+$ 11,371**	**100.8%**
Total, Copyright Office, S&E	**$58,875**	**$57,305**	**$58,875**	**$77,825**	**+$ 18,950**	**32.2%**

Copyright Office, Salaries and Expenses
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	**435**	**$58,875**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		1,165
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		916
Annualization of January 2017 pay raise @ 2.88%		364
Within-grade increases		234
Total, Mandatory Pay and Related Costs	**0**	**2,679**
Price Level Changes:		
Fiscal 2017		352
Fiscal 2018		316
Total, Price Level Changes	**0**	**668**
Program Increases:		
Copyright Office Legal Staffing	2	391
Copyright Office Public Information Staffing	5	440
Copyright Office Public Records and Repositories Staffing	6	533
Copyright Office Registration Supervision and Staffing	15	1,599
Copyright Office IT Modernization	14	12,640
Total, Program Increases	**42**	**15,603**
Net Increase/Decrease	**42**	**$ 18,950**
Total Budget	**477**	**$ 77,825**
Total Offsetting Collections	**0**	**- 46,305**
Total Appropriation	**477**	**$ 31,520**

Fiscal 2018 Program Changes: $ 15.603 million

The U.S. Copyright Office (USCO) proposes five programmatic increases for fiscal 2018. These requests address critical staffing needs (funding to support 42 unfunded FTEs) as well as a Copyright IT Modernization initiative which will launch requirements analysis activities for a next generation registration system and ensure that existing systems are stabilized and in a state compatible with modernization plans. The modernization initiative was developed in close coordination with the Library's Office of the Chief Information Officer (OCIO), and in consideration of the availability of technology services through the Library of Congress. This initiative will prelude an integrated, multi-year, enterprise-wide IT modernization initiative that is being developed and anticipated to be included in a future budget justification. The USCO proposes a balanced approach to funding the requests by drawing on: 1) Copyright Office prior year unobligated balances (no-year fee revenues carried over from prior years that require explicit spending authority); 2) an increase to the annual offsetting collections authority cap for fiscal 2018; 3) and additional appropriated funds. A combined total of $10.2 million (65%) of the requested funding would come from prior year unobligated balances and increase to the offsetting collections spending cap, of which $7.4 million will non-recur fiscal 2019. Approximately 35% or $5.4 million would come from appropriated funds.

The Copyright Office program increases are listed in priority order. The requests are as follows:

Fiscal 2018 Program Change Requests, Copyright BASIC (Dollars in Thousands)

	Requested Funding Sources			
Program Changes	**Appropriations**	**Offsetting Collections**	**Prior Year Unobligated Balances**	**Total**
Copyright IT Modernization	$4,021	$1,190	$7,429	$12,640
Registration Supervision and Staffing	0	1,599	0	1,599
Legal Staffing	391	0	0	391
Public Records and Repositories Staffing	533	0	0	533
Public Information Staffing	440	0	0	440
Total Program Changes	**$5,385**	**$2,789**	**$7,429**	**$15,603**

Copyright IT Modernization: $12.640 million

The USCO is requesting funding in fiscal 2018 for activities that are early-phase projects of a multi-year Copyright modernization effort. The USCO and the Library's Office of the Chief Information Officer (OCIO) identified mission-focused initiatives that could proceed and demonstrate the integration of the modernization effort between the Offices. The USCO adopted the basic cost optimization principle where the OCIO is fundamentally responsible for the commodity IT infrastructure and the USCO is responsible for its specific business needs. The USCO and the OCIO will work together to deliver these improved technologies on behalf of customers and stakeholders

The USCO requests $12.640 million from three different funding sources: $1.2 million in increased offsetting collection authority; $7.4 million from prior year unobligated balances (to non-recur in fiscal 2019); and $4.0 million in increased appropriated funding. The USCO requests $1.995 million in funding for 14 unfunded FTEs, and $10.645 million in non-pay for travel, training, contractual services and software. The contractual services include both commercial contracts and intra-agency service agreements through the Library's OCIO. This request funds a number of interrelated activities that support the modernization goals of the USCO and align with Library's integrated modernization plan, and are in alignment with the Library's strategic IT vision.

The Copyright IT modernization activities would provide for:

- Business requirements analysis for a next generation registration system
- Data capture from copyright records to work toward creating a searchable database
- Stabilization of legacy IT systems necessary to continue business while modernization activities and efforts are underway

Modernization activities funded by this request are described below:

- **Requirements Analysis for Next Generation Registration System [$1.187M]** – In coordination with the Library's OCIO, USCO will begin the first phase of development of a next generation registration system through a thorough, comprehensive analysis of business requirements. External users from across copyright industries and user groups will be invited to provide input and expertise to the Office during the requirements analysis phase in order to ensure that the unique needs and specific requirements of the widest array of user groups are documented and ultimately incorporated into the new registration system. It is envisioned that requirements gathering, requirements validation, and system design sessions will take place with various copyright industry and user group partners in several geographically disparate locations, so anticipated costs include both contract support and travel. The selected technology and system architecture will ensure full and seamless integration of Copyright Office services with a consistent user experience, as well as a comprehensive representation of authoritative Copyright data.

Searchable Historic Copyright Records [$3.440M] – As part of its modernization efforts, the USCO will address stakeholder concerns to expedite the process of making critical subsets of historic copyright records searchable. In 2014, the USCO completed the digitization of approximately 36 million records that provide information on copyright ownership, publication, and other data from the 19th and 20th centuries. However, the records remain only available to the public via the USCO's reading room in Washington, DC. While there are plans to digitize remaining records (approximately 20 million more in the form of handwritten ledgers and original copyright applications), the USCO is processing the records already digitized into searchable text by employing Optical Character Recognition (OCR) software. This process is the next step in making the records available and searchable online.

Legacy IT Systems Maintenance [$6.018M] – As part of the USCO's modernization efforts, funding would be applied to maintain the stability, security, and reliability of existing public-facing IT systems and the underlying USCO data repository. The funding would accomplish two needs – provide necessary FTEs to manage and maintain aging legacy IT systems, and provide resources to address identified vulnerabilities and stabilize those systems. Much of the USCO's legacy IT is at its end of life and will become unsupportable without certain upgrades. Funding is required to mitigate identified risks and ensure the legacy systems remain available and operational until functionality can be more permanently addressed through the USCO's and Library's joint modernization efforts. Critical upgrades the USCO would implement include:

- **eCO system and database upgrades** – The electronic Copyright Office (eCO) system is the backbone of USCO operations. A much-needed upgrade of the existing system will not only allow for continuation of technical support during the modernization transition, it also allows for USCO to reduce reliance on custom code and to design the interface around a more modern, standards-based open design language. USCO will also upgrade databases critical to eCO functionality, and install security enhancements to allow for enhanced system monitoring and reduce the risk of system intrusion. Proper maintenance of the system through security and technology upgrades lowers the risk of a system breach, which could result in the extensive loss of data relating to intellectual property ownership.
- **Assessment and Authorization (A&A)** – The A&A process evaluates the technical and non-technical security features of an IT system to certify that the system meets or exceeds a set of specified security requirements. The A&A activities are performed using a pre-defined set of evaluation controls as specified by the National Institute of Standards and Technology (NIST) 800-37 special publication, and costs associated with A&A activities are recurring and are based on numbers of IT Systems managed by the requesting organization.

The requested staffing is as follows:

1. **Business Analyst (two – GS 14, two – GS 13)**
The business analysts will primarily work with business unit Subject Matter Experts (SMEs) to document, analyze, and improve business processes; work with business unit and USCO SMEs to determine and define business and functional requirements for line-of- business systems under USCO purview; provide O&M systems support as directed by USCO senior management; and provide root cause analysis.
2. **Testers (one – GS 13, one – GS 12)**
The testers will work with analysts and business unit SMEs to define tests and scenarios based on requirements, use cases, and process workflows; create test scripts based on defined tests; run and update test scripts as needed; and work with USCO Technical Review Board (TRB) to evaluate and baseline test scripts.
3. **Technical Writer (one – GS 12, one – GS 11)**
The technical writer will primarily work with technical resources to create and update technical documents as defined by the project Software/ System Development Life Cycle (SDLC), including, but not limited to, system design documents, requirements documents, etc.
4. **End User Architect (three – GS 14)**
The architect will develop system architectures; use subject matter expertise to develop high level estimates and justifications for budget and planning purposes; work with Library and USCO staff to migrate systems and/or components to cloud or virtual environments; and define

and monitor robust security solutions.

5. **IT Governance Staff (one – GS 13)**
   Provides Office-specific IT governance support. Oversees USCO eCO Steering Committee (eSC), USCO Risk Management Board (RMB), USCO Information Technology Investment Management Oversight Board (ITIM OB), USCO Architecture Review Board (ARB) activities, and ensures adherence with all relevant IT investment processes managed by the Library's OCIO including the LOC ITSC and LOC ARB (e.g., secretariat, meeting planning, logistics).
6. **IT Strategic Planning Staff (one – GS 14)**
   Provides planning and reporting support necessary to accommodate multi-year initiatives and to ensure that all Office IT activities are aligned with the both the Office's and the Library's missions and current strategic plans.
7. **Process Workflow Manager (one – GS 13)**
   Responsible for acquiring and maintaining detailed knowledge of Office business unit processes and workflows, and may serve as sponsor/champion on behalf of individual USCO business units with regard to new development of services specific to a functional area.

The Library of Congress and the USCO have the responsibility to provide its customers and stakeholders with efficient and cost effective services, and the funding would enable USCO to address consumer demand to upgrade manual processes and older technologies. If unfunded, development of replacement technologies cannot begin, and stabilization and protection of existing systems becomes increasingly more difficult — raising a significant risk. Without the requested funding, overall efforts to modernize the registration system also would have significant delay.

Registration Supervision and Staffing: $1.599 million

The USCO has been experiencing an overall upward trend in the number of copyright applications on hand since early fiscal 2012. To increase productive capacity in the Registration Program, the USCO is requesting a $1.599 million increase in offsetting collection authority for 15 unfunded FTEs and their ongoing training.

The increased staffing levels will give the USCO the ability to address processing times (approximately 2.4 months in 2012 to 5.1 months in 2016 for claims filed online) and the increasing backlog (approximately 300,000 workable claims). Since fiscal 2010 (primarily in 2012 and 2013), the registration staff lost approximately 25% (50 FTE) of its examining staff (from approximately 125 to 75). Twenty of those 50 FTE were replaced in 2016. The effect of the 20 FTE replacements has yet to be felt due to the extensive training period necessary for full competency. Increasing staff by 15 FTE (2 supervisors and 13 examiners) will restore examiners closer to 2010 levels and help reduce growth in the backlog and processing times once new staff are able to examine claims independently.

The proposed positions will also strengthen the Registration Program management, quality control, and training capabilities. Increasing the number of examiners and supervisors will also allow the Registration Program to train the new examiners that must be regularly added due to the natural attrition of veteran examiners, work on special projects related to emerging and known issues in registration, update Office regulations and the Compendium of US. Copyright Office Practices to reflect changes to Office practice, and contribute substantive expertise to the development of a new 21st century copyright registration system.

The impact of the new staff will not be felt immediately; however, over time the following benefits will accrue:

- When the extensive training of new examiners is completed, the Registration Program's productive capacity and substantive quality will increase in relation to the number of examiners and supervisors added;
- The volume of claims in-process will be reduced, so that applicants will receive their certificates faster;
- Regulations related to fee services will be updated more effectively to improve the customer experience and help safeguard the legal rights of copyright claimants; and
- Timely updates to the USCO's Compendium of U.S. Copyright Office Practices will be ensured. The Compendium is relied upon not only by USCO staff, but also by the public filing registration applications and the courts to determine applicable USCO practice when according administrative deference to the USCO regarding any particular registration certificate on which it must opine.

The Office will continue to monitor staffing levels and submit additional staffing requests in future budgets if necessary.

The requested staffing is as follows:

1. **Supervisor (two – GS 13)**
   The supervisors will enable the Copyright Office to increase the number of teams tasked with examining copyright applications, which will enhance productivity and resulting in faster processing time while maintaining desired quality levels for fee paying customers.
2. **Registration Specialists (thirteen – GS 11)**
   The specialists will provide subject matter-specific expertise under the current law and practices as well as in the future as copyright registration policy and practices become updated.

Legal Staffing: $0.391 million

The USCO is requesting $391 thousand in appropriated funding for two unfunded FTEs to support two GS 15 attorneys and their ongoing training. The USCO Office of the General Counsel (OGC) currently has 12 FTEs, including one administrative position. Investing in two GS-15 seasoned attorneys would bolster the USCO's ability to meet its expanding legal responsibilities as well as the overall functionality of the registration process.

The legal team is responsible for interpreting the Copyright Act and other matters of Title 17 for the Register of Copyrights, writing legal briefs, conducting hearings, publishing regulations affecting the registration program, and reviewing appeals of registration refusals. Legal staff serves as counsel to USCO divisions regarding copyright law, regulations, and USCO practices, and also advises the Congress, executive branch agencies, and the courts on matters of copyright administration and policy—portfolios that match the state of modern copyright law in both complexity and volume. This legal work has a major impact on the legal rights and economic interests of the public and the ability of Congress and the executive branch to complete work on copyright law and trade issues each year.

The legal team also promulgates regulations intended to streamline and improve the registration process, assist with updating the Compendium of U.S. Copyright Office Practices to ensure consistent treatment of registration applications, process appeals for denials of registration by the registration program, and provide legal advice and interpretations to the registration program when they encounter unique questions of copyright law. For example, OGC is currently engaged in an open rulemaking with the goal of requiring photographers that file group claims (i.e., up to 750 photographs with one application) to file online, and the associated deposit requirement for photographs and photographic databases would be revised to require applicants to submit their works in digital form. After the rulemaking is completed and the revised regulation(s) promulgated, USCO will no longer accept paper applications with physical deposits for group photograph claims, which are labor intensive to process and contribute to increasing registration processing times.

The demand on the existing legal staff often requires them to work rigorous schedules and leads frequently to high stress and burn-out. Hiring two additional attorneys will result in the following benefits:

- Enhanced ability to meet the USCO's responsibility to interpret the copyright laws of the United States with appropriate skill, subject matter expertise, and timeliness in an era of changing business models and extraordinary technological changes that implicate copyright matters like never before;
- Sustain the highest standards of statutory and regulatory legal practice;
- Support improved efficiency of the registration program through new regulations and updates to the Compendium of U.S. Copyright Office Practice;
- Process appeals of the registration program's refusals to register on a timely basis, addressing the current significant backlogs;
- Opine on numerous complex questions of law relating to U.S. legislation, and court decisions; and
- Manage the volume and complexity of Office of General Counsel workload to the benefit of the public.

Without the addition of these attorneys the USCO's ability to address backlogs in the registration program would suffer, thus negatively impacting the legal and economic rights of stakeholders. It also would impact the Office's ability to provide support for the Congress and the executive branch to complete work on copyright legal issues, as well as limiting the Office's ability to weigh in with its expertise when important questions of copyright law are confronted by the courts.

Public Records and Repositories Staffing: $0.533 million

The USCO has experienced backlogs resulting from the inability to meet customer deadlines involving public record searches, such as court mandated deadlines involving certifications for litigations. Therefore, the USCO is requesting appropriated funding of $533 thousand for six unfunded FTEs and their ongoing training. These staff will help manage public records searches, certifications, and other services mandated under section 705 of the Copyright Act. These services support business transactions large and small, as well as court proceedings involving legal rights of copyright owners.

In 2013, the USCO reorganized the Information and Records Division (IRD) into two new departments, the Office of Public Information and Education (PIE) and the Office of Public Records and Repositories (PRR), headed by senior-level officers. USCO took this action in recognition of the fact that the former IRD managed important and separate statutory duties that would be best served by creating a senior-level office to manage each. PRR is introducing new career ladder positions, designed to provide more flexibility in addressing workload ebbs and flows while ensuring that staff invested with these responsibilities are appropriately graded. The USCO is changing the position structure to enhance its ability to meet customer deadlines, including court-mandated deadlines involving certifications for litigations, which are critical to the legal and/or economic interests of private parties. In the short term, the USCO will attempt to address these challenges with overtime and detail assignments from other areas of the USCO.

The requested staffing is as follows:

1. **Senior Technician (four – GS-9)**
   The senior technicians will assist in preparing materials for customers, including certified copies of copyright deposits and other services.
2. **Subject Specialist (two – GS-11)**
   The subject specialists will prepare materials on demand for customers, including records searches and other services.

The increased staffing will result in the following benefits:

- Increased productive capacity, and decreased processing time for service requests;
- Decreased backlog of pending requests; and
- Stakeholders have the legal documentation necessary to protect legal and economic interests.

Public Information Staffing: $0.440 million

The USCO is requesting $440 thousand of appropriated funding to support five unfunded FTEs and their ongoing training for the Office of Public Information and Education (PIE). PIE is responsible for providing direct assistance to the public on copyright matters through the USCO Public Information Office.

The requested staff will expand the number of specialists trained broadly in copyright law, regulations, and practices. They provide services necessary to ensure a positive consumer experience and access to the most current USCO information. The Public Information Office is currently open for business daily, Monday through Friday, until 5 pm ET. The increased staffing will allow for expanded hours of service to serve the large copyright stakeholder community on the West Coast.

The requested staffing is as follows:

1. **Technician (two – GS-7)**
   The technicians will answer routine public inquiries related to copyright law and USCO services. The additional staff will allow for expanded hours.
2. **Copyright Information Specialist (three – GS- 11)**
   The copyright information specialists will respond to the full array of public inquiries related to copyright law and USCO services, and also will support expanded hours.

Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Basic
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$31,365	$30,621	$32,132	$37,408	+ $ 5,276	16.4%
11.3 Other than full-time permanent	452	462	558	586	+ 28	5.0%
11.5 Other personnel compensation	528	787	751	786	35	4.7%
12.1 Civilian personnel benefits	9,763	9,897	10,324	12,349	2,025	19.6%
13.0 Benefits for former personnel	20	40	25	25	0	0.0%
Total, Pay	**$42,128**	**$41,807**	**$43,790**	**$51,154**	**+ $ 7,364**	**16.8%**
21.0 Travel & transportation of persons	241	138	186	296	110	59.1%
22.0 Transportation of things	5	3	5	5	0	0.0%
23.2 Rental payments to others	308	303	317	332	+ 15	4.7%
23.3 Communication, utilities & misc charges	518	459	368	388	+ 20	5.4%
24.0 Printing & reproduction	256	381	336	349	13	3.9%
25.2 Other services	6,767	6,918	5,424	15,972	+ 10,548	194.5%
25.3 Other purch of goods & services from gov acc	80	91	236	243	+ 8	3.4%
25.7 Operation & maintenance of equipment	519	492	540	727	+ 187	34.6%
26.0 Supplies & materials	275	287	282	294	12	4.3%
31.0 Equipment	806	576	420	712	+ 292	69.5%
Total, Non-Pay	**$ 9,775**	**$ 9,628**	**$ 8,113**	**$19,318**	**+ $11,205**	**138.1%**
Total, Copyright Basic	**$51,903**	**$51,433**	**$51,903**	**$70,472**	**+ $18,569**	**35.8%**

Copyright BASIC
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	**405**	**$51,903**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		1,071
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		842
Annualization of January 2017 pay raise @ 2.88%		335
Within-grade increases		215
Total, Mandatory Pay and Related Costs	**0**	**2,463**
Price Level Changes:		
Fiscal 2017		262
Fiscal 2018		241
Total, Price Level Changes	**0**	**503**
Program Increases:		
Copyright Office Legal Staffing	2	391
Copyright Office Public Information Staffing	5	440
Copyright Office Public Records and Repositories Staffing	6	533
Copyright Office Registration Supervision and Staffing	15	1,599
Copyright Office IT Modernization	14	12,640
Total, Program Increases	**42**	**15,603**
Net Increase/Decrease	**42**	**$ 18,569**
Total Budget	**447**	**$ 70,472**
Total Offsetting Collections	**0**	**- 40,218**
Total Appropriation	**447**	**$ 30,254**

Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$70.472 million** for Copyright Basic in fiscal 2018, an increase of $18.569 million, or 35.8 percent, over fiscal 2017, offset by $32.789 million in offsetting collection authority and $7.429 million in authority to use prior year unobligated balances, for a net appropriation of $30.254 million. This increase represents $2.966 million for mandatory pay related and price level increases, and program changes of $15.603 million and 42 FTEs – [$0.391 million and 2 FTEs] for Copyright Legal Staffing, [$0.440 million and 5 FTEs] for Copyright Public Information Staffing, [$0.533 million and 6 FTEs] for Copyright Public Records and Repositories Staffing, [$1.599 million and 15 FTEs] for Copyright Registration Supervision and Staffing, and [$12.640 million and 14 FTEs] for Copyright IT Modernization.

Resource Summary (Dollars in Thousands)

	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
Appropriation/PPA	**Auth. FTE**	**$**	**FTE**	**$**	**Funded FTE**	**$**	**Funded FTE**	**$**	**Funded FTE**	**$**	**%**
COP_BASIC	464	$ 51,903	372	$ 51,433	405	$ 51,903	447	$ 70,472	42	$ 18,569	35.8%
Offsetting Coll.		- 30,000		0		- 30,000		- 32,789		- 2,789	9.3%
PY Unobl. Bal.		0		0		0		- 7,429		- 7,429	0.0%
COP_BASIC Appr.	464	$21,903	372	$51,433	405	$21,903	447	$30,254	42	$8,351	38.1%

PROGRAM OVERVIEW

The U.S. Copyright Office (USCO) administers the nation's copyright laws for the advancement of the public good; offers services and support to authors and users of creative works; and provides expert impartial assistance to Congress, the courts, and executive branch agencies on questions of copyright law and policy. This work is critical to promoting and disseminating American works of authorship and for sustaining large and small businesses in the arts, information, entertainment, and technology sectors.

The Register of Copyrights directs the USCO and is, by statute, the principal advisor to Congress on issues of domestic and international copyright policy. USCO staff work to sustain an effective copyright law by balancing the rights of copyright owners with the legitimate use of copyright-protected works. The USCO participates in important trade negotiations of the United States relating to intellectual property (e.g., treaties and free trade agreements) at both the bilateral and multilateral levels, and works with the White House and other executive branch agencies, including the Department of Justice and the United States Trade Representative, on national copyright matters and enforcement policy.

The Copyright Basic funding covers the following specific activities:

Examining, certifying, and registering legal claims in creative works of authorship;

Recording assignments, security interests, and other documents pertaining to copyright status and ownership;

Creating, preserving, and publishing the central public database of copyright records;

Administering the legal deposit of certain published works into the collections of the Library of Congress;

Conducting expert, impartial studies on complex areas of copyright law or emerging areas of copyright policy, both domestic and international;

Providing ongoing advice and support to the Congress and expert analysis and support to the White House, the Department of Justice, the United States Trade Representatives, the Department of Commerce, and other executive branch agencies; and

Providing copyright education and assistance to the public, including through a public information office and a variety of publications.

Over half of the USCO's annual budget comes from fees collected for copyright registration and related public services. The remainder of the budget is an annual appropriation. This funding mix is consistent with the proportional offset to appropriations of the newly proposed initiatives the USCO is requesting for fiscal 2018. The appropriated dollars are less than the estimated $35 million in value of the deposits provided by copyright owners to the Copyright Office and transferred to the Library of Congress' collections.

Appropriated dollars ensure the availability of the public database of copyright information that is essential to new and established businesses and facilitate ongoing transactions in the global marketplace. The USCO sets fees in accordance with its fee authority under Title 17, taking into account both the voluntary nature of its public services and the objectives of the overall copyright system. This includes the goal of facilitating or incentivizing as complete and useful a database of copyright information as possible, for use by the general public and by those engaged in marketplace transactions of assigning, licensing, and investing in copyrighted works.

Fiscal 2016 Accomplishments

Drawing on public input and an intensive multi-year planning effort, the USCO published an innovative and comprehensive five-year strategic plan on December 1, 2015 that the USCO started executing immediately in areas where operationally advantageous. The USCO implemented aspects of the strategic plan, including hiring and training new registration experts, which in the future will increase capacity to reduce the number of pending claims and processing times for copyright registrations. The Copyright strategic plan aligns with the strategic planning activities of the Library.

Upon completion of a detailed analysis of operations and future needs, the USCO identified and documented requirements for development of a more modernized and efficient recordation process. Beginning in fiscal 2015, the business requirements identified during this process detailed the current and future state of recordation operations, including business data requirements that conveyed the relationship between law, regulations, and data required to support recordation. Following the development and review of business requirements, both economic and gap analysis were performed in addition to a review of the necessary security considerations for successful reengineering of recordation processes.

The USCO continued the use of Optical Character Recognition (OCR), completing 7.8 million *.tiff* images and the creation of 200 *.jpeg* surrogates. The USCO pursued modifications and increased abilities for the OCR to more widely and efficiently deploy the technology throughout the processes of the Office of Public Records and Repositories. Progression and enhancements of the OCR included contracting for the grouping of cards for data perfection, which is expected to reduce data perfection time by up to 40%, as well as the ability for capturing OCR from handwritten images.

In fiscal 2016, the USCO registered 414,269 copyright claims; transferred to or facilitated online access of 636,479 works to the Library; recorded 10,865 documents affecting tens of thousands of titles; and responded to nearly 200,000 in-person, telephone, and e-mail requests for information.

Over the past two years, the USCO has completed plans relating to modernized IT systems. These efforts produced an initial cost analysis and a timeline for establishing robust IT systems for the USCO. The USCO and the Library's Chief Information Officer (CIO) have initiated collaboration to ensure Copyright Office IT modernization efforts are fully integrated with Library enterprise wide IT modernization efforts. Efforts to find and reduce any duplication and identify shared services opportunities as a means of achieving efficiencies have begun. The Library CIO will direct and centralize all IT modernization efforts enterprise-wide, including the oversite of and collaboration with the USCO CIO. Through continued close collaboration with the Library CIO, the IT modernization needs and recommendations of the Copyright Office's internal and external stakeholders will be reviewed and integrated into the Library's integrated IT modernization plan.

The USCO continued its domestic law and policy work in a number of areas, including launching studies on the effectiveness of Title 17 sections 108, 512, and 1201; conducting a study of software-enabled consumer products; and requesting public comments on potential changes to mandatory deposits of electronic books and sound recordings. The USCO published a report on the "making available" right under U.S. law and held a day-long moral rights symposium. On the international front, the USCO hosted officials from 22 developing countries for the International Copyright Institute (ICI), a premier copyright training program that is co-sponsored by the World Intellectual Property Organization (WIPO). Held at the Copyright Office from June 6 through June 10, the program featured a cross section of experts from government, private industry, and civil society who addressed the state of copyright law in the digital age. The USCO also continued its work on copyright issues that are currently under discussion at WIPO. USCO staff participated in interagency policy work on trade matters involving copyright, including multilateral and bilateral negotiations.

Fiscal 2017 Priority Activities

Implementation of the five-year strategic plan will continue with a particular emphasis on improving information technology systems and upgrading registration and recordation processes. Monies already received for registration and recordation have been used to hire additional registration examiners, who are fully engaged in the USCO's robust legal examination training program, and to contract for expertise in developing technical and initial design documents for a new recordation system. Other priority items include: making public records searchable, improving the website usability, analyzing data needs, and strategically expanding staff resources. The USCO will continue closely collaborating with the Library OCIO on the integration of Copyright Office IT Modernization requirements.

The USCO will continue its domestic law and policy support for both the House and Senate, including work on ongoing legislative studies, and providing expertise to executive branch agencies and the courts. In December, the USCO published the report, *Software-Enabled Consumer Products*. The USCO will also continue working on studies relating to sections 108, 512, 1201 of Title 17, and the recently initiated study on moral rights. The Office will initiate the seventh triennial rulemaking to consider requests for exemptions under Title 17 Section 1201. The USCO will continue to advise the Department of Justice on copyright litigation, including the *Lenz vs. Universal Music Group* case and other litigation. On the international front, the USCO will continue to work on issues before WIPO, as well as participating in interagency work involving copyright developments in other countries.

Fiscal 2018 Priority Activities

The USCO will continue to focus on implementation of the five-year strategic plan. Close collaboration with the Library OCIO to effectively and efficiently achieve IT modernization of USCO systems will continue. The USCO budget request for funding Copyright Office IT modernization focuses specifically on those aspects of IT modernization relating to Copyright Office applications. As a bulk of the modernization initiatives relate to technology infrastructure, the investment proposals for those items will be integrated and submitted within the Library's OCIO enterprise wide IT modernization request. Over the next several months a more thorough review of the best approach for fully integrating the Copyright and Library IT modernization plans will be conducted and submitted in a future budget request.

The USCO also will continue its domestic law and policy support for both the House and Senate, including work on ongoing legislative studies and legislative drafting. On the international front, the Office will continue to work on issues before WIPO, as well as participating in interagency work involving copyright developments in other countries.

Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Licensing Division
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$1,884	$1,766	$1,969	$2,075	+ $ 106	5.4%
11.5 Other personnel compensation	25	55	25	26	1	4.0%
12.1 Civilian personnel benefits	578	563	615	653	+ 38	6.2%
Total, Pay	**$2,487**	**$2,384**	**$2,609**	**$2,754**	**+ $ 145**	**5.6%**
21.0 Travel & transportation of persons	10	5	10	10	0	0.0%
22.0 Transportation of things	1	1	0	1	1	0.0%
23.3 Communication, utilities & misc charges	15	9	5	5	0	0.0%
24.0 Printing & reproduction	13	12	13	13	0	0.0%
25.2 Other services	1,887	1,130	1,857	1,943	86	4.6%
25.3 Other purch of gds & services from gov acc	811	611	822	859	37	4.5%
25.7 Operation & maintenance of equipment	139	110	39	60	21	53.8%
26.0 Supplies & materials	14	8	14	15	1	7.1%
31.0 Equipment	11	55	19	20	+ 1	5.3%
Total, Non-Pay	**$2,901**	**$1,941**	**$2,779**	**$2,926**	**+ $ 147**	**5.3%**
Total, Copyright Licensing Division	**$5,388**	**$4,325**	**$5,388**	**$5,680**	**+ $ 292**	**5.4%**

Licensing Division
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	24	$ 5,388
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		62
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		50
Annualization of January 2017 pay raise @ 2.88%		20
Within-grade increases		13
Total, Mandatory Pay and Related Costs	0	145
Price Level Changes:		
Fiscal 2017		81
Fiscal 2018		66
Total, Price Level Changes	0	147
Program Increases:	0	0
Net Increase/Decrease	0	$ 292
Total Budget	24	$ 5,680
Total Offsetting Collections	0	- 5,680
Total Appropriation	24	$ 0

Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$5.680 million** in offsetting collection authority for the Copyright Licensing division in fiscal 2018, an increase of $0.292 million, or 5.4 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
COP_LIC	30	$5,388	21	$4,325	24	$5,388	24	$5,680	0	$292	5.4%
Offsetting Coll.		- 5,388		0		- 5,388		- 5,680		- 292	5.4%
COP_LIC Appr.	30	$ 0	21	$4,325	24	$ 0	24	$ 0	0	$ 0	0.0%

PROGRAM OVERVIEW

The U.S. Copyright Office (USCO), through its Licensing Division, assists in the administration of certain statutory license provisions of the Copyright Act (Title 17 U.S.C.). The Licensing Division collects royalty fee payments and maintains public records filed by cable operators for retransmitting television and radio broadcasts (section 111), from satellite carriers for retransmitting non-network and network television broadcasts (section 119), and importers or manufacturers that distribute digital audio recording technology products (DART) (section 1003). The Division also has administrative responsibilities related to other statutory licenses, including the filing of notices of use of sound recordings under the statutory license for the non-interactive digital transmission of performances of sound recordings (section 114), and certain notices of intent to obtain the compulsory licenses for making and distributing phonorecords (section 115).

The Licensing Division's primary clients are copyright owners and users of the copyrighted works that are subject to these or such statutory copyright licenses. The Licensing Division is responsible for collecting and investing royalty fees for later distribution to copyright owners, examining related documents, providing information to various constituencies as part of its public affairs program, and recording documents for several licenses whose royalties are handled by outside parties.

Fiscal 2016 Accomplishments

In fiscal 2016, the Licensing Division collected $242 million in royalty payments from cable television systems, importers and manufacturers of digital audio recording equipment and media, and satellite carriers, inclusive of filing fees. Outstanding royalty investments and interest totaled more than $1.1 billion during the year, earning $3 million in interest for copyright owners. The Division made distributions involving nine funds, totaling almost $209 million to copyright owners during the year. Through two filing periods, the USCO also exceeded its congressionally mandated 93% throughput targets for processing and examining Statements of Account (SOA), achieving 99-100% throughput for several relevant accounting periods. During the year, the Division drafted a comprehensive statutory licensing chapter of the Compendium of U.S. Copyright Office Practices (Compendium). In addition, the Division phased out microfilming of cable documents in favor of digitizing cable SOA records. After a review and assessment, the Division pursued a multi-step process and official decided to terminate the eLi project on November 1, 2016. The Division began work toward an alternative automated system for filing and receiving SOAs by continuing with IT system planning and design.

Fiscal 2017 Priority Activities

In fiscal 2017, the Licensing Division will continue to collect and distribute royalty fees, striving to surpass relevant cable throughput targets. The Division will finalize the Compendium chapter on statutory licenses after legal review is completed, and will aim to digitize cable SOA records for relevant accounting periods. The Division will also assist the USCO Office of General Counsel (OGC) in revising statutory licensing regulations. The Division will continue to work toward a new electronic submission system for filing and receiving SOAs that meets the needs of stakeholders. As an initial step, the Division is implementing a spreadsheet-based remittance system. To date, feedback from stakeholders regarding the decision to terminate the eLi project and implement spreadsheet-based remittance has been extremely positive.

Fiscal 2018 Priority Activities

In fiscal 2018, the Licensing Division will strive to continue to surpass relevant cable throughput targets. The Division will digitize cable SOA records for relevant accounting periods and continue to assist the USCO OGC in revising statutory licensing regulations. The Division will continue to work toward a new automated system for SOAs. The Licensing Division will also continue to collect and distribute royalty fees.

Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Royalty Judges
Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	$ 840	$ 841	$ 858	$ 905	+ $47	5.5%
11.5 Other personnel compensation	107	0	75	80	5	6.7%
12.1 Civilian personnel benefits	248	269	262	282	+ 20	7.6%
Total, Pay	**$1,195**	**$1,110**	**$1,195**	**$1,267**	**+ $72**	**6.0%**
21.0 Travel & transportation of persons	5	1	2	2	0	0.0%
22.0 Transportation of things	1	0	1	1	0	0.0%
23.3 Communication, utilities & misc charges	11	3	5	5	0	0.0%
24.0 Printing & reproduction	74	102	104	108	4	3.8%
25.2 Other services	198	293	21	26	5	23.8%
25.3 Other purch of goods & services from gov acc	48	32	49	51	+ 2	4.1%
25.7 Operation & maintenance of equipment	4	0	202	207	5	2.5%
26.0 Supplies & materials	17	1	3	3	0	0.0%
31.0 Equipment	31	5	2	3	+ 1	50.0%
Total, Non-Pay	**$ 389**	**$ 437**	**$ 389**	**$ 406**	**+ $17**	**4.4%**
Total, Copyright Royalty Judges	**$1,584**	**$1,547**	**$1,584**	**$1,673**	**+ $89**	**5.6%**

Copyright Royalty Judges
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	6	$ 1,584
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		32
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		24
Annualization of January 2017 pay raise @ 2.88%		9
Within-grade increases		6
Total, Mandatory Pay and Related Costs	0	71
Price Level Changes:		
Fiscal 2017		9
Fiscal 2018		9
Total, Price Level Changes	0	18
Program Increases:	0	0
Net Increase/Decrease	0	$ 89
Total Budget	6	$ 1,673
Total Offsetting Collections	0	- 407
Total Appropriation	6	$ 1,266

Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$1.673 million** for the Copyright Royalty Judges in fiscal 2018, an increase of $0.089 million, or 5.6 percent, over fiscal 2017, offset by $0.407 million in offsetting collection authority, for a net appropriation of $1.266 million. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2016										
	Operating Plan		Actual Obligations		Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
COP_CRJ	6	$ 1,584	6	$ 1,547	6	$ 1,584	6	$ 1,673	0	$ 89	5.6%
Offsetting Coll.		- 389		0		- 389		- 407		- 18	4.6%
COP_CRJ	6	$1,195	6	$1,547	6	$1,195	6	$1,266	0	$ 71	5.9%

PROGRAM OVERVIEW

Chapter 8 of the Copyright Act establishes the Copyright Royalty Judges (CRJ) program for the purpose of determining royalty rates and licensing terms. The three Copyright Royalty Judges (Judges), appointed by the Librarian for staggered six-year terms, determine royalty rates and terms for certain statutory copyright licenses (e.g., those authorizing licensees to transmit or retransmit copyrighted works via cable, satellite, or over the internet). The Judges also adjudicate proceedings to determine the appropriate allocation among copyright owners of certain royalties that statutory licensees deposit with the Copyright Office. The CRJ program facilitates the Copyright Office's administration of statutory licenses for the use of copyrighted works.

In fulfilling their responsibilities under the Copyright Act, the Judges, among other things, conduct quasi-judicial rate-setting and royalty allocation hearings. At the conclusion of a hearing, the Judges issue a determination which resolves disputed questions of fact and law. The Judges must consult with the Copyright Office on novel questions of substantive copyright law and regarding any determination or ruling that would require that any act be performed. Under the Copyright Act, the Register may publish an opinion regarding the Judges' resolution of material questions of substantive copyright law if the Register determines the Judges have made an error of law. The Register's opinion is binding prospectively on the Judges. Parties may appeal the Judges' final determination to the U.S. Court of Appeals for the D.C. Circuit.

Fiscal 2016 Accomplishments

In fiscal 2016, the Judges concluded proceedings to establish royalty rates and terms for webcasting during the 2016-2020 rate period and initiated proceedings to establish the 2018-2022 royalty rates and terms for satellite radio and pre-existing music subscription services transmitting sound recordings. These rates and terms apply to licenses for the performance of the sound recordings and the creation of an ephemeral reproduction of the recording to facilitate those performances. The Judges also initiated proceedings to establish the 2018-2022 royalty rates for the statutory license granted in Copyright Act Section 115 to use musical works to make and distribute phono records and for the statutory license applicable to public broadcasting entities pursuant to Section 118 of the Copyright Act. In addition, the Judges published two proposed rules regarding cable royalty rates and conducted a hearing regarding discovery issues in a cable royalty distribution proceeding. To assure that distribution of royalties proceeds apace, the Judges continued proceedings toward final distribution of cable and satellite television royalties deposited with the Copyright Office between 2010 and 2013 and approved partial distribution of television royalties deposited during 2014. The Judges also approved partial and final distributions of royalties paid for digital audio recording technology devices (DART).

Consistent with the Library's strategic goal of developing "modernized copyrights systems and practices," the Library awarded a contract to create an electronic document filing and litigation management system to automate and streamline CRJ processes.

Fiscal 2017 Priority Activities

In fiscal 2017, the Judges' schedule includes six hearings relating to license royalty rates. In addition, the Judges intend to issue an opinion regarding satellite radio subscription services in response to a referral made to them by the United States District Court for the District of Columbia. The Judges will continue to promote settlement of pending proceedings, where possible. The Judges will focus on facilitating the prompt and efficient distribution of royalties by approving partial distributions of funds where appropriate, and completing pending proceedings in which distribution allocation issues remain in dispute. The CRJ also plans on launching the recently contracted electronic filing and litigation management software and issue e-filing regulations which will modernize the Judges processes and increase productivity.

Fiscal 2018 Priority Activities

In fiscal 2018, the Judges will continue to facilitate the prompt and efficient distribution of royalties by issuing partial distributions of funds, where appropriate, and completing those pending proceedings where distribution allocation issues remain in dispute. The Judges also anticipate completion of the uploading of their voluminous paper records to the electronic filing and litigation management system to enable public access to the full record of their proceedings. It is intended that modernization of the systems and process will be completed and full implementation will be achieved in fiscal 2018 or 2019.

CONGRESSIONAL RESEARCH SERVICE,
SALARIES AND EXPENSES

Congressional Research Service, Salaries and Expenses
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$ 72,428	$ 71,661	$ 71,854	$ 76,590	+ $4,736	6.6%
11.3 Other than full-time permanent	1,600	1,604	1,603	1,696	93	5.8%
11.5 Other personnel compensation	763	544	649	690	41	6.3%
11.8 Special personal services payment	22	23	23	24	+ 1	4.3%
12.1 Civilian personnel benefits	22,448	22,115	22,903	25,833	+ 2,930	12.8%
13.0 Benefits for former personnel	10	55	30	30	0	0.0%
Total, Pay	$ 97,271	$ 96,002	$ 97,062	$104,863	+ $7,801	8.0%
21.0 Travel & transportation of persons	101	132	136	141	5	3.7%
23.3 Communication, utilities & misc charges	419	389	429	448	19	4.4%
24.0 Printing & reproduction	30	21	21	22	1	4.8%
25.1 Advisory & associate services	242	328	181	190	9	5.0%
25.2 Other services	1,998	2,332	1,899	3,496	1,597	84.1%
25.3 Other purch of goods & services from gov acc	110	86	100	105	5	5.0%
25.7 Operation & maintenance of equipment	1,642	1,622	1,734	2,100	366	21.1%
26.0 Supplies & materials	3,452	3,744	3,663	3,826	163	4.4%
31.0 Equipment	1,680	1,958	1,720	4,298	+ 2,578	149.9%
42.0 Insurance claims & indemnities	0	100	0	0		
Total, Non-Pay	$ 9,674	$ 10,712	$ 9,883	$ 14,626	+ $4,743	48.0%
Total, Congressional Research Service	$106,945	$106,714	$106,945	$119,489	+$12,544	11.7%

Congressional Research Service, Salaries and Expenses
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	**615**	**$106,945**
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		3,998
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		1,851
Annualization of January 2017 pay raise @ 2.88%		735
Within-grade increases		472
Total, Mandatory Pay and Related Costs	0	7,056
Price Level Changes:		
Fiscal 2017		359
Fiscal 2018		376
Total, Price Level Changes	0	735
Program Increases:		
CRS Integrated Research and Information System (IRIS)		4,000
CRS Supporting Areas of High Congressional Demand	8	753
Total, Program Increases	8	4,753
Net Increase/Decrease	8	$ 12,544
Total Budget	623	$119,489
Total Offsetting Collections	0	0
Total Appropriation	623	$119,489

Fiscal 2018 Program Changes: $ 4.753 million

The Congressional Research Service (CRS) offers comprehensive, timely and authoritative research and analysis on all current and emerging legislative issues to all Members, committees, and congressional staff on demand, limited only by available resources and CRS core values of objectivity, nonpartisanship and authoritativeness. Congress expects CRS to proactively examine the nature and extent of the full range of problems facing the Congress, anticipate upcoming issues, identify and assess policy options, and assist with hearings on legislative proposals and on implementation of existing policies. That work must be done using the most up-to-date analytical techniques and methodologies, and presented in readily accessible and highly usable formats.

Every year, CRS provides Members and staff multifaceted, in-depth support across a wide spectrum of complex and diverse issues. On average, CRS experts deliver more than 65,000 responses to requests for custom research and analysis, produce over 3,500 new or updated written products, summarize thousands of bills for the legislative digest, and host over 300 seminars, briefings, and other events a year.

In this time of static budgets and lower staffing levels, meeting congressional expectations is growing more challenging for the Service; particularly in a research setting characterized by increasingly complex issues, the proliferation of data sources, and the fast moving information environment in which the Congress operates. CRS must be positioned to nimbly navigate these challenges to support a twenty-first century Congress.

To address the ongoing challenges of the Service and to continue to meet the increasing legislative research and analysis support expected by the Congress, CRS is requesting $4.753 million in programmatic increases in fiscal 2018. This request includes $753,000 to support eight not-to-exceed (NTEs) appointments to strengthen research capacity in areas of high congressional demand and $4 million to support an Integrated Research and Information System (IRIS), a needed technology enhancement and allow CRS to leverage junior staff to better manage high-demand issues. This request will help position CRS to manage the challenges ahead and continue to deliver the extensive support we provide to the Congress.

Supporting Areas of High Congressional Demand: $0.753 million

Recognizing the current budget constrained environment, CRS continues to take steps to improve efficiency and reduce expenditures. However, staffing levels have declined by almost 12% since 2010 and the capacity and flexibility of the current CRS staff to absorb additional subjects and tasks has been significantly reduced. While the Service would prefer to strengthen research capacity across the board, a careful examination of the workload reveals that a fifth of the over 65,000 congressional requests received for support routinely fall in four specific legislative areas: Defense, Education, Healthcare (including Veterans), and Budget and Appropriations.

To ensure high quality support for these high congressional interest areas, CRS is requesting $745,000 for eight individuals to fill unfunded FTEs at the GS-11 pay level and $8,000 for annual training to focus on high demand production. These junior staff would strengthen CRS's capacity to effectively manage routine requests and free senior staff to focus on congressional inquiries that require more in-depth and highly analytical research. The GS-11 staff would be hired on not-to-exceed (NTE) 3-5 year appointments, allowing the Service greater flexibility to extend or end their employment, while at the same time limiting long-term salary and benefit costs associated with hiring permanent staff with expertise in areas that may no longer be in high demand. These junior NTE staff, who are entitled to the same benefits as permanent staff, including the Thrift Savings Plan, also would help CRS establish a pool of available talent for succession planning purposes. The junior personnel would gain valuable experience that may provide permanent position opportunities arising from attrition and succession planning.

Defense Policy & Budget

As the issue area that consumes the largest portion of the U.S. Government's discretionary spending, "defense" remains a consistently high priority for Congress. The CRS defense team maintains over 200 products that are viewed more than 50,000 times a year. This team also responds to almost 3,000 congressional requests and provides over 200 in-person briefings a year. To add support in defense-related requests, CRS will use increased funding to bring-on two junior analytical support positions:

1. **Analyst in U.S. Strategy and International Security (one GS-11)**
   This position would ensure that the Service has the capability to respond in a timely manner to frequent congressional requests regarding the development and implementation of U.S. national security strategy at all levels.
2. **Analyst in Defense Resources (one GS-11)**
   This position would ensure the Service has the research capacity to provide integrated analysis of all of the critical "inputs" into U.S. national defense – money, manpower,

acquisitions, logistics, and more, as well as information and analysis that looks at those critical factors in relation to one another, e.g., the budget impact of current ongoing military operations on longer-term personnel costs.

Health Policy

America's health care system is a prominent and complex policy arena. Health care represents a major component of the U.S. economy and directly impacts every American. Issues as diverse as electronic health records, patient privacy, effective and affordable health services, the efficient delivery of care to our Veterans, and the implications of long-term financing for federally funded health programs are all a part of this policy portfolio. The number, and complexity, of the health-related issues that CRS will be expected to address over the next decade is only growing.

To enhance the useful and timely research and analysis of these complex issues, CRS will use increased funding to support two junior health policy analyst positions:

1. **Health Care Industry Analyst (one GS-11)**
   This position would provide capacity to help evaluate trends in the key sectors of the health care industry (e.g., hospitals, physicians, and the pharmaceutical industry), the impact of these providers and suppliers as drivers of change, trends in the health care marketplace, and the effects of changes in federal policy on these industries.
2. **Health Care Tax Analyst (one GS-11)**
   This position would provide CRS with support to better understand the current role of federal taxes and accounting rules on small and large employer behavior, an important emerging component of understanding the workings of the U.S. health care system.

Education Policy

Numerous changes have occurred in recent decades affecting both elementary and secondary education, which includes a wide range of implications for federal policy. That has spurred an active and ongoing congressional debate regarding the future of education in America and the appropriate role for the federal government. Those issues perennially occupy a prominent role on the congressional agenda and consequently figure prominently in requests for research and analysis from CRS.

To ensure support for the high level of congressional interest in education issues, CRS will use increased funding to hire two junior education analytical support positions:

1. **Data Methodologist (one GS-11)**
   CRS is asked with great regularity to simulate the effects of changes to grant allocation formulas, to simulate the effects of changes to program or benefit award rules, and to simulate the effects of alternative approaches to the design of new programs and benefits. This analyst will provide key support in these efforts by devoting concentrated time to programming, the development of new analytical tools and models, and to direct efforts to clean and make better use of restricted access and administrative datasets. While focused on education, this position would also support other policy areas.
2. **Analyst in Educational Finance (one GS-11)**
   CRS faces increasing interest in issues related to trends in funding, the allocation of funds across diverse populations and locales over time, and the relative share of educational expenditures federal dollars comprise across activities. This analyst would provide support on educational finance issues. Among other things, this analyst would devote considerable attention to nonfederal financing of higher education and K-12 education to better enable us to address how federal financing of activities is situated in a broader context.

Budget and Appropriations Process

The annual Budget and Appropriations cycle includes a number of complicated processes – including the drafting, Committee and Floor debate, and implementation of both the budget and annual funding bills – which consistently draw a high level of congressional attention. Current CRS experts in these issues face an unusually high request volume, and are unable to fully satisfy demand for budget-related products and services. The current and only Appropriations Process analyst averages between 400 and 500 requests a year; and has 30 products available on CRS.gov that were viewed over 10,000 times in the last 12 months by congressional clients. The budget team receives an extraordinarily high volume of requests from Congress for complex legislative support in the areas of Budget and Appropriations, with an average workload three to four times that of other CRS experts.

To help meet the growing demand for budget and appropriations process expertise, CRS will use increased funding to support two junior analyst positions:

1. **Appropriations Process Analyst (one GS-11)**
   This position would greatly augment CRS' capacity to answer congressional inquiries about Appropriations Committee and Subcommittee procedures and legislation, Floor procedures, current appropriation bill progress and content, and continuing resolutions. An additional expert on appropriations would also allow CRS to increase the number of briefings, seminars, and other events offered to Members and staff on appropriations. While CRS's lead expert in this area is highly productive and active, she can only handle a fraction of the demand.
2. **Budget Process Analyst (one GS-11)**
   This position would provide support on the budget process, including the budget resolution and budget enforce-

ment processes such as sequestration. The analyst would also support congressional deliberations on issues that would affect the budget deficit, trends in mandatory and discretionary spending, and the debt limit. This analyst would share the burden of presentations and briefings frequently requested by Members of Congress and would allow CRS to offer additional budget policy briefings, seminars, and other events.

Given the need for CRS to maintain coverage across the full expanse of issues in front of Congress, if additional funding is not available to support these junior positions and their ongoing training, the Service will be increasingly unable to meet congressional demand for timely and authoritative research and analysis in these areas of high-interest and demand for services.

Integrated Research and Information System (IRIS): $4 million

Technology is critical to the way CRS serves the Congress. While CRS leverages the technology services provided by the Library of Congress to the fullest extent possible, over the last 20 years the Service has had to develop several customized applications to support very specific operational needs that do not exist across the Library, including the systems used to manage congressional requests, support research and analysis, author and publish CRS products, and deliver those products to Congress. The CRS mission-specific information technology (IT) information systems have evolved over time into a highly complex interconnection of distinct applications. As a consequence of this dynamic the Service is limited in its ability to implement innovative technologies.

To ensure that CRS is positioned to continue to meet the growing needs of the Congress and operate in the modern era of "big-data", the Service must transform its independent and outdated research tools and techniques into a smart, flexible integrated research and information environment. Modernizing CRS's mission-specific information systems will allow technology to be leveraged as a force multiplier; enabling CRS staff to more efficiently support congressional requests by reducing the time needed to research, analyze, create, and deliver CRS products and services in the formats most useful to Congress, while protecting the security and confidentiality of congressional data.

In fiscal 2018, CRS is requesting $4 million for a five-year investment of $20 million to establish the Service's next-generation Integrated Research and Information System (IRIS). This request is necessary because the current level of funding only allows CRS to meet the operations and maintenance on its existing, aging IT systems. The requested funding for IRIS would be non-recurred in fiscal 2023.

IRIS will leverage the latest advances in web based technologies to provide an agile and flexible infrastructure that will enable efficient plug-and-play of technologies for rapid deployment and use by CRS staff and Congress. The new integrated environment will support Congress in four key areas:

Information Research – new and enhanced research capabilities such as natural language processing, semantic enrichment, data aggregation, data correlation, and data management, will allow CRS to more effectively curate, store, and retrieve large amounts of complex data in the most useful formats, while boosting productivity by delivering relevant search information in more digestible ways.

Policy and Data Analysis – new software and techniques to speed up analysis of large data sets, enable quick identification of critical information and outliers, and draw linkages between previously unknown data will enable CRS to better predict emerging issues and provide deeper and more nuanced research and analysis that can help Congress navigate complex issues.

Content Creation – CRS staff need the ability to quickly produce short and long narrative, audio, and video-based products that can be more easily consumed by Congress. Introducing better management of CRS content, multi-authoring, and metadata enhancement, will improve productivity by decreasing the time needed to create CRS products.

Product Delivery – an advanced content management system and enhanced delivery methods will allow the Service to transition from a 20th century document based publication service into a more digitally-driven provider of authoritative non-partisan products on-demand in a highly personalized environment.

In fiscal 2017 the Service began the design of a modern enterprise architecture for CRS IT and initiated a comprehensive Business Process Reengineering (BPR) initiative that will define the most effective business processes needed to produce and maintain the Product Line; and evaluate technologies that will be used to implement those processes.

With these additional funds, in fiscal 2018, CRS plans to:

Identify and begin introduction of a new content management system (CMS), which will enable a component-based approach to content production and delivery. A modern CMS will also help reduce the amount of staff time spent on administrative and production issues and allow more focus on research, analysis and consultations for Congress.

Pilot a flexible workflow automation and task management tool integrated with the new CMS and authoring tool. This system will automate tracking of the full lifecycle of CRS product creation, starting with request, through assignment, editing, review and delivery. A fully optimized workflow tool will help CRS make its work more streamlined and transparent, which will allow enhanced timeliness and efficiency.

- **Pilot a new authoring and dissemination tool**, that will support component-based content creation integrated smoothly with the new CMS and workflow automation tool. The authoring tool is the heart of CRS's product development, and the current tool constrains CRS to rigidly styled print-centric product formats. The new authoring tool will reduce the time and effort required to create and assemble new products from existing components and enable more flexible importing and manipulating of interactive graphics, tables, and charts.

CRS will use this temporary funding to our base in fiscal 2019 through fiscal 2022 to:

- **Integrate and enhance the new CMS**, including:
  - Semantic enrichment, taxonomy management, and natural language processing tools. These tools would add additional metadata to CRS products and enable a more comprehensive automated review of CRS content to improve: a) CRS.gov search, b) internal product visibility and maintenance, and c) findability of external information and resources; and
  - A high-performance search engine with faceted search. Indexing all content with support for rich queries and geospatial and semantic search and increase precision and findability of relevant CRS analysis and information.
- **Implement the new workflow automation and authoring and dissemination tools**, and expand support for integrated interactive tables, geospatial interactive maps, and audio and video products. This will also:
  - Enable multiple-authors to work on CRS products cooperatively within the system;
  - Provide automation for routine publishing tasks such as meta tagging, file structure and link validation; and
  - Add new delivery channels including mobile, push email or other methods as desired by Congress.
- **Develop and deploy an "Integrated Analytic Toolkit"** which will provide software packages for CRS analysts and attorneys optimized to aggregate analyze and visualize data for CRS products. These tools will enable CRS staff to:
  - Compile and manage the analysis of complex datasets to inform congressional policy development, oversight & compliance, or program performance.
  - Identify useful information and conclusions from large and diverse data sources.
  - Create visualizations that can help illuminate complex policy issues for Congress.
- **Enhance personalization** to help deliver pertinent and useful information to individual congressional users based on their past interactions with the Service, the needs of similar or related users, and knowledge of congressional issues and trends. Effective personalization, and the user feedback it enables, will also help CRS anticipate congressional needs.
- **Establish effective predictive analysis** to allow CRS to pro-actively prepare and deliver products and consultation to Congress based on "trends analysis" of both external and internal data sources.
- **Implement continual process improvement capabilities** to allow CRS management to objectively measure the performance of business practices, staff, and products. Enhanced analytics will allow CRS to leverage its resources to minimize overlap in its workflow processes.

If CRS is not able to transition to IRIS, the Service's mission-specific information systems will continue to be at risk from aging and inadequate integration, which over the next few years will:

- Force CRS to expend extra resources to maintain a foundation of increasingly outdated technology that will limit or prevent the introduction of smart tools to enhance the research and production environment.
- Intensify existing gaps in the Service's capability to address emerging issues of strong interest to Congress due to limitations in available technology.
- Prevent the Service from effectively leveraging the increasingly vast amount of data that could provide critical information for Congressional decision making.
- Reduce or eliminate the ability to exploit current and future developments that can strongly enhance research, analysis, creation, and delivery of CRS products.
- Adversely impact the timeliness of response to requests due to staff workload and challenges in coordination.
- Limit the breadth and speed of delivery for research products and consultations because of dated tools and technology.

Congressional Research Service

CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$119.489 million** for the Congressional Research Service in fiscal 2018, an increase of $12.544 million, or 11.7 percent, over fiscal 2017. This represents a request of $7.791 million for fiscal 2018 mandatory pay related and price level increases, and program changes of $4.753 million and 8 FTEs for [$4.0 million] CRS Integrated Research and Information System (IRIS) and [$0.753 million and 8 FTEs] for CRS Supporting Areas of High Congressional Demand.

Resource Summary (Dollars in Thousands)

	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
CRS	651	$106,945	592	$106,714	615	$106,945	623	$119,489	8	$12,544	11.7%

PROGRAM OVERVIEW

The Congressional Research Service (CRS) provides the Congress with timely, objective, authoritative, and confidential research and analysis to support its legislative, oversight, and representational functions. Members of the House and Senate, personal office staff, and committee staff are the beneficiaries of CRS' efforts.

CRS assists the Congress at every stage of the legislative process, from the early considerations that precede bill drafting to committee hearings and floor debates and the oversight of enacted laws. CRS prepares written reports, briefing documents, fact sheets, and shorter blog posts for Congress on relevant policy, procedural, and legal issues. Acting as a pooled staff resource, CRS experts also provide tailored, confidential memoranda, personalized briefings and consultations, expert testimony, seminars, and targeted materials in response to individual requests. The Service maintains a web site that provides Congress with 24/7 access to its reports, information resources, and the online "place a request" function.

Congress relies on CRS to marshal interdisciplinary resources, apply critical thinking, and create innovative frameworks to help legislators evaluate and develop sound legislative options and make decisions that will guide and shape present and future national policy.

Fiscal 2016 Accomplishments

During the second session of the 114th Congress, CRS provided a broad range of services to every congressional office and Committee, answering over 60,000 individual requests. The Service continued to refine its product line and services to better meet the particular needs of its varied clientele, with a goal of increasing timeliness and accessibility of its analysis and information. CRS refined and improved the delivery of timely legislative support products with the introduction of "Issue Area" pages to the CRS.gov web site. This complimented the very popular "Legal Sidebar" and "Policy Insights" products that provided brief, well-timed analysis on developing issues in the Congress and around the world.

CRS keenly focused efforts to increase congressional outreach and to ensure that products and services aligned with the legislative agenda and client demand. This included leading a congressional survey of several Library of Congress functions, including CRS, to measure congressional client satisfaction. The Service completed a comprehensive evaluation of the strengths and weaknesses of its technology program, and to develop a plan to best meet the needs of internal and external customers. As part of on-going efforts to improve efficiencies and identify redundancies, the Service embarked on an administrative operations review focused on infrastructure divisions. Concurrent to this effort, the Service began piloting a new structure for information research and knowledge management services that aligns related specialties to create synergies and boost productivity.

Fiscal 2017 Priority Activities

In order to increase effectiveness in an austere fiscal environment, CRS will initiate an operational review of the direct research and congressional support functions within the Service. Additionally, CRS will focus hiring efforts on maintaining its research capacity.

Efforts will focus on providing the optimal balance of fundamental legislative support to Committee and Member office staff. Products and services will continue to be developed to best meet the needs of its congressional clients in the most efficient way possible. Communication efforts will be refined and targeted to better inform clients as new reports, products and other services become available. Client surveys and other metrics will inform decisions on CRS.gov web site improvements and to better tailor individual products and services. To help satisfy the growing demand for information presented in multiple media formats, CRS will increase production of video and information graphics accessible via the CRS website. Utilizing the newly available Skype capabilities within CAPNET, the Service will make seminars and programs available remotely to more clients, including District staff.

The Service will begin the first phase to modernize its authoring and publishing system, to include a current state content management. This includes testing new research and information tools that can facilitate timely research and analysis, and developing new CRS products, that include the latest statistical and graphical software applications. CRS will test tools that can deliver aggregated, filtered, and customized alerts on issues of interest. Improved graphics, including infographics, will appear in CRS reports, confidential memoranda, and as standalone CRS products. CRS will also leverage business analytics capabilities to better analyze and predict requests and client requirements thus improving products and services as well as their timely delivery.

Attention will be focused on the visual display of information and shorter, one page issue reports that can be provided on a timely basis. Work will begin to facilitate the transition of CONAN – the Constitution Annotated – to a flexible web-based platform to make constitutional references and analysis more readily accessible and beneficial to Congress and the public.

Fiscal 2018 Priority Activities

CRS understands its strength is rooted in the deep and broad research capacity of the institution. Hiring will be focused on analysts, research assistants, and information professionals that directly serve clients with broad-based expertise and up-to-date technological knowledge. CRS has identified areas of heavy congressional demand and emerging interest, such as cybersecurity, healthcare, budget and tax reform. The fiscal 2018 program requests an increase in funding to add research staff in these critical areas of congressional support. The GS-11 staff would be hired on three to five year NTE appointments, allowing the Service to realign competencies with changing demands. The program request also asks for an investment of $4 million a year for five years, a total of $20 million. CRS, in close collaboration with the Library's Office of the Chief Information Officer would modernize its outdated hardware, software and related mission services information architecture into a more effective and flexible integrated research and information environment. This effort will allow CRS to deliver products and services to congressional clients through an array of devices over current and next generation platforms and networks. This modernization plan would allow CRS analysts to more effectively research, analyze, create, and deliver products and services to congressional clients.

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED,

SALARIES AND EXPENSES

Books for the Blind and Physically Handicapped, Salaries and Expenses
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016 Operating Plan	Fiscal 2016 Actual Obligations	Fiscal 2017 CR Operating Plan	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-time permanent	$ 9,831	$ 9,242	$ 9,613	$10,179	+$ 566	5.9%
11.3 Other than full-time permanent	23	399	400	412	12	3.0%
11.5 Other personnel compensation	45	88	63	66	3	4.8%
12.1 Civilian personnel benefits	2,936	2,905	3,011	3,368	+ 357	11.9%
13.0 Benefits for former personnel	10	10	10	10	0	0.0%
Total, Pay	**$12,845**	**$12,644**	**$13,097**	**$14,035**	**+$ 938**	**7.2%**
21.0 Travel & transportation of persons	244	217	217	228	11	5.1%
22.0 Transportation of things	78	66	63	66	3	4.8%
23.1 Rental payments to GSA	4,052	2,307	2,795	2,980	185	6.6%
23.3 Communication, utilities & misc charges	361	123	96	107	11	11.5%
24.0 Printing & reproduction	889	874	921	962	41	4.5%
25.1 Advisory & associate services	3,304	1,678	3,020	3,164	144	4.8%
25.2 Other services	9,398	15,166	7,445	7,827	382	5.1%
25.3 Other purch of goods & services from gov acc	73	173	179	185	6	3.4%
25.4 Operation & maintenance of facilities	366	15	11	19	8	72.7%
25.5 Research and Development Contracts	710	84	255	277	22	8.6%
25.7 Operation & maintenance of equipment	35	31	35	37	2	5.7%
25.8 Subsistence and Support of Persons	203	157	78	84	6	7.7%
26.0 Supplies & materials	292	218	204	215	11	5.4%
31.0 Equipment	17,398	16,317	21,832	22,726	+ 894	4.1%
Total, Non-Pay	**$37,403**	**$37,426**	**$37,151**	**$38,877**	**+$1,726**	**4.6%**
Total, BBPH, S&E	**$50,248**	**$50,070**	**$50,248**	**$52,912**	**+$2,664**	**5.3%**

Books for the Blind and Physically Handicapped, Salaries and Expenses
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 CR Operating Plan	**118**	**$50,248**
Non-recurring Costs:	**0**	**0**
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		519
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		254
Annualization of January 2017 pay raise @ 2.88%		101
Within-grade increases		65
Total, Mandatory Pay and Related Costs	**0**	**939**
Price Level Changes:		
Fiscal 2017		824
Fiscal 2018		901
Total, Price Level Changes	**0**	**1,725**
Program Increases:	**0**	**0**
Net Increase/Decrease	**0**	**$ 2,664**
Total Budget	**118**	**$52,912**
Total Offsetting Collections	**0**	**0**
Total Appropriation	**118**	**$52,912**

Books for the Blind and Physically Handicapped

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **$52.912 million** for the National Library Service for the Blind and Physically Handicapped in fiscal 2018, an increase of $2.664 million, or 5.3 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

	Fiscal 2016				Fiscal 2017 CR Operating Plan		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
Appropriation/PPA	Auth. FTE	$	FTE	$	Funded FTE	$	Funded FTE	$	Funded FTE	$	%
BBPH	128	$50,248	111	$50,070	118	$50,248	118	$52,912	0	$2,664	5.3%

PROGRAM OVERVIEW

The Library of Congress, as directed by Title 2 U.S.C. 135a-135b as amended, administers a free national reading program for residents of the United States and for U.S. citizens living abroad who cannot use standard print materials because of blindness and visual, physical, or other disabilities. This is the only, fully accessible public library service that is available to these patrons. The National Library Service for the Blind and Physically Handicapped (NLS) directs the production of books and magazines in braille and recorded formats as well as specially designed playback equipment. It also manages the distribution of these materials through a network of 55 regional libraries, 31 subregional libraries, 14 advisory and outreach centers, and four separate machine-lending agencies throughout the United States. The network serves approximately 500,000 individual readers through more than 850,000 reader accounts and circulates more than 21 million books and magazines annually. The NLS staff is comprised of librarians, engineers, technical specialists, and support staff, which includes temporary and intermittent employees in addition to full-time employees. Although NLS is funded through a separate appropriation, NLS is a division of the National Programs directorate in the National and International Outreach service unit.

Fiscal 2016 Accomplishments

NLS continued production of braille and talking books and magazines as well as conversion of legacy titles to digital format. The number of titles available on the Braille and Audio Reading Download (BARD) web site increased by 13,000 during fiscal 2016 – from 80,700 to 93,700 titles. Other priority activities included:

The development of a new NLS web site that is feature-rich and fully accessible to replace the current, outmoded version. At the end of fiscal 2016, the web site was in final testing.

Initiation of software development for a new generation of talking book machines, and infrastructure to support wireless delivery of materials.

Conversion of the code used in braille production from English Braille American Edition to Unified English Braille for all books and magazines.

Continued development of specifications for new electronic braille formats and eReader software.

Integration of the Patron Information and Machine Management System with all Keystone network library circulation systems.

Continued development and implementation of a new, modularized, and efficient Production Information Control System to manage book and magazine production.

Enhancement of the BARD Mobile applications for iOS and Android devices, and work with outside developers to implement the BARD Application Programming Interface (API) on third-party devices.

Training and support for network libraries, facilitating the addition of 1,200 network-produced talking book titles to BARD during fiscal 2016.

Implementation of a public education toolkit for network libraries, including training and materials, resulting in expanded public education efforts by network libraries.

Facilitation of revision of the Standards and Guidelines of Service for the Library of Congress Network of Libraries for the Blind and Physically Handicapped established by the Association of Specialized and Cooperative Library Agencies, a division of the American Library Association. Draft revised standards were released for comment by the end of fiscal 2016.

Fiscal 2017 Priority Activities

NLS will continue adding titles to its collections, including both NLS- and network-produced braille and talking book titles, and through converting commercially recorded audio titles to the talking book format. NLS will also:

- Complete the conversion of legacy analog titles to digital format and accelerate the phase-out of audiobooks on cassette tape.
- Continue development of its new modular Production Information Control System (PICS).
- Initiate formalized research and planning efforts aimed at development of a next-generation NLS service in response to Government Accountability Office recommendations.
- Pilot the introduction of refreshable braille devices (eReaders) to network library patrons, in cooperation with network libraries.
- Continue development of infrastructure to support wireless delivery of braille and talking books.
- Continue public education and outreach activities at a national level through its new web site, social media channels, partner organizations, and public service announcements.
- Develop and implement a multimedia campaign utilizing radio, television, print, and web-based media outlets to expand awareness and use of NLS services.
- Support network library staff through training opportunities, consultant visits, and ongoing communication.
- Modernize NLS facility to address health, safety and workflow issues.

Fiscal 2018 Priority Activities

NLS will continue adding titles to its collections, including network-produced braille and talking book titles, NLS-produced narration and transcription, and commercially recorded audio titles converted to the talking book format. NLS will also:

- Continue multi-year projects to modernize PICS and to build information technology infrastructure to support wireless delivery of braille and talking books.
- Continue to pilot introduction of braille eReaders (refreshable braille devices) into the NLS program.
- Use information gathered from 2017 studies to complete specifications and develop a research for request for next-generation talking book machine.
- Continue multi-year, multimedia advertising campaigns to raise awareness and use of NLS services.

REIMBURSABLE FUNDS

Reimbursable Funds
Summary by Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016 Actual Obligations	Fiscal 2017 Base	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-Time Permanent	$ 716	$ 254	$ 307	+$ 53	20.9%
11.3 Other than Full-Time Permanent	0	160	100	50	33.3%
11.5 Other Personnel Compensation	0	30	0	30	100.0%
12.1 Civilian Personnel Benefits	222	70	95	+ 25	35.7%
Total Pay	**$ 938**	**$ 504**	**$ 502**	**-$ 2**	**- 0.4%**
21.0 Travel and Transportation of Persons	4	4	0	4	100.0%
22.0 Transportation of Things	1	0	0	0	0.0%
23.1 Rental Payments to GSA	0	0	0	0	0.0%
23.3 Communication, Utilities, & Misc Charges	16	30	15	15	50.0%
24.0 Printing and Reproduction	9	2	2	0	0.0%
25.1 Advisory and Assistance Services	771	552	784	+ 232	42.0%
25.2 Other Services	455	510	540	30	5.9%
25.3 Other Purch of gds & services from gov acc	10	400	721	+ 321	80.1%
25.4 Operation and Maintenance of Facilities	0	30	0	30	- 100.0%
25.7 Operation and Maintenance of Equipment	29	34	30	4	11.8%
25.8 Subsistence and Support of Persons	0	0	0	0	0.0%
26.0 Supplies and Materials	15	14	10	4	28.6%
31.0 Equipment	205	630	201	- 429	68.2%
41.0 Grants, Subsidies, & Contributions	0	90	95	+ 5	-5.6%
Total Non-Pay	**$1,515**	**$2,298**	**$2,398**	**+$102**	**4.4%**
Total, Obligational Authority	**$2,453**	**$2,800**	**$2,900**	**+$100**	**3.6%**

Reimbursable Funds
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	FTE	**Amount**
Obligational Authority, Fiscal 2017 Base	5	$2,800
Program/Project/Activity Increases/Decreases	0	100
Net Increases/Decreases	0	100
Total Obligational Authority, Fiscal 2018	5	$2,900

Overview

Under authority of the Economy Act (31 U.S.C. 1535-1536), or other more specific authority providing for transfers of funds between agencies, the Library provides reimbursable services to other federal government agencies when the Library can provide the service in a more economical and cost-effective manner or to leverage the specific expertise or knowledge of Library staff. In each instance, the Library and the customer enter into an interagency agreement which sets forth the scope and cost of the service. Funds are transferred from the customer agency and credited to the Library's accounts to pay for all of the direct and indirect costs. Any funds transferred to the Library in excess of the actual costs are returned to the customer-agency at the end of the performance period.

Obligational Authority

In fiscal 2018, the Library is requesting obligational authority of **$2.9 million** for its reimbursable program. The requested authority is for the Library's interagency agreements.

The Library's interagency reimbursable customers include:

- The **Congressional Budget Office** and the **Office of Compliance** – The Library provides financial management support, data warehousing, and centralized computer processing services from the Library's support organizations.
- The **Open World Leadership Center Trust Fund** – The Library provides financial management support, data warehousing, legal assistance, event planning, administrative support, and centralized computer processing services from the Library's support organizations.
- The **Department of Justice** – The Library provides for legal research, opinions, and advisory support from the Law Library of Congress.
- The **U.S. Capitol Police, the Architect of the Capitol, MEDPAC, and General Accounting Office** – The Library provides financial and asset management support, data warehousing, and centralized computer processing services from the Library's support organizations. The General Accounting Office will be added in fiscal 2018.
- The **National Endowment for the Humanities, Institute of Museum and Library Services;** and the **National Endowment for the Arts** – The Library provides support and promotes the participation of these and other government agencies in the annual National Book Festival event spearheaded by the Library of Congress.

REVOLVING FUNDS

Revolving Funds
Summary by Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016 Actual Obligations	Fiscal 2017 Base	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-Time Permanent	$ 6,704	$ 10,290	$ 10,266	$ 24	0.2%
11.3 Other than Full-Time Permanent	322	361	361	0	0.0%
11.5 Other Personnel Compensation	357	596	633	37	6.2%
12.1 Civilian Personnel Benefits	2,173	3,429	3,375	- 54	- 1.6%
Total Pay	**$ 9,556**	**$ 14,676**	**$ 14,635**	**- $ 41**	**- 0.3%**
21.0 Travel and Transportation of Persons	105	401	423	22	5.6%
22.0 Transportation of Things	451	644	678	34	5.3%
23.3 Communication, Utilities, & Misc Charges	249	564	673	109	19.3%
24.0 Printing and Reproduction	204	767	640	127	16.6%
25.1 Advisory and Assistance Services	780	1,491	1,701	210	14.1%
25.2 Other Services	38,988	91,986	93,763	+ 1,777	1.9%
25.3 Other Purch of gds & services from gov acc	2,706	3,684	3,809	125	3.4%
25.5 Research and Development of Contracts	0	5	5	0	0.0%
25.7 Operation and Maintenance of Equipment	3	303	311	8	2.7%
25.8 Subsistence and Support of Persons	0	4	4	0	0.0%
26.0 Supplies and Materials	1,037	1,649	1,672	23	1.4%
31.0 Equipment	19,492	69,128	69,326	198	0.3%
41.0 Grants, Subsidies, and Contributions	0	7	0	7	0.0%
44.0 Refunds	109	79	102	23	28.4%
94.0 Financial Transfers	0	0	0	0	0.0%
Total Non-Pay	**$64,124**	**$170,712**	**$173,107**	**$2,395**	**1.4%**
Total, Obligational Authority	**$73,680**	**$185,388**	**$187,742**	**+ $2,354**	**1.3%**

Revolving Funds
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2017 Base	108	$185,388
Mandatory Pay and Related Costs	0	41
Program/Project/Activity Increases/Decreases	2	2,395
Net Increase/Decrease	2	$ 2,354
Total Obligational Authority, Fiscal 2018	110	$187,742

Overview

The Library of Congress administers several revolving fund activities under the authority of 2 U.S.C. §§ 182a – 182c, 20 U.S.C. § 2106(a)(2) and 2 U.S.C. § 160. These activities support the acquisition of library materials, preservation and duplication of the Library's audio-visual collections, special events and programs, classification editorial work, research and analysis, and retail sales. All of these activities further the work of the Library and its services to its customers and the general public.

In fiscal 2018, total obligational authority of **$187.742 million** is requested for the Library's revolving fund programs, a net increase of $2.354 million over fiscal 2017. This reflects a net decrease of $41,000 in pay and a net increase of $2.395 million in non-pay.

Obligational Authority

Obligational authority is requested as follows:

__2 U.S.C. 182__

The Cooperative Acquisitions Program secures hard-to-acquire research materials on behalf of participating U.S. research libraries. These materials are obtained by the Library's six overseas offices, which purchase additional copies of items selected for the Library's own collections based on the individual subject and language profiles supplied by the participating institutions. Each program participant pays for the cost of the publications, shipping, binding, and a surcharge that recovers the Library's administrative costs of providing this service. Materials are acquired from 76 countries on behalf of more than 100 research institutions. Approximately 293 thousand pieces were acquired through this program in fiscal 2016. In fiscal 2018, the Library is requesting obligational authority of **$6.875 million** for the Cooperative Acquisitions Program.

__2 U.S.C. 182a__

The Duplication Services Revolving Fund provides preservation, duplication, and delivery services for the Library's audio-visual collections, including motion pictures, videotapes, sound recordings, and radio and television broadcasts. The fund is associated with the expanded service capabilities of the Packard Campus of the Library's National Audio-Visual Conservation Center in Culpeper, V and provides a range of audio-visual preservation and access services to other archives, libraries, and industry constituents in the public and private and sectors. In fiscal 2018, the Library is requesting obligational authority of **$325,000** for the activitie of the Duplication Services Revolving Fund.

__2 U.S.C. 182b__

Gift Shop Operations supports retail sales activities the Library. In fiscal 2018, the Library is requestin obligational authority of **$3.748 million** for retail sales.

Document Reproduction and Microfilm Services provides preservation microfilming services for the Library's collections. It also provides photocopy, microfilm, photographic, and digital services to other libraries, research institutions, government agencies, and individuals in the United States and internationally. In fiscal 2018, the Library is requesting obligational authority of **$2.2 million** f these activities.

The Office of Special Events and Public Programs Revolving Fund (OSEPP) supports staff salaries and benefits and other costs associated with the coordination of Congressional, outside organization, and Library-sponsored events, such as the annual National Book Festival Gala, meetings of the James Madison Council, the American Society of Composers, Authors and Publishers (ASCAP) event, the Kluge Center Scholarly Programs, Exhibition Opening events, the Congressional Dialogues Series on Great Presidents, and the award ceremony for the Gershwin Prize in Popular Music. In fiscal 2018, the Library is requesting obligational authority of **$4.936 million** for Library of Congress special events and public programs.

2 U.S.C. 182c

The Federal Library and Information Network (FEDLINK) supports more than 1,200 federal offices, providing cost-effective training and a centralized procurement process for the acquisition of books, library support services, serials, and computer-based information retrieval services. The consolidated purchasing power permits the Library to negotiate economical contracts with more than 130 vendors. In fiscal 2018, the Library is requesting obligational authority of **$164.114 million** for the FEDLINK program.

The Federal Research Program (FRP) provides customized research reports, translations, and analytical studies for entities of the Federal Government and the District of Columbia on a cost-recovery basis. Program staff draws upon research expertise and analytic experience to support analysts, program managers, and policy makers across a range of domestic and international concerns, thereby directly furthering the Library's mission of making the vast collections and resources available and useful to the federal government and the American people. In fiscal 2018, the Library is requesting obligational authority of **$5.210 million** for FRP.

20 U.S.C. 2106

The Elizabeth Hamer Kegan Fund promotes the activities of the American Folklife Center through publication and/or distribution of folklife-related publications, recordings, crafts and art objects. In fiscal 2018, the Library is requesting obligational authority of **$10,000** for the Center's activities.

2 U.S.C. 160

The Traveling Exhibition Fund supports the loan and display of select, major exhibitions, prepared by the Library, to municipal and private museums and cultural institutions throughout the world. In fiscal 2018, the Library is requesting obligational authority of **$54,000** for these touring exhibition activities.

The Verner Clapp Publishing Fund publishes and co-publishes books and related items that showcase the Library's collections, scholarship, and services. In fiscal 2018, the Library is requesting obligational authority of **$197,000** for the publishing program.

The Cafritz Foundation Scholarly Activities Fund covers expenses related to the publication of the Library's exhibit catalogs, posters, and related materials. In fiscal 2018, the Library is requesting obligational authority of **$6,000** for publication activities.

The DaCapo Fund supports publications, concerts, lectures, and other special projects, using the Music Division's collections. In fiscal 2018, the Library is requesting obligational authority of **$67,000** for Music Division activities.

LIBRARY OF CONGRESS FISCAL 2018 APPROPRIATIONS LANGUAGE

A. Administrative Provisions

1. Section 1201 (a) – Obligational authority for Reimbursable and Revolving Fund Activities

Under 2 U.S.C. 132a-1 obligations for any reimbursable and revolving fund activities performed by the Library of Congress are limited to the amounts provided in appropriation Acts. The Library requests obligational authority, consistent with this provision:

Reimbursable Funds	$ 2,900,000
Revolving Funds	$ 187,742,000

Further justification of these amounts is provided in the Reimbursable and Revolving Fund sections of this document.

The following is the proposed administrative provision:

REIMBURSABLE AND REVOLVING FUND ACTIVITIES

Sec. 1201. (a) IN GENERAL.—For fiscal year 2018, the obligational authority of the Library of Congress for the activities described in subsection (b) may not exceed $190,642,000.

(b) ACTIVITIES.—The activities referred to in subsection (a) are reimbursable and revolving fund activities that are funded from sources other than appropriations to the Library in appropriations Acts for the legislative branch.

New Draft Bill Language

Sec. 1202 - 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,".

New Draft Bill Language

Sec. 1203 - 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, non-personal 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."

New Draft Bill Language

Sec. 1204 - 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.

New Draft Bill Language

Sec. 1205 - COPYRIGHT OFFICE FUNDING FLEXIBILITY.—

(a) Continuity of Operations.— In the event of a lapse in annual appropriations, fees received under title 17, United States Code, and amounts deducted from filing fees and royalty payments under such title shall be available for obligation to support copyright operations at the rate of offsetting collections provided in the appropriation act for the prior fiscal year.

(b) Emerging Requirements.— In addition to amounts in annual appropriations acts, twenty percent of the available balance of fees received under title 17, United States Code, shall be available for obligation without fiscal year limitation for information technology investments and other necessary expenses of copyright operations.

(c) Effective Date.— This section shall apply with respect to fiscal year 2018 and each succeeding fiscal year.

B. Appropriation Language

1. The Library of Congress, Salaries and Expenses appropriation language changes:

For necessary expenses of the Library of Congress not otherwise provided for…$505,382,000 of which no more than $6,000,000 shall be derived from collections credited to this appropriation…not more than $350,000 shall be derived from collections during fiscal year 2018 and shall remain available until expended…

Provided further, That the total amount available for obligation shall be reduced by the amount by which collections are less than $6,350,000…

Provided further, That of the total amount appropriated, $8,653,000 shall remain available until expended for the digital collections and educational curricula program…

Provided further, That of the total amount appropriated, $1,300,000 shall remain available until expended for upgrade of the Legislative Branch Financial Management System…

Provided further, That of the total amount appropriated, $4,702,000 shall remain available until September 30, 2020 to complete the first of three phases of the shelving replacement in Law Library's collection storage areas…

2. The Library of Congress, Copyright Office Salaries and Expenses appropriation language changes:

For necessary expenses of the Copyright Office, $77,825,000, of which not more than $32,789,000, to remain available until expended, shall be derived from collections during fiscal year 2018…

Provided further, That not more than $6,087,000 shall be derived from collections during fiscal year 2018…

Provided further, That the total amount available for obligation shall be reduced by the amount by which collections are less than $38,876,000…

Provided further, That $7,429,000 shall be derived from prior year unobligated balances:

Provided further, That not more than $6,500 may be expended, on the certification of the Librarian of Congress, in connection with official representation and reception expenses for activities of the

International Copyright Institute and for copyright delegations, visitors, and seminars...

3. **The Library of Congress, Congressional Research Service Salaries and Expenses appropriation language changes:**

    For necessary expenses to carry out the provisions of section 203 of the Legislative Reorganization Act of 1946 (2 U.S.C. 166)...$119,489,000...

4. **The Library of Congress, Books for the Blind and Physically Handicapped Salaries and Expenses appropriation language changes:**

    For salaries and expenses to carry out the Act of March 3, 1931 (chapter 400; 46 Stat. 1487; 2 U.S.C. 135a), $52,912,000...

APPENDICES

Appendix A: American Folklife Center and Veterans History Project 164

Appendix B: Overseas Offices, Cooperative Acquisitions Program..167

Appendix C: Acquisition of Library Materials by Source Fiscal 2012 – Fiscal 2016 175

Appendix D: Library of Congress Mass Deacidification Project 176

Appendix E: Teaching with Primary Sources (TPS)..178

Appendix F: Copyright Office – Estimated Value of Materials Transferred to the Library in Fiscal 2016.............................181

APPENDIX A:
American Folklife Center and Veterans History Project

American Folklife Center

The Library of Congress American Folklife Center (AFC), created by an Act of Congress in 1976 to "preserve and present American folklife," collects, safeguards, and provides access to the unparalleled collections of the Archive of Folk Culture. These collections contain one-of-a-kind documentation of traditional cultural expressions that date from the end of the nineteenth century through the present. These collections preserve for future researchers a record of the folklife, cultural expressions, traditional arts, and oral histories of Americans and our global neighbors.

During fiscal 2016, the AFC Acquisitions Program accessioned 102 new collections and collection accruals documenting expressive culture in the United States and around the world, totaling 259,654 items, including 170,136 non-purchase items by gift and 89,518 purchases or additions to collections already purchased. These acquisitions included 112,000 digital items, amounting to nearly half of the newly received material.

The Center's strategic collecting priorities for fiscal 2016 and collections that track to them are:

- U.S. Veterans Oral Histories – In addition to the Veterans History Project (VHP) collections, briefer interviews arrived from the Story Corps Military Voices initiative
- U.S. Civil Rights Movement – Four collections received, including the Civil Rights History Project, the Selma Voting Rights Act, and a Native American Perspectives on History, Law, and the Path Ahead.
- Latina/o Folklife – Six collections received, including StoryCorps: Historias Initiative; Felipe Hinojosa interviews with Latino Mennonites; and Storycorps.me.
- Women's Folklife – Eight collections received, including Katrina Parks "Harvey Girls" documentary collection, the Yuselew-Tucson collection of Zuni singing, and Daisy Turner's kin: an African American family saga, lecture by Jane Beck.
- Web Cultures – This new area selects web sites to preserve at the Library.
- Ethnographic Visual Documentation (still and moving images) – Five collections received, including the Izzy Young Collection and the AFC 2016/002: Indian Neck Folk Festival.
- Occupational Folklife – Five collections received, including Remaking the Midwest: documenting the occupational culture of recent immigrants to Iowa's meatpacking industry, Archie Green Fellows Project, 2015-2016, Domestic Workers United collection, Archie Green Fellows Project, 2015-2016, and the Peggy Fleming Collection on the Capital Pool Checkers Club.

AFC acquired significant materials in each area in such varied formats as audio-visual digital material, sound recordings, photographs, and film as well as manuscripts. Materials cover 49 states, the District of Columbia and Puerto Rico, as well as 25 foreign nations in North America, South America, Europe, Asia, and Africa.

AFC celebrated its 40th anniversary in 2016 by holding a special reception in the Library's Great Hall, producing new promotional bookmarks and brochures, and providing a special issue of the *Library of Congress Magazine.* A final concert and reception will be held in fiscal 2017. AFC also participated in the National Book Festival and produced or collaborated on 28 public programs including:

- 13 concerts in the Homegrown series;
- 12 lectures in the Benjamin Botkin series;
- A symposium, Collections, Collaborations, and Connections: The American Folklife Center at 40; and
- Two exhibitions, including one photo exhibit in Carnegie Hall, co-curated by Rosanne Cash and AFC, and one agile case exhibit in the Great Hall.

In fiscal 2016, AFC continued to provide fellowships to eight individual researchers or research teams.

AFC also continued to be a leader in international discussions concerning intangible cultural heritage and traditional knowledge in local, national and international contexts, including university settings and conferences of professional organizations and societies, as well as offering consultation to organizations such as the Organization of American States and the World Bank. The AFC also began a related collaborative digitization, preservation and access project, Ancestral Voices, focusing on its historical Native American audio recording collections. The project tests protocols that will allow indigenous communities to manage their intellectual property needs within a digital archival environment. In the pilot phase, the AFC is working in collaboration with the Motion Picture Broadcast and Recorded Sound Division, the Passamaquoddy tribe in Maine, and colleagues at New York University and Washington State University.

An online presentation called the Chicago Ethnic Arts Project Collection launched on May 24, 2016. The collection consists of 344 sound recordings, 14,141 photographs, 269 folders of manuscript materials, two video recordings, publications, ephemera, administrative files, and field notes produced and collected during the 1977 Chicago Ethnic Arts Project field survey from 1976 – 1981, but primarily during fieldwork conducted by 14 folklorists directed by the American Folklife Center in 1977.

A second online presentation, the Montana Folklife Survey Collection, was launched on September 28, 2016. The collection consists of approximately 145 sound recordings; 10,500 photographs; and 3 ½ linear feet of manuscripts that document interviews with Montanans in various occupations including ranching, sheep herding, blacksmithing, stone cutting, saddle making, and mining; various folk and traditional music occasions; the annual Crow Fair in Crow Agency; storytelling on the Milk River Wagon Train, and other documentation of rodeos, trade crafts, vernacular architecture, quilting, and other reminiscences and stories about life in Montana in 1979.

AFC continued connecting collections to users via social media and the web. On Facebook, AFC's number of "fans" increased to over 24,500, representing a growth of 29 percent during fiscal 2016. AFC staff members shared a collection item or information about an AFC event or service to the public through this medium in 498 individual posts. AFC continued its blog, *Folklife Today*, and produced 96 blog posts about AFC collections, services, and events.

Veterans History Project

During fiscal 2016, the Veterans History Project (VHP) in the AFC continued to meet its congressional mandate of collecting, preserving and making accessible the wartime memories of America's veterans, without acquisitions funding and entirely through voluntary participation. A total of 4,909 collections were received and over 3,660 were processed (26,781 items). In February 2016, VHP reached the major milestone of 100,000 collections and continues to grow. VHP's processing of submitted materials made collections accessible within six to eight months of receipt. The Project continued to emphasize the accessibility of collections to a growing and wide variety of researchers and users. The number of collections with a portion of the material digitized reached 31,888.

VHP leveraged public, media and congressional attention to the cause around commemorative dates such as Women's History Month, Post-Traumatic Stress Disorder Awareness Day, and Pride Month. Additionally, the Project made notable strides in efforts to attract participation from Vietnam and more recent conflict veterans through such strategic collaborations as pairing services for veterans with universities and the U.S. Department of Veterans Affairs – one, a Stand Down in collaboration with California State University Monterey Bay, and the other a multi-year initiative with George Washington University's service learning program, Iscopes. Each resulted not only in collections of under-represented populations, but also in creating best practice models for future efforts. The Project remained focused on addressing identified gaps and assuring the diversity of the collection by encouraging increased participation by African Americans, Hispanics, and Native American/Indians, as well as those of varied faiths and lesbian, gay, bisexual, and transgender servicemen and women. VHP staff added three new installments to the online *Experiencing War* series, supported 55 researchers through service of 529 collections on a wide variety of subject matter, responded to more than 1,160 public inquiries, and provided more than 190 copies of interviews to veteran family members, gratis. The VHP web site attracted a combined total of more than 4.7 million page views.

VHP staff conducted collection development efforts through coordination with a broad range of organizations, institutions, and individuals. Presenting and/or participating in over 67 programs or events resulted from relationships with the U.S. Department of Health and Human Services, the National Endowment for the Humanities, the American Red Cross, Oral History Association, American Veterans Center, National Court Reporters Association, American Library Association, Daughters of the American Revolution, U.S. Department of Veterans Affairs, University of Maine, California State University, Monterey Bay, and George Washington University. Staff also made presentations at annual conferences and meetings to include Society of American Archivists, American Folklore Society, National Association for Public History, National Archives, U.S. Department of Veterans Affairs Voluntary Service National Advisory Committee Meeting, U.S. Department of Veterans Affairs National Cemeteries Administration, and Oral History in the Mid-Atlantic Region. Additionally, VHP collaborated on a publication with the Oral History Association designed to set field standards and provide elevated instruction for educators, students, and novices seeking to interview veterans.

VHP also sought out collaborations with other Library of Congress divisions and programs. These included presentations through the Education/Outreach Summer Teacher Institute, Interpretive Programs Office exhibits, Library Archives Forum, Preservation Directorate, Hispanic Division, Equal Employment Opportunity and Diversity Program Office, and the National Book Festival.

VHP continued to receive widespread coverage through on-air and print media. Accomplishments included attracting and leveraging media attention to amplify and spread the collections development mission through a VHP National Radio Media Tour, the *Washington Post Express*, two programs for NBC4 Washington, and scores of local newspaper and broadcast media pieces around the country. Additionally, this fiscal year VHP conducted an "Ask Me Anything" on Reddit's Historians section that resulted in earning a top spot on the page and generating other media attention. The Project also participated in successful social media campaigns including those coordinated through the Congressional Relations Office for use by members of Congress and as participants in the Library's Hispanic Working Group efforts. VHP staff contributed to AFC social media platforms with 38 blog posts and Facebook postings.

Working with over 200 congressional offices to assist in providing a constituent service, VHP shared information via a subscription-based e-newsletter for congressional communications staff, presented in-office briefings to congressional staff, and held training sessions for staff volunteers and video teleconferences. VHP also supported commemorative submission events for members of Congress. VHP conducted its annual congressional staff briefing and provided reference services to congressional offices for speeches and other communications tools, such as social media content. VHP engaged in direct hands-on involvement with 78 congressional offices.

Looking forward, in addition to strengthening outreach to veterans from diverse backgrounds, including Native Americans, Hispanic Americans, women, and those without permanent housing, VHP is planning for outreach to Gold Star Families.

APPENDIX B:
Overseas Offices, Cooperative Acquisitions Program

Overseas Offices, Cooperative Acquisitions Program

The Library of Congress operates overseas field offices in Brazil (Rio de Janeiro), Egypt (Cairo), India (New Delhi), Indonesia (Jakarta), Kenya (Nairobi), and Pakistan (Islamabad). These regional offices acquire, catalog, and preserve publications from regions around the world where conventional acquisitions methods are inadequate. They perform these functions directly for the Library of Congress and for over 100 research and academic libraries in the United States and other countries through the Library's Cooperative Acquisitions Program (CAP). The Library's overseas offices cover 58 African, Asian, Middle Eastern, and South American countries.

The overseas offices have established direct communications over the years with select congressional staff and units that support congressional needs for immediate information from the areas of the world where the offices are located. These submissions of information include daily news summaries from local media and non-government organizations, translations of contemporary reports, and data related to countries and areas of interest to the Congress. Beyond providing information directly to congressional offices and operations that support them, the offices supply contemporaneous information to the Congressional Research Service, Law Library, and Federal Research Division. Feedback from these Capitol Hill partners has enabled the field offices to develop tighter selection parameters for the materials acquired for the Library that better meet the needs of Congress.

Fiscal 2016 statistics representing the work of the six offices are as follows:

Acquired 65,045 books for the Library of Congress;

Acquired 131,127 books for CAP participants;

Acquired 153,070 serials and newspaper issues for the Library of Congress;

Acquired 161,759 serials and newspaper issues for CAP participants;

Created or upgraded 53,043 bibliographic records for the Library and CAP participants;

Reformatted 2,019,849 pages of newspapers, periodicals and gazettes; and

Produced 2,396 master negatives, 2,205 positives and 2,046 printing negatives.

While managed centrally by the Library Services Acquisitions and Bibliographic Access Directorate, each of the overseas offices has a unique, regionally-based focus and specific areas of specialization and accomplishment, as described below.

Cairo, Egypt, Field Office

The Library of Congress office in Cairo, Egypt, was established in 1962 and functions as a regional center for processing materials acquired from countries in the regions of the Middle East and North Africa. Countries covered are Algeria, Bahrain, Egypt, Gaza, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Sudan, Syria, Tunisia, Turkey, United Arab Emirates, West Bank, and Yemen. Political unrest, censorship, war, poverty, and a general lack of standards in publishing regularly challenge the office as staff carry out its mission. The office has a staff of 34 including an American Director. In addition to collecting for the Library, the Cairo Office collects materials for the 47 research libraries participating in the office's Middle East Cooperative Acquisitions Program (MECAP).

The office acquires recently published books on all subjects as well as materials in other formats, such as maps, DVDs, and CDs. In addition to Arabic, other languages that the office covers include Turkish, Kurdish, and Armenian. Materials are selected for the quality of scholarship, importance of subject, and extent to which the titles add to the knowledge of a subject or an event. The office collects government documents, non-commercial publications, newspapers, magazines, and academic journals. These materials provide the Congress, researchers, and faculty of the MECAP research libraries with vital primary and secondary research material to enable them to better understand the history, politics, and culture of these countries.

In addition to site visits and acquisitions travel, the office uses an extensive network of vendors and representatives to acquire materials from the countries it covers. The office processes and catalogs materials acquired before sending them to Washington, DC, and the 45 MECAP participants.

Fiscal 2016 continued the implementation and use of the new Overseas Field Office Replacement System (OFORS). Staff continued to identify bugs, and create local solutions to improve functionality and access, notably reporting features. The office supported Rio and Nairobi offices on their installation of OFORS through regular conference calls. As staff became acquainted with the new system, our acquisitions processing began to rise to pre-OFORS levels. GENPAC acquisitions reached 10,487 monographs, and 39,241 serial pieces. Law monographs reached 981 monographs plus 1,839 serial pieces. Cataloging production included 1,620 core records created, 6,803 copy cataloging records added, 1,967 whole book records and 262 serial titles created. New name authorities reached 1,509, while modified/changed name authority records amounted to 293 records. The office bound 3,410 volumes of serials, performed 4,022 serial check-ins including Legal Gazettes, and created 337 serial holdings records in the Library's integrated library system.

Islamabad, Pakistan, Field Office

The Library of Congress office in Pakistan was established in 1962 in Karachi, Pakistan, and in 1995 the office moved operations to Pakistan's capital, Islamabad. The office serves as a regional center for processing materials acquired from Pakistan, Afghanistan, and Iran. Political unrest, the high-threat security situation, censorship, war, poverty, and a general lack of standards in publishing regularly challenge the office as staff carry out the mission to collect and preserve resources. The office has a staff of 25, including its American Director (residing in New Delhi). The office acquires materials for 39 other U.S. and international libraries through the CAP.

The office acquires newly published books and journals in all subjects and formats, including maps, DVDs, CDs, and electronic resources. Librarians direct the acquisitions effort, using acquisitions trips when possible as well as an extensive network of vendors to acquire materials. In addition to English, the office acquires materials in Urdu, Punjabi, Pushto, Sindhi, Persian, Balochi, Seraiki, Brahui, Kashmiri, Hindko, Khowar, Gujuri, Burushaski, and Kalami. Commercial publications are supplied by 15 dealers and three bibliographic representatives. This year, most acquisitions trips within Pakistan had to be cancelled due to the poor security conditions and new legal decrees in Afghanistan inhibiting importation of materials from that country.

The office selects materials based on the quality of scholarship, importance of subject, and extent to which the titles add to the knowledge of a subject or an event. The office collects government documents, non-commercial publications, newspapers, magazines, and academic journals. These materials provide the Congress, researchers, and faculties of CAP research institutions with vital primary and secondary research material to enable them to understand better the history, politics, and culture of these countries. Over the past few years, the office has collected an in-depth array of religious materials of interest to scholars and analysts seeking a better understanding of the religious-political-regional landscape. Special collections purchased this year include a set of 150+ new maps published by the Survey of Pakistan and two collections of materials (one current, one retrospective) from the Aga Khan Trust for Culture in Afghanistan. All materials are cataloged directly into the Library's online public catalog system making the records available to the public in a very timely manner.

In fiscal 2016, the office provided 55,133 documents to the Library and CAP participants from Iran, Pakistan, and Afghanistan. The office preserved 64 web sites about climate changes for a harvesting project. A total of 4,319 new items were cataloged. The Islamabad Office's quarterly acquisitions lists featured print and non-print titles that represent unique or interesting titles of use to policy makers and scholars.

Considerable efforts were made to adopt and adapt to a new email service, Outlook, and the implementation of OFORS software.

The office also continued a pilot project to collect born-digital working papers and other monographic works for the Library's research collection and added another 40+ items to the project. The office continued to contribute to the *Bibliography of Asian Studies*, enabling indexing of 98 scanned issues from Pakistani serials and sent 191 digital tables of content of selected monographs to link with online bibliographic records.

Jakarta, Indonesia, Field Office

The Library of Congress office in Jakarta, Indonesia, opened in 1963. The Jakarta office serves as a regional center for the acquisition, cataloging, and reformatting of materials from Southeast Asia: Brunei, Burma (Myanmar), Cambodia, Indonesia, Laos, Malaysia, the Philippines, Singapore, Thailand, Timor Leste, and Vietnam. In order to ensure the development of coherent research collections for the Library and its participants, the Jakarta Office operates offices in Bangkok, Kuala Lumpur, Manila, and Rangoon (Yangon). Expert librarians acquire and catalog books in the national and sub-national languages of the region including Burmese, Cambodian, Cebuano, Chinese, English, Indonesian, Javanese, Lao, Malay, Tagalog, Thai, Vietnamese, and other minority languages. The office has 55 positions, including an American Director, in Jakarta and the sub-offices. The Office serves 40 U.S. and international libraries through the Southeast Asia Cooperative Acquisitions Program (CAPSEA).

The office acquires newly published materials in all the national and sub-national languages in all subjects and formats. Librarians direct the efforts to acquire resources through an extensive network of vendors and acquisitions travel targeted at areas of significant importance. Although the region is a major source for international business, scientific, and technical information, the knowledge and entertainment industries remain decentralized, with little bibliographic control or organized trade industry. In order to obtain the best in publishing, cinema, and recordings, the office maintains a network of 56 book vendors and bibliographic representatives who assist with the identification and acquisition of new research, government publications, and trade publications. To supplement these acquisitions and ensure the acquisition of non-commercial materials, librarians travel throughout the region acquiring government, think-tank, and non-governmental organization (NGO) resources, as well as monitor and report on trends in publishing and educational development. The growth of the publishing sector across the region challenges the acquisitions librarians to select only materials that meet the information and scholarly needs of government and academia. The office distributes quarterly highlights to clientele in the Library and to participants.

All materials acquired in the region are cataloged prior to shipping to Washington, D.C. The Jakarta offices increased its shelf-ready materials to 3,412 (+27%) of which 1,221 were whole book cataloging. In fiscal 2016, catalogers created 9,145 records of which only 956 were in English. The office enhanced access to monographs by creating digital contents pages for 364 titles.

Most government agencies, think tanks, and NGOs publish working and discussion papers on their web sites in PDF format. The office has integrated the collection and cataloging of this gray literature into its regular workflow. During the fiscal year, the Southeast Asia Regional Office reviewed and added 22 PDF documents following a new workflow.

The Jakarta Reformatting Section produced 146 high-quality negative microfilm reels for 16 national gazettes and newspaper titles from the region.

Nairobi, Kenya, Field Office

The Library of Congress office in Nairobi, Kenya, established in 1966, acquires and catalogs publications in all subjects except clinical medicine and technical agriculture, from commercial, government, and nontrade sources in 30 sub-Saharan countries that include: Angola, Botswana, Burundi, Cameroon, Comoros, Congo (D.R.), Djibouti, Eritrea Ethiopia, Gabon, Ghana, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mayotte, Mozambique, Namibia, Reunion, Rwanda, Senegal, Seychelles, Somalia, South Sudan, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe. The office is staffed with 23 employees, including an American Director, and engages 24 bibliographic representatives in the countries it covers. The office acquires publications for two national libraries (the Library of Congress and National Library of Medicine) and for 30 institutions that participate in the African Cooperative Acquisitions Program (AfriCAP), primarily university libraries in the US.

Sub-Saharan Africa is perhaps the most challenging world region in which to undertake library acquisitions work, making AfriCAP an especially critical service to the US academic community. Commercial book vendors and distributors are virtually non-existent, and non-trade publications are generally printed in limited runs due to scarce resources. Successful acquisitions work relies heavily on travel to ensure acquisition during narrow windows of availability, and intensive face-to-face communication between sources and Library acquisitions librarians and bibliographic representatives. Materials collected are in Amharic/Tigrinya, Somali, Kiswahili, English, French, German, Portuguese, and more than 40 indigenous African languages. In fiscal 2016, the Nairobi Office acquired a total of 63,595 documents for the Library and AfriCAP participant libraries. In addition the office catalogs all monographs and new serial titles that are acquired and maintains records of all issues of newspapers and other serials received in Nairobi. In fiscal 2016, the Nairobi Office created or updated 3,469 bibliographic records for monographs, serials maps, CDs, and DVDs.

In fiscal 2016 the Nairobi Office implemented the OFORS system for the processing of all LOC and AfriCAP materials and generating vouchers. Ongoing work of the Nairobi Office includes serials check-in into the Library's Integrated Library System for all categories except Law; and whole book cataloging in all subjects except Music and Law. The Nairobi Office continued to contribute to the Digitized Table of Contents project, selecting 160 titles for the project. In addition, more than 600 electronic news clippings from Kenya and 268 electronic copies of the Namibia National Gazette were sent to the Congressional Research Service, Federal Research Division, and Law Library.

A significant activity of the office remains the preservation of African newspapers. In fiscal 2016, 20,700 newspaper and national gazette issues were received and checked in. Some 590,000 newspaper pages were collated and shipped to the Library, the New Delhi field Office and the Center for Research Libraries (Cooperative Africana Materials Project) for filming (for a total of 482 reels). Additionally, the office participated in the 2016 Rio Olympics web archiving project, recommending some 68 web sites documenting African Olympic participation for preservation.

New Delhi, India, Field Office

The Library of Congress office in New Delhi, India, established in 1963, is the regional center for the acquisition, cataloging, preservation and shipping of print and non-print materials published in India, Bhutan, and the Maldives, as well as Bangladesh, Nepal, and Sri Lanka, where it maintains sub-offices. Its mission is to respond to the information needs of the Congress, other U.S. agencies, and the scholarly community by: 1) adding to the depth and comprehensiveness of the Library's South Asia collections; 2) providing complete online bibliographic access to these publications; 3) preserving "at risk" publications; and 4) administering the South Asia Cooperative Acquisitions Program (SACAP). The office has a staff of 74, 12 contract staff, and an American Director and Deputy Director. SACAP has 45 participants from universities and institutional libraries.

A challenge to accomplishing the mission is the lack of a developed book trade in the region; impeding the identification and acquisition of new research quality publications without having a local presence in each Indian state. The situation is further aggravated by the large volume and uneven quality of the commercial, non-commercial, and government publishing sectors, all of which reflect the active social, political, and economic environment in the world's largest democracy.

The six sections in New Delhi are: Acquisitions, Cataloging, Serials, Microfilm, Management Services and IT. Three sub offices in Colombo, Dhaka, and Kathmandu are located in American Embassies in those countries. Staff acquire publications and create bibliographic records in a wide range of languages. In fiscal 2016 bibliographic records were created for publications in: Assamese, Bengali, Diwehi, Dogri, Dzongka, English, Gujarati, Hindi and Hindi dialects, Kannada, Khasi, Konkani, Mizo (Lushai), Malayalam, Manipuri, Marathi, Nepali, Newari, Oriya, Pali, Panjabi, Prakrit, Rajasthani, Sanskrit, Sindhi, Sinhala, Tamil, Telugu, Tibetan, Tulu, and Urdu. Catalogers created 11,442 bibliographic records of which 4,174 were whole book records. The office increased the number of shelf-ready titles to 6,569 (7,196 pieces).

Commercial publications are supplied on approval by 24 dealers; commercial and non-commercial publications are supplied by six bibliographic representatives in four conflict-ridden Indian states, Bhutan, and the Maldives, all of which have minimal but significant publishing activity. Staff members carry out local and distant acquisitions trips to obtain non-commercial, controversial, underground, and hard-to-acquire publications that are not available to commercial dealers.

The Microfilm Division, in fiscal 2016, reformatted 2,019,833 pages of newspapers, periodicals and gazettes. It produced 2,250 masters, 2,046 print negatives, and 2,205 positives. Its master list consists of 196 newspapers, 19 periodicals, and 19 gazettes from 42 countries covered by New Delhi, and Library offices in Cairo, Islamabad, and Nairobi, and the Library representative in Mongolia.

OFORS Phase I was implemented in New Delhi in fiscal 2015. However, when the fiscal year rollover to fiscal 2016 was unsuccessful, the use of OFORS was suspended until November 23, 2015. In spite of losing almost a quarter's production, the office placed 16,186 orders (13,021 monographs and 3,165 serial subscriptions). OFORS was used for acquisition and processing of bibliographic materials for LC and SACAP; generation of orders for monographs and serials; receiving all publications; placing orders and renewals for serials and newspaper subscriptions; check-in of serial receipts, and the generation of all vouchers. Throughout fiscal 2016, the Delhi Team and the senior automation specialist in Washington continued to work with the OFORS contractor on the development of Phase II and resolving issues.

Rio de Janeiro, Brazil, Field Office

The field office in Rio de Janeiro, Brazil, established in 1966, processes materials acquired from five South American countries: Brazil, French Guiana, Guyana, Suriname, and Uruguay. The Rio de Janeiro Office acquisitions librarians collect difficult-to-find academic materials for use by the Congress, the Library's Hispanic Division (for its Handbook of Latin American Studies), and the international scholarly community through their detailed field work. The office has a staff of 15, including an American Director as well as the participation of 40 research libraries in the office's CAP.

In addition to acquiring materials for the Library, the Rio Office acquires serials, cordel literature, and CDs for its CAP participants. (Cordels are inexpensively printed booklets or pamphlets containing folk tales, poems, and songs that are unique to Brazil.) The Rio de Janeiro CAP started in 1990 with serial subscriptions; music CDs were added in 1999 and a cordel package was added in 2012. The 260 serial titles offered include scholarly journals and newspapers in economics, history, culture, and law. The office acquired 112 biomedical serial titles for the National Library of Medicine (NLM). Brazil's medical research is important to NLM because the country is known for its advances in such areas as tropical medicine, dentistry, plastic surgery, phytomedicine, and antibiotics research.

In the five countries covered by the Rio Office, it is difficult to acquire materials through book dealers or aggregators. Supplying research library materials here is not a profitable commercial venture due to problems such as poor distribution of published materials, lack of advertising by publishers/sources, legal barriers, and geographic inaccessibility. Business practices in these countries require frequent personal follow-up visits and close monitoring of standing purchase orders. Because of the dearth of vendors, the Rio Office must rely on its four acquisitions librarians for the resident expertise to identify new publications, develop relationships with publishers and other sources, travel widely to book fairs, and meet with exchange partners. In fiscal 2016, staff visited 17 cities for acquisitions travel, making a total of 451 visits to government agencies, NGOs, publishers, university presses, and bookstores and collecting 5,204 items. Two bibliographic representatives are used for coverage from São Paulo and Brasilia. The office acquired 24,893 items in fiscal 2016.

Web archiving has been a high priority in recent years, with the ongoing collection, *Brazil Cordel Literature Online*, preserving 24 blogs and sites since its inception in 2011. In fiscal 2016, the Rio Office participated in the International Internet Preservation Consortium (IIPC) Web archiving project to preserve sites related to the 2016 Summer Olympics in Rio. The Rio Office contributed 599 sites representing Brazilian national teams, local media, social media, sporting associations, and opposition, as well as topics specific to the Olympics such as the impact of the Zika virus, doping, corruption, and environmental issues. Other overseas operations offices nominated an additional 151 sites covering 58 countries. This was a significant contribution to the IIPC project, given that many of the countries covered by the offices are not members of the consortium and have not been included in their Olympics Web archives until now. The total contribution from the offices was 750 sites representing 61 countries.

Library of Congress
Cooperative Acquisitions Program Participants by State and Country

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
United States:							
Arizona	Arizona State University					X	
	University of Arizona		X				
California	Defense Language Institute			X			X
	Stanford University	X		X	X		X
	Standford Law Library						
	UC, Berkeley	X	X	X	X	X	X
	UC, Berkeley, East Asia	X					
	UC, Berkeley, Law Library			X	X	X	
	UC, Irvine					X	
	UC, Los Angeles	X	X	X	X	X	X
	UC, Riverside						
	UC, San Diego						X
	UC, Santa Cruz						
	University of Southern California						X
Colorado	University of Colorado	X					
Connecticut	Yale Divinity Library					X	
	Yale University	X	X	X	X	X	X
	Yale University Law Library	X	X	X	X		
District of Columbia	Inter-American Development Bank						X
	Open Source Center					X	
	U.S. Department of Defense		X				
Florida	University of Florida						X
Georgia	Emory University	X			X		X
	University of Georgia						X
Hawaii	University of Hawaii	X		X		X	
Illinois	Center for Research Libraries	X	X	X	X	X	
	Northern Illinois University					X	
	Northwestern University	X			X		
	University of Chicago	X	X	X	X		
	University of Illinois	X	X	X	X		X
Indiana	Indiana University	X	X		X	X	
	University of Notre Dame						X
Iowa	University of Iowa	X		X	X	X	X
	University of Iowa Law library	X	X	X	X	X	X
Kansas	University of Kansas				X		
Louisiana	Tulane University						X
Maryland	National Agricultural Library	X					
	National Library of Medicine	X	X	X	X	X	X
	University of Maryland			X			

Library of Congress
Cooperative Acquisitions Program Participants by State and Country

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
Massachusetts	Boston University				X		
	Harvard University	X		X	X	X	X
	Harvard Law Library	X	X	X		X	
	Harvard Middle Eastern Division	X	X	X			
Michigan	University of Michigan	X	X	X	X	X	X
	Michigan State University				X	X	X
Minnesota	University of Minnesota	X		X			X
Missouri	Washington University	X	X	X			
Montana	Tibetan Language Institute	X					
New Jersey	Princeton University	X	X	X	X		X
	Rutgers University						X
New Mexico	University of New Mexico						X
New York	Columbia University	X	X	X	X	X	X
	Columbia University Law Library	X		X	X		
	Cornell University	X	X	X	X		X
	Cornell University Echols Collection	X				X	
	Cornell University Law Library	X		X			
	New York Public Library	X	X		X		X
	New York University	X	X	X			X
	SUNY, Binghamton		X				
	Syracuse University	X					
North Carolina	Duke University	X	X	X	X		X
	North Carolina State University	X		X			
	University of North Carolina	X	X	X		X	X
	University of North Carolina - South Asia Collection	X					
Ohio	ITSC Library						
	Ohio State University		X				X
	Ohio University				X	X	
	Wooster College	X		X			
Oregon	Portland State University		X				
Pennsylvania	Pennsylvania State University				X	X	
	Temple University		X			X	
	University of Pennsylvania	X	X	X	X	X	
	University of Pittsburgh						X
	University of Pittsburgh Law Library		X				
Rhode Island	Brown University	X	X	X			X
Tennessee	Vanderbilt University						X
Texas	Rice University						X
	University of Texas	X		X		X	X

Library of Congress
Cooperative Acquisitions Program Participants by State and Country

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
Utah	Brigham Young University		X				X
	University of Utah		X				
Virginia	University of Virginia	X	X	X			
Washington	University of Washington	X	X	X		X	X
Wisconsin	University of Wisconsin	X		X	X	X	X
	University of Wisconsin Law Library					X	
Subtotal, United States	**80 participants**	**45**	**34**	**37**	**30**	**30**	**39**
Foreign Countries:							
Australia	Murdoch University Library					X	
	National Library of Australia					X	
Canada	McGill University	X	X	X		X	
	Royal Ontario Museum					X	
	University of British Columbia					X	
	University of Toronto	X	X	X			
Egypt	American University, Cairo		X				
Germany	Ibero-Amerikanisches Institut						X
	Universitäts Bibliothek, Frankfurt-am-Main				X		
	Universitäts und Landesbibliothek Sachsen-Anhalt			X			
Indonesia	American Institute for Indonesian Studies					X	
Japan	Kyoto University, Center for Southeast Asian Studies					X	
	National Diet Library					X	
Lebanon	American University of Bierut		X				
Morocco	King Abdul Aziz al-Saood Foundation		X				
The Netherlands	Peace Palace Library		X				
	Royal Institute of Linguistics					X	
Qatar	Northwestern University in Qatar Library		X				
	Qatar National Library		X				
Singapore	Institute for South East Asian Studies					X	
	Singapore National Library Board					X	
United Arab Emirates	American University of Sharjah		X				
United Kingdom	Bodleian Libraries	X					
	British Library		X				
	The Joint Library IIS-ISMC		X				
	University of Essex						X
	University of Exeter		X				
Subtotal, Foreign	**26 participants**	**3**	**12**	**3**	**1**	**11**	**2**
Total	**106 participants**	**48**	**46**	**40**	**31**	**41**	**41**

APPENDIX C:
Acquisition of Library Materials by Source Fiscal 2012 - Fiscal 2016

Acquisition of Library Materials by Source Fiscal 2012 - Fiscal 2016

	Pieces				
Source	**Fiscal 2012**	**Fiscal 2013**	**Fiscal 2014**	**Fiscal 2015**	**Fiscal 2016**
Purchases:					
Appropriated - GENPAC/LAW	711,363	664,712	634,727	630,829	564,984
Appropriated Other	15,337	311,787	75,627	14,089	3,827
Gift and Trust Funds	8,086	24,855	6,985	5,375	27,055
Total Purchases	734,786	1,001,354	717,339	650,293	595,866
Non-Purchases:					
Exchange	112,104	95,282	91,710	80,199	72,298
Government Transfers	97,237	65,345	81,976	196,657	69,033
Gifts	1,918,974	1,053,348	1,657,764	983,220	1,726,739
Cataloging in Publication/PCN	104,203	105,232	98,310	100,710	96,120
Copyright Deposits	636,430	641,723	700,964	615,146	636,479
Total Non-Purchases	2,868,948	1,960,930	2,630,724	1,975,932	2,600,669
Total All Acquisitions	3,603,734	2,962,284	3,348,063	2,626,225	3,196,535

Daily Average Receipts and Items Added to Collections

Fiscal Year	Items Received	Items Added to Collections
2006	14,906	10,755
2007	16,633	13,847
2008	15,630	14,180
2009	12,009	10,861
2010	15,052	10,233
2011	22,061	18,863
2012	16,034	14,379
2013	13,724	10,599
2014	14,928	11,183
2015	11,818	9,190
2016	14,443	8,319
2006-2015 Average	**15,203**	**12,037**

APPENDIX D:
Library of Congress Mass Deacidification Project

Deacidification is a preservation approach to keep print paper materials, mostly general collection bound volumes and manuscript sheets, in usable form and thereby avoid more costly reformatting work. It extends the useful life of acidic and slightly brittle paper by a minimum of 300 percent, assuring that, in most cases, treated materials will survive for 300 years rather than becoming unusable in less than a century. With a successful Mass Deacidification Program in place since 1995, the Library has extended the useful life of more than 4.4 million book equivalent volumes and almost 14 million sheets of manuscript materials from the Library's collections. A book equivalent is a volume weighing two pounds. This unit of measure is used to manage the contract pricing for deacidification of many different sized volumes.

The Library is therefore ahead of the revised original 30-year goal to treat 7.5 million volumes during the life of the project, while slightly behind in sheet production. The original 30-year projection of 8.5 million acidic volumes was adjusted to 7.5 million based on a fiscal 2013 survey of the Library's collections. The lower number is a result of three factors: less acidic material remains to be treated, less acidic material is newly acquired, and material that is too brittle to be treated increases upon aging of the collections. Having processed 4.4 million book equivalent volumes by the end of 2016, we believe we have no more than 3.1 million book equivalent volumes to be treated.

The Library initiated a second five-year contract, effective January 2011, which could ensure treating approximately 1 million volumes and more than 4.7 million sheets of at-risk paper-based Library materials by the end of 2015.

The Preservation Directorate completed negotiation for a new contract that started in June 2016, upon completion of the 2011 contract. Having surveyed untreated portions of the general collections in fiscal 2013 and completing a review of the mass deacidification program in fiscal 2014, the Library awarded this new multi-year indefinite delivery/indefinite quantity (IDIQ) contract for services that better reflect the needs of the collections. This type of contract instrument provides the Library with the needed flexibility to address three issues: reduced ability to assess books that are not optimally stored due to continuing shortage of storage space, the reduced number of new receipts on acidic paper, and the lower number of projected volumes needing deacidification. Based on Library assessments, the quantity and types of items selected for treatment will likely change to address more unique materials from the special collections and fewer published bound volumes from the general collections.

In fiscal 2016, the Library deacidified 188,737 book equivalent volumes and 998,669 manuscript sheets with equipment installed in the James Madison Building. This was just under the annual goal to treat a minimum of 200,000 book equivalent volumes, and below the annual minimum requirement to deacidify at least 1 million sheets of manuscript materials. The decrease in the number of volumes treated is a result of the new contract, which started on June first with a lower number of volumes to be treated. In the case of sheets, the decrease in the number of sheets treated was due to vendor equipment issues, which reduced production time.

The target production goal for each succeeding year will be to achieve deacidification of not more than an average of 170,000 book equivalent volumes and at least 1 million sheets of manuscript materials per year. Current projections are that the Library will need to maintain treatment at this level for at least the next four fiscal years before making additional adjustments based on the availability of environmentally sound collection storage, the advancement of reformatting alternatives, and other collection preservation needs.

Deacidification Treatment Fiscal 2002 - Fiscal 2016
(Dollars in Millions)

Fiscal Year	Collections Treated			Total Obligations
	Books*		Manuscripts	
	Physical Volumes	Book Equivalents		
^1996-1997		92,000		
^1997-2001		306,258		
2002		170,600	0	$ 2,748
2003		215,319	696,000	3,687
2004		299,064	1,219,500	4,681
2005		296,119	1,012,500	5,445
2006		298,826	1,069,500	6,614
2007		292,648	1,086,000	5,551
2008		345,937	1,066,500	4,329
2009		325,830	736,500	6,284
2010		330,497	1,365,000	5,444
2011		288,334	1,013,400	5,664
2012		258,087	846,900	6,681
2013	214,825	249,874	851,450	6,098
2014	195,027	240,070	903,461	7,451
2015	183,191	232,105	1,025,686	5,500
2016	158,615	188,737	998,669	5,500
Totals		4,430,305	13,891,066	
Total, Actuals 2002-2016				$ 81,677
Total, Estimated 2017-2031				$ 82,500
Total, Actual and Estimated Thirty-Year Mass Deacidification Program Cost				**$164,177**

*A book equivalent (BE) is a volume weighing two pounds. This unit of measure is used to manage the contract pricing for deacidification of many different sized volumes. Physical volumes is the actual number of books deacidified, which the Library started recording in 2013.

^The number of BE's the Library treated prior to the start of the 2002 Deacidification program.

APPENDIX E:
Teaching with Primary Sources (TPS)

Overview

The Library's *Teaching with Primary Sources* (TPS) program provides educators across the grade spectrum, across the curriculum, and across the country with high-quality professional development programs and classroom materials. These opportunities and tools help them effectively use primary sources from the Library's vast digital collections in their teaching.

In fiscal 2016, the program continued to serve tens of thousands of teachers from all parts of the country, helping them meet curricular standards while engaging students in authentic inquiry experiences and encouraging original student research. The TPS team also took important steps to broaden the reach and the scope of the program.

Professional Development

Education resource specialists at the Library of Congress and TPS Consortium partners in other institutions and organizations across the country provided a wide variety of professional development opportunities for educators. Through workshops, institutes, conferences, and webinars, TPS efforts served thousands of teachers nationwide.

The Educational Consortium

During fiscal 2016, the TPS Education Consortium consisted of 28 universities, school districts and educational foundations in 17 states that assisted the Library in the design and delivery of the TPS program. TPS Consortium members, regional partners, and Educational Outreach staff conducted 904 professional development events in fiscal 2016 for more than 22,500 teachers from 344 congressional districts.

On March 31, 2016, the Library's Educational Outreach team released a notice of funds availability inviting educational organizations from across the county to apply for grants to develop and implement projects designed to expand the outreach and applicability of the TPS program. Eighty-one universities, school districts, cultural institutions and private sector companies responded. Educational Outreach created 15 panels comprising 45 educators from inside and outside of the Library.

Using panelists' recommendations, Educational Outreach selected 10 new and 12 continuing partners to form the TPS Consortium from fiscal 2017 to fiscal 2019. These partners joined three organizations who received two-year fiscal 2015 grants to develop apps and online interactives using Library of Congress primary sources. Three regional partners in the East, Midwest and West, who identify sub-grantees who wish to deliver TPS professional development, are also members of the TPS Consortium.

During fiscal 2016, the TPS Teachers Network web site, a professional networking site for educators interested in using Library of Congress primary sources more effectively in their classrooms, continued to grow in popularity and use. By the end of the fiscal year, more than 4,750 educators were enrolled on the site.

Also during fiscal 2016, TPS entered into a contract with an evaluation firm and began a formal evaluation of our Regional TPS Grant Program. The evaluation results are expected in fiscal 2017.

Educational Outreach Staff

In fiscal 2016, Educational Outreach staff members offered their first online conference for educators, "The Library of Congress and Teachers: Unlocking the Power of Primary Sources," on October 27 - 28, 2015. Hosted by the Educational Outreach team of the National and International Outreach (NIO)service unit, education experts and subject matter specialists facilitated 15 one-hour sessions presenting resources and teaching strategies for using primary sources in the classroom. The event brought together more than 1,500 educators from around the world for two days of engaging and meaningful professional development on using resources from the Library in the classroom. In addition, the Educational Outreach program continued its collaboration with *PBS* Teacherline, a provider of high quality online professional development, and reached 90 teachers nationally through a 45-hour online course entitled *Teaching with Primary Sources from the Library of Congress.*

In addition, TPS offered five week long Summer Teacher Institutes at the Library of Congress. Educators from diverse educational settings – library/media specialists, classroom teachers, school administrators, and curriculum developers – took part. From more than 300 who applied, 133 were selected and completed the Institute requirements. The 133 were from 33 states, representing 104 Congressional districts, in addition to Canada and the Commonwealth of The Northern Marianas Islands. One of the summer institutes was an *Institute for Science Educators.*

The primary goal of the summer institutes was to provide participants with tools and resources to integrate the

Library's digitized primary sources into classroom teaching. Participants expressed great satisfaction with the degree to which this goal was met and reported significant gains in learning specific teaching strategies, skills for navigating the Library's web site and the value of collaboration with other educators. During the summer institutes, the Library of Congress Open House was again included, increasing the exposure of more than two-dozen Library divisions to the educators who take what they have learned and share it with others outside of the Institutes.

During fiscal 2016, Educational Outreach staff worked in partnership with colleagues in the Library's Interpretive Programs Office to facilitate two single-day teacher workshops related to the Jacob Riis Exhibit. The programs brought together 40 educators from 12 different states.

Finally, staff offered presentations and exhibited at the annual conferences of the National Council for the Social Studies (NCSS), the Association for Supervision and Curriculum Development (ASCD), the National Science Teachers Association (NSTA), the American Association for School Librarians (AASL), and participated in the American Library Association's mid-winter meeting. In doing so, TPS met thousands of educators and alerted them to the Library's resources and programs as well as effective strategies for teaching with primary sources.

Digital Initiatives, Publications and Teaching Tools

The TPS-managed Twitter account for the Library's K-12 audience continued to enable the Library not only to promote its materials and programs to the nation's teachers, students, and administrators, but also to develop original teaching activities for the medium. By the end of fiscal 2016, the account had more than 20,000 followers, double the audience from fiscal 2015. The account's followers include teachers, librarians, authors, educational organizations and thought leaders, and Members of Congress.

The Library's blog for teachers, *Teaching with the Library of Congress*, published 116 posts. The blog promotes practical strategies for the effective use of the Library's online collections and spotlighted items from the collections that are especially well suited for classroom use.

Educational Outreach continued to build Library-centered teacher resources, publishing two new science-centered primary source sets and a set of resources for the 50,000 participants in National History Day. TPS continued publishing regular features in the NSTA journal, *The Science Teacher*, the NCSS journal, *Social Education*, and the NAfME *Music Educators Journal*. All totaled, 20 original articles were contributed to publications whose combined readership is more than 300,000 educators.

The Library's site for teachers, Loc.gov/teachers, increased its readership by five percent over fiscal 2015, with more than 5 million visits for the year.

In addition, Educational Outreach continued to address the needs of the growing tablet-based educational community by launching an additional set of three free educational e-books, the Student Discovery Sets. These interactive e-books allow students to draw on, analyze, and explore primary sources from the Library's collections. The Library's teacher e-books have been downloaded more than 65,000 times to date.

The fiscal 2015 budget enabled TPS to begin distributing grants to organizations to create online interactives and mobile applications related to Congress and Civic Participation. During fiscal 2016, the first three organizations to receive funding began their work and in early fiscal 2017 will begin to share prototypes.

Finally, TPS entered into agreements with Cricket Media and Discovery Education to further its reach to educators and their students. Cricket Media has begun to include out-of-print children's book from the Library's collections into their StoryBug story-telling application (app). For Constitution Day, in collaboration with Discovery Education, a production of a virtual fieldtrip to the Library of Congress was developed. It is available online at: http://www.discoveryeducation.com/Events/virtual-field-trips/constitution-day/go-behind-the-scenes-with-the-founders-at-the-library-of-congress.cfm.

LOC Box

In its sixth season, the LOC Box (pronounced "Lock Box") fieldtrip program was again booked to capacity. Students from grades four to six and their teachers/chaperones worked in teams to explore the Library's historic Thomas Jefferson Building. The program served 1,158 students from 26 schools in the DC metropolitan area.

Book Festival Participation

TPS was responsible for the *Library of Congress Learning Center for Kids and Teachers* with colleagues from the Young Readers Center at the 2016 National Book Festival. The Center featured hands-on activities with facsimiles of primary sources from the Library's collections and demonstrations of the Library's Teachers Page web site. Also, TPS collaborated with colleagues in the Center for the Book, meeting educators and sharing the Library's resources at the Mississippi Book Festival.

Teacher in Residence

Since 2000, TPS has recruited teachers in residence to work on-site as they advise and make direct contributions to resources and programs developed for educators by the Library's staff. During fiscal 2016, the Library hosted two Teachers-in-Residence programs. One was a science teacher from Philadelphia, PA, whose efforts focused on resources and opportunities for Science, Technology, Engineering, and Mathematics (STEM) teachers. The other was an elementary school librarian from St. Louis, MO, whose efforts focused on highlighting the Library's audio-visual collections. They authored or co-authored several articles for education publications, wrote dozens of blog posts, presented at conferences, and partnered with the Library's Center for the Book on multiple initiatives. Their efforts enabled the development of more cross-curricular materials and helped build and strengthen partnerships with other divisions in the Library.

Future Growth and Development

In fiscal 2017, TPS will continue to be a leader and key participant in the national conversation on K-12 education, and TPS will continue to contribute to conference panels, program boards, educational publications, and wherever primary-source-based learning is a topic of discussion.

The program's primary goals for fiscal 2017 fall into three categories:

Educator Programs and Professional Development

- Increase alignment of program areas and approaches;
- Increase the diversity of programs (both in terms of participants and content), to reach a larger audience;
- Emphasize work with early elementary teachers, including hosting a Kindergarten Teacher in Residence;
- Increase collaboration with colleagues from across the Library; and
- Expand the Library's online outreach to educators through webinars and an online conference.

Educational Resources and Materials

- Increase awareness, use, and sharing of all Library of Congress teacher and student resources;
- Develop teacher resources that address the needs of specific audiences: elementary, Science, Technology, Engineering, Math, and the Arts (STEM/STEAM), and English Language Learning (ELL); and
- Develop mobile and other non-web products to increase awareness.

TPS Consortium and Regional Program

- Use the results obtained from the Regional TPS Grant Program evaluation to inform programmatic decisions;
- Increase collaboration between Library staff and TPS Consortium members as well as regional grantees; and
- Evaluate TPS Consortium members based on standard measures of performance.

In fiscal 2018, TPS will continue to strive to serve a greater number of teachers through online and on-site professional development opportunities; create and expand the reach of innovative classroom materials and teaching strategies; and develop creative partnership opportunities to increase awareness, use, and support for the Library's educational outreach efforts. TPS will be able to accomplish these objectives in close collaboration with TPS consortium members and regional TPS partners.

APPENDIX F
Copyright Office - Estimated Value of Materials Transferred to the Library Fiscal 2016

Copyright Office, Salaries and Expenses
Estimated Value of Materials Transferred to the Library of Congress in Fiscal 2016
(Dollars in Thousands)

Category of Work	Registered Works Transferred	Non-Registered Works Tranferred	Electronic Works Made Accessible[5]	Total Works Transferred	Average Unit Price	Value of Works Transferred
Books[1,2]	**140,840**	**63,623**	**51,120**	**255,583**		**$19,159,060**
Book - hardbound	40,505	23,051	0	63,556	$95.40	[6,063,242]
Book - softbound	79,141	13,898	0	93,039	44.12	[4,104,881]
e-books (Pro Quest)	21,194	19,958	0	41,152	5.18	[213,167]
e-books (special relief)	0	6,716	51,120	57,836	151.77	[8,777,770]
Serials[1,3]	**68,898**	**259,776**	**1,933**	**330,607**		**12,597,512**
Periodicals[4]	68,874	215,706	0	284,580	53.55	[10,667,481]
Newspapers[1]	24	32,400	-	32,424	1.50	[34,045]
eSerials	0	11,670	1,933	13,603	139.38	[1,895,986]
Microforms	**3,115**	**4,580**	**0**	**7,695**		**1,154,109**
Microfilm	3,114	4,580	0	7,694	150.00	[1,154,100]
Microfiche	1	0	0	1	8.72	[9]
Motion Pictures	**7,277**	**6**	**0**	**7,283**		**1,620,074**
Film - 35 mm/70 mm/IMAX[1]	51	6	0	57	13,420.00	[764,940]
Film - 16 mm	1	0	0	1	1,500.00	[1,500]
Videotape	7,225	0	0	7,225	118.15	[853,634]
CD/DVDs	**28,286**	**758**	**0**	**29,044**	**25.00**	**726,100**
Printed Music	**2,628**	**2299**	**0**	**4,927**	**63.38**	**312,273**
Maps	**402**	**256**	**0**	**658**	**49.52**	**32,584**
Prints, Posters, Photographs, and Works of Art	**639**	**43**	**0**	**682**	**10.26**	**27,457**
Total	**252,085**	**331,341**	**53,053**	**636,479**		**$35,629,169**

[1] As of 2010, categories were changed to match format codes in the Copyright Office's eCO system. Newspapers and Film-35mm/70mm/MAX that year showed substantially fewer works than in previous years where an arithmetical calculation was used. Books and serials showed an increase, partly due to counting published Dramas under Books, as well as increased productivity in that year.

[2] 60 percent of "Books" are selected for the collections; 40 percent are used for the Library's exchange program.

[3] In the "Serials" category, 70 percent of periodicals and newspapers are selected for the collections; 100 percent of e-serials are selected.

[4] The figure for non-registered "Periodicals" includes: (1) an estimate based on average loads in hampers delivered to Library processing and custodial divisions and (2) a count of serials issues checked in through the Copyright Acquisitions Division. For the estimated portion, there was an earlier change in physical method of delivery, which decreased the average amount per hamper. The figures above reflect a reasonable estimate of current receipts per hamper and will be reviewed on a regular basis.

[5] Online access to certain e-books and e-serials is negotiated with publishers for the Library of Congress.

Copyright Office, Salaries and Expenses

Receipt Authority and Obligations, Fiscal 2013 – Fiscal 2018

(Dollars in Thousands)

Authority/Obligations	2013 Actual	2014 Actual	2015 Actual	2016 Actuals	2017 Estimate	2018 Estimate
Receipt Authority:						
Offsetting collections	$27,721	$27,971	$27,971	$30,000	$30,000	$32,789
Offsetting Collections - Prior Year Unobligated Balance	...	...	...	...	...	7,429
Royalties credited to Licensing appropriation from Cable, Satellite, and DART	5,099	5,099	5,230	5,388	5,388	5,680
Royalties credited to CRJ appropriation from Cable, Satellite, and DART	374	374	381	389	389	407
Estimated value of materials transferred to the Library	29,433	31,999	29,304	35,629	30,000	30,000
Total Receipt Authority	**$62,627**	**$65,443**	**$62,886**	**$71,406**	**$65,777**	**$76,305**
Obligations:						
Pay	$38,808	$40,034	$42,171	$45,301	$47,595	$55,174
Other Obligations	10,576	9,920	10,973	12,004	11,280	22,651
Total Obligations	**$49,384**	**$49,954**	**$53,144**	**$57,305**	**$58,875**	**$77,825**
RATIO of Receipt Authority to Obligations	**127%**	**131%**	**118%**	**125%**	**112%**	**98%**

ARCHITECT OF THE CAPITOL - LIBRARY BUILDINGS AND GROUNDS

OVERVIEW

The Library Buildings and Grounds (LB&G) jurisdiction is responsible for the maintenance, repair, and operations; mechanical and electrical infrastructure; heating, ventilation and air conditioning (HVAC); plumbing; painting; grounds maintenance; snow removal; and any construction related to the Library of Congress (LOC) buildings and grounds. Facilities include: Thomas Jefferson Building (TJB); James Madison Memorial Building (JMMB); John Adams Building (JAB); the LOC Special Facilities Center, which includes the Little Scholars child development center; the 100 acre Congressional campus at Ft. Meade, Maryland; and the 45 acre Packard Campus of the National Audio-Visual Conservation Center located in Culpeper, Virginia.

Fiscal 2018 Library Buildings & Grounds Budget Request

The Architect of the Capitol (AOC) is requesting $121.182 million in fiscal 2017 for the LB&G account. This reflects an increase of $80.493 million from the fiscal 2016 enacted base of $40.689 million which is used as the fiscal 2017 estimate. Of particular note, more than half of the increase includes the funding request, $45 million, for the construction of Collection Storage Module 6 at Ft. Meade, Maryland.

The AOC presents the LB&G budget request in terms of its two types of funding: (1) the Operating Budget (annual) and (2) the Capital investment multi-year project budget (5 years).

The following highlights both types of funding for 2018:

Operating Budget: $27.373 million

The Operating Budget of the LB&G appropriation funds all costs associated with the care, maintenance, and operation of LB&G and grounds, with the exception of cleaning services. The operating budget is annual funding comprised of three functional program groups: Facilities Maintenance, Jurisdiction Centralized Activities, and Payroll. These funds provide for the general maintenance of over 4.3 million square feet of space in buildings that range from 1897 (TJB) to 2007 (the Packard Campus) in age. The Operating budget is requesting an increase of $2.430 million primarily for programmatic increases the Facilities Maintenance program group. These Facilities Maintenance increases are comprised of annual preventive and corrective maintenance services throughout the LB&G facilities (buildings, grounds, equipment, systems, and security infrastructures).

Capital Investment Multi-Year Projects: $93.809 million

The Capital Investment Budget consists of major construction or system replacement requirements to address fire, life safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs; with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees, and other Architect of the Capitol clients.

Projects include the following:

Collection Storage Module 6, Ft. Meade, Maryland [$45.000 million]

The collections storage facility complex at Ft. Meade accommodates the Library's expanding collections of books, manuscripts, prints, maps, cultural and other copyrighted materials. The Library requires additional space to store new published and unpublished materials. This project constructs Module 6, including high rack book and temporary pallet storage area, a circulation corridor connecting the new module with the existing, a second floor mechanical area, storage area, and an office area. Site work and preparation includes storm water management for future Module 7. Other aspects of construction include security systems, collection storage shelving, integrated fire safety systems, and dedicated heating ventilation and air conditioning systems for permanent long term collections storage. The Module 6 project design was funded in the 2016 budget.

North Exit Stair B, Phase II, TJB **[$17.577 million]**

This project is an integral part of the approved abatement plan to address the Office of Compliance Citation #31-2 regarding Library of Congress egress deficiencies. The citation covers a requirement for increased exiting capacity and improvements to passive fire protection systems. In the event of fire or other emergencies, the current conditions create an unsafe environment for building occupants due to lack of egress exits from the TJB and its stacks. The project constructs a new exit stair in the Northeast stacks extending from the cellar to the top floor of the building and corrects common paths of travel violations and dead-end conditions to ensure that occupants are able to exit the building in an efficient and rapid manner.

Copper Roof Replacement and Fall Protection, Phase I, JAB **[$12.496 million]**

This is the first of a three phased project addressing the lower roof tier of the John Adams Building. A previously completed assessment revealed several leaks and failing joints, causing water to penetrate the roof fabric and enter into the attic space. This project will replace the existing roof with a new roof system and provide life expectancy of 50 years. The concrete substrate will be repaired; new waterproofing membrane installed; and copper roofing and flashing replaced. Additionally, the existing roof fall protection system will be replaced and re-certified, and the lightning protection system will be modified to bring it into code compliance. Historically significant features will be retained during the completion of this work.

Emergency Lighting System Upgrade, TJB **[$7.195 million]**

The existing emergency lighting systems throughout the Library's buildings are not in compliance with current building and life safety code requirements. There are numerous exit signs that are not connected to emergency power, and in some cases, are non-existent. Several utility and machine rooms lack emergency lighting, and major egress routes and adjacent tunnels lack adequate light levels for proper egress. This project will install code compliant emergency lighting throughout the TJB in restrooms, hallways, exhibit spaces, cafeterias, electrical rooms, mechanical rooms, elevator machine rooms, and pedestrian tunnels. New emergency circuits will be required throughout the building, and both emergency and normal electrical power systems will be modified to accommodate new emergency electrical loads. Panelboards and branch circuits will be modified accordingly.

Emergency Generator Replacement, TJB **[$6.240 million]**

The previously completed Emergency Generator Study for the Library of Congress determined that in order to meet current and future emergency electrical loads, the existing emergency generator and associated distribution systems need to be replaced within the TJB. The existing generators do not have sufficient capacity to accommodate existing life safety loads and additional loads associated with ongoing fire and life safety projects. This project installs a new, code compliant generator to address current deficiencies and provide spare capacity for future loads and incorporates a load back connection point to allow for code required testing to ensure system reliability.

Fire Alarm and Audibility Upgrade, JMMB **[$1.577 million]**

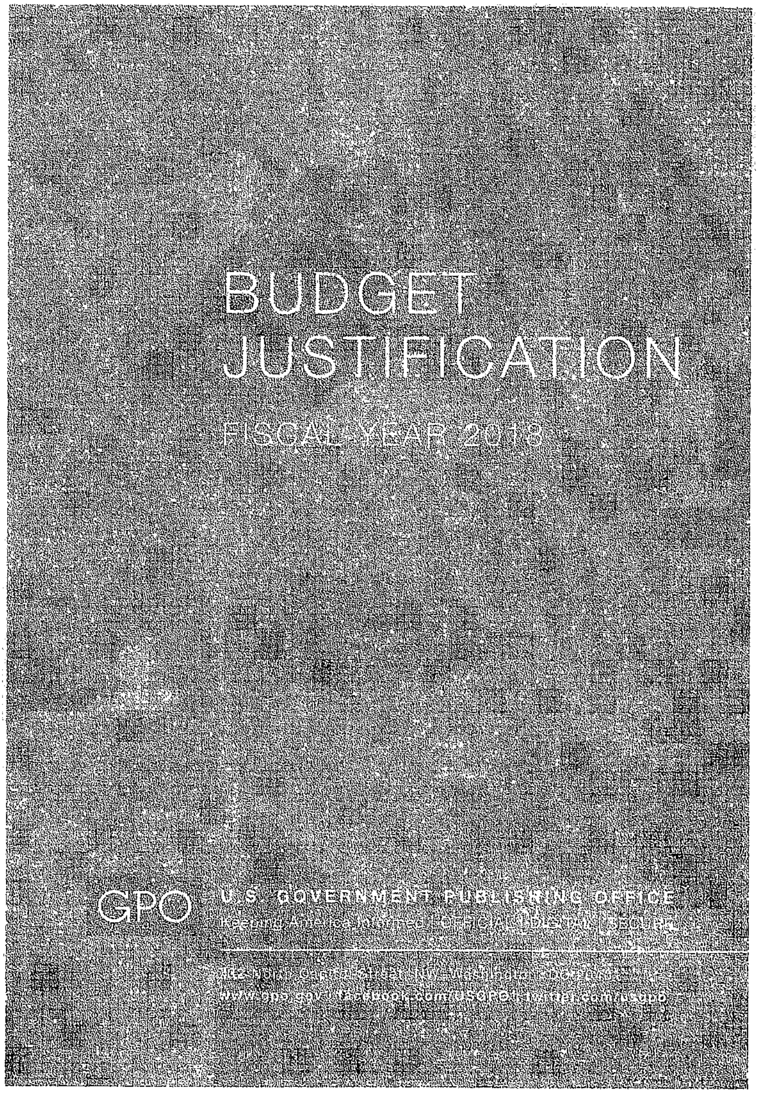
Based on occupant feedback and testing, notification throughout the building is currently deficient with regard to both audibility and intelligibility. The existing voice fire alarm system is also not capable of being upgraded to provide intelligible information during an emergency. This project will include the design, installation, and testing of a new voice fire alarm system. The new voice fire alarm system will utilize the existing fire alarm control panel with the addition of a microphone and zone controls to interface with new amplifiers, conduit, wiring, and speakers located throughout the building to comply with the audibility and intelligibility code requirements. In addition, the analog smoke detection system will be expanded to include the basement through 2nd floors, and analog device monitoring and activation will be added where needed to facilitate the removal of the existing 30 year old Autocall control equipment.

Exterior Envelope Repair and Restoration, JAB **[$1.224 million]**

This project will repair existing deteriorated conditions at the exterior façade of the John Adams Building. Stone joints on the façade are open and existing sealant is not bonded to the stone. The entire building is in need of repointing and cleaning, and spalled stone at the upper levels and parapet wall requires repair. Corroded steel shelf angles require replacement at various locations. In addition, sealant around all windows will be replaced and window frames cleaned. This project will also repair and clean the south facing stairs and walls along Pennsylvania Ave, repair roof and parapet walls of the 5th floor, and repoint brick walls at moat.

Minor Construction **[$2.500 million]**

The Minor Construction budget request reflects an estimated amount to sustain a level of service necessary to accommodate for unforeseen construction and repair projects of the LB&G appropriation. A robust Minor Construction and repair project program is critical to ensuring continued operations when maintenance backlogs of major construction projects and deferred maintenance exists. An additional $500 thousand is being requested from the previous year to better manage deferred maintenance and meet the unforeseen architectural needs that arise over the course of a year. Having the funding and flexibility to manage small phases of the deteriorating or failing conditions identified in the Facility Condition Assessment of the Library of Congress Buildings will allow corrective actions to continue to maintain and repair building conditions.



BUDGET JUSTIFICATION

FISCAL YEAR 2018

GPO U.S. GOVERNMENT PUBLISHING OFFICE

Keeping America Informed | OFFICIAL | DIGITAL | SECURE

732 North Capitol Street, NW, Washington, DC 20401

www.gpo.gov | facebook.com/USGPO | twitter.com/usgpo

DAVITA VANCE-COOKS
Director of the U.S. Government Publishing Office

March 15, 2017

The Honorable Kevin Yoder
Chairman
Subcommittee on Legislative Branch Appropriations
Committee on Appropriations
U.S. House of Representatives
Washington, DC 20515

The Honorable James Lankford
Chairman
Subcommittee on Legislative Branch Appropriations
Committee on Appropriations
U.S. Senate
Washington, DC 20510

Dear Chairman Yoder and Chairman Lankford:

I have the honor to transmit herewith the appropriations request of the U.S. Government Publishing Office (GPO) for FY 2018.

Strategic Outlook 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 GPO's transition to a digital future. In recognition of this transition, in 2014 Congress approved and the President signed into law (P.L. 113-235) a provision redesignating GPO as the Government *Publishing* Office.

In FY 2018 and the years ahead, GPO will continue to develop an integrated, diversified product and services portfolio that focuses primarily on digital. Although industry experts predict tangible print will continue to be required because of official use, archival purposes, authenticity, specific industry requirements, and segments of the population that either have limited or no access to digital formats, we recognize that the volume of tangible print that is requisitioned from GPO is declining and will continue to decline.

In transforming its business model, GPO is focusing on managing content for customer and public use both today and tomorrow. GPO uses its extensive experience and expertise to provide both digital public access to Government information in a variety of formats and the most efficient and effective means for printing when required, all within a secure setting that is responsive to the customer's needs. GPO's Strategic Plan has been developed to carry out this vision and is available for public inspection in this budget justification document and at **www.gpo.gov/about/**.

732 North Capitol Street, NW, Washington, DC 20401-0001 | dvance-cooks@gpo.gov

DAVITA VANCE-COOKS
Director of the U.S. Government Publishing Office

FY 2018 Appropriations Request We are requesting funding for the Congressional Publishing Appropriation, the Public Information Programs of the Superintendent of Documents, and as an addition to working capital in GPO's Business Operations Revolving Fund. These accounts are components of the annual Legislative Branch Appropriations bill. The Congressional Publishing and Public Information Programs accounts fund GPO's provision of congressional information products and services as authorized by law and our provision of public access to congressional and other Government information products through statutorily-authorized information dissemination programs.

All other GPO programs and activities – including the production of U.S. passports for the Department of State as well as secure credentials as requisitioned by Federal agencies, the production and procurement of other information products and services for Federal agencies, the sales of Government information products and services to the public, and related operations – are financed on a reimbursable basis through GPO's Business Operations Revolving Fund. Our request includes funding as an addition to working capital for specified projects under the Business Operations Revolving Fund.

We are requesting a total of $117,068,000 for FY 2018. This is the same level of funding approved for FY 2016 and a slight increase above the currently approved level for FY 2017 in continuing resolution P.L. 114-254. Total GPO appropriations have declined by nearly 21% since FY 2010. Our continued transition to digital technologies and products has increased our productivity and reduced costs. Additionally, maintaining financial controls on our overhead costs, coupled with a buyout in FY 2015 that reduced GPO's workforce by 103 positions, has helped make this funding request possible. Finally, the utilization of the unexpended balances of prior year appropriations, which we are able to transfer to GPO's Business Operations Revolving Fund with the approval of the Appropriations Committees, has made it possible in recent years to hold the line on the level of new funding we request.

Total Appropriations to GPO
FY 2010-2017

Fiscal Year	Appropriations
2010	$ 147,461,000
2011	135,067,324
2012	126,200,000
2013	117,533,423
2014	119,300,000
2015	119,993,000
2016	117,068,000
2017 CR	116,845,454

732 North Capitol Street, NW, Washington, DC 20401-0001 | dvance-cooks@gpo.gov

Our FY 2018 request will enable us to:

- meet projected requirements for congressional publishing;
- fund the operation of the public information programs of the Superintendent of Documents; and
- develop information technology, including essential cybersecurity measures, and perform facilities maintenance and repairs that support our congressional publishing and public information programs operations.

Congressional Publishing Appropriation We are requesting $79,528,000 for this account, which is below the level included in the current CR as well as the levels approved for every fiscal year since 2014. This appropriation has declined by nearly 15% since FY 2010, as the result of our continuing transition to digital technology and products as well as actions taken in cooperation with the House of Representatives and the Senate to control congressional publishing costs. Unspent prior year balances from this account that have been transferred to GPO's Business Operations Revolving Fund for the purposes of this account have also been used to maintain our requirements for new funding at a flat level since FY 2014.

Congressional Publishing Appropriation
FY 2010-2017

Fiscal Year	Appropriation
2010	$93,768,000
2011	93,580,464
2012	90,700,000
2013	82,129,576
2014	79,736,000
2015	79,736,000
2016	79,736,000
2017 CR	79,584,422

Our request for this appropriation is an estimate of the amount of work Congress is likely to requisition from GPO for FY 2018, based on historical data. GPO has no control over the workload requirements of the Congressional Publishing Appropriation. These are determined by the legislative activities and requirements of the House of Representatives and the Senate as authorized by the applicable provisions of Title 44, U.S.C. GPO utilizes historical data incorporating other relevant factors to develop estimates of budget presentation for this account.

The estimated requirements for FY 2018 include no price level change. We anticipate an overall reduction of $56,000 from current year requirements based on projected volume decreases in virtually every congressional product category except for business and committee calendars, the *Congressional Record*, and hearings.

DAVITA VANCE-COOKS
Director of the U.S. Government Publishing Office

Commensurate with the beginning of the 115th Congress we are implementing, in cooperation with the offices of the Clerk of the House and the Secretary of the Senate, a new composition system that will enable GPO to compose congressional bills in XML. The estimated savings from this new system has not yet been fully determined but it is expected to reduce costs while expediting the production process for these documents. The new composition system will be expanded to additional congressional products in the future. Additionally, we are developing a new composition capability for House hearings following a plan designed by the Committee on House Administration, which is also expected to reduce costs and improve efficiency.

As shown on page D-3 of our budget justification, the unexpended balances of prior year appropriations that have been transferred to GPO's Business Operations Revolving Fund are used to offset anticipated congressional product requirements. The balance of these funds are earmarked for the development of our new composition system and other projects that may be required of us, including those supporting the objectives of the Legislative Branch Bulk Data Working Group.

Public Information Programs of the Superintendent of Documents We are requesting $29,000,000 for this account, representing a decrease of $1,442,000 or 4.7% from the amount included in the current CR. This appropriation has declined by more than 25% since FY 2010, as the result of our continuing transition to digital technology and products which has made the increased dissemination of official Government information to the public less costly and more efficient.

Public Information Programs of the Superintendent of Documents Appropriation FY 2010-2017

Fiscal Year	Appropriation
2010	$ 40,911,000
2011	39,831,178
2012	35,000,000
2013	31,437,000
2014	31,500,000
2015	31,500,000
2016	30,500,000
2017 CR	30,422,020

The funding we are requesting for FY 2018 will cover mandatory pay and related cost increases for 89 FTE's, the same level as for FY 2017. Requirements for new funding have also been reduced by a decrease in printing costs due to digitization and the use of prior year funds as approved by the Appropriations Committees. These funds will be used to pay for projects including strengthening public access to online information by building the next generation of **FDLP.gov**, and to investigate, develop, and replace legacy methods for the selection and distribution of digital and tangible materials for Federal depository libraries.

DAVITA VANCE-COOKS
Director of the U.S. Government Publishing Office

Business Operations Revolving Fund We are requesting $8,540,000 for this account, to remain available until expended, for information technology projects, including essential cyber security measures, and necessary facilities projects. This is an increase over the $6,819,000 provided in the current CR. Funding provided to this account represents an increase to working capital for specified projects. Since FY 2013, these projects have consistently included improvements to GPO's FDsys (and its successor system, **govinfo**) which has expanded public access to congressional and other Government information products in digital formats while decreasing the costs of distributing traditional print formats, as well as other essential IT projects. Our request this year includes essential expenses associated with enhancing the cybersecurity of GPO's IT systems, as we have communicated to the Legislative Branch Cybersecurity Working Group. We also fund necessary physical infrastructure projects through appropriations to this account.

Appropriations to the Business Operations Revolving Fund
FY 2010-2017

Fiscal Year	Appropriation
2010	$12,782,000
2011	1,655,682
2012	500,000
2013	3,966,847
2014	8,064,000
2015	8,757,000
2016	6,832,000
2017 CR	6,819,012

Information Technology Projects – $7,000,000

Govinfo Projects - $5,000,000

- **General System and Collection Development ($3,800,000) –** Development of new **govinfo** features to support identified needs of key stakeholders, including developing new content collections, increasing content in existing collections, enhancing the accessibility of content, and increasing the discoverability of information.
- **FDsys/govinfo Infrastructure ($1,200,000) –** Infrastructure for the hardware, storage, and environments to manage system performance as **govinfo** content and usage continue to grow.

Cybersecurity Projects – $2,000,000

- **Security Enhancements for Advanced Persistent Threat ($2,000,000) –** Required for enhanced technologies and services to combat, detect, and prevent advanced persistent threats (including sophisticated nation-state actors) from compromising GPO IT systems.

Facilities Projects – $1,540,000

- **Elevator Repairs ($900,000) –** Elevators 3 and 4 at GPO's G Street entrance are aging and need frequent repairs. We intend to replace and upgrade these elevators with modern controls and security features. These elevators also support employee life/safety by providing a means for evacuation of medical emergencies.
- **Emergency Power Generator ($500,000) –** This will replace GPO's existing diesel emergency generator with one using clean-burning natural gas. It will also increase the electrical load that can be supported in the event of an emergency, such as we experienced in 2015 with a power blackout by PEPCO.
- **LED Lighting ($140,000) –** As part of our commitment to conserving energy, traditional fluorescent lighting will be replaced with efficient and long-lasting LED lamps and fixtures. These will yield significant savings to electricity usage.

Chairman Yoder and Chairman Lankford, we look forward to working with you and your Subcommittees in your consideration of our appropriations request for FY 2018.

Sincerely,

Davita Vance-Cooks

DAVITA VANCE-COOKS
Director

Enclosure

cc: The Honorable Tim Ryan
Ranking Member
House Subcommittee on Legislative Branch Appropriations

The Honorable Chris Murphy
Ranking Member
Senate Subcommittee on Legislative Branch Appropriations

Table of Contents

Executive Summary

Executive Summary and Results of FY 2016 Operations A-1

Organization and Staffing

Organization B-1
Functions by Organization B-2
Staffing Information B-3

Summary of Estimates

Summary of Appropriation Estimates C-1
Staffing Summary – FTE's C-2

Congressional Publishing

Base Budget Review D-1
Base Budget Review (Detail by Activity) D-3
Analysis of Change D-4
Explanation of Changes D-6
Object Class and Analysis of Change to Budget Base D-7
Estimated Cost per Unit by Category D-8
Volume Increase (Decrease) D-9
Congressional Billings for Committees By Category D-10
Details to Congress D-13

Public Information Programs of the Superintendent of Documents

Base Budget Review E-1
Analysis of Change E-4
Summary (by Program and Object Class) E-5

Business Operations Revolving Fund

Base Budget Review F-1
Analysis of Change F-4
Summary by Object Class F-5

Executive Summary and Results of FY 2016 Operations

The U.S. Government Publishing Office (GPO) is the OFFICIAL, DIGITAL, SECURE resource for producing, procuring, cataloging, indexing, authenticating, disseminating, and preserving the official information products of the Federal Government.

Under Title 44 of the U.S. Code, GPO is responsible for the production and distribution of information products for all three branches of the Government, including the official publications of Congress and the White House, U.S. passports for the Department of State, and the official publications of other Federal agencies and the courts. Once primarily a printing operation, we are now an integrated publishing operation and carry out our mission using an expanding range of digital as well as conventional formats. In 2014, Congress and the President recognized this change in P.L. 113-235, which contains a provision re-designating GPO's official name as the Government Publishing Office. We employed 1,717 staff at January 1, 2017.

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 nearly 40 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 website, **gpo.gov**, we communicate with the public routinely via Facebook **facebook.com/USGPO**, Twitter **twitter.com/USGPO**, YouTube **youtube.com/user/gpoprinter**, Instagram **instagram.com/usgpo**, LinkedIn **linkedin.com/company/u.s.-government-printing-office**, and Pinterest **pinterest.com/usgpo/**.

History From the Mayflower Compact to the Declaration of Independence and the papers leading to the creation and ratification of the Constitution, America is a nation based on documents, and our governmental tradition since then has reflected that fact. Article I, section 5 of the Constitution requires that "each House shall keep a journal of its proceedings and from time to time publish the same." After years of struggling with various systems of contracting for printed documents that were beset with scandal and corruption, in 1860 Congress created the Government Printing Office as its official printer. GPO first opened its doors for business on March 4, 1861, the same day Abraham Lincoln was inaugurated as the 16th President.

Since that time, GPO has produced and distributed the official version of every great American state paper and an uncounted number of other Government publications, documents, and forms. These documents include the Emancipation Proclamation, the legislative publications and acts of Congress, Social Security cards, Medicare and Medicaid information, census forms, tax forms, citizenship forms, passports, military histories ranging from the *Official Records of the War of the Rebellion* to the latest accounts of our forces in Afghanistan, the 9/11 Commission Report, Presidential inaugural addresses, and Supreme Court opinions. This work goes on today, in 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 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.

Strategic Plan 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.

Our customers are involved in the digital world and understand technological change. Accordingly, it is important that we foster an environment that embraces change and innovation, which leads to new ways of thinking, new work processes, and the development of new products and services for our customers. Tangible printing at GPO is being supplanted by an exponential growth in digital requirements by Congress and Federal agencies. Moreover, the public — including the library and Government information user communities — has signaled its strong desire for increased access to Government information digitally.

In transforming the way we do business, we are focusing on managing content for customer and public use both today and tomorrow. GPO uses its extensive experience and expertise with digital systems to provide both permanent public access to Government information in a variety of formats and the most efficient and effective means for printing when required, all within a secure setting that is responsive to the customer's needs.

Technology Transformation GPO has 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.

While transforming to an increasingly digital footing, we continue to provide an array of printing services to support the needs of Congress, Federal agencies, and the public, and we are retooling our print operations to take advantage of the efficiencies provided by modern equipment. In FY 2015 we put into operation our new zero make-ready (ZMR) press to support congressional and Federal agency publishing requirements. This new high-efficiency press is allowing us to phase out three outdated presses installed in 1979.

In FY 2016 we installed a new perfect binding line to increase the speed and reduce the cost of binding operations. In FY 2017, we will issue plans for the replacement of the large newspaper presses that have been used to produce the *Congressional Record* and the *Federal Register* with smaller, more flexible digital presses. We are continually reviewing product and equipment options to ensure that our publishing activities are conducted with the best technologies available.

As a result of these sweeping technology changes — digital products, equipment, and processes — GPO is now fundamentally different from what it was as recently as a generation ago. It is smaller, leaner, and equipped with digital production capabilities that are the foundation of the information systems relied upon daily by Congress, Federal agencies, and the public to ensure open and transparent Government in the digital era. As we prepare for the Government information environment and technology challenges of the future, our transformation is continuing with the development of new ways for delivering Government information.

GPO and Congress

For the Clerk of the House, the Secretary of the Senate, and the committees of the House and the Senate, GPO publishes the documents and publications required by the legislative and oversight processes of Congress in digital and tangible formats. This includes the daily *Congressional Record*, bills, reports, legislative calendars, hearings, committee prints, and documents, as well as stationery, franked envelopes, memorials and condolence books, programs and invitations, phone books, and the other products needed to conduct the business of Congress. We 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.

GPO Cuts the Cost of Congressional Work 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.

Appropriations for Congressional Publishing for FY 2014 – FY 2017 to date have been flat.

Congressional Publishing Appropriation
FY 1980-2016

Fiscal Year	Appropriation	In Constant Dollars
1980	$ 91.6 million	$ 268.3 million
1985	94.0 million	210.9 million
1990	74.1 million	136.8 million
1995	84.7 million	134.1 million
2000	73.3 million	102.7 million
2005	88.1 million	108.9 million
2010	93.8 million	103.8 million
2016	79.7 million	79.7 million

Productivity increases resulting from technology have enabled us to make substantial reductions in our staffing requirements while continuing to improve services for Congress. In 1980, total GPO employment was 6,450. At the end of FY 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 Employment
FY 1980-2016

Fiscal Year	Headcount
1980	6,450
1985	5,383
1990	4,977
1995	3,956
2000	3,139
2005	2,344
2010	2,284
2016	1,726

Highlights of FY 2016 Congressional Work A major project during the year was continued development of a new XML-based automated composition system to replace our aging proprietary Microcomp system, especially preparations to introduce a beta system for the composition of congressional bills coincident with the opening of the 115th Congress in January 2017. Known as the Composition System Replacement (CSR) project, work during the year included the development of code that prepares XML bills for printing, paragraph-level styles and page layouts, table functionality, and font development. The CSR team worked closely with House and Senate staff to ensure that CSR integrates seamlessly with specific authoring environments that are currently utilized for bills.

Another major project involved 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 different products 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 bills 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 (see, for example, **congressionaldata.org/congress-poised-for-leap-to-open-up-legislative-data/; and fiercegovernmentit.com/story/bill-statuses-xml-coming-early-2016-says-congress/2015-12-17**).

Making Government information available in XML permits data to be reused and repurposed not only for print output but for conversion into eBooks, mobile web applications, and other forms of content delivery, including data mashups and other analytical tools by third party providers, which contributes to openness and transparency in Government. In addition to the files made available through our Bulk Data Repository, we ensure the authenticity of all information by making available digitally signed copies in PDF format, which is the official, authentic version that matches the printed document. Additionally, we are now a regular participant and presenter at the House Legislative Data and Transparency Conference, along with staff from other legislative branch agencies, data users, and transparency advocates.

During the year, 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**. Containing the Constitution, applicable provisions of Thomas Jefferson's original Manual, the rules of the House, provisions of law and resolutions having the force of rules of the House, and pertinent decisions of the Speakers and other presiding officers of the House and Committee of the Whole interpreting the rules and other procedural authority used in the House, *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.

Under the direction of the Joint Committee on Printing, we produced 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. The *Directory* includes historical statistics, information on the Capitol buildings and grounds, and a guide to the other agencies of the legislative branch. In addition, the *Directory* provides information on the departments and agencies of the executive branch, the U.S. courts, international organizations, foreign diplomatic offices in the United States, and members of the congressional press, radio, and television galleries.

In December 2016, we made *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. First introduced in 2012, 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. The Plum Book is published by the House Oversight and Government Reform Committee and the Senate Committee on Homeland Security and Governmental Affairs alternately after each Presidential election. It is used to identify Presidentially-appointed and other positions within the Federal Government. The list originated in 1952 at the beginning of the Eisenhower administration. The next edition did not appear until 1960 and has since been published every four years, just after the Presidential election. The past several issues have been printed with a plum-colored cover.

In September, we partnered with the Library of Congress to release the digital version of the permanent edition, or bound version, of the *Congressional Record* from 1991-1998 on FDsys and **govinfo**. That release covered the debates and proceedings of the 102nd thru 105th Congresses, including such highlights as the Persian Gulf War, Bill Clinton's Presidency, the enactment of the North American Free Trade Agreement (NAFTA) and the Family and Medical Leave Act, and the congressional agenda set by Republicans on gaining control of both the House and Senate for the first time since 1954.

In November, we released digital files for historic issues of the *Record* from 1981-1990. That release covered debates and proceedings of the 98th thru the 101st Congresses, including such highlights as Ronald Reagan's Presidency and the first two years of George H.W. Bush's Presidency, the Strategic Defense Initiative, the Space Shuttle program, the Iran-Contra Affair, the end of the Berlin Wall and the Cold War, and the passage of the Americans with Disabilities Act. 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 March 2017.

Late in the year, 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 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 three 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. Planning also continued for the replacement of three large newspaper-style web presses used for the production of the *Congressional Record* and business calendars with smaller, more flexible digital presses, with specifications targeted for readiness by the summer of 2017.

GPO and Federal Agencies

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

Highlights of FY 2016 Agency Operations Since 2012, we have made the annual *Budget of the U.S. Government* available as a mobile app. The FY 2017 *Budget* app, released in January 2016, provides users with access to the text and images of the *Budget*, including the Budget Message of the President, information on the President's priorities, and budget overviews organized by agency. The app provides links to FDsys and **govinfo** where summary tables and additional books of the *Budget*, including the Analytical Perspectives, Appendix, and Historical Tables, are available. The complete, authentic online version of the Budget is also regularly made available through a direct link on FDsys and **govinfo**.

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.

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 two million pages, will be digitized. The project is expected to be completed in 2017. Currently, digital versions dating from 1994 to the present are available on FDsys and **govinfo**. GPO produced the first issue of the *Federal Register* on March 16, 1936. An executive order by President Franklin D. Roosevelt was the first document to be published in the *Register*.

During the year, we also continued to work with NARA to prepare for the OFR to 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. We are also partnering with NARA to provide space for the construction of facilities within our buildings that will house NARA's congressional 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. 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.

GPO*Express* 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 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.

In October 2016, 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. For more than fifty years, *Graphic Design USA* has recognized the design work of professionals from design firms, ad agencies, Government agencies, corporations, non-profits and students. Nearly 10,000 entries were submitted for this year's awards. GPO's award-winning projects were for the Department of Veterans Affairs, the U.S. Commission on International Religious Freedom, the National Defense University, the Naval History and Heritage Command, and the National Park Service.

Among the significant products produced by GPO for Federal agencies in 2016 were the design and layout of the full range of materials for the 2017 Presidential Inauguration; production of a broad range of Consumer Information Notices in support of the Affordable Healthcare Act for the Department of Health and Human Services; design of a new website for the U.S. Senate; and production of the Department of State's annual *Trafficking in Persons* report. We also performed ongoing tests for the products and methodology that will be used to conduct the 2020 Decennial Census.

During the year, we became the preferred source for the Department of Veterans Affairs in supplying a managed solution for printing and duplicating devices nationwide, generating significant savings for the Department. Additionally, we procured nearly 1.6 million copies of the *2016 Emergency Response Guidebook* in English, Spanish, and French for the Department of Transportation (DOT). The book is used by first responders during the initial phase of a Dangerous Goods/Hazardous Materials Transportation Incident. It was produced for use jointly by DOT, Transport Canada, and the Secretariat of Communications and Transportation in Mexico.

Surveys of our Federal agency customers in recent years have consistently reported high rates of satisfaction with our products, services, and programs, the cost-effectiveness of GPO's services, and satisfaction with GPO's website and customer service. These results buttress the emphasis on a customer-centric approach throughout our procedures, policies, and activities. We conducted our bi-annual Federal Customer Survey in 2016 to measure the level of user satisfaction with our products and services. Scores continue to indicate high marks in the key areas of overall satisfaction, professionalism, technical expertise, and perceived cost-effectiveness of GPO products and services. As an element of our customer-centric approach, we utilize the survey results to identify opportunities to continually improve the level of service provided to GPO customers. In October 2016, we held a full-day "GPO: Discover More" open house featuring exhibits as well as live and online educational webinars designed to highlight the full range of our Federal publishing solutions available to agency representatives nationwide.

Partnership with Industry Other than congressional and inherently governmental work such as the *Federal Register*, the *Budget*, and security and intelligent documents, we produce virtually all other Federal agency information products via contracts with the private sector printing and information product industry issued by our central office and regional GPO offices around the country. In 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. We have long advocated that where Federal agency printing is required, this partnership is the most cost-effective way of producing it. In 2013, the Government Accountability Office conducted a study at the request of the Joint Committee on Printing that identified approximately 80 Federal printing plants still in operation government-wide (**http://www.gao.gov/assets/660/655936.pdf**). 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.

Security and Intelligent Documents For nearly a century GPO has been responsible for producing the U.S. passport 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 the 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.

Early in the fiscal year, a milestone was achieved in the production of secure border credentials for DHS. GPO employees have produced more than 5 million TTP cards for the Department's

U.S. Customs and Border Protection (CBP). The TTP provides expedited entry process for pre-approved, low-risk travelers upon arrival in the United States under the Western Hemisphere Travel Initiative. Since their introduction in 2008, GPO and CBP have successfully manufactured these secure credentials for members of the various TTP programs without a single compromise in security nor a fruitful counterfeit attempt. "CBP-TTP chose the GPO to manufacture their TTP program cards due to the GPO's experience and secure supply chain," said Deputy Assistant Commissioner John P. Wagner, Office of Field Operations, CBP. "The GPO is an in-house government cataloging, producing, and publishing agency, which means that their manufacturing processes are more secure and less susceptible to counterfeiting since no sensitive information is ever exchanged with a third party vendor, as previous official identification documents have been."

In another development, at the request of the House Committee on Oversight and Government Reform, in October 2015 GPO Director Davita Vance-Cooks appeared to discuss how we have been providing Federal agencies with a secure manufacturing source for the production of secure credentials.

In her remarks, Vance-Cooks emphasized how GPO has produced the U.S. passport since the 1920's, giving us extensive experience in the important field of secure credentials. Based on that experience, in 2007 the Joint Committee on Printing (JCP) approved our request to establish a capability to produce secure credentials, such as border crossing cards, for Federal agencies that were asking us for these solutions. In 2012, the JCP approved our request to establish a continuity-of-operations capability for secure credential production at our remote passport production facility. Director Vance-Cooks further noted that the work GPO does in this field is well-known among the Federal agencies that need these products, and has been thoroughly validated by the Government Accountability Office in a 2015 report to Congress **http://www.gao.gov/products/GAO-15-326R** and the National Academy of Public Administration's 2013 report on GPO. Her testimony is available at **https://oversight.house.gov/hearing/secure-credentials-issued-by-the-government-publishing-office/**.

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 (3 Stat. 140), when Congress first authorized congressional documents to be deposited at the American Antiquarian Society in Worcester, MA, for the use of the public. Since then, Federal depository libraries have served as critical links between "We the People" and the information made available by the Federal Government. GPO provides the libraries with information products in digital and, in some cases, tangible formats, and the libraries in turn make them available to the public at no charge while providing additional assistance to depository library users.

The FDLP today serves millions of Americans through a network of 1,148 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.

Late in the year, GPO designated Alaska's Tuzzy Consortium Library as a new all-digital member of the FDLP. Tuzzy, which serves as the library for the town of Utqiagvik (formerly Barrow), AK, and the tribal institution of Ilisagvik College, became the northernmost library in the FDLP. Utqiagvik is the northernmost point of the United States. The library today provides the local Inupiat community with no-cost, digital-only access to Federal information.

During the year, the FDLP launched an updated and redesigned version of Ben's Guide to the U.S. Government (**https://bensguide.gpo.gov/**). This website, named after Benjamin Franklin, contains educational content on the workings of the U.S. Government and U.S. history for kids K-12. The updated site features new and enhanced content, a mobile device-friendly infrastructure, and a modernized look and feel that has been optimized for an intuitive learning experience. The 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."

To support continued public access to key print documents in depository library collections nationwide, GPO established a Preservation Steward program in 2016. 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. GPO welcomes all Federal depository libraries that wish to participate as Preservation Stewards.

During the year, the Norlin Library of the University of Colorado at Boulder signed a Memorandum of Agreement with GPO to become the first Preservation Steward library. Under the agreement, the Norlin Library pledges to permanently preserve its print collections of congressional hearings, the U.S. Congressional Serial Set, and the bound edition of the Congressional Record in the digital era. Late in the year, the University of Kentucky Libraries signed a Memorandum of Agreement to become the second Preservation Steward library. Under this agreement, the libraries pledge to permanently preserve print collections of Works Progress/Work Projects Administration and Appalachian Regional Commission. The WPA collection contains more than 3,000 documents from the Great Depression relief program designed to provide work for Americans.

Following GPO's move of its email to the cloud in FY 2015, in 2016 we transitioned our Integrated Library System (ILS) public websites to the cloud using Amazon Cloud Services. This move supports the Federal Cloud First policy that encourages agencies to take advantage of cloud computing opportunities. The cloud improves performance of these sites during peak traffic times, giving the user faster search results and content downloads. The sites that were moved to the cloud include the Catalog of U.S. Government Publications (CGP) **http://catalog.gpo.gov**; the Federal Depository Library Directory **http://catalog.gpo.gov/fdlpdir/FDLPdir.jsp**; and MetaLib **http://metalib.gpo.gov/**.

Early in the fiscal year, GPO 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. As a member of TRAIL, GPO will offer expertise and guidance in cataloging and other areas.

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 made available by GPO has reduced the cost of providing public access to Government information significantly when compared with print, while expanding public access dramatically through the internet. In 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 nearly 40 million retrievals per month.

We have continually added collections to FDsys to provide increased public access to Government information. In 2016, new collections added included the historic documents of the Panama Canal Commission and its predecessor agencies, as well as the digitized issues of the permanent edition of the *Congressional Record* for the 1980s and the 1990s. Further historic issues of the *Congressional Record* as well as the *Federal Register* will be added in 2017.

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.

During the year, GPO continued with the process to seek certification as a Trustworthy Digital Repository in compliance with the International Organization for Standardization (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.

GPO has continued to invest in the IT infrastructure supporting GPO's digital information system. This includes bandwidth, storage, and servers needed for Production, COOP, Test, and Development environments.

GPO Achieves Savings in Information Dissemination 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.

Number of Titles Available Online through GPO (Includes titles on GPO servers and titles linked from GPO) FY 2000-2016

Year	Number of Titles
FY 2000	193,000
FY 2005	301,600
FY 2010	441,700
FY 2016	1,600,000

Publication and Information Sales Program Along with the FDLP and our online dissemination system, which are no-fee public access programs, GPO provides access to official Federal information through public sales featuring secure ordering through an online bookstore (**bookstore.gpo.gov**), a bookstore at GPO headquarters in Washington, DC, and partnerships with the private sector that offer Federal publications as eBooks. As a one-stop shop for eBook design, conversion, and dissemination, our presence in the eBook market continues to grow. We now have agreements with Apple iTunes, Google Play, Barnes & Noble, OverDrive, Zinio, EBSCO, ProQuest and other online vendors to make popular Government titles such as 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. At our Pueblo facility, which observed its 45th year of service in 2016, we are now providing printing, distribution, bulk storage, and call center services for the Nevada National Guard.

GPO and Social Media We use Facebook, Twitter, YouTube, Instagram, LinkedIn, Pinterest, and a blog to share information about GPO news and events and to promote specific publications and products. By the end of 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.

In 2016 GPO kicked off its gpo.gov 2.0 project, which entails a major redesign of the agency's public-facing website that will improve digital interaction with our customers and the public. The new site will utilize modern user-centric design and navigation to more effectively communicate GPO's brand identity and service offerings. It will also be mobile friendly and search engine-optimized to increase user engagement in support of GPO's strategic goals of satisfying our stakeholders and offering new products and services. A public beta of the site is planned for release in 2017.

GPO Finances

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

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.

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

Appropriated Funds GPO's Congressional Publishing Appropriation is used to reimburse the Business Operations Revolving Fund for the costs of publishing the documents required for the use of Congress in digital and tangible formats, as authorized by the provisions of chapters 7 and 9 of Title 44, U.S.C. The Public Information Programs of the Superintendent of Documents Appropriation is used to pay for the costs associated with providing online access to, and the distribution of, publications to Federal depository libraries, cataloging and indexing, statutory distribution, and international exchange distribution. The reimbursements from these appropriations are included in the Business Operations Revolving Fund as revenue for work performed.

Unlike most appropriations to other Federal agencies, these two appropriations are for work that GPO itself does not control. The Congressional Publishing Appropriation in effect is an appropriation by Congress to cover the costs of its publishing activities. The appropriation is made to GPO to relieve Congress of the burden of maintaining detailed accounting records for all publishing work ordered from GPO both by law and by other congressional requisitions, as well as the responsibility for estimating the anticipated volume of congressional publishing that is used as the basis for the appropriation.

Congress plays a major role in controlling the rate of spending of the Congressional Publishing Appropriation. GPO can transfer funds from the appropriation to the Business Operations Revolving Fund only when it performs congressional publishing work. The appropriation is not available for expenditure for any purposes other than this work. While GPO does its best to estimate the volume of congressional publishing in any given year, that volume can change due to circumstances beyond GPO's control. GPO affects the rate of spending under this appropriation by ensuring the efficiency of its operations.

If congressional requisitions fall short of GPO's estimate, there will be a balance remaining in the Congressional Publishing Appropriation at the end of the year. Under the language of GPO's appropriations legislation, such balances are eligible for transfer to the Business Operations Revolving Fund, where they can be used only for the purposes for which they were originally appropriated, with the approval of the House and Senate appropriations committees. If Congress's requirements exceed GPO's estimate, GPO will continue to fulfill them, and Congress will in effect spend more than it appropriated. As a result, there will be a shortfall in the appropriation for which GPO would need additional funding in a subsequent year. The shortfall would be paid out of available money – retained earnings – in the Business Operations Revolving Fund that otherwise would be available for investment in new plant and equipment. When shortfalls occur, Congress subsequently repays GPO for the excess cost of its printing to restore money to the Business Operations Revolving Fund.

Like the Congressional Publishing Appropriation, the Public Information Programs Appropriation is available only for specific programs: online access and distribution to Federal depository libraries, cataloging and indexing, statutory distribution, and international exchange. The publishing activities of the Government determine the workload handled by these programs, not GPO. However, GPO affects the level of funding by ensuring the efficiency of its information dissemination operations. Like the Congressional Publishing Appropriation, any unobligated balances remaining in this account may be transferred to the Business Operations Revolving Fund, where they can be used only for the purposes for which they were originally appropriated, with the approval of the House and Senate appropriations committees.

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 Revenue totaled $875.3 million while expenses charged against GPO's budget were $804.1 million, for an overall net income of $71.2 million from operations. Included in both GPO's revenue and net income is approximately $24.7 million in funds set aside for passport-related capital investments, as agreed to by GPO and the Department of State, and $0.4 million in funds resulting from a downward adjustment to GPO's long-term workers' compensation liability under the Federal Employees Compensation Act (FECA). Apart from these funds, GPO's net operating income from FY 2016 was $46.1 million.

Funds appropriated directly by Congress provided nearly $118.8 million (including funds from the Congressional Publishing and Public Information Programs appropriations, along with appropriations to the Business Operations Revolving Fund), or about 14% of total revenue. All other GPO activities, including in-plant publishing (which includes the production of passports), procured work, sales of publications, agency distribution services, and all administrative support functions, were financed through the Business Operations Revolving Fund by revenues generated by payments from agencies and sales to the public.

The largest single component of GPO's annual expenses is publishing work procured from the private sector. In FY 2016, the cost of this work totaled $325.9 million, or about 41% of total expenses. The second largest component was personnel compensation and benefits. These totaled $206.7 million, or about 26% of all expenses.

FY 2018 Appropriations Request

We are requesting a total of $117,068,000 for FY 2018. This is the same level of funding approved for FY 2016 and a slight increase above the currently approved level for FY 2017 in continuing resolution P.L. 114-254. Total GPO appropriations have declined by nearly 21% since FY 2010. Our continued transition to digital technologies and products has increased our productivity and reduced costs. Additionally, maintaining financial controls on our overhead costs, coupled with a buyout in FY 2015 that reduced GPO's workforce by 103 positions, has helped make this funding request possible. Finally, the utilization of the unexpended balances of prior year appropriations, which we are able to transfer to GPO's Business Operations Revolving Fund with the approval of the Appropriations Committees, has made it possible in recent years to hold the line on the level of new funding we request.

Total Appropriations to GPO
FY 2010-2017

Fiscal Year	Appropriations
2010	$ 147,461,000
2011	135,067,324
2012	126,200,000
2013	117,533,423
2014	119,300,000
2015	119,993,000
2016	117,068,000
2017	116,845,454

Our FY 2018 request will enable us to:

- meet projected requirements for congressional publishing;
- fund the operation of the public information programs of the Superintendent of Documents; and
- develop information technology, including essential cybersecurity measures, and perform facilities maintenance and repairs that support our congressional publishing and public information programs operations.

Congressional Publishing Appropriation We are requesting $79,528,000 for this account, which is below the level included in the current CR as well as the levels approved for every fiscal year since 2014. This appropriation has declined by nearly 15% since FY 2010, as the result of our continuing transition to digital technology and products as well as actions taken in cooperation with the House of Representatives and the Senate to control congressional publishing costs. Unspent prior year balances from this account that have been transferred to GPO's Business Operations Revolving Fund for the purposes of this account have also been used to maintain our requirements for new funding at a flat level since FY 2014.

Congressional Publishing Appropriation
FY 2010-2017

Fiscal Year	Appropriation
2010	$93,768,000
2011	93,580,464
2012	90,700,000
2013	82,129,576
2014	79,736,000
2015	79,736,000
2016	79,736,000
2017 CR	79,584,422

Our request for this appropriation is an estimate of the amount of work Congress is likely to requisition from GPO for FY 2018, based on historical data. GPO has no control over the workload requirements of the Congressional Publishing Appropriation. These are determined by the legislative activities and requirements of the House of Representatives and the Senate as authorized by the applicable provisions of Title 44, U.S.C. GPO utilizes historical data incorporating other relevant factors to develop estimates of budget presentation for this account.

The estimated requirements for FY 2018 include no price level change. We anticipate an overall reduction of $56,000 from current year requirements based on projected volume decreases in virtually every congressional product category except for business and committee calendars, the *Congressional Record*, and hearings.

Commensurate with the beginning of the 115th Congress we are implementing, in cooperation with the offices of the Clerk of the House and the Secretary of the Senate, a new composition system that will enable GPO to compose congressional bills in XML. The estimated savings from this new system has not yet been fully determined but it is expected to reduce costs while expediting the production process for these documents. The new composition system will be expanded to additional congressional products in the future. Additionally, we are developing a new composition capability for House hearings following a plan designed by the Committee on House Administration, which is also expected to reduce costs and improve efficiency.

As shown on page D-3 of our budget justification, the unexpended balances of prior year appropriations that have been transferred to GPO's Business Operations Revolving Fund are used to offset anticipated congressional product requirements. The balance of these funds are earmarked for the development of our new composition system and other projects that may be required of us, including those supporting the objectives of the Legislative Branch Bulk Data Working Group.

Public Information Programs of the Superintendent of Documents We are requesting $29,000,000 for this account, representing a decrease of $1,442,000 or 4.7% from the amount included in the current CR. This appropriation has declined by more than 25% since FY 2010, as the result of our continuing transition to digital technology and products which has made the increased dissemination of official Government information to the public less costly and more efficient.

Public Information Programs of the Superintendent of Documents Appropriation
FY 2010-2017

Fiscal Year	Appropriation
2010	$ 40,911,000
2011	39,831,178
2012	35,000,000
2013	31,437,000
2014	31,500,000
2015	31,500,000
2016	30,500,000
2017 CR	30,422,020

The funding we are requesting for FY 2018 will cover mandatory pay and related cost increases for 89 FTE's, the same level as for FY 2017. Requirements for new funding have also been reduced by a decrease in printing costs due to digitization and the use of prior year funds as approved by the Appropriations Committees. These funds will be used to pay for projects including strengthening public access to online information by building the next generation of **FDLP.gov**, and to investigate, develop, and replace legacy methods for the selection and distribution of digital and tangible materials for Federal depository libraries.

Business Operations Revolving Fund We are requesting $8,540,000 for this account, to remain available until expended, for information technology projects, including essential cybersecurity measures, and necessary facilities projects. This is an increase over the $6,819,000 provided in the current CR. Funding provided to this account represents an increase to working capital for specified projects. Since FY 2013, these projects have consistently included improvements to GPO's FDsys (and its successor system, **govinfo**) which has expanded public access to congressional and other Government information products in digital formats while decreasing the costs of distributing traditional print formats, as well as other essential IT projects. Our request this year includes essential expenses associated with enhancing the cybersecurity of GPO's IT systems, as we have communicated to the Legislative Branch Cybersecurity Working Group. We also fund necessary physical infrastructure projects through appropriations to this account.

Appropriations to the Business Operations Revolving Fund
FY 2010-2017

Fiscal Year	Appropriation
2010	$12,782,000
2011	1,655,682
2012	500,000
2013	3,966,847
2014	8,064,000
2015	8,757,000
2016	6,832,000
2017 CR	6,819,012

Information Technology Projects – $7,000,000

Govinfo Projects - $5,000,000

- **General System and Collection Development ($3,800,000) –** Development of new **govinfo** features to support identified needs of key stakeholders, including developing new content collections, increasing content in existing collections, enhancing the accessibility of content, and increasing the discoverability of information.
- **FDsys/govinfo Infrastructure ($1,200,000) –** Infrastructure for the hardware, storage, and environments to manage system performance as **govinfo** content and usage continue to grow.

Cybersecurity Projects – $2,000,000

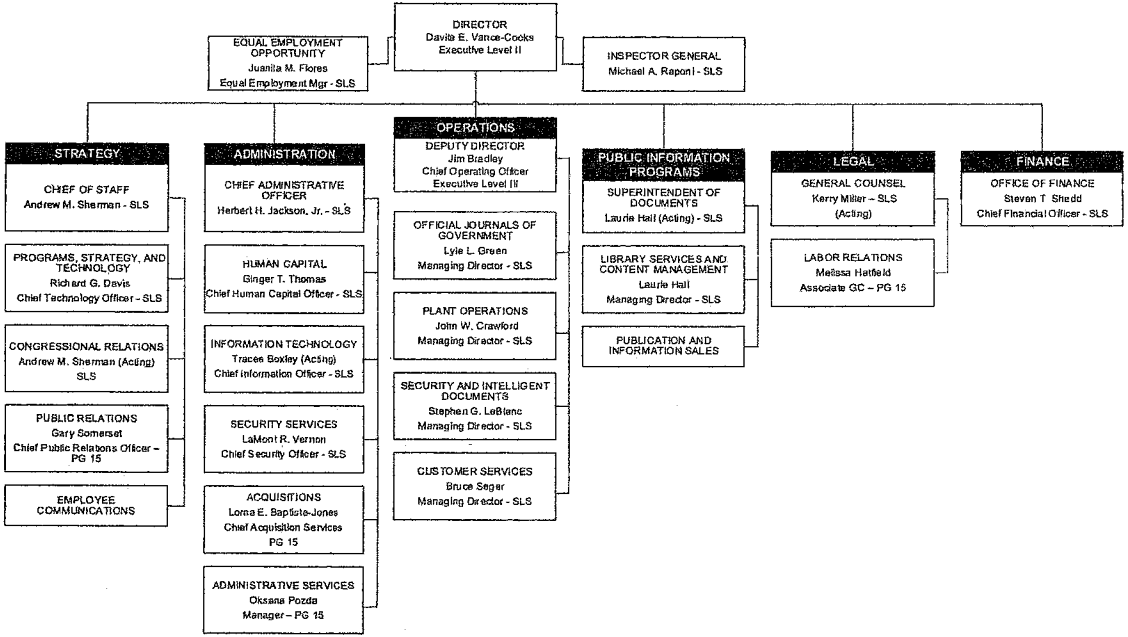
- **Security Enhancements for Advanced Persistent Threat ($2,000,000) –** Required for enhanced technologies and services to combat, detect, and prevent advanced persistent threats (including sophisticated nation-state actors) from compromising GPO IT systems.

Facilities Projects – $1,540,000

- **Elevator Repairs ($900,000) –** Elevators 3 and 4 at GPO's G Street entrance are aging and need frequent repairs. We intend to replace and upgrade these elevators with modern controls and security features. These elevators also support employee life/safety by providing a means for evacuation of medical emergencies.
- **Emergency Power Generator ($500,000) –** This will replace GPO's existing diesel emergency generator with one using clean-burning natural gas. It will also increase the electrical load that can be supported in the event of an emergency, such as we experienced in 2015 with a power blackout by PEPCO.
- **LED Lighting ($140,000) –** Infrastructure for the hardware, storage, and environments to manage system performance as **govinfo** content and usage continue to grow.

GPO ORGANIZATION

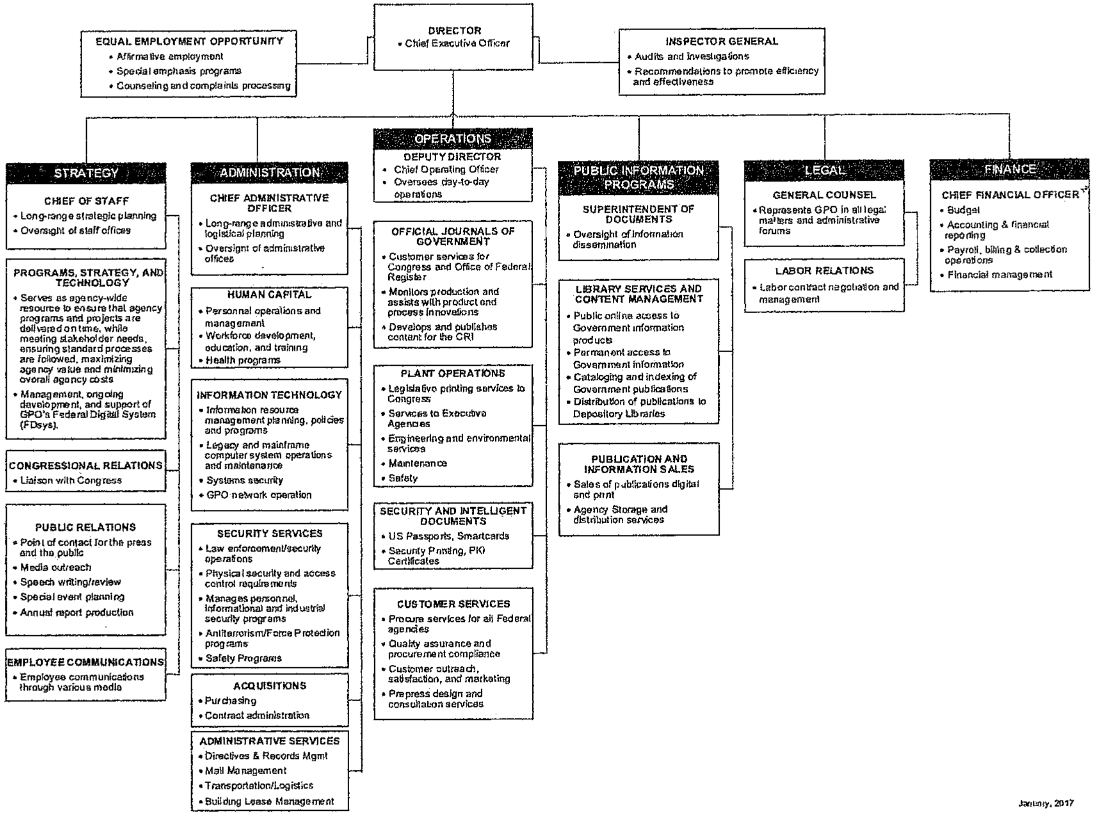
U.S. GOVERNMENT PUBLISHING OFFICE
Keeping America Informed | OFFICIAL | DIGITAL | SECURE


DIRECTOR
Davita E. Vance-Cooks
Executive Level II
EQUAL EMPLOYMENT OPPORTUNITY
Juanita M. Flores
Equal Employment Mgr - SLS
INSPECTOR GENERAL
Michael A. Raponi - SLS
STRATEGY
CHIEF OF STAFF
Andrew M. Sherman - SLS
PROGRAMS, STRATEGY, AND TECHNOLOGY
Richard G. Davis
Chief Technology Officer - SLS
CONGRESSIONAL RELATIONS
Andrew M. Sherman (Acting)
SLS
PUBLIC RELATIONS
Gary Somerset
Chief Public Relations Officer – PG 15
EMPLOYEE COMMUNICATIONS
ADMINISTRATION
CHIEF ADMINISTRATIVE OFFICER
Herbert H. Jackson, Jr. - SLS
HUMAN CAPITAL
Ginger T. Thomas
Chief Human Capital Officer - SLS
INFORMATION TECHNOLOGY
Tracee Boxley (Acting)
Chief Information Officer - SLS
SECURITY SERVICES
LaMont R. Vernon
Chief Security Officer - SLS
ACQUISITIONS
Lorna E. Baptiste-Jones
Chief Acquisition Services
PG 15
ADMINISTRATIVE SERVICES
Oksana Pozda
Manager – PG 15
OPERATIONS
DEPUTY DIRECTOR
Jim Bradley
Chief Operating Officer
Executive Level III
OFFICIAL JOURNALS OF GOVERNMENT
Lyle L. Green
Managing Director - SLS
PLANT OPERATIONS
John W. Crawford
Managing Director - SLS
SECURITY AND INTELLIGENT DOCUMENTS
Stephen G. LeBlanc
Managing Director - SLS
CUSTOMER SERVICES
Bruce Seger
Managing Director - SLS
PUBLIC INFORMATION PROGRAMS
SUPERINTENDENT OF DOCUMENTS
Laurie Hall (Acting) - SLS
LIBRARY SERVICES AND CONTENT MANAGEMENT
Laurie Hall
Managing Director - SLS
PUBLICATION AND INFORMATION SALES
LEGAL
GENERAL COUNSEL
Kerry Miller – SLS
(Acting)
LABOR RELATIONS
Melissa Hatfield
Associate GC – PG 15
FINANCE
OFFICE OF FINANCE
Steven T Shedd
Chief Financial Officer - SLS

January, 2017

GPO FUNCTIONS BY ORGANIZATION

U.S. GOVERNMENT PUBLISHING OFFICE
Keeping America Informed | OFFICIAL | DIGITAL | SECURE



DIRECTOR
- Chief Executive Officer

EQUAL EMPLOYMENT OPPORTUNITY
- Affirmative employment
- Special emphasis programs
- Counseling and complaints processing

INSPECTOR GENERAL
- Audits and investigations
- Recommendations to promote efficiency and effectiveness

STRATEGY

CHIEF OF STAFF
- Long-range strategic planning
- Oversight of staff offices

PROGRAMS, STRATEGY, AND TECHNOLOGY
- Serves as agency-wide resource to ensure that agency programs and projects are delivered on time, while meeting stakeholder needs, ensuring standard processes are followed, maximizing agency value and minimizing overall agency costs
- Management, ongoing development, and support of GPO's Federal Digital System (FDsys).

CONGRESSIONAL RELATIONS
- Liaison with Congress

PUBLIC RELATIONS
- Point of contact for the press and the public
- Media outreach
- Speech writing/review
- Special event planning
- Annual report production

EMPLOYEE COMMUNICATIONS
- Employee communications through various media

ADMINISTRATION

CHIEF ADMINISTRATIVE OFFICER
- Long-range administrative and logistical planning
- Oversight of administrative offices

HUMAN CAPITAL
- Personnel operations and management
- Workforce development, education, and training
- Health programs

INFORMATION TECHNOLOGY
- Information resource management planning, policies and programs
- Legacy and mainframe computer system operations and maintenance
- Systems security
- GPO network operation

SECURITY SERVICES
- Law enforcement/security operations
- Physical security and access control requirements
- Manages personnel, informational and industrial security programs
- Antiterrorism/Force Protection programs
- Safety Programs

ACQUISITIONS
- Purchasing
- Contract administration

ADMINISTRATIVE SERVICES
- Directives & Records Mgmt
- Mail Management
- Transportation/Logistics
- Building Lease Management

OPERATIONS

DEPUTY DIRECTOR
- Chief Operating Officer
- Oversees day-to-day operations

OFFICIAL JOURNALS OF GOVERNMENT
- Customer services for Congress and Office of Federal Register
- Monitors production and assists with product and process innovations
- Develops and publishes content for the CRI

PLANT OPERATIONS
- Legislative printing services to Congress
- Services to Executive Agencies
- Engineering and environmental services
- Maintenance
- Safety

SECURITY AND INTELLIGENT DOCUMENTS
- US Passports, Smartcards
- Security Printing, PKI Certificates

CUSTOMER SERVICES
- Procure services for all Federal agencies
- Quality assurance and procurement compliance
- Customer outreach, satisfaction, and marketing
- Prepress design and consultation services

PUBLIC INFORMATION PROGRAMS

SUPERINTENDENT OF DOCUMENTS
- Oversight of information dissemination

LIBRARY SERVICES AND CONTENT MANAGEMENT
- Public online access to Government information products
- Permanent access to Government information
- Cataloging and indexing of Government publications
- Distribution of publications to Depository Libraries

PUBLICATION AND INFORMATION SALES
- Sales of publications digital and print
- Agency Storage and distribution services

LEGAL

GENERAL COUNSEL
- Represents GPO in all legal matters and administrative forums

LABOR RELATIONS
- Labor contract negotiation and management

FINANCE

CHIEF FINANCIAL OFFICER
- Budget
- Accounting & financial reporting
- Payroll, billing & collection operations
- Financial management

January, 2017

GPO STAFFING INFORMATION

As of January, 2017

Business Unit	**1-8**	**9-12**	**13-15**	**SLS**	**Executive**	**Wage Grade**	**Total**
Acquisitions	2	10	5	0	0	0	17
Administrative Services	9	3	4	0	0	0	16
Customer Services	27	87	40	2	0	0	156
Equal Employment Opportunity	0	3	1	1	0	0	5
Executive Offices	0	1	2	2	2	0	7
General Counsel	1	2	8	1	0	0	12
Human Capital	7	11	19	1	0	1	39
Information Technology	0	17	66	1	0	0	84
Inspector General	0	3	11	1	0	0	15
Library Services & Content Management	2	41	29	1	0	10	83
Office of Communications	0	4	8	0	0	0	12
Office of Finance	12	41	46	2	0	2	103
Official Journals of Government	3	13	14	1	0	73	104
Plant Operations	20	54	53	2	0	610	739
Programs, Strategy and Technology	0	2	15	1	0	0	18
Publication & Information Sales	30	21	6	0	0	9	66
Security Services	39	10	9	1	0	0	59
Security and Intelligent Documents	7	1	32	1	0	141	182
Grand Total	**159**	**324**	**368**	**18**	**2**	**846**	**1,717**

Note: This information outlines the number of employees within the agency's organizational structure. The breakout is by plan and grade range or salary equivalent of 1,717 employees, as of January 2017.

GPO's Senior Level Service (SLS) is similar to the Senior Executive Service.

GOVERNMENT PUBLISHING OFFICE
Summary of Appropriation Estimates
(Dollars in Thousands)

Appropriation Title	FY 2016 Actual	FY 2017 CR	FY 2018 Request	FY 2017/2018 Net Change
Congressional Publishing	$ 79,736	$ 79,584	$ 79,528	$ (56)
Superintendent of Documents				
Public Information Programs				
By Law Distribution	305	304	290	(14)
Cataloging and Indexing	7,625	7,611	7,250	(361)
Federal Depository Library	21,960	21,918	20,880	(1,038)
International Exchange	610	609	580	(29)
Total Appropriation	30,500	30,442	29,000	(1,442)
Business Operations Revolving Fund	6,832	6,819	8,540	1,721
Total Appropriations	$ 117,068	$ 116,845	$ 117,068	$ 223

Note: A full-year 2017 appropriation was not enacted at the time these budget accounts were prepared; therefore, these accounts were operating under a continuing resolution (P.L. 114-254).

GOVERNMENT PUBLISHING OFFICE
Staffing Summary — FTE's

Appropriation Title	FY 2016 Actual	FY 2017 CR	FY 2018 Request
Congressional Publishing	-	-	-
Superintendent of Documents			
Public Information Programs			
By Law Distribution	1	1	1
Cataloging and Indexing	21	24	24
Federal Depository Library	54	62	62
International Exchange	2	2	2
Total Appropriation	78	89	89
Business Operations Revolving Fund	1,594	1,684	1,684
Total Agency	1,672	1,773	1,773

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING
Including Transfer of Funds
Fiscal Year 2018

Proposed Appropriations Language:

For authorized publishing of congressional information and the distribution of congressional information in any format; [expenses necessary for preparing the semi-monthly and session index to the Congressional Record, as authorized by law (section 902 of title 44, United States Code);] publishing of Government publications authorized by law to be distributed to Members of Congress; and publishing, and distribution of Government publications authorized by law to be distributed without charge to the recipient, [$79,736,000] *$79,528,000*: *Provided*, That this appropriation shall not be available for paper copies of the permanent edition of the Congressional Record for individual Representatives, Resident Commissioners or Delegates authorized under section 906 of title 44, United States Code: *Provided further*, That this appropriation shall be available for the payment of obligations incurred under the appropriations for similar purposes for preceding fiscal years: *Provided further*, That notwithstanding the 2-year limitation under section 718 of title 44, United States Code, none of the funds appropriated or made available under this Act or any other Act for printing and binding and related services provided to Congress under chapter 7 of title 44, United States Code, may be expended to print a document, report, or publication after the 27-month period beginning on the date that such document, report, or publication is authorized by Congress to be printed, unless Congress reauthorizes such printing in accordance with section 718 of title 44, United States Code: *Provided further*, That any unobligated or unexpended balances in this account or accounts for similar purposes for preceding fiscal years may be transferred to the Government Publishing Office Business Operations Revolving Fund for carrying out the purposes of this heading, subject to the approval of the Committees on Appropriations of the House of Representatives and Senate: *Provided further*, That notwithstanding sections 901, 902, and 906 of title 44, United States Code, this appropriation may be used to prepare indexes to the Congressional Record on only a monthly and session basis. (*Legislative Branch Appropriations Act, 2016*) *Note. — A full-year 2017 appropriation for this account was not enacted at the time the budget was prepared; therefore, this account is operating under a continuing resolution (P.L. 114-254).*

Base Budget Review:

Description of Program

The estimates for Congressional Publishing are to provide funds to pay for the cost of publishing required for the use of Congress, and for publishing and distribution of Government publications authorized by law to be distributed without charge to the recipient.

Explanations of Changes

The appropriation requested for FY 2018 is $79,528,000. A total of $81,075,000 is required to cover congressional publishing requirements for FY 2018, but transfers of unexpended prior year appropriations to the Government Publishing Office Business Operations Revolving Fund of $1,547,000 will be utilized to offset part of the requirement. For FY 2017, a total of $81,130,000 is estimated to be required to cover congressional publishing requirements, but transfers of unexpended prior year appropriations totaling $1,545,578 are available, in addition to the appropriation of $79,584,422. The transfer of the unexpended balance of the FY 2012 Congressional Publishing Appropriation to the Business Operations Revolving Fund may be requested in FY 2018, as authorized in the annual appropriations language.

A. Congressional Record Program. The proceedings of the Senate and House of Representatives are printed in the *Congressional Record*, and also published in digital format to GPO's Federal Digital System (FDsys) and **govinfo** (beta). Approximately 2,138 copies are printed daily. About 1,666 copies are charged to the Congressional Publishing Appropriation, including about 611 copies distributed without charge to recipients designated by Senators. The copies that are not charged to the Congressional Publishing Appropriation are delivered and charged to Government departments on requisitions, and to the Superintendent of Documents for sale to subscribers. Online access to a digital *Congressional Record* database was initiated in 1994 pursuant to the authorization in chapter 41 of title 44, U.S.C. After the close of each session, the daily proceedings are consolidated, indexed, and posted on FDsys/**govinfo**. About 233 sets are printed as the permanent bound edition of the *Record.* About 102 of these sets are for Congressional use and charged to the Congressional Publishing Appropriation. The remaining 131 sets are for public sale, charged to departments on requisition, or distributed to regional Federal depository libraries. An estimated 20,900 pages will be required in FY 2018 and the cost will be approximately $21,957,000.

B. Miscellaneous Publications. This item includes publications such as the *Congressional Directory*, Senate and House Journals, memorial addresses of Members, serial sets, and publications not carrying a document or report number, such as laws, treaties, and similar publications. An estimated $2,818,000 will be required in FY 2018 for approximately 22,600 pages.

C. Miscellaneous Publishing and Services. This item includes letterheads, envelopes, blank paper, miscellaneous services, blank forms, composition and content management, COOP-related expenses for the support of Congress, and binding for both Houses of Congress. The estimate for FY 2018 is $19,090,000 for about 50.6 million units.

D. Details to Congress. This item includes the cost for GPO employees detailed to Congress. The estimated cost for FY 2018 is $4,419,000 for 73,500 hours.

E. Document Envelopes and Document Franks. Document envelopes are furnished to Senators and Representatives for the mailing of speeches and documents. Document franks are printed individually or in sheets with perforations and are furnished to Members of Congress for mailing documents. An estimated $525,000 will be needed in FY 2018 for approximately 3.7 million envelopes, at a cost of $488,000, and .3 million document franks, at a cost of $37,000.

F. Business and Committee Calendars. This heading covers the publishing of all House and Senate business and committee calendars, which list the actions on pending and completed legislation. An estimated $3,738,000 will be required in FY 2018 for approximately 29,600 pages.

G. Bills, Resolutions, and Amendments. This heading covers the publishing of bills, resolutions, and amendments in all forms, including the prints as introduced, referred, reported, and finally passed. The estimate for FY 2018 is $5,977,000 for approximately 118,900 pages.

H. Committee Reports. This item covers published reports of congressional committees on pending legislation that carry a congressional number. An estimated $2,360,000 will be needed for about 25,300 pages in FY 2018.

I. Documents. This heading includes all classes of Senate and House documents ordered published by Congress that carry a congressional number, such as annual reports, engineers' reports, special reports made by Government departments in response to resolutions, supplemental and deficiency estimates of appropriations, etc. The estimate for FY 2018 is $1,146,000 for about 12,300 pages.

J. Hearings. This item covers all hearings before House and Senate committees. The estimate for FY 2018 is $17,879,000 for approximately 246,200 pages.

K. Committee Prints. This item includes publications for the internal use of committees on pending legislation. The estimate for FY 2018 is $1,166,000 for 28,100 pages.

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION

Base Budget Review (Detail by Activity)
(Dollars in Thousands)

Category	2016 Actual[1]	2017 CR	2018 Estimate	Change
A. Congressional Record Publications:				
Daily Record:				
Content Development[2]	$ 12,677	$ 11,680	$ 12,267	$ 587
Printing	6,245	5,753	6,042	289
Subtotal	18,922	17,433	18,309	876
Record Index	1,852	1,895	2,021	126
Record Indexers	1,636	1,627	1,627	0
Subtotal	22,410	20,955	21,957	1,002
B. Miscellaneous Publications	3,740	2,830	2,818	(12)
C. Miscellaneous Publishing and Services	19,430	20,685	19,090	(1,595)
D. Details to Congress	4,413	4,419	4,419	0
E. Document Envelopes and Franks	538	538	525	(13)
F. Business and Committee Calendars	3,991	2,475	3,738	1,263
G. Bills, Resolutions, and Amendments	5,901	6,298	5,977	(321)
H. Committee Reports	2,678	2,892	2,360	(532)
I. Documents	1,146	1,295	1,146	(149)
J. Hearings	18,017	17,465	17,879	414
K. Committee Prints	1,000	1,278	1,166	(112)
Total Obligations	83,264	81,130	81,075	(55)
Surplus/(Shortfall)	(3,528)	(1,546)	(1,547)	(1)
Appropriation	$ 79,736	$ 79,584	$ 79,528	$ (56)

Note: The unexpended balances of prior year appropriations that have been transferred to GPO's Business Operations Revolving Fund will be used to offset anticipated requirements for FY 2016, FY 2017, and FY 2018. The balance of these funds is earmarked for GPO's critically important Composition System Replacement (CSR) project, involving the development of an XML-based composition system to replace GPO's 30+ year-old Microcomp system used in the preparation of congressional documents for publishing (digital and print); and other congressional projects.

[1] Comprising actual year-to-date expenditures and estimated unliquidated obligations.

[2] Includes GPO Fdsys/**govinfo** publishing.

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION
Analysis Of Change FY 2017 to FY 2018

	FTE	AMOUNT (000)
Base, 2017	-	$79,584
I. Adjustments To Base	2018 REQUEST	
A. Price Level Changes		0
1. Daily Congressional Record:		
1a. Content Development		0
1b. Printing		0
Subtotal		0
2. Congressional Record Index		0
3. Congressional Record Indexers		0
4. Miscellaneous Publications		0
5. Miscellaneous Publishing and Services		0
6. Details to Congress		0
7. Document Envelopes and Franks		0
8. Business and Committee Calendars		0
9. Bills, Resolutions, and Amendments		0
10. Committee Reports		0
11. Documents		0
12. Hearings		0
13. Committee Prints		0

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION
Analysis Of Change FY 2017 to FY 2018

	CALCULATION OF BASE	
	FTE	AMOUNT (000)
B. Program Type Changes		($56)
1. Activity		(55)
a. Daily Congressional Record:		
1. Content Development		587
2. Printing	-	289
Subtotal		876
3. Congressional Record Index		126
b. Miscellaneous Publications	-	(12)
c. Miscellaneous Publishing and Services		(1,595)
d. Document Envelopes and Franks		(13)
e. Business and Committee Calendars		1,263
f. Bills, Resolutions, and Amendments	-	(321)
g. Committee Reports		(532)
h. Documents		(149)
i. Hearings		414
j. Committee Prints		(112)
2. Estimated Change - in Surplus/(Shortfall)		(1)
II. Net Change		(56)
III. Appropriation 2018	-	$79,528

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION
Explanation of Changes

	FTE	Amount (000)
A. PRICE LEVEL CHANGES		
There are no anticipated increases in publishing cost rates.	-	$0
B. PROGRAM TYPE CHANGES		
1. Activity (Volume)	-	(55)
a. Congressional Record Publications: 1. Daily Record This 5.0 percent increase is computed based on historical data.		876
2. Congressional Record Index This 6.7 percent increase is computed based on historical data.		126
b. Miscellaneous Publications This 0.4 percent decrease is computed based on historical data.		(12)
c. Miscellaneous Publishing and Services This 5.4 percent decrease is computed based on historical data.		(1,595)
d. Document Envelopes and Franks This 2.4 percent decrease is computed based on historical data.		(13)
e. Business and Committee Calendars This 51.0 percent increase is computed based on historical data.		1,263
f. Bills, Resolutions, and Amendments This 5.1 percent decrease is computed based on historical data.		(321)
g. Committee Reports This 18.4 percent decrease is computed based on historical data.		(532)
h. Documents This 11.5 percent decrease is computed based on historical data.		(149)
i. Hearings This 2.4 percent increase is computed based on historical data.		414
j. Committee Prints This 8.8 percent decrease is computed based on historical data.		(112)
2. Estimated Change - in Surplus/(Shortfall)	-	($1)

GOVERNMENT PUBLISHING OFFICE CONGRESSIONAL PUBLISHING APPROPRIATION

By Object Class
(In thousands)

OMB Object Class	2016 Actual	2017 CR	2018 Estimate	Change
24 Printing & Reproduction	$79,736	$79,584	$79,528	($56)

GOVERNMENT PUBLISHING OFFICE CONGRESSIONAL PUBLISHING APPROPRIATION

Analysis of Change to Budget Base
(In thousands)

OMB Object Class	Price Level Changes	Program Type Changes	Total Changes
24 Printing & Reproduction	$0	($56)	($56)

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION
Estimated Cost Per Unit by Category[1]

Category	Unit[2]	2016	2017	2018
A. Congressional Record Publishing:				
Daily Record:				
Content Development	Page	$587	$587	$587
Printing	Page	289	289	289
Subtotal	Page	876	876	876
Record Index	Page	421	421	421
Record Indexers	Hours	87	87	87
B. Miscellaneous Publications	Page	125	125	125
C. Miscellaneous Publishing and Services	1,000 items	377	377	377
D. Details to Congress	Hours	60	60	60
E. Document Envelopes and Franks	1,000 items	131	131	131
F. Business and Committee Calendars	Page	126	126	126
G. Bills, Resolutions, and Amendments	Page	50	50	50
H. Committee Reports	Page	93	93	93
I. Documents	Page	93	93	93
J. Hearings	Page	73	73	73
K. Committee Prints	Page	42	42	42

---

[1] Unit costs are established based on projected workload volumes and costs. Unit costs may require adjustment if actual workload demands differ substantially from projections. GPO does not control actual workload volumes, which are driven by customer requirements. Volume variances may result in actual unit costs that differ from these estimates, due to fixed costs which do not vary directly in proportion to workload.

[2] The unit cost per page is the number of original pages, and the cost includes all Congressional copies of each category of work. The per page cost for content development for the Daily Congressional Record includes all composition (including file up-date and maintenance for the permanent edition) and prepress costs per original page. The cost for printing includes binding and mailing all of the copies charged to Congress. Based on an average press run of 2,138 copies, the total production cost is 23.7 cents per copy page, including copies ordered by agencies, depository libraries, and for sale to the public. The rider rate for printing additional copies is 1.5 cents per copy page.

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL PUBLISHING APPROPRIATION
Volume[1] Increase/(Decrease)

Category	Unit	2016	Increase/(Decrease)		2017	Increase/(Decrease)		2018
		Total	Quantity	Percent	Total	Quantity	Percent	Total
A. Congressional Record Publishing:								
Daily Record:								
Content Development	Page	21,600	(1,700)	(7.9)	19,900	1,000	5.0	20,900
Printing	Page	21,600	(1,700)	(7.9)	19,900	1,000	5.0	20,900
Record Index	Page	4,400	100	2.3	4,500	300	6.7	4,800
Record Indexers	Hours	18,800	(100)	(0.5)	18,700	0	0.0	18,700
B. Miscellaneous Publications	Page	30,000	(7,300)	(24.3)	22,700	(100)	(0.4)	22,600
C. Miscellaneous Publishing and Services	1,000 items	51,500	2,000	3.9	53,500	(2,900)	(5.4)	50,600
D. Details to Congress	Hours	73,400	100	0.1	73,500	0	0.0	73,500
E. Document Envelopes and Franks	1,000 items	4,100	0	0.0	4,100	(100)	(2.4)	4,000
F. Calendars	Page	31,600	(12,000)	(38.0)	19,600	10,00	51.0	29,600
G. Bills, Resolutions, and Amendments	Page	117,400	7,900	6.7	125,300	(6,400)	(5.1)	118,900
H. Committee Reports	Page	28,700	2,300	8.0	31,000	(5,700)	(18.4)	25,300
I. Documents	Page	12,300	1,600	13.0	13,900	(1,600)	(11.5)	12,300
J. Hearings	Page	248,100	(7,600)	(3.1)	240,500	5,700	2.4	246,200
K. Committee Prints	Page	24,100	6,700	27.8	30,800	(2,700)	(8.8)	28,100

---

[1] Volume is an estimate of anticipated requirements.

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL BILLINGS FOR COMMITTEES BY CATEGORY
During FY 2016

House	Daily	Record	Record	Misc.	Misc.		Doc.	Doc.						Committee	
Committees	Cong. Rec.	Index	Indexers	Pubs.	P&S	Details	Env.	Franks	Calendars	Bills	Reports	Documents	Hearings	Prints	TOTALS
U.S. House of Representatives	10,163,571	1,124,744		42,210	1,566,370	122,662		927		2,136,088					15,156,571
Clerk of the House	924			215,743	533,515	100,879		402	2,047,813	6	21,433	801			2,921,516
House Members					522		518,426	25,100							544,047
H. Agriculture						77,248							253,433		330,681
H. Appropriations				996	390,280								6,082,882	558,941	7,033,099
H. Armed Services					3,643	77,940							476,066	107,552	665,201
H. Financial Services					2,595								366,000		368,595
H. Education and the Workforce					2,982	62,092							328,989	577	394,641
H. Foreign Affairs					22,351								573,957		596,309
H. Oversight & Government Reform					6,060	121,464							286,793	1,441	415,759
H. House Administration					63,324								38,251		101,575
H. Natural Resources					36,230	106,768							175,191	893	319,082
H. Energy and Commerce					2,703	188,005							1,173,828		1,364,536
H. Judiciary					2,709								452,015	35,046	489,770
H. Transportation & Infrastructure					5,969	83,300							280,992	22,521	392,781
H. Rules					44,333									92,342	136,676
H. Science, Space & Technology					29,982								436,528	1,707	468,216
H. Veterans' Affairs					5,793	73,224							331,180	407	410,605
H. Ways and Means				360	12,527								338,610	68,894	420,391
H. Small Business						64,158							142,298		206,456
H. Commission on Security & Cooperation in Europe					43,065	127,175							106,518		276,758
H. Ethics				85,482	14,634										100,116
H. Office of the Chief Administrative Officer				63,056	142,574			419			1,540	47,709		5,032	260,330
H.Commission on Congressional Mailing Standards					5,191										5,191
H. Budget					1,352			303					5,180	27,332	34,167
H. Legislative Counsel						368,741									368,741
H. Homeland Security					144,468	92,540		3,106					118,625	13,918	372,657
H. Permanent Select Committee on Intelligence					3,312								25		3,337
H. US-China Economic and Security Review Commission				15,524	14,573						100,652				130,749
H. Select Committee On Benghazi					7,193								37,550		44,744
Total House	10,164,495	1,124,744	0	423,371	3,108,252	1,666,196	518,426	30,256	2,047,813	2,136,093	123,626	48,510	12,004,910	936,603	34,333,296

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL BILLINGS FOR COMMITTEES BY CATEGORY
During FY 2016

Senate Committees	Daily Cong. Rec.	Record Index	Record Indexers	Misc. Pubs.	Misc. P&S	Details	Doc. Env.	Doc. Franks	Calendars	Bills	Reports	Documents	Hearings	Committee Prints	TOTALS
U. S. Senate	6,476,195	812,029		44,177	699,371			1,277	1,618,848	2,325,031	81,807	1,387		6,608	12,066,729
Secretary of the Senate				158,976	1,996,004	436,174		8,997					61	4,283	2,604,495
Senate Members				8,862	2,167,746										2,176,608
S. Sec - Sergeant at Arms					712,851										712,851
S. Agriculture, Nutrition & Forestry					954	123,080							152,121		276,155
S. Appropriations				40	22,657	330,138							367,510	41,248	761,594
S. Armed Services					11,197	108,013							100,093	6,560	225,862
S. Banking, Housing & Urban Affairs					1,301	180,631							336,405	9,332	527,669
S. Commerce, Science & Transportation					6,923	114,844							472,060		593,827
S. Finance				240	3,787	198,017							214,380	51,058	467,482
S. Foreign Relations					1,146	180,063							167,410	7,762	356,381
S. Homeland Security & Governmental Affairs					8,926	92,300			15,176				492,750	16,371	625,523
S. Energy and Natural Resources					10,125	45,200							316,256	1,530	373,111
S. Judiciary					29,699	99,518							295,849		425,066
S. Health, Education, Labor & Pensions					5,566	86,805							99,305		191,676
S. Environment & Public Works					3,166	180,279			7,213				1,628,331		1,818,989
S. Rules & Administration				23,822	36,838							25	76,443	5,302	142,429
S. Democratic Policy					1,696									148,283	149,979
S. Republican Policy					2,032										2,032
S. Small Business & Entrepreneurship					3,515								73,049	11,057	87,621
S. Special Committee on Aging					7,149						7,831		49,351		64,332
S. Select Committee on Ethics					4,435			78						3,217	7,730
S. Veterans' Affairs					2,557	86,779							130,845	6,072	226,253
S. Legislative Counsel					41,554	307,762		138		442					349,896
S. Sergeant at Arms				123,388	131,328			708							255,425
S. Budget					2,215	82,296							48,528	25	133,064
S. Legal Counsel					1,180										1,180
S. Select Committee on Intelligence					7,687										7,687
S. Indian Affairs					1,332	105,484							113,306	4,209	224,331
Total Senate	6,476,195	812,029	0	359,505	5,924,937	2,757,383	0	11,198	1,641,237	2,325,473	89,638	1,412	5,134,053	322,919	25,855,978

GOVERNMENT PUBLISHING OFFICE
CONGRESSIONAL BILLINGS FOR COMMITTEES BY CATEGORY
During FY 2016

Joint Committees	Daily Cong. Rec.	Record Index	Record Indexers	Misc. Pubs.	Misc. P&S	Details	Doc. Env.	Doc. Franks	Calendars	Bills	Reports	Documents	Hearings	Committee Prints	TOTALS
Joint Economic Committee				576	4,251								65,450		70,277
Joint Committee on Taxation				240	6,749			781						101,804	109,574
Joint Committee on Inaugural Ceremonies					55,271										55,271
Total Joint Committees	0	0	0	816	66,271	0	0	781	0	0	0	0	65,450	101,804	235,122
Miscellaneous															
Bylaw	1,021,118	66,569	1,746,477	2,129,765	7,207,813	119,508			22,806	1,487,023	2,716,390	1,643,687		11,588	18,172,745
Architect of the Capitol					7,291										7,291
Cong-Exec Commission on China					508	25,522							43,019	18,656	87,705
Senate Caucus On International Narcotics Control					310										310
Total Miscellaneous	1,021,118	66,569	1,746,477	2,129,765	7,215,922	145,030	0	0	22,806	1,487,023	2,716,390	1,643,687	43,019	30,244	18,268,051
TOTALS	17,661,808	2,003,342	1,746,477	2,913,458	16,315,382	4,568,609	518,426	42,235	3,711,856	5,948,590	2,929,654	1,693,609	17,247,432	1,391,570	78,692,447

DETAILS TO CONGRESS AS OF SEPTEMBER 30, 2015 AND 2016

	2015	2016
SENATE COMMITTEES		
Agriculture, Nutrition & Forestry	1	1
Appropriations	3	3
Armed Services	1	1
Banking, Housing & Urban Affairs	2	2
Budget	1	0
Commerce, Science & Transportation	1	1
Energy and Natural Resources	0	1
Environment & Public Works	2	2
Finance	2	2
Foreign Relations	2	2
Health, Education, Labor & Pensions	1	1
Homeland Security & Governmental Affairs	1	1
Indian Affairs	1	1
Judiciary	1	1
Veterans' Affairs	1	1
Total Senate Committees	20	20
HOUSE COMMITTEES		
Agriculture	1	1
Armed Services	1	1
Education and the Workforce	1	1
Energy and Commerce	2	2
Homeland Security	1	1
Natural Resources	1	1
Oversight & Government Reform	1	1
Small Business	1	1
Transportation & Infrastructure	1	1
Veterans' Affairs	1	1
Total House Committees	11	11
MISCELLANEOUS		
Commission on Security & Cooperation in Europe	1	1
Congressional Service Center (CRS)	1	1
House Enrolling Clerk	1	1
House Law Revision Counsel	0	1
House Legislative Counsel	4	4
House Parliamentarian	1	1
Senate Docutech Room	1	1
Senate Enrolling Clerk	1	1
Senate Legislative Counsel	3	3
Senate Official Reporters	1	1
Senate Service Department	1	1
Total Miscellaneous	15	16
SUMMARY		
Senate Committees	20	20
House Committees	11	11
Miscellaneous	15	16
	46	47

GOVERNMENT PUBLISHING OFFICE
PUBLIC INFORMATION PROGRAMS OF THE SUPERINTENDENT OF DOCUMENTS
SALARIES AND EXPENSES
Including Transfer of Funds
Fiscal Year 2018

Proposed Appropriation Language:

For expenses of the public information programs of the Superintendent of Documents necessary to provide for the cataloging and indexing of Government publications and their distribution to the public, Members of Congress, other Government agencies, and designated depository and international exchange libraries as authorized by law, [$30,500,000] *$29,000,000*: *Provided,* That amounts of not more than $2,000,000 from current year appropriations are authorized for producing and disseminating Congressional serial sets and other related publications for fiscal years [2014 and 2015] *2016 and 2017* to depository and other designated libraries: *Provided further,* That any unobligated or unexpended balances in this account or accounts for similar purposes for preceding fiscal years may be transferred to the Government Publishing Office Business Operations Revolving Fund for carrying out the purposes of this heading, subject to the approval of the Committees on Appropriations of the House of Representatives and Senate. (*Legislative Branch Appropriation Act, 2016*) *Note. — A full-year 2017 appropriation for this account was not enacted at the time the budget was prepared; therefore, this account is operating under a continuing resolution (P.L. 114-254)*

Base Budget Review:

Description of Programs

The Public Information Programs of the Superintendent of Documents Salaries and Expenses Appropriation administers: (1) the Federal Depository Library Program (FDLP); (2) the cataloging and indexing of Government publications; (3) the distribution of certain Government publications to Members of Congress and other Government agencies, as designated by law; and (4) the distribution of Government publications in the International Exchange Service.

A total of $29,000,000 is requested for this appropriation for FY 2018. The request for FY 2018 includes funding for 89 full-time equivalents (FTE's). The request reflects a decrease of $1,422,000 from FY 2017. The decrease is the result of program activities being funded through the use of transfer funds from prior year appropriations. The agency received approval in FY 2016 to transfer $760,000 from prior year appropriations for various program activities. The use of these funds has enabled the agency to absorb personnel and operational cost increases for FY 2018 while continuing to perform vital services. In FY 2017, the agency expects to request $3,500,000 in expiring funds. Two million of these funds will be used to strengthen public access to online information by building the next generation of FDLP.gov (**fdlp.gov**) and Ben's Guide to the U.S. Government (**bensguide.gpo.gov**). The remaining amount will be used to investigate, develop and replace legacy methods for the selection and distribution of tangible and electronic materials for libraries in the FDLP.

By Law Distribution Program

For FY 2018 the requested amount is $290,000 for the By Law Distribution Program. Under various provisions of Title 44, U.S.C., GPO distributes certain tangible publications to recipients designated by law. Two or more copies of every publication printed by GPO are provided to Library of Congress (LOC), even if the publication is not distributed to the Federal depository libraries. In addition, the National Archives and Records Administration (NARA) receives up to three copies of printed publications. GPO also maintains mailing lists of specific publications that are designated to be distributed by law and provides copies of publications to foreign legations as directed by the Department of State.

Cataloging and Indexing Program

For FY 2018, the requested amount is $7,250,000 to administer the Cataloging and Indexing Program. Under the requirements of sections 1710 and 1711 of Title 44, U.S.C., GPO is charged with creating access to all Federal Government publications that are not confidential in nature via catalogs and indexes. The principal tool to do that is the Web-based Catalog of U.S. Government Publications (CGP) (**http://catalog.gpo.gov**) that has over 824,000 records identifying and providing access to tangible and digital Federal Government publications. In FY 2016, there were 37,461,439 successful searches of the CGP, and 17,736 new records for tangible and online titles were added to the Catalog. GPO's goals for the CGP are to expand this Catalog to be a comprehensive title listing of all public Federal Government publications, both historic and electronic, and increase the visibility and use of Government information products. In FY 2018, work will continue to modernize the software platform for the CGP and provide new methods to increase access to U.S. Government information using approved prior year funds.

A major undertaking of the program is the National Bibliographic Records Inventory Initiative (NBRII). This initiative comprises various multi-year projects to bring fugitive material and historic publications under bibliographic control and to make those records available through the CGP. In FY 2016, LSCM continued to work on multiple NBRII tasks including the transcription of the historic shelf list with over 45% of the work complete. Working with four cooperative cataloging library partners, over 2,860 titles were identified and cataloged. Additionally, a new multi-year project was initiated in FY 2016 to catalog historic hearings prior to 1993 received from depository libraries, with a total of 7,392 titles processed. Approved prior year funds will be used to fund on-going historic cataloging efforts in FY 2018.

Federal Depository Library Program

In FY 2018, the requested amount is $20,880,000 for the administration of the Federal Depository Library Program. As authorized by chapter 19 of Title 44, U.S.C., the mission of the FDLP is to disseminate information products from all three branches of the Federal Government to 1,148 libraries nationwide designated as Federal depository libraries, directly by law or as depositories designated by their Representatives and Senators. Federal depository libraries maintain and provide free access to Federal Government information products to the public. Providing free online access to Government publications is established under the authority of chapter 41 of Title 44, U.S.C., via GPO's Federal Digital System (FDsys) and its successor system **govinfo** (**www.govinfo.gov**).

In FY 2016, approximately 4,502 tangible titles consisting of 989,826 copies were distributed to Federal depository libraries. In keeping with the direction of the Legislative Appropriations Act for FY 1996, GPO has transitioned the FDLP to a predominantly digital program. The total number of Federal Government information titles available to the public online via govinfo continues to increase with over 1.6 million searchable documents. The costs of the program are related to identifying, acquiring, cataloging, linking to, authenticating, modernizing, and providing permanent public access to digital Government information. In FY 2018, approved prior year funds of $2,785,000 will be used for continued development of the system in addition to on-going maintenance and support. $1,950,000 of approved prior year funds will also be used for document processing and preparation of new and historic collections of content for ingest into **govinfo** and for the digital repository infrastructure assessment.

For FY 2018, approved prior year funds of $2,349,000 will also be used on projects that support the libraries and the administration of the Federal Depository Library Program. Projects include the implementation of the regional library discard policy, migration of legacy applications, systems maintenance and security enhancements, administering the Biennial Survey, a Customer Relations Management service to respond to stakeholder information requests, education, training, and outreach activities to support libraries in the FDLP, services to support the preservation of historic documents in library collections, and program and service assessment.

International Exchange Service

For FY 2018, the requested amount is $580,000 to administer the International Exchange Service. As authorized by Section 1719 of Title 44, U.S.C., and pursuant to an international treaty establishing the exchange of official publications, GPO distributes U.S. Government publications in microfiche, print, and tangible electronic formats to foreign governments. In exchange, those foreign governments agree to send their similar government publications to the United States for deposit at the Library of Congress (LOC). LOC designates which publications are to be distributed abroad and GPO performs the actual distribution. In FY 2016, a total of 988 boxes of materials were sent to International Exchange Service partners.

GOVERNMENT PUBLISHING OFFICE
PUBLIC INFORMATION PROGRAMS
SUPERINTENDENT OF DOCUMENTS
SALARIES AND EXPENSES

Analysis of Change 2017 to 2018
(Dollars in Thousands)

	2018 Agency Request	
	FTE	Amount
FY 2017	89	$ 30,442
FY 2018		
Mandatory Pay and Related Costs		
Annualization of pay for FY 2017		81
Pay raise for FY 2018		198
Within-grade increases for FY 2018		109
Total Mandatory Pay and Related Costs	-	388
Total Price Level Changes	-	446
Program/Project/Activity Increases/Decreases for FY 2018		
Decrease in printing expenses due to digitization		(2,205)
Non-recurring program expenses		(71)
Rebuild public websites FDLP.gov and Ben's Guide		1,500
Investigate, develop, and replace legacy methods for FDLP library selection and distribution of materials		2,000
Use of prior year appropriation transfer funds for approved program activities	-	(3,500)
Total Program/Project/Activity Increases (Decreases) for FY 2018		(2,276)
Total Net Change	-	(1,442)
Total 2018 Appropriation	89	$ 29,000

Note: There are 94 authorized positions.

GOVERNMENT PUBLISHING OFFICE
PUBLIC INFORMATION PROGRAMS
SUPERINTENDENT OF DOCUMENTS
SALARIES AND EXPENSES

Summary
(Dollars in Thousands)

	FY 2016 Actual (1)	FY 2017 CR (2)	FY 2018 Requested (3)	FY 2017/2018 Net Change	
Summary by Program/Service					
By Law Distribution	$ 305	$ 304	$ 290	$ (14)	(4)
Cataloging and Indexing	7,625	7,611	7,250	(361)	(4)
Federal Depository Library	21,960	21,918	20,880	(1,038)	(4)
International Exchange	610	609	580	(29)	(4)
Total Appropriation	$ 30,500	$ 30,442	$ 29,000	$ (1,442)	
Summary by OMB Object Class					
11 Personnel Compensation	$ 7,407	$ 8,397	$ 8,693	$ 296	(5)
12 Personnel Benefits	2,270	2,603	2,695	92	(6)
21 Travel	169	69	71	2	(7)
22 Transportation of Things	509	685	701	16	(7)
23 Rents Communications and Utilities	125	121	124	3	(7)
24 Printing and Reproduction	13,072	8,509	6,500	(2,009)	(8)
25 Other Services	6,718	9,846	10,001	155	(9)
26 Supplies and Materials	230	212	217	5	(7)
Total Appropriation	$ 30,500	$ 30,442	$ 29,000	$ (1,442)	

(1) Actual and obligated expenditures against the 2016 PIP Appropriation through 09/30/16 (Consolidated Appropriations Act, 2016 P.L. 114-113). The agency also transferred $760k to cover projects related to digitization.

(2) FY 2017 approved and obligated funding through 04/28/2017. (Further Continuing Appropriations Act, 2017, P.L. 114-254). The amount requested for FY 2017 was $29,500,000.

(3) Requested amount is based on FY 2017 funding levels with mandatory increases for salary and all non-salary categories. Personnel compensation was calculated based on staffing needs, inflation, and appropriate work days for the year. The agency is utilizing prior year transfer funds to cover projects that support the transition from traditional printed material to digitized information to align with GPO's goal to provide greater access to Government information to the public. The use of these funds for continued activities has reduced the request for contractual services in FY 2017 and FY 2018.

(4) Amount reflects mandatory increases for personnel and price level increases with a reduced request for Other Services for Cataloging and Indexing and FDsys projects that are to be funded through prior-years transfer funds.

(5) Amount reflects the funding of merit and within grade and mandatory pay increases for 89 FTEs for FY 2018.

(6) Reflects anticipated benefit expenditures based on 31% of Personnel Compensation figure.

(7) Reflects price level increase due to inflation.

(8) Due to the transition from traditional printing to digital information, printing reductions offset cost increases.

(9) Includes Workers' Compensation, Shared Services, overhead, depreciation on equipment, and contractual services. Inflation has been applied to all categories. Contractual services has been reduced due to on-going activities funded through prior year transfer funds.

GOVERNMENT PUBLISHING OFFICE
BUSINESS OPERATIONS
REVOLVING FUND
Fiscal Year 2018

Proposed Appropriations Language:

For payment to the Government Publishing Office Business Operations Revolving Fund, [$6,832,000] *$8,540,000*, to remain available until expended, for information technology development and facilities repair: *Provided*, That the Government Publishing Office is hereby authorized to make such expenditures, within the limits of funds available and in accordance with law, and to make such contracts and commitments without regard to fiscal year limitations as provided by section 9104 of title 31, United States Code, as may be necessary in carrying out the programs and purposes set forth in the budget for the current fiscal year for the Government Publishing Office business operations revolving fund: *Provided further*, That not more than $7,500 may be expended on the certification of the Director of the Government Publishing Office in connection with official representation and reception expenses: *Provided further*, That the business operations revolving fund shall be available for the hire or purchase of not more than 12 passenger motor vehicles: Provided further, That expenditures in connection with travel expenses of the advisory councils to the Director of the Government Publishing Office shall be deemed necessary to carry out the provisions of title 44, United States Code: *Provided further*, That the business operations revolving fund shall be available for temporary or intermittent services under section 3109(b) of title 5, United States Code, but at rates for individuals not more than the daily equivalent of the annual rate of basic pay for level V of the Executive Schedule under section 5316 of such title: Provided further, That activities financed through the business operations revolving fund may provide information in any format: *Provided further*, That the business operations revolving fund and the funds provided under the heading "Public Information Programs of the Superintendent of Documents" may not be used for contracted security services at GPO's passport facility in the District of Columbia. (*Legislative Branch Appropriations Act, 2016*) *Note. — A full-year 2017 appropriation for this account was not enacted at the time the budget was prepared; therefore, this account is operating under a continuing resolution (P.L. 114-254).*

Base Budget Review:

By law, GPO's Business Operations Revolving Fund is used to finance GPO's publishing operations. Approximately 70 percent (excluding Security and Intelligent Documents) of GPO's publishing revenue is from procuring publications and related services for customer agencies. This work is procured through GPO's Customer Services business unit utilizing the private sector printing and information product industry. The majority of the Government's publishing requirements are effectively satisfied through this procurement activity because the highly competitive process provides access to the vast resources, expertise, and specialization within the commercial sector at the most cost effective price.

GPO's in-plant facility provides digital and tangible products in support of the information and day- to-day business needs of Congress and Federal agencies. GPO produces the *Congressional Record* overnight when Congress is in session, and bills, hearings, documents, reports and committee prints in time to support Congress' legislative needs. Also produced are the *Federal Register*, the *Code of Federal Regulations*, and other key Government documents, such as the annual *U.S. Budget*.

With a few exceptions, the paper used to produce tangible documents by GPO and its contractors meets or exceeds Federal recycled paper requirements and all GPO inks are manufactured from vegetable oil in accordance with the Vegetable Ink Printing Act of 1994.

GPO plays a critical role in America's security by producing secure Federal credentials, including the U.S passport for the Department of State that combine digital and print security measures. GPO's publications sales program provides the public with an opportunity to purchase a wide variety of low cost, consumer-oriented publications, congressional documents, and executive and judicial branch publications.

Documents can be ordered through GPO's secure Online Bookstore site at **http://bookstore.gpo.gov** or from GPO's bookstore in Washington, D.C. Free and low cost publications are distributed through the Federal Citizen Information Center (FCIC) in Pueblo, CO. GPO also provides storage and publication distribution services for Federal agencies on a reimbursable basis. Thousands of titles are for sale at any given time, including books, CD-ROMs, eBooks and other digital formats.

BUSINESS OPERATIONS REVOLVING FUND REQUESTS

For FY 2018, GPO is requesting a total of $8,540,000 for the Revolving Fund to remain available until expended, for the following projects:

INFORMATION TECHNOLOGY	
govinfo Projects	
General System and Collection Development	$ 3,800,000
Infrastructure	1,200,000
Total govinfo	5,000,000
Cybersecurity Projects	
Security Enhancements for Advanced Persistent Threat	2,000,000
Total Information Technology	7,000,000
FACILITIES PROJECTS	
Elevators 3 & 4 (Building A – G St. Passengers)	900,000
Natural Gas Emergency Power Generator	500,000
LED Lighting	140,000
Total Facilities	1,540,000
Total Revolving Fund Project Requests	$ 8,540,000

Information Technology Projects

govinfo Projects

General System and Collection Development ($3,800,000). Development of new **govinfo** features to support identified needs of key stakeholders, including developing new content collections, increasing content in existing collections, enhancing the accessibility of content and increasing the discoverability of information.

Infrastructure ($1,200,000). Infrastructure for hardware, storage, and environments to manage system performance as **govinfo** content and usage grows.

Cybersecurity Projects

InSecurity Enhancements for Advanced Persistent Threat ($2,000,000). Required for enhanced technologies and services to combat, detect, and prevent advanced persistent threats (including sophisticated nation state actors) from compromising GPO Systems.

Facilities Projects

Elevators 3 & 4 ($900,000). These old passenger elevators are located in Building A near the G St. entrance and need frequent repairs. GPO intends to replace and upgrade these elevators with modern controls and security features.

Natural Gas Emergency Power Generator ($500,000). This will replace GPO's existing diesel fuel generator with clean-burning natural gas. It will also enable more electrical load to remain "up" during power outages.

LED Lighting ($140,000). As part of GPO's commitment to conserving energy, traditional fluorescent lighting will be replaced with high energy efficient long-lasting LED lamps and fixtures. This will provide significant savings to electric usage and reduce bulb replacement costs.

GOVERNMENT PUBLISHING OFFICE
BUSINESS OPERATIONS REVOLVING FUND
Analysis of Change 2017 to 2018
(Dollars in Thousands)

	FY 2018 Agency Request	
	FTE	Amount
Obligations, FY 2017	1,684	$ 800,758
Mandatory Pay and Related Costs		
Annualization of FY 2017 pay raise		1,476
Pay raise for FY 2018		3,690
Within-grade increases for FY 2018	-	2,050
Total Mandatory Pay and Related Costs	-	7,216
Total Price Level Changes	-	12,558
Non-recurring Costs - Equipment to be obligated in FY 2017	-	(49,744)
Program/Project/Activity Increases for FY 2018		
Capital expenditures equipment, systems, and facilities	-	42,175
Capital Expenditures to be funded by an Appropriation		
Security Enhancements for Advance Persistent Threat		2,000
Govinfo General System & Collection Development		3,800
Govinfo Infrastructure		1,200
Elevators 3 & 4 (Building A - G St. Entrance)		900
New Emergency Power Generator (Natural Gas)		500
LED Lighting	-	140
Total Expenditures to be funded by an Appropriation	-	8,540
Net change requested	-	$ 20,745
Total Obligations FY 2018	1,684	821,503
Offsetting Collections	-	812,963
Total FY 2018 Appropriation	-	$ 8,540

GOVERNMENT PUBLISHING OFFICE
BUSINESS OPERATIONS REVOLVING FUND
Summary by Object Class
(Dollars in Thousands)

Object Class	FY 2016 Actual	FY 2017 CR	FY 2018 Request	FY 2017/2018 Net Change
11 Personnel Compensation	$ 146,578	$ 160,530	$ 166,181	$ 5,651
12 Personnel Benefits	51,525	44,459	46,024	1,565
21 Travel	799	997	1,020	23
22 Transportation of Things	8,321	9,627	9,848	221
23 Rents, Communications and Utilities	14,962	17,266	17,663	397
24 Printing and Reproduction	327,338	284,737	291,286	6,549
25 Other Services	36,390	51,189	52,366	1,177
26 Supplies and Materials	181,783	182,210	186,401	4,191
31 Equipment	50,619	49,744	50,715	971
Total Budget	$ 818,315	$ 800,759	$ 821,504	$ 20,745

GAO U.S. GOVERNMENT ACCOUNTABILITY OFFICE
441 G. St. N.W
Washington, D.C. 20548

March 15, 2017

The Honorable Kevin Yoder
Chairman
The Honorable Tim Ryan
Ranking Member
Subcommittee on Legislative Branch
Committee on Appropriations
House of Representatives

Thank you for the support this Subcommittee has shown GAO over the last several years. Since 2014, this Committee has provided funding that has resulted in GAO's work achieving $192.5 billion in financial benefits and 3,808 other improvements in government programs and operations. GAO also provided 357 testimonies to dozens of Congressional Committees over this time period. Even with this record of success, much work remains to be done to improve government performance and accountability and help Congress provide effective oversight of an Executive Branch contemplating many changes. The attached 2018 budget submission was formulated keeping in mind the constrained budget environment in which the government operates.

With a return of $112 for every dollar invested in GAO in fiscal year 2016, GAO is an exceptional investment. Last fiscal year alone, our work generated over $63 billion in financial benefits and 1,234 program and operational improvements across government. GAO's fiscal year 2018 budget requests $618.2 million in appropriated funds to enable GAO to bolster its staff capacity to better serve the Congress.

With a modest number of additional staff, GAO will be better positioned to help Congress meet its oversight responsibilities, and will emphasize work addressing growing amounts of billions of dollars in improper payments, closing the yawning tax gap, and providing insight into sophisticated science and technology issues. Additional funding will also enable us to make critical information technology investments that will improve our work product and enable our staff to be more efficient.

Priority Areas for Resource Enhancement

In planning for resources in FY 2018, GAO has identified areas that merit increased review and attention as additional staffing is made available, including:

Improper Payments – Payments that should not have been made or that were made in an incorrect amount are a growing government wide issue. Since fiscal year 2003, when certain agencies were required by statute to begin reporting improper payments, cumulative improper payment estimates have totaled over $1.2 trillion. The improper payments annual estimate in fiscal year 2016, attributable to 112 programs across 22 agencies, was over $144 billion, up from almost $137 billion in fiscal year 2015 and almost $125 billion in fiscal year 2014.

Three large programs, Medicare, Medicaid, and the Earned Income Tax Credit, account for over 78 percent of the fiscal year 2016 government wide improper payment estimate. Federal spending for Medicare and Medicaid is expected to increase significantly, so it is especially critical to take appropriate measures to reduce improper payments in these programs.

In fiscal year 2016, 14 federal programs had improper payment estimates greater than $1 billion. Eleven programs had payment error rates that exceeded 10 percent. To address the issue of improper payments, agencies should first identify the root causes of improper payments and then implement internal controls aimed at both prevention and detection.

The government's ability to understand the scope of the issue is hindered by incomplete, unreliable, or under stated estimates; risk assessments that may not be accurate; and noncompliance with criteria listed in federal law. For example, 18 federal programs determined to be at risk for improper payments did not report estimates of improper payments in fiscal year 2016, including Temporary Assistance to Needy Families, and the Supplemental Nutrition Assistance Program.

In addition, DOD lacks quality assurance procedures to ensure the completeness and accuracy of the payment populations from which it develops estimates. Further, various inspectors general reported deficiencies related to compliance with the criteria listed in the Improper Payments Elimination and Recovery Act of 2010 for fiscal year 2015 at their respective federal entities.

Our work identifies a number of strategies and specific actions agencies can take to reduce improper payments, which could yield significant savings, and help better ensure that taxpayer funds are adequately safeguarded.

The Tax Gap – According to the 2016 Financial Report, the estimated size of the annual gross tax gap between taxes owed to the government and total taxes paid on time is $458 billion. The tax gap arises when taxpayers, whether intentionally or inadvertently, fail to (1) accurately report tax liabilities on tax returns (underreporting), (2) pay taxes due from filed returns (underpayment), or (3) file a required tax return altogether or on time (nonfiling). Underreporting accounted for 84 percent of the tax gap across tax years 2008 to 2010.

For tax years 2008 through 2010, the Internal Revenue Service (IRS) estimated it would recover $52 billion through enforcement actions and late payments. This resulted in an annual net tax gap of $406 billion. Given the size of the tax gap, even modest reductions would yield significant financial benefits and help improve the government's fiscal position.

Addressing the tax gap requires strategies on multiple fronts. Key factors that contribute to the tax gap include limited third party reporting, resource tradeoffs, and tax code complexity. For example, the extent to which individual taxpayers accurately report their income is correlated with the extent to which the income is reported to them and the IRS by third parties.

Where there is little or no information reporting, such as with business income, taxpayers tend to significantly misreport their income. Our work identifies a number of strategies and specific actions Congress and agencies can take to reduce the tax gap, including simplifying the tax code.

Additional resources would enable us to expand our work in finding ways to further close the tax gap thus improving the government's financial position.

Science and Technology – Science and technology developments influence almost every aspect of the American experience; they present great opportunities to improve the quality of life, the performance of the economy and the government, and the relationship of the government to its population. While information technology is a major technological force of this era, linking individuals, organizations, and economies around the world, other kinds of scientific and technological advances are also creating significant changes.

The increased development and use of new technologies challenge the government's and the Congress's ability to evaluate their potential and assess their program and policy implications in areas such as security, safety, privacy, and equity.

In fiscal year 2016 we reported on Zika virus as an emerging infectious disease, the continued need for effective oversight of high-containment laboratories, the status of bio forensic capabilities in the law enforcement and homeland security communities, the emergence of data analytics and its overall impact on society and the economy, and how municipalities can use technology to improve the efficiency of their water distribution systems and tap nontraditional sources to address water scarcity, among others.

Adding to our first two best practices guides for capital acquisitions (lifecycle cost estimating and project scheduling), GAO's science and technology group also issued a third best practice guide on technology readiness assessment, a means by which federal program managers can identify critical technologies and manage their risks throughout the development of technology-dependent projects. Given the persistent and growing demand for this technical work, GAO strives to continue to build our staff capacity in this growing area.

Additional resources would enable us to expand our work including the completion of key strategic technology reports on the Internet of Things, sustainable chemistry, rapid point-of-care medical diagnostics for detecting infectious diseases (e.g., Ebola), artificial intelligence systems, electromagnetic pulse threat mitigation technologies, oversight of biosafety labs, nuclear waste immobilization technologies, and emerging infectious diseases.

Based on interest expressed by various Committees of jurisdiction, potential future science and technology work could focus on antibiotic-resistant bacteria, freshwater conservation technologies for the agricultural sector, block chain technologies (financial technology), unmanned aerial systems, high-frequency trading technologies, and regenerative medicine, among others.

Information Technology Improvements

In fiscal year 2017, GAO requested funding to continue investments to enhance GAO's IT infrastructure, security, telecommunications, and management information systems. Budget constraints necessitated the deferral or delay in implementing these efforts. As a result, GAO is requesting funds for these initiatives in FY 2018. These efforts will strengthen GAO's technology infrastructure, help address management challenges, and help ensure GAO continues to be a model practices agency.

GAO needs to replace our records management system. We operate a critical system that is used daily by all GAO staff and houses all of GAO's audit documents, information obtained from agencies, and data analyses that form the basis of GAO's products. While this system has been a tremendous asset to the agency, GAO must replace it in order to keep pace with technological changes.

This new system would allow GAO to provide common capabilities which are currently associated with such systems, such as workflow and business process management, support modern file formats, including video and audio files, enhance security, provide enhanced functionality, and improve staff productivity and efficiency.

In fiscal year 2018, GAO will study alternatives and begin a phased implementation in fiscal year 2019. An updated electronic records management system is vital to GAO's ability to manage information and meet federal records management requirements.

GAO has begun an initiative to improve how it publishes GAO products called New Blue. New Blue will modernize GAO's content development and distribution processes and its publishing systems to fully support end-to-end processing of GAO products through distribution channels, such as GAO's web site. Once implemented, New Blue will enable time savings and improved productivity in the creation of GAO audit reports and other products as well as improve the efficiency of the publishing process.

New Blue will provide the capability to deliver products in multiple formats, allowing greater flexibility in supporting Congressional needs. The first phase of the project is completed and resulted in a prototype that demonstrated the system's technical capabilities. GAO is proceeding with full development of capabilities in advance of a planned pilot in fiscal year 2017.

Our network operations center needs revamping. Much of our existing networking infrastructure was purchased in 2004, and since then there have been significant technological changes. Additionally, GAO consolidated and centralized its data and computing capacity in a single location. The data center requires increased 24/7 operational availability to adequately support the diverse work schedules of staff located in headquarters and GAO's 11 field locations throughout the United States. GAO needs to improve data management operations and security to ensure adequate support and meet ongoing needs.

As such, in fiscal year 2018, we will assess options to upgrade the equipment supporting the center to provide a modern computing environment, which could reduce costs and enhance security, capacity, and availability.

GAO will strengthen our unified communications and collaboration tools. GAO seeks to enhance support for its increasingly mobile workforce by providing resources for Voice Over Internet (VoIP) capability, video conferencing (VTC), and wireless infrastructure. This effort will modernize our suite of telecommunications tools, shifting to a cloud solution which will facilitate greater staff mobility and data sharing, reduce redundant implementation and maintenance costs, and standardize the infrastructure which supports voice and data usage. This effort will also allow GAO to reduce risks for continuity events, and shift communications technologies from onsite to a service model.

Our Current Services Environment

Operating at the current Continuing Resolution (CR) level for the first half of the fiscal year has presented human resource and operational challenges. We have been forced to reduce staffing and curtail spending on technology investments that are critical to our efforts to modernize GAO's infrastructure and business processes.

If required to continue at the CR level for all of fiscal year 2017, our appropriation level would be $529.9 million, a $1.1 million reduction from fiscal year 2016. Operating at this level has had a significant impact on all of our operations. We currently estimate that we would have 106 fewer staff onboard than the fiscal year 2016 year end. Our full time equivalent staff utilization would drop to 2,960.

At this funding level, we will not be able to replace all departing staff and key expertise may be lost and not replaced. While the quality of our work will not be compromised because we will limit the number of audits we undertake, the volume of work we undertake and time required to produce our material will be impacted.

At the CR level for the whole year, we will also cancel, delay or postpone critical projects including upgrading our technological infrastructure, improving product creation and delivery, and maintaining our capital assets. Many of these infrastructure projects are required to reduce the risk of failure of existing infrastructure which has already passed end of life, such as our heating, ventilation & air-conditioning system.

The FY 2018 budget request would enable GAO to bolster its staff capacity to 3,100 full-time equivalent (FTE) staff in fiscal year 2018 through a targeted recruitment program to help address succession planning and fill critical skill gaps. This funding level will also help ensure that GAO is able to recruit and retain a talented and diverse workforce as well as make progress towards an optimal staffing level of 3,250 FTEs.

We expect to offset our funding needs with $27.5 million in reimbursements from program and financial audits and rental income, resulting in a net appropriation request of $590.7 million.

Our Highlights from This Past Year

As justification to support our request for additional resources in FY 2018, we summarize below the important contributions GAO has provided in FY 2016 including how GAO assisted Congress and the Nation through legislation, building knowledge, finding financial benefits, and operational improvements, and other important areas.

Assisting Congress and the Nation

GAO continues to be recognized for its non-partisan, objective, fact-based, and professional analyses across the full breadth and scope of the federal government's responsibilities and the extensive interests of Congress.

In fiscal year 2016, the Congress used GAO's work as the basis for a wide range of significant legislative decisions. Several highlights that are linked directly to GAO's work include:[1]

- **The Bipartisan Budget Act of 2015:** the Congress used GAO's work to contribute to an agreement on spending caps in fiscal years 2016 and 2017 by identifying $30 billion in offsets or revenue enhancements, including (1) making new provider-based off-campus hospital outpatient departments ineligible for inpatient reimbursements, saving $9.3 billion; (2) streamlining and simplifying audit procedures for certain partnerships, increasing tax revenue by an estimated $9.3 billion; and (3) requiring agencies to increase civil monetary penalties annually reflecting the consumer price index, generating $1.3 billion.

- **The National Defense Authorization Act for Fiscal Year 2017** undertakes significant reform of military acquisition policy. Specifically, the Act requires DOD to improve reporting about the volume and types of defense services acquired, control costs, enhance access to supply chains, and take steps to reduce acquisition risks and encourage the development of new prototypes. These changes reflect GAO's body of work on military acquisition that concluded, among other things, that senior DOD leadership needed to be better positioned to make informed decisions about acquisition. Changing approaches to acquisition could result in significant savings. In addition, access to innovative technology could be improved.

  In addition to reforming acquisition, the Act requires DOD to report on rebuilding military readiness, specifically comprehensive readiness goals, implementation strategies, progress metrics, and related costs and other best practices. These requirements reflect GAO's finding that the lack of a comprehensive plan put DOD's readiness rebuilding efforts at risk.

  Separately, the Act directs federal agencies to use paid administrative leave more judiciously, so leave does not exceed reasonable amounts. GAO had reported that federal agencies had inconsistent policies for the use and reporting of paid administrative leave and that 263 federal employees had used 1 to 3 years of leave during a 3 year period.

- **The FY2017 Military Construction and Veterans Affairs, and Related Agencies Appropriations Act** requires Veteran Affairs (VA) to clarify access and wait times for mental health serves and how it manages appointments for these services. GAO found that the Veterans Health Administration calculations of veteran mental health wait times may not have always reflected the overall amount of time a veteran waited for care.

---

[1] We expect that the 2017 Appropriations Act, when it is enacted, will reflect additional GAO findings and Recommendations.

- **The Fraud Reduction and Data Analytics Act of 2015** requires the Office of Management and Budget (OMB) to establish guidelines based on GAO's 2015 Framework for Managing Fraud Risks in Federal Programs_to help prevent and respond to fraud and improper payments in federal programs.

  The Framework identifies leading practices to help managers combat fraud and preserve integrity in government agencies and programs. The act should help agencies reduce their vulnerability to fraud by encouraging them to identify risks and vulnerabilities; implement financial and administrative controls; and by requiring transparency through reporting on these efforts.

- **The Frank R. Lautenberg Chemical Safety for the 21st Century Act:** GAO has had "Transforming EPA's Process for Assessing and Controlling Toxic Chemicals" on our high-risk list since 2009 because EPA had not developed sufficient chemical assessment information to limit exposure to many chemicals that may pose substantial health risks. This act provides EPA with greater authority to address chemical risks.

  Program Management Improvement Accountability Act: The act seeks to improve program and project management in federal agencies. Among other things, the act requires the Deputy Director of the Office of Management and Budget (OMB) to adopt and oversee implementation of government-wide standards, policies, and guidelines for program and project management in executive agencies.

  The act elevates agencies' attention to GAO's high risk list by requiring the Deputy Director to address programs on our High-Risk List through portfolio reviews; creating an interagency forum to review programs on the High-Risk List and make recommendations to the Deputy Director or designee; and having GAO review the effectiveness of key efforts under the act.

  The No Veterans Crisis Line Call Should Go Unanswered Act: requires Veterans Affairs to ensure that each telephone call, text message, or other communication that their crisis line receives is answered in a timely manner by a person. GAO found that VA did not meet its call response time goals for the Veterans Crisis Line and that some test text messages did not receive responses.

- **The Modernizing Outdated and Vulnerable Equipment and Information Technology Act** established IT system modernization and working capital funds for each agency to replace legacy IT systems and/or transitioning to cloud computing or other innovative technologies.

  GAO had reported that the federal government spent about 75 percent of the total amount budgeted for IT for fiscal year 2015 on operations and maintenance (O&M) investment. Such spending had increased over the previous 7 fiscal years, which has resulted in a $7.3 billion decline from fiscal years 2010 to 2017 in development, modernization, and enhancement activities.

  As a result, agencies run the risk of maintaining systems that have outlived their effectiveness at the expensive of modern, more secure systems.

In FY 2017, GAO is continuing to provide our vital non-partisan, objective, analyses of the full scope of the federal government's responsibilities and the extensive interests of Congress.

Building Bodies of Knowledge

Through the products we issued in fiscal year 2016, we continued to build on bodies of work to address our three broad strategic goals to (1) address current and emerging challenges to the well-being and financial security of the American people, (2) help respond to changing security threats and global circumstances, and (3) help transform the federal government to address national challenges. For example, we reported on:

- **Protection of children** – identifying (1) safety and health issues at Indian school facilities and the need for better federal coordination to assist K-12 schools with emergency preparedness, (2) the need for better use of data to help agencies identify disparities in K-12 education, and (3) the importance of further assisting states to keep foster children in family-based care.

  Veterans – delays in claims processing by the Veteran's Health Administration; the need to improve oversight of community care physicians' credentials; users' satisfaction with the Veterans Benefits Management System; and post 9/11 GI Bill On-the-Job Training and Apprenticeship Programs.

  Health care – the need for continued oversight of Medicare and Medicaid to address their vulnerability to fraud and improper payments; improved oversight of nursing home quality; and strengthened guidance to protect electronic health data.

In fiscal year 2016, we issued 697 reports and made 2,071 new recommendations across the broad spectrum of federal programs that provide a roadmap for future program improvements.

GAO's Work Leading to Financial Benefits to the Federal Government

GAO's findings and recommendations produce measurable financial benefits for the federal government. Examples include financial benefits resulting from changes in business operations and activities, the restructuring of federal programs, or modifications to entitlements, taxes, or user fees.

In fiscal year 2016, we exceeded our target of $50.0 billion in financial benefits by $13.4 billion, reaching $63.4 billion in benefits for the government. This is a return of about $112 for every dollar invested in us. Key examples of our work that contributed to these benefits included:

- reducing improper payments in the Medicare Advantage Program (about $21.4 billion);
- increasing the use of strategic sourcing by the Department of Veterans Affairs (VA) to reduce procurement costs (about $3.6 billion); and
- improving cost estimates for the Department of Defense's (DOD) Bulk Fuel Operation and Maintenance budget (about $2.3 billion).

Program Benefits

Many other benefits resulting from our work cannot be measured in dollars, but lead to program and operational improvements. In fiscal year 2016, agencies and Congress implemented 1,234 of these other benefits. For example, our work on public safety and security:

- prompted DOT to enhance its oversight of roadside safety hardware (e.g., guardrails), including a new process to verify third-party crash-test results;
- led the Consumer Financial Protection Bureau (CFPB) to issue a comprehensive data privacy protection plan and develop procedures to mitigate privacy risks and remove personally identifiable information from the consumer data that it collects;
- prompted the Federal Bureau of Investigation to (1) conduct audits to ensure that staff who submit face image searches comply with privacy laws and (2) undertake an operational review of its face recognition technology to see if it is meeting law enforcement user needs; and

- led the Department of State to enhance its management of transportation-related security risks to better protect U.S. diplomatic personnel and their families when posted overseas.

Similarly, our work related to vulnerable populations:

- prompted the Federal Trade Commission and CFPB to issue consumer advisories to reduce the exploitation of vulnerable people regarding pension advances;
- led U.S. Customs and Border Protection to require officers to maintain complete, automated records on the care of unaccompanied alien children in its custody;
- prompted VA to improve the accuracy of the data collected on veteran suicides across its medical centers to better inform suicide prevention efforts; and

led the Department of Education to enhance assistance for homeless youth in planning for college, navigating the admissions process, and applying for federal student aid.

Testimonies

In FY 2016, senior GAO Officials testified 119 times on issues that touched all major federal agencies. We also engaged key stakeholders on social and digital media.

Our testimonies, reports, and legal decisions appeared in nearly 40,000 twitter feeds. Watch Blog that provides context about our work has been viewed more than 165 thousand times.

The following, listed by our three external strategic goals are examples of topics GAO addressed in testimony:

Fiscal Year 2016 Selected Testimony Topics

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

- Ensuring Safety and Health at Indian Schools
- Addressing Improper Payments in the Supplemental Nutrition Assistance Program
- Improving Oversight of the Small Business Administration's HUB Zone Program
- Timely Handling of Veterans' Health Care Claims
- Controls for Preventing Human Trafficking
- Reforming Regulation of Scientific Research
- Safeguarding Transport of Spent Nuclear Fuel
- Overseeing the Nuclear Security Enterprise
- US Postal Service Management Challenges
- Commercial Space Industry Developments and FAA Challenges
- Improving Medicaid's Allocation to States
- Managing Leasing of Federal Real Property
- Managing Federal Agencies' Vehicle Fleets

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

- Future Access and Capabilities Challenges for Trusted Defense Microelectronics
- Meeting Pilot Workforce Needs for Unmanned Aerial Systems
- Addressing Acquisition Shortfalls with the Ford Class Aircraft Carrier
- Addressing NASA's Management Challenges for Major Acquisition Projects
- Addressing Southwest Border Security
- Reducing Migration of Unaccompanied Children from Central America
- Improving DOD's Whistleblower Protections
- Implementing the Securities and Exchange Commission's Conflict Minerals Rule
- Combatting Nuclear Smuggling
- Addressing Information Technology Security and Identity Theft
- Enhancing National Bio Surveillance Capacity
- Providing Data on Proposed U.S. Assistance to Palau
- Oversight of Humanitarian Aid to Syria

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

- Observations on the Zika Virus Outbreak
- Improving Enrollment Controls for Medicare Providers and Suppliers
- Addressing Cyber-based Risks to Federal Systems
- Addressing Data Act Implementation Challenges
- Addressing Government-Wide Improper Payments and the Tax Gap
- Reducing Fragmentation, Overlap and Duplication in Federal Programs
- Modernizing Federal IT Systems
- Improving Integration of VA and DOD Electronic Health Records
- Improving Federal Financial Management
- Oversight at High Containment Laboratories
- Addressing Numerous Information Technology Challenges at the Veterans Administration
- Improving Oversight of the Department of Homeland Security's Human Resources Information Technology
- Recruiting and Retaining Millennial Employees in the Federal Workforce
- Improving IRS's Efforts to Protect Taxpayer Data and Combat Identity Theft Refund Fraud
- Improving Management of Information Technology for the 2020 Census

Source: GAO | GAO-17-2SP

High Risk Program Update

Every two years GAO publishes our high risk list that highlights federal programs and operations that are especially vulnerable to waste, fraud, abuse and mismanagement, or that need transformative change.

GAO's 2017 edition reported that many of the 32 high-risk areas on the 2015 list have shown solid progress. Twenty-three high-risk areas, or two-thirds, have met or partially met all five criteria for removal from the High-Risk List; 15 of these areas fully met at least one criterion. Progress in high risk areas over the past decade resulted in financial benefits totaling approximately $240 billion, or an average of $24 billion per year.

Progress has been possible through the concerted efforts of Congress and leadership and staff in agencies. For example, Congress enacted over a dozen laws since GAO's last report in February 2015 to help address high-risk issues.

GAO removed one high-risk area on managing terrorism related information, because significant progress had been made to strengthen how intelligence on terrorism, homeland security, and law enforcement is shared among federal, state, local, tribal, international, and private sector partners.

Sufficient progress was made to remove segments of two areas related to supply chain management at the Department of Defense (DOD) and gaps in geostationary weather satellite data.

Two high-risk areas expanded: DOD's polar-orbiting weather satellites and the Department of the Interior's restructuring of offshore oil and gas oversight. Several othe areas need substantive attention including VA health care, DOD financial management, ensuring the security of federal information systems and cyber critical infrastructure, resolving the federal role in housing finance, and improving the management of IT acquisitions and operations.

GAO added three areas to the High Risk List, bringing the 2017 total to 34:

> **Management of Federal Programs That Serve Tribes and Their Members.** GAO has reported that federal agencies, including the Department of the Interior's Bureaus of Indian Education and Indian Affairs and the Department of Health and Human Services' Indian Health Service, have ineffectively administered Indian education and health care programs and inefficiently developed Indian energy resources. Thirty-nine of 41 GAO recommendations on this issue remain unimplemented.

- **U.S. Government's Environmental Liabilities.** In fiscal year 2016 this liability was estimated at $447 billion (up from $212 billion in 1997). The Department of Energy is responsible for 83 percent of these liabilities and DOD for 14 percent. Agencies spend billions each year on environmental cleanup efforts but the estimated environmental liability continues to rise. Since 1994, GAO has made at least 28 recommendations related to this area; 13 are unimplemented.

- **The 2020 Decennial Census.** The cost of the census has been escalating over the last several decennials; the 2010 Census was the costliest U.S. Census in history at about $12.3 billion, about 31 percent more than the 2000 Census. The U.S. Census Bureau (Bureau) plans to implement several innovations including IT systems for the 2020 Census. Successfully implementing these innovations, along with other challenges, minimize risks to the Bureau's ability to conduct a cost-effective census. Since 2014, GAO has made 30 recommendations related to this area; however, only 6 have been fully implemented

Details on each high-risk area can be found at http://www.gao.gov/highrisk/overview.

Opportunities to Reduce Fragmentation, Overlap, and Duplication

Since 2011, we have reported on federal programs, agencies, offices, and initiatives that have duplicative goals or activities as well as opportunities to achieve greater efficiency and effectiveness that result in cost savings or enhanced revenue collection.

In our six annual reports from 2011 through 2016, we presented over 200 areas and 642 actions for Congress or executive branch agencies to reduce, eliminate, or better manage fragmentation, overlap, or duplication; achieve cost savings; or enhance revenue.

Actions taken by Congress and the executive branch on these issues have resulted in roughly $56 billion in financial benefits from fiscal years 2010 through 2015, with at least an additional $69 billion in estimated benefits projected to be accrued through 2025.

As of November 2016, about 40 percent of the actions were fully addressed, about 35 percent were partially addressed, and about 21 percent were not addressed. We estimate that tens of billions of dollars in additional financial benefits are possible by fully implementing our recommended actions.

Strategic Plan for Serving Congress

GAO's Strategic Plan provides a comprehensive roadmap for how our audit work will support the most important priorities of Congress and the American people. "Serving the Congress and the Nation 2014-2019 (GAO-14-1SP)" describes our goals and strategies for supporting Congress and the nation.

The strategic plan framework (Enclosure II) summarizes the global trends affecting government and society, as well as the strategic goals and objectives that guide our work. We will issue the next update to our strategic plan in 2018.

To effectively assist the Congress, we perform not only oversight and insight work, but also foresight work to identify and explore the emerging issues that present both opportunities and significant risks for our nation. Building further foresight capabilities, including the ability to understand evolving trends and plan in a dynamic external environment, is an essential component to our support of Congress.

Center for Audit Excellence

Public Law 113-235 authorized GAO to establish a Center for Audit Excellence to provide fee-based training, technical assistance and other products and services to domestic and international accountability organizations to promote good governance and enhance their capacity.

During fiscal year 2016, the Center's first year of operation, the Center provided fee-based training classes and audit-related technical assistance services to 10 federal, state, local and non-profit organizations. The Center helped to enhance the capacity of these organizations by providing training on topics such as internal control, performance auditing, audit planning, report writing, and statistical sampling and analysis.

During fiscal year 2017, the Center expects to expand its training and technical assistance services at domestic and international accountability organizations. The Center has negotiated several agreements to provide training classes to federal and state audit organizations. In addition, the Center signed an agreement with the country of Georgia's Supreme Audit Office to provide training and technical assistance on information technology auditing.

In April 2016, the Center entered into a Memorandum of Agreement with the U.S. Agency for International Development (USAID) that provides a broad framework for collaborative efforts to strengthen the capacity of accountability organizations in developing countries that receive U.S. foreign assistance.

Managing Workload by Focusing Resources on Congressional Priorities

In fiscal year 2016, we received requests for work from 95 percent of the standing committees of the Congress, supporting a broad range of congressional interests. Key topics included the government's fiscal outlook; improving the government's efficiency and effectiveness; providing new veterans with timely access to health care; addressing federal agencies' aging information technology systems; observations on the Zika virus outbreak; securing the Southwest border and addressing improper payments and the tax gap.

I continue my regular meetings with the Chairs and Ranking Members of congressional committees to obtain their views on GAO's work, including their priorities, and to discuss opportunities and challenges facing our government. I also testified on how implementing GAO's recommendations can help strengthen the government's performance and collectively yield billions in financial benefits.

In addition, I sent letters to the heads of most federal departments, commending those that had taken action to implement the priority recommendations that we had identified for them last year, and to draw their attention to new and unimplemented priority recommendations still requiring their attention. These letters were also sent to the congressional committees of jurisdiction to inform their oversight.

In managing our workload, we focus on the highest congressional legislative and oversight priorities while working in areas where there is the greatest potential for results, cost savings and improved government performance. In fiscal year 2016, we devoted 97 percent of our engagement resources to work requested or mandated by the Congress. The remaining 3 percent was initiated under the Comptroller General's authority.

We will continue to coordinate with congressional committees in advance of new statutory mandates. We will continue to participate in ongoing discussions with congressional staff, collaborate and ensure that our work is properly scoped and consistent with the committee's highest priorities.

We also continue to collaborate with the Congress to revise or repeal mandated reporting requirements which have, over time, lost relevance or usefulness. Specifically, we worked with the defense committees to have six mandates repealed or revised in the 2016 National Defense Authorization Act (PL 114-92); and in December, 2016, Congress passed the GAO Mandates Revision Act of 2016, which revised or repealed 8 statutory reporting requirements (PL 114-301).

Legal Work Update

In fiscal year 2016, GAO handled almost 2,800 bid protest cases, issued more than 600 decisions on the merits, and released the first two chapters of the new fourth edition of Principles of Federal Appropriations Law (GAO's Red Book), the primary resource for appropriations law guidance in the federal community. GAO also made progress toward establishing an electronic protest docketing system.

The Consolidated Appropriations Act, 2014, directed GAO to develop an electronic bid protest filing system. The statute also authorized the collection and use of fees to offset the costs of that system. We have been working to develop a secure and easy to use web-based system.

Improving Our Internal Operations

The hard work and dedication of our professional, diverse, multidisciplinary staff positioned GAO to achieve a 94 percent on-time delivery of our products in 2016. Our fiscal year 2016 performance continues to indicate that we provide staff with the necessary support to produce high-quality work.

We met our annual target for retention rate without retirements and exceeded our annual targets for the remaining six people measures, staff development, staff utilization, effective leadership by supervisors, organizational climate, new hire rate, and retention rate with retirements.

In fiscal year 2016, we continued efforts to support and maximize our value by enabling quality, timely service to the Congress and being a leading practices federal agency. We made progress addressing our four internal management challenges, human capital management, engagement efficiency, information security, and telework.

Human Capital

We remain an employer of choice in the public sector. The Partnership for Public Service announced that we are one of the top places to work in the federal government. We improved our scores in 2016, rising to second place among mid-size agencies. We are ranked first for diversity and inclusion. Our ranking is a result of the dedicated efforts of the entire GAO team and leaders for their commitment in continuing to make our organization a great place to work.

We value our high-performing workforce. Management remains committed to work with our union (IFPTE, Local 1921), the Employee Advisory Council, and the Diversity Advisory Council to make GAO a preferred place to work. We continue to monitor and address critical human capital management challenges, including the pending retirements of key subject matter experts, senior executives, and other key leaders. By the end of fiscal year 2017, 41 percent of our senior executives and more than 25 percent of our supervisory analysts are eligible to retire.

Diversity is essential in fulfilling our mission of supporting Congress and the nation. GAO values and fosters a performance-based inclusive culture that motivates and retains a talented and diverse staff. We maintain a workplace that supports work-life practices meeting the needs of an evolving workforce in an equitable manner.

Concluding Remarks

We value the opportunity to provide Congress and the nation with timely, insightful analysis on the challenges facing the country. Our fiscal year 2018 budget requests the resources to ensure that we can continue to address the highest priorities of the Congress.

Our request will allow us to continue building our staffing level and provide our employees with the appropriate resources and support needed to effectively serve the Congress. This funding level will also allow us to continue efforts to promote operational efficiency and address long-deferred investments and maintenance. We will also continue to explore opportunities to generate revenue to help offset our costs.

I appreciate, as always, your careful consideration of our budget and your continued support. I look forward to discussing our fiscal year 2018 budget with you.

Gene L. Dodaro

Gene L. Dodaro
Comptroller General
of the United States

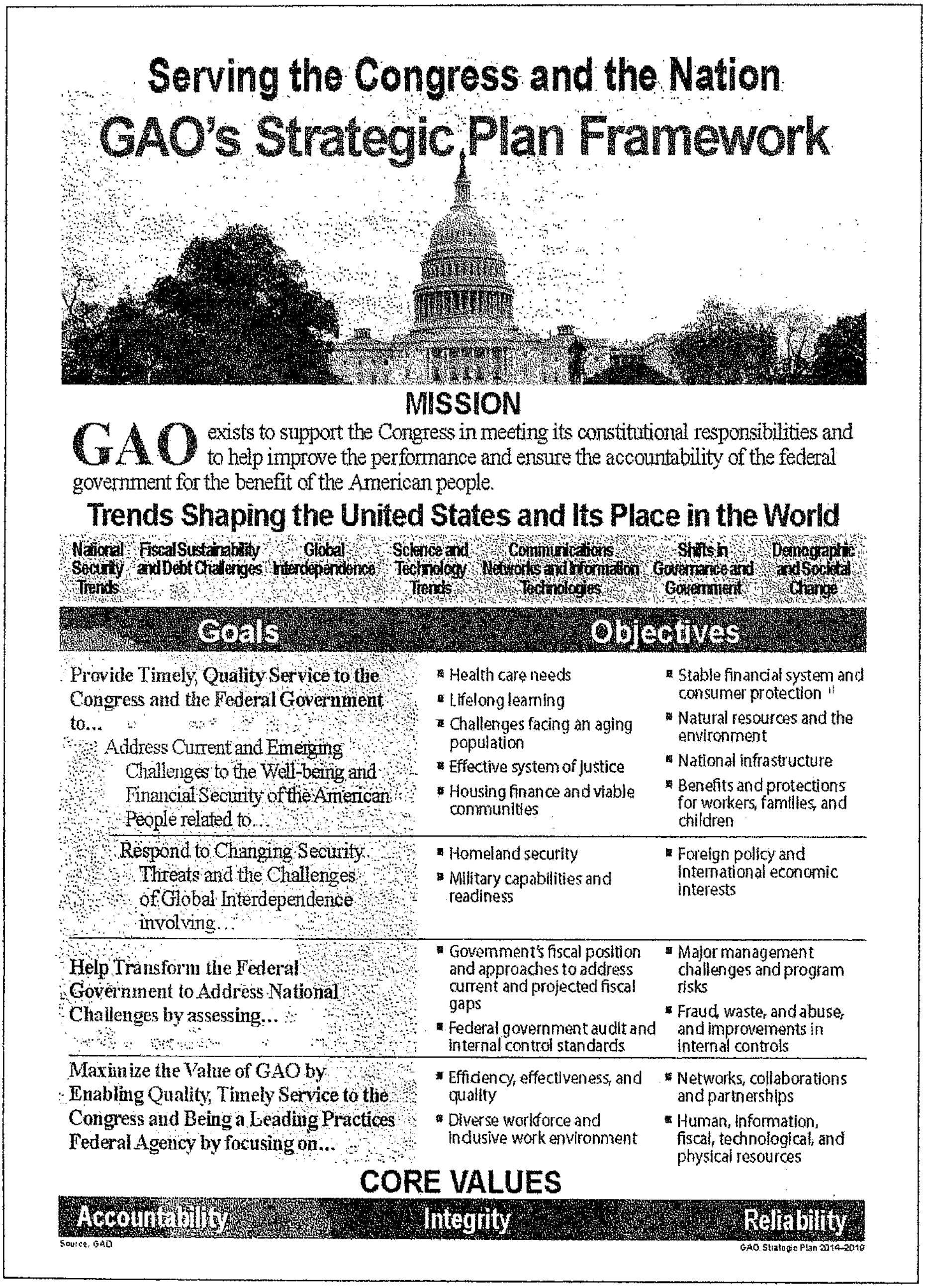
Enclosures (2)

Enclosure I

GAO's 2017 High Risk List

	High Risk Area	Year Designated
	Strengthening the Foundation for Efficiency and Effectiveness	
▪	Improving Federal Programs that Serve Tribes and their Members (***new***)	2017
	2020 Decennial Census (***new***)	2017
	U.S. Government Environmental Liabilities (***new***)	2017
	Improving the Management of IT Acquisitions and Operations	2015
	Limiting the Federal Government's Fiscal Exposure by Better Managing Climate Change Risk	2013
	Management of Federal Oil and Gas Resources	2011
▪	Modernizing the US Financial Regulatory System and the Federal Role in Housing Finance	2009
	Restructuring the US Postal Service to Achieve Sustainable Financial Viability	2006
	Funding the Nations Surface Transportation System	2007
	Managing Federal Real Property	2003
▪	Strategic Human Capital Management	2001
	Transforming Defense Department Program Management	
▪	DOD Approach to Business Transformation	2005
	DOD Support Infrastructure Management	1997
	DOD Business Systems Modernization	1995
	DOD Financial Management	1995
	DOD Supply Chain Management	1990
	DOD Weapon Systems Acquisitions	1990
	Ensuring Public Safety and Security	
▪	Mitigating Gaps in Weather Satellite Data	2013
	Protecting Public Health through Enhanced Oversight of Medical Products	2009
	Transforming EPA's Processes for Assessing and Controlling Toxic Chemicals	2009
	Ensuring the Effective Protection of Technologies Critical to US Nations Security Interests	2007
	Improving Federal Oversight of Food Safety	2007
	Strengthening Department of Homeland Security Management Functions	2003
	Ensuring the Security of Federal Information Systems and Cyber Critical Infrastructure and Protecting the Privacy of Personally Identifiable Information	1997
	Managing Federal Contracting More Effectively	
▪	DOD Contract Management	1992
	DOE's Contract Management for the National Nuclear Security Administration and the Office of Environmental Management	1990
▪	NASA Acquisition Management	1990
	Assessing the Efficiency and Effectiveness of Tax Law Administration	
▪	Enforcement of Tax Laws	1990
	Modernizing and Safeguarding Insurance and Benefit Programs	
▪	Managing Risks and Improving VA Health Care	2015
	National Flood Insurance Program	2006
	Improving and Modernizing Federal Disability Programs	2003
	Pension Benefit Guaranty Corporation Insurance Programs	2003
	Medicaid Program	2003
▪	Medicare Program	1990

Source: GAO | GAO 17-317



Serving the Congress and the Nation

GAO's Strategic Plan Framework

MISSION

GAO exists to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people.

Trends Shaping the United States and Its Place in the World

National Security Trends · Fiscal Sustainability and Debt Challenges · Global Interdependence · Science and Technology Trends · Communications Networks and Information Technologies · Shifts in Governance and Government · Demographic and Societal Change

Goals	Objectives	
Provide Timely, Quality Service to the Congress and the Federal Government to... Address Current and Emerging Challenges to the Well-being and Financial Security of the American People related to...	▪ Health care needs ▪ Lifelong learning ▪ Challenges facing an aging population ▪ Effective system of justice ▪ Housing finance and viable communities	▪ Stable financial system and consumer protection ▪ Natural resources and the environment ▪ National infrastructure ▪ Benefits and protections for workers, families, and children
Respond to Changing Security Threats and the Challenges of Global Interdependence involving...	▪ Homeland security ▪ Military capabilities and readiness	▪ Foreign policy and international economic interests
Help Transform the Federal Government to Address National Challenges by assessing...	▪ Government's fiscal position and approaches to address current and projected fiscal gaps ▪ Federal government audit and internal control standards	▪ Major management challenges and program risks ▪ Fraud, waste, and abuse, and improvements in internal controls
Maximize the Value of GAO by Enabling Quality, Timely Service to the Congress and Being a Leading Practices Federal Agency by focusing on...	▪ Efficiency, effectiveness, and quality ▪ Diverse workforce and inclusive work environment	▪ Networks, collaborations and partnerships ▪ Human, information, fiscal, technological, and physical resources

CORE VALUES

Accountability **Integrity** **Reliability**

Source: GAO

GAO Strategic Plan 2014–2019

Contents

Page

Transmittal Letter 1

The letter from the Comptroller General outlines GAO's responsibilities and mission to provide the Congress with accurate, objective, nonpartisan, and constructive analyses and advice, and the resources needed to achieve its goals and objectives to help improve government performance, accountability, and transparency.

Overview A-1

The overview provides a summary of GAO's staffing and funding request for fiscal year 2018, including the core principles that guided planning activities and how GAO plans to use its resources to accomplish its mission.

Appropriation Language B-1

Summary Budget Schedules C-1

This section includes summary schedules displaying GAO's staffing and funding resources including:

Resource summaries by program;

Analyses of changes from fiscal year 2017 to 2018
  By program, and
  By object classification;

Explanation of changes; and

- Resource summaries by object classification.

BUDGETARY RESOURCES

This section describes the program components, accomplishments, plans, and resource needs for our 3 major programs, including human capital, engagement support, and infrastructure operations.

Human Capital D-1

This section describes:

Salaries and benefits;

Recruitment and retention;

Training and development; and

Other compensation.

Page

Engagement Support **E-1**

This section includes:

Travel; and

Specialized data and expertise.

Infrastructure Operations **F-1**

This section includes:

Information technology;

Building and security services; and

Administrative support services.

Mission, Results, Performance and Plans

Fiscal Year 2018 Performance Plan.......... **G-1**

This section includes GAO's fiscal year 2018 performance plan consistent with the Government Performance and Results Act of 1993, as amended. It describes GAO's strategic planning process and provides information on GAO's goals, performance results for fiscal years 2013–2016, and describes performance measures and planned work for fiscal years 2017 and 2018.

Overview of Fiscal Year 2018 Budget Request

The GAO budget request for FY 2018 is $618.2 million, an increase of $52.7 million or 9.3 percent over the FY 2017 Continuing Resolution level of $565.5 million. This increase will allow us to cover mandatory pay and inflationary cost increases, achieve modest increases in our on-board staff capacity, and refresh some of our IT portfolio to improve security, replace obsolete technology, and achieve other efficiencies. GAO's proposed budget authority of $618.2 million provides the funding necessary to help ensure that GAO can continue to meet the highest priority needs of Congress.

GAO anticipates $27.5 million in offsetting receipts and reimbursements from program and financial audits, rental income and receipts from bid protest user fees and the Center for Audit Excellence – a slight decline from FY 2017.

GAO's fiscal year 2018 budget supports a full-time equivalent (FTE) staffing level of 3,100 and provides funding for human capital costs, engagement support, and infrastructure operations. These funds will ensure GAO can provide staff meaningful benefits and the appropriate resources to do their jobs effectively.

A summary of GAO's funding sources for fiscal years 2016 – 2018 is shown in Table 1.

Table 1: FY 2016 – 2018 Summary of Budget Authority (dollars in thousands)

Funding Source	Fiscal Year 2016 Actual		Fiscal Year 2017 Estimate		Fiscal Year 2018 Request	
	FTE	Amount	FTE	Amount	FTE	Amount
Salaries and Expenses Appropriation		$530,487		$529,990		$590,678
Offsetting receipts [a]		20,596		25,250		23,300
Reimbursements [b]		10,431		9,750		3,700
Center for Audit Excellence [c]		45		500		500
Total budget authority	2,983	$561,559	2,960	$565,490	3,100	$618,178

[a] Includes receipts available primarily from the U.S. Army Corps of Engineers and the Department of Justice for rental of space in the GAO headquarters building, and reimbursement of GAO's costs incurred in conducting financial audits of the Federal Deposit Insurance Corporation, Internal Revenue Service, Schedule of Federal Debt, and Securities and Exchange Commission (SEC).

[b] Includes reimbursements of GAO's costs incurred in conducting mandated program and financial audits of the Federal Housing Finance Agency, Consumer Financial Protection Bureau, SEC, Troubled Asset Relief Program, operation of the Federal Accounting Standards Advisory Board, and collection of bid protest system user fees.

[c] Includes reimbursement of GAO's costs incurred by the Center for Audit Excellence to build institutional auditing capacity and promote good governance by providing training and assistance to qualified personnel and entities.

Summary of Resources by Program

A summary of GAO's resources by program is shown in Table 2. Additional information on each program, including fiscal year 2016 accomplishments and plans for fiscal years 2017 and 2018, are included in the program sections of this document.

In preparing the fiscal year 2018 budget request, GAO's goal is to maximize its support to the Congress, while implementing actions that will optimize business operations and explore additional sources of revenue to help offset or reduce our costs.

GAO's requested fiscal year 2018 funding would enable GAO to bolster its staff capacity to 3,100 FTEs through a targeted recruitment program to help address succession planning and fill critical skill gaps. This 4.7 percent staff increase would make progress towards an optimal staffing level of 3,250 FTEs.

Table 2: FY 2016 – 2018 Summary of Resources by Program (dollars in thousands)

	Fiscal Year 2016 Actual		Fiscal Year 2017 Estimate		Fiscal Year 2018 Request		Net Change Fiscal Year 2017 / 2018	
Program	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Human capital	2,983	$458,802	2,960	$470,411	3,100	$505,459	140	$35,048 7.5%
Engagement support		11,473		10,650		12,175		1,525 14.3%
Infrastructure operations		90,864		83,929		100,044		16,115 19.2%
Center for Audit Excellence		420		500		500		0 0.0%
Total budget authority	**2,983**	**$561,559**	**2,960**	**$565,490**	**3,100**	**$618,178**	**140**	**$52,688 9.3%**
Offsets[a]		($31,072)		($35,500)		($27,500)		$8,000 (22.5%)
Appropriation		**$530,487**		**$529,990**		**$590,678**		**$60,688 11.5%**

[a] Includes offsetting receipts and reimbursements from program and financial audits, rental income, training fees, bid protest fees, and funds provided to GAO for mandated work.

The fiscal year 2018 budget request seeks an increase of $16 million to fund infrastructure operations projects that are essential to ensure our continued productivity and effectiveness. Addressing these items now will avoid more costly repairs in the future and ensure our ability to exchange data with other federal entities. These critical investments are discussed further in the infrastructure operation section of this document.

Summary of Changes

A summary of the changes in our funding requirements from fiscal year 2017 to 2018 is shown in Table 3. Additional information on the components of these changes is included in the Summary Schedules section of this document.

Pay-Related Changes

GAO's fiscal year 2018 budget request includes $33.6 million (net of reductions) to cover pay-related changes to support our highly skilled workforce and enable GAO to address critical skill gaps. These costs include:

- the January 2018 2.4% pay raise based on guidance from CBO and the LBFMC;
- hiring to maintain our projected fiscal year 2018 FTE level and fill critical vacancies;
- performance-based pay increases in lieu of executive branch within-grade increases; and
- employer benefits contributions programs, such as health benefits and workers' compensation.

Price Level Changes

GAO's fiscal year 2018 budget request includes $2.6 million to cover mandatory inflationary increases imposed by vendors and contractors to maintain current service levels.

Net Program Changes

The budget request includes $24.6 million to make critical investments in GAO's IT systems and building infrastructure as well as offset the reduction in the amount of offsetting collections and reimbursements available to support operations.

Table 3: Fiscal Year 2017 – 2018 Summary of Requested Changes *(dollars in thousands)*

Funding Source	Staff on Board At Fiscal Year End	FTE Usage	Amount
FY 2017 Appropriation	**2,925**	**2,960**	**$529,990**
FY 2018 Changes:			
Pay-related costs	250	140	33,563
Price Level	–	–	2,573
Net Program changes	–	–	24,552
Total FY 2018 Changes	*250*	*140*	*$60,688*
FY 2018 Appropriation	**3,175**	**3,100**	**$590,678**

GOVERNMENT ACCOUNTABILITY OFFICE
SALARIES AND EXPENSES

For necessary expenses of the Government Accountability Office, including not more than ***$12,500*** *to be expended on the certification of the Comptroller General of the United States in connection with official representation and reception expenses; temporary or intermittent services under section 3109(b) of title 5, United States Code, but at rates for individuals not more than the daily equivalent of the annual rate of basic pay for level IV of the Executive Schedule under section 5315 of such title; hire of one passenger motor vehicle; advance payments in foreign countries in accordance with section 3324 of title 31, United States Code; benefits comparable to those payable under section 901(5), (6), and (8) of the Foreign Service Act of 1980 (22 U.S.C. 4081(5), (6), and (8)); and under regulations prescribed by the Comptroller General of the United States, rental of living quarters in foreign countries,[$529,990,000]* ***$590,678,000****: Provided,* That, in addition, ***$23,800,000*** of payments received under sections 782, *791*, 3521, and 9105 of title 31, United States Code, shall be available without fiscal year limitation: *Provided further, That this appropriation and appropriations for administrative expenses of any other department or agency which is a member of the National Intergovernmental Audit Forum or a Regional Intergovernmental Audit Forum shall be available to finance an appropriate share of either Forum's costs as determined by the respective Forum, including necessary travel expenses of non-Federal participants: Provided further, That payments hereunder to the Forum may be credited as reimbursements to any appropriation from which costs involved are initially financed:*

Schedule A

Government Accountability Office
Resource Summary by Program

(dollars in thousands).

Program	Fiscal Year 2016 Actual		Fiscal Year 2017 Estimate		Fiscal Year 2018 Request		Net Change Fiscal Year 2017/2018	
	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount
Human capital	2,983	$458,802	2,960	$470,411	3,100	$505,459	140 4.7%	$35,048 7.5%
Engagement support		11,473		10,650		12,175		1,525 14.3%
Infrastructure operations		90,864		83,929		100,044		16,115 19.2%
Center for Audit Excellence		420		500		500		0 0.0%
Total budget authority	**2,983**	**$561,559**	**2,960**	**$565,490**	3,100	$618,178	140 4.7%	$52,688 9.3%
Offsets:								
Offsetting Receipts		($20,596)		($25,250)		($23,300)		$1,950 (7.7%)
Reimbursements		(10,431)		(9,750)		(3,700)		6,050 (62.1%)
Center for Audit Excellence		(45)		(500)		(500)		0 0.0%
Appropriation	**2,983**	**$530,487**	**2,960**	**$529,990**	3,100	$590,678		$60,688 11.5%

Additional information can be found on pages C-5 – C-9 of this section, and in the Human Capital, Engagement Support, and Infrastructure Operations sections.

Schedule A-1

Government Accountability Office
Resource Details by Program

(dollars in thousands)

Program	Fiscal Year 2016 Actual		Fiscal Year 2017 Estimate		Fiscal Year 2018 Request		Net Change Fiscal Year 2017/2018	
	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount
Human capital								
Salaries and benefits	2,983	$447,004	2,960	$458,816	3,100	$491,136	140 4.7%	$32,320 7.0%
Recruitment and retention		5,918		5,420		7,163		1,743 32.2%
Training and development		3,280		3,450		3,650		200 5.8%
Other compensation		2,600		2,725		3,510		785 28.8%
Subtotal	**2,983**	**$458,802**	**2,960**	**$470,411**	**3,100**	**$505,459**	**140 4.7%**	**$35,048 7.5%**
Engagement support								
Travel		$7,305		$6,650		$7,925		$1,275 19.2%
Specialized data and expertise		4,168		4,000		4,250		250 6.3%
Subtotal		**$11,473**		**$10,650**		**$12,175**		**$1,525 14.3%**
Infrastructure operations								
Information technology		$50,500		$42.210		$54,071		$11,861 28.1%
Building and security		30,036		32,200		35,750		3,550 11.0%
Administrative and support services		10,328		9,519		10,223		704 7.4%
Subtotal		**$90,864**		**$83,929**		**$100,044**		**$16,115 19.2%**
Center for Audit Excellence		**$420**		**$500**		**$500**		**$0 0.0%**
Total budget authority	**2,983**	**$561,559**	**2,960**	**$565,490**	**3,100**	**$618,178**	**140 4.7%**	**$52,688 9.3%**
Offsets[a]		($31,072)		($35,500)		($27,500)		$8,000 (22.5%)
Appropriation		**$530,487**		**$529,990**		**$590,678**		**$60,688 11.5%**

---

[a] Includes offsetting receipts and reimbursements from program and financial audits, rental income, training fees, bid protest fees, and funds provided to GAO for mandated work.

Schedule B

Government Accountability Office
Resource Summary
Analysis of Changes by Program
(dollars in thousands)

		Fiscal Year 2018 Changes				
Program	**Fiscal Year 2017 Estimate**	**Pay-Related**	**Price Level**	**Program Change**	**Total Net Change**	**Fiscal Year 2018 Request**
Human capital	$470,411	$33,563	$210	$1,275	$35,048	$505,459
Engagement support	10,650		397	1,128	1,525	12,175
Infrastructure operations	83,929		1,966	14,149	16,115	100,044
Center for Audit Excellence	500					500
Total budget authority	**$565,490**	**$33,563**	**$2,573**	**$16,552**	**$52,688**	**$618,178**
Offsets:						
Offsetting receipts	($25,250)	$0	$0	$1,950	$1,950	($23,300)
Reimbursements	(9,750)			6,050	6,050	(3,700)
Center for Audit Excellence	(500)					(500)
Salaries & expenses appropriation	**$529,990**	**$33,563**	**$2,573**	**$24,552**	**$60,688**	**$590,678**

Additional information can be found on pages C-5 – C-9 of this section, and in the Human Capital Engagement Support, and Infrastructure Operations sections.

Schedule B-1

Government Accountability Office
Resource Summary
Detailed Analysis of Changes by Program

(dollars in thousands)

		Fiscal Year 2018 Changes				
Program	Fiscal Year 2017 Estimate	Pay-Related	Price Level	Program Change	Total Net Change	Fiscal Year 2018 Request
Human capital						
Salaries and benefits	$458,816	$32,320	$0	$0	$32,320	$491,136
Recruitment and retention	5,420	458	10	$1,275	1,743	7,163
Training and development	3,450		200		200	3,650
Other compensation	2,725	785	-	$0	785	3,510
Subtotal	**$470,411**	**$33,563**	**$210**	**$1,275**	**$35,048**	**$505,459**
Engagement support						
Travel	$6,650	$0	$275	$1,000	$1,275	$7,925
Specialized data and expertise	4,000		122	128	250	4,250
Subtotal	**$10,650**	**$0**	**$397**	**$1,128**	**$1,525**	**$12,175**
Infrastructure operations						
Information technology	$42,210	$0	$1,136	$10,725	$11,861	$54,071
Building and security services	32,200		753	2,797	3,550	35,750
Administrative and support services	9,519		77	627	704	10,223
Subtotal	**$83,929**	**$0**	**$1,966**	**$14,149**	**$16,115**	**$100,044**
Center for Audit Excellence	**$500**	**$0**	**$0**	$0	**$0**	**$500**
Total budget authority	**$565,490**	$33,563	**$2,573**	**$16,552**	**$52,688**	$618,178
Offsets:						
Offsetting receipts	($25,250)	$0	$0	$1,950	$1,950	($23,300)
Reimbursements	(9,750)			6,050	6,050	(3,700)
Center for Audit Excellence	(500)				-	(500)
Salaries & expenses appropriation	$529,990	**$33,563**	$2,573	**$24,552**	**$60,688**	**$590,678**

Pay-Related Costs

(dollars in thousands)

GAO's fiscal year 2018 budget request includes $33.5 million to cover mandatory pay-related costs and other benefits to support a highly skilled workforce, continue the multiyear strategy to increase staff capacity, and enable GAO to address succession planning and skill gaps.

Table 1a: Supplemental Data on Pay-Related Costs *(dollars in thousands)*

Program	**Amount of change**	
1. Salaries and benefits		
a) Annualization	($2,417)	
b) Civilian pay raise	9,924	
c) Performance-based merit increases	5,622	
d) Attrition	(17,271)	
e) Hiring	35,394	
f) Promotions	1,068	
Subtotal – salaries and benefits		$32,320
2. Recruitment and retention		
a) Rewards and recognition		458
3. Other compensation		
a) Benefits for former personnel.	5	
b) Differential pay	50	
c) Lump sum terminal leave	230	
d) Worker's Compensation	500	
Subtotal – other compensation		785
Total pay-related costs		**$33,563**

Explanation of Changes

1. Salaries and benefits

a) Represents a reduction in the amount needed to maintain the onboard staffing level at the start of fiscal year 2018 assuming no other changes in staffing or pay, i.e., to achieve the full-year (annualized) cost of fiscal year 2017 hiring and pay adjustments. The amount is a reduction because of GAO's inability to replace departing staff in FY 2017 while operation under the full year continuing resolution at a level below FY 2016.

b) Funds the cost of the anticipated January 2018 civilian pay raise at 2.4 percent based on guidance from the LBFMC. The GAO Act of 2008 requires GAO to provide employees who are meeting expectations an annual increase in base salary that is equal to the General Schedule increase for their particular localities.

c) Funds the cost of performance-based merit increases to base pay in lieu of executive branch General Schedule–equivalent within-grade increases for staff covered under the banded pay systems.

d) Reflects a reduction in salary and benefits costs from the projected retirement or attrition of 200 employees.

e) Funds the cost to continue the multiyear strategy to rebuild staff capacity. In fiscal year 2018, GAO plans to hire about 450 permanent staff and 185 interns to address succession planning and skill gap needs, and fill critical vacancies.

f) Provides funds to competitively promote staff to fill succession planning needs and ensure that GAO has staff at the appropriate levels who can assume positions of more responsibility.

2. Recruitment and retention

a) Funds the cost of performance-based merit increases in lieu of executive branch General Schedule–equivalent within-grade increases for staff at the salary pay caps under the banded pay systems.

3. Other compensation

a) Funds the mandatory increase in pension costs for the former Comptroller General.

b) Funds the projected increase associated with differential pay.

c) Funds the projected cost associated with lump sum leave payments for separating employees.

d) Funds the projected costs not covered by lapsed appropriations related to worker's compensation as provided by the Department of Labor.

Price Level Changes

(dollars in thousands)

GAO's fiscal year 2018 budget request includes an increase of $2.6 million to cover inflationary cost increases in information technology, building and security services, and administrative operations based on negotiated vendor increases, historical data, and other guidance.

Table 1b: Supplemental Data on Price Level Costs *(dollars in thousands)*

Program	**Amount of change**
1. Rewards and recognition	$10
2. Training and development	200
3. Travel	275
4. Specialized data	122
5. Information technology	1,136
6. Building and security services	753
7. Administrative and support services	77
Total price level changes	**$2,573**

Program Changes

(dollars in thousands)

GAO's fiscal year 2018 budget request includes a net increase of $24.5 million in program changes to support human capital programs, enhance GAO's IT infrastructure, improve security operations and adjust for a decline in available offsetting collections and reimbursements.

Table 1c: Supplemental Data on Program Changes *(dollars in thousands)*

Program	Amount of change
1. Rewards and Recognition	$355
2. Student loan repayment	800
3. Transit subsidy	120
4. Travel	1,000
5. Specialized data	128
6. Information technology	10,725
7. Building and security services	2,797
8. Administrative and support services	627
9. Reimbursements and offsets	8,000
Total program changes	**$24,552**

Explanation of Changes

1. Provides funding for rewards and recognition programs reduced due to the constraints of the continuing resolution to allow GAO to recognize, motivate, and reward staff for their contribution to the agency's mission.
2. Provides funding for student loan repayments reduced due to the constraints of the continuing of the resolution and provides a small increase to enable GAO to provide staff benefits opportunities commensurate with other professional services firms and federal agencies with whom GAO competes for talent.
3. Provides an increase in funding for the transit benefits program to cover projected costs due to staffing changes and increases in the statutory ceiling.
4. Provides an increase in travel funds to support the travel required to conduct audits, reviews and research, including first-hand interviews and other fieldwork.
5. Represents an increase in funds for specialized data to support the use of more technical expert services.
6. Represents the amount needed to support critical initiatives to enhance program efficiency, security, staff productivity, and management information.
7. Provides funds to cover costs for required field office moves from commercial space into federal office buildings.
8. Reflects an increase in administrative services contracts.
9. Requests funds to offset a decrease in reimbursements and offsetting collections available from program and financial audits to help offset GAO costs.

Schedule A-2

Government Accountability Office
Resource Summary
By Object Classification
(dollars in thousands)

	Object Classification	Fiscal Year 2016 Actual	Fiscal Year 2017 Estimate	Fiscal Year 2018 Request	Net Change Fiscal Year 2017/2018
11.1	Full-time permanent staff	$327,088	$336,076	$357,869	6.5%
11.3	Other than full-time permanent staff	16,882	14,790	17,380	17.5%
11.5	Other personnel compensation	3,327	3,315	4,188	26.3%
12.1	Civilian personnel benefits	108,411	113,035	122,622	8.5%
13.0	Benefits for former personnel	230	235	240	2.1%
	Total pay-related	**$455,938**	**$467,451**	**$502,299**	**7.5%**
21.0	Travel and transportation of persons	$7,347	6,696	7,971	19.0%
23.1	Rental payments to GSA	5,616	6,514	6,514	0.0%
23.2	Rental payments to others	22	20	20	0.0%
23.3	Communications, utilities, and misc. charges	9,955	8,748	10,914	24.8%
24.0	Printing and reproduction	137	290	299	3.1%
25.1	Advisory and assistance services	3,204	3,366	3,566	5.9%
25.2	Other services	17,236	15,570	16,569	6.4%
25.3	Goods and services from government accounts	617	721	699	(3.1%)
25.4	Operation and maintenance of facilities	10,799	10,675	11,753	10.1%
25.6	Medical care	429	474	474	0.0%
25.7	Operation and maintenance of equipment	44,091	35,783	41,269	15.3%
26.0	Supplies and materials	543	605	605	0.0%
31.0	Equipment	3,979	5,668	9,847	73.7%
32.0	Land and structures	1,627	2,888	5,357	85.5%
42.0	Insurance claims and indemnities	11	13	14	7.7%
43.0	Interest and dividends	8	8	8	0.0%
	Total non-pay-related	**$105,621**	**$98,039**	**$115,879**	**18.2%**
	Total budget authority	**$561,559**	**$565,490**	**$618,178**	**9.3%**
	Offsetting receipts	(20,596)	(25,250)	(23,300)	(7.7%)
	Reimbursements	(10,431)	(9,750)	(3,700)	(62.1%)
	Center for Audit Excellence	(45)	(500)	(500)	0.0%
	Salaries and expenses appropriation	**$530,487**	**$529,990**	**$590,678**	**11.5%**

Schedule B-2

Government Accountability Office
Resource Summary
Analyses of Changes by Object Classification

(dollars in thousands)

			Fiscal Year 2018 Changes				
	Object Classification	Fiscal Year 2017 Estimate	Pay Related	Price Level	Program Change	Total Net Change	Fiscal Year 2018 Request
11.1	Full-time permanent staff	$336,076	$21,793	$0	$0	$21,793	$357,869
11.3	Other than full-time permanent staff	14,790	2,590			2,590	17,380
11.5	Other personnel compensation	3,315	508	10	355	873	4,188
12.1	Civilian personnel benefits	113,035	8,667		920	9,587	122,622
13.0	Benefits for former personnel	235	5			5	240
	Total pay-related	**$467,451**	**$33,563**	**$10**	**$1,275**	**$34,848**	**$502,299**
21.0	Travel and transportation of persons	$6,696	$0	$275	$1,000	$1,275	$7,971
23.1	Rental payments to GSA	6,514					6,514
23.2	Rental payments to others	20					20
23.3	Comm., utilities, and misc. charges	8,748	-	523	1,643	2,166	10,914
24.0	Printing and reproduction	290		9		9	299
25.1	Advisory and assistance services	3,386		200		200	3,586
25.2	Other services	15,570		244	755	999	16,569
25.3	Goods and services from gov't accounts	721		(22)		(22)	699
25.4	Operation and maintenance of facilities	10,675		328	750	1,078	11,753
25.6	Medical care	474					474
25.7	Operation and maintenance of equipment	35,783		587	4,899	5,486	41,269
26.0	Supplies and materials	605					605
31.0	Equipment	5,668		(4)	4,183	4,179	9,847
32.0	Land and structures	2,888		422	2,047	2,469	5,357
42.0	Insurance claims and indemnities	13		1	-	1	14
43.0	Interests and dividends	8	-	-	-	-	8
	Total non-pay-related	**$98,039**	**$0**	$2,563	**$15,277**	**$17,840**	**$115,879**
	Total budget authority	**$565,490**	**$33,563**	$2,573	$16,552	**$52,688**	**$618,178**
	Offsetting receipts	($25,250)			$1,950	$1,950	($23,300)
	Reimbursements	(9,750)			6,050	6,050	(3,700)
	Center for Audit Excellence	(500)					(500)
	Salaries and expenses appropriation	**$529,990**	$33,563	**$2,573**	**$24,552**	**$60,688**	**$590,678**

Schedule C

Government Accountability Office
Detailed Analyses of Changes by Object Classification
Fiscal Year 2017 to 2018
(dollars in thousands)

	FTE	Amount	
Fiscal year 2017 budget authority	**2,960**		**$565,490**
Adjustments to base			
A. Pay-related costs			
1. Full-time permanent staff		$21,793	
2. Other than full-time permanent staff		2,590	
3. Other personnel compensation		508	
4. Civilian personnel benefits		8,667	
5. Benefits for former personnel		5	
Subtotal—Pay-related costs			$33,563
B. Price Level			
1. Other personnel compensation		$10	
2. Travel and transportation of persons		275	
3. Communications, utilities, and miscellaneous charges		523	
4. Printing and reproduction		9	
5. Advisory and assistance services		200	
6. Other services		244	
7. Goods and services from government accts.		(22)	
8. Operation and maintenance of facilities		328	
9. Operation and maintenance of equipment		587	
10. Equipment		(4)	
11. Land and structures		422	
12. Insurance claims and indemnities		1	
Subtotal—Price level			$2,573
C. Program changes			
1. Other personnel compensation		$355	
2. Civilian personnel benefits		920	
3. Travel and transportation of persons		1,000	
4. Communications, utilities, and miscellaneous charges		1,643	
5. Other services		755	
6. Operation and maintenance of facilities		750	
7. Operation and maintenance of equipment		4,899	
8. Equipment		4,183	
9. Land and structures		2,047	
Subtotal—Program changes			$16,552
Total changes to base	140		$52,688
Fiscal year 2016 budget authority	**3,100**		**$618,178**
Less:			
Offsetting receipts			($23,300)
Reimbursements			(3,700)
Center for Audit Excellence			(500)
Salaries and expenses appropriation	**3,100**		**$590,678**

Human Capital

GAO's workforce is the agency's greatest asset. As a knowledge-based organization, human capital costs represent over 80 percent of our total costs. To continue achieving a high level of performance, it is critical that GAO invest in its employees by providing them with competitive benefits along with the developmental and leadership experiences required for professional growth. With modern human capital policies, programs, and practices, GAO is recognized as one of the best places to work in the private and public sectors in Washington, D.C., and has successfully attracted and retained a talented, multidisciplinary, diverse, high-performing knowledgeable workforce whose services are in continuous high demand by the Congress. GAO's human capital efforts align with our Strategic Plan and focus on attracting, retaining, motivating, and rewarding a results-oriented workforce while being fiscally responsible.

Since we are projecting staffing based on a fiscal year (FY) 2017 full year Continuing Resolution (CR), in FY 2017 GAO'S on-board staffing will drop by about 100 staff from 3,031 to 2,925 – an FTE equivalent of 2,960 FTE's – due to constrained funding and limited hiring. In FY 2018, we will be able to recruit entry-level staff and fill critical vacancies - raising our on-board staffing strength to 3,175 and increasing FTE levels to 3,100.

GAO will continue to meet the highest priority needs of Congress and the nation and produce results that help the federal government address its fiscal and other challenges. Given the size of the federal budget and the multiyear actions needed to address the gravity of the government's fiscal condition, investing resources in GAO is prudent and results in a significant return on investment.

Our fiscal year 2018 budget of $505.5 million for human capital programs provides funds to support an FTE level of 3,100 and provide funds for recruitment, retention, and development programs to attract and retain a skilled workforce. The proposed funding level represents an increase of 7.5 percent above the fiscal year 2017 CR funding level. GAO's human capital costs consist of salaries and benefits, recruitment and retention, training and development, and other compensation such as separation payments, reimbursements to the Department of Labor (DOL) for unemployment compensation and workers' compensation, and differential pay.

Table 1 provides a summary of these components that are discussed in the following sections.

Table 1: Detail Budgetary Resources – Human Capital
(dollars in thousands)

Program	Fiscal Year 2016 Actual	Fiscal Year 2017 Estimate	Fiscal Year 2018 Request	Net Change Fiscal Year 2017/2018
Salaries and benefits	$447,004	$458,816	$491,136	7.0%
Recruitment and retention	5,918	5,420	7,163	32.2%
Training and development	3,280	3,450	3,650	5.8%
Other compensation	2,600	2,725	3,510	28.8%
Total	**$458,802**	**$470,411**	**$505,549**	7.5%

Salaries and Benefits

The Salaries and Benefits Program includes funding for base salaries and other payments that are part of employees' personal compensation. Also included are funds for employer contributions to employee benefit plans, including health benefits, life insurance, the Civil Service Retirement System (CSRS), the Federal Employees' Retirement System (FERS), the Thrift Savings Plan, the Social Security trust fund, and recruitment and retention incentive payments. Salary and benefits costs have been developed consistent with guidance from the Appropriations Committees and the LBFMC.

Fiscal Year 2018 Request

GAO's fiscal year 2018 budget request supports 3,100 FTEs, an increase of 4.7 percent over our fiscal year 2017 FTE staffing level. Table 2 summarizes GAO's staffing profile and related resources.

Table 2: Detail Budgetary Resources – Salaries and Benefits
(dollars in thousands)

Salaries and Benefits	Fiscal Year 2016 Actual	Fiscal Year 2017 Estimate	Fiscal Year 2018 Request	Net Change Fiscal Year 2017/2018
Number of full-time equivalents (FTEs)	2,983	2,960	3,100	140
Number of staff on board at year end	3,031	2,925	3,175	250
Salaries and benefits cost	**$447,004**	**$458,816**	**$491,136**	**7.0%**

The funds requested support fiscal year 2018 workforce activity and pay actions, the anticipated January 2018 pay raise based on guidance from CBO and the LBFMC, performance-based merit salary increases equivalent to executive-branch within-grade increases, hiring to replace staff losses resulting from retirements and attrition, and an amount to promote staff to positions of higher responsibility to maintain the proper mix of skills and meet succession planning needs.

Table 3: Summary of Requested Changes
(dollars in thousands)

Activity	Amount
Annualization	($2,417)
Civilian pay raise	9,924
Performance-based merit increases	5,622
Attrition	(17,271)
Hiring	35,394
Promotions	1,068
Total	**$32,320**

Costs for pay increases, such as the mandatory civilian pay raise, performance-based merit increases, and hiring are partially offset by projected savings from fiscal year 2018 annualization and attrition as summarized in Table 3 and discussed below.

Annualization

Our budget request includes a reduction to salary and benefits of $2.4 million for the full-year (annualized) cost of fiscal year 2017 hiring, promotions, and pay adjustments. Because the fiscal year 2017 estimates are based on a full year CR, the number of staff on board is projected to drop by 106 by year-end, resulting in a decrease in the number of staff in the annualization projection for FY 2018.

Civilian pay raise

Our budget request includes funds to cover the anticipated January 2018 civilian pay raise of 2.4 percent based on guidance from CBO and the LBFMC. The GAO Act of 2008 requires GAO to provide employees who are meeting expectations an annual increase in base salary that is equal to the General Schedule increase for their particular locality.

Performance-based merit increases[1]

Our budget request includes funds to address the cost of performance-based merit salary increases provided to employees covered under our banded pay systems in lieu of executive-branch within-grade pay increases. Our fiscal year 2018 budget request is based on historical data on the number and percentage of staff receiving such increases.

Annually, GAO negotiates with the GAO Employees' Organization IFPTE, Local 1921, to determine the percent and amount of the increase based on a number of factors, including available funding.

Hiring and attrition

Funds are requested to recruit staff to fill critical vacancies. This cost will be nearly offset by savings from attrition and retirement of anticipated staff departures. Our fiscal year 2018 workforce plan proposes recruiting 450 permanent staff to rebuild GAO's workforce and replace the 200 staff we expect to lose through retirement and attrition. GAO's estimated staff attrition is based on historical trends and key data, such as retirement eligibility.

Planned hiring is essential to help ensure our ability to (1) respond in a timely manner to congressional requests and workload demands, (2) achieve the goals and objectives outlined in our strategic plan, (3) meet succession-planning needs by developing our workforce to replace the knowledge and skills of retiring senior staff, and (4) maintain the proper mix of skills and experience levels across the agency. GAO will also recruit 185 staff to maintain our intern program, which provides an opportunity for both GAO and interns to assess performance. This has been a successful tool for recruiting entry-level staff. Our budget request also includes funds to support the use of reemployed annuitants, on an as needed basis, to meet emergency or unusual circumstances (including knowledge transfer and succession planning) as we rebuild staff capacity, and to support special projects over the next several years.

---

[1] By statute, GAO has two positions – the Comptroller General in accordance with 31 U.S.C. 703(f) (1) and the Inspector General in accordance with 31 U.S.C 705(b) (3) – where the rate of compensation exceeds the level established for members. In addition, after consulting with Subcommittee leaders, in fiscal year 2014, under the authority of 31 U.S.C. 733, GAO set the salary cap for Managing Directors and senior SES members to the same rate as SES in the Executive Branch, which exceeds the level established for members. The increase is necessary to competitively recruit and retain SES staff.

Promotions

Our request includes funding to competitively promote staff to positions of increased responsibility. Our estimate is based on a proposed workforce plan that reflects the number and level of promotions needed to maintain our preferred mix of skills and experience levels as well as meet succession-planning needs.

Recruitment and Retention

GAO's focus and priority continues to be on sustaining a diverse professional organization that attracts recruits, retains, and rewards a highly skilled, high-performing workforce. To do this, GAO has implemented a wide range of work-life employee benefits that help both attract and retain high-quality staff. GAO's total compensation structure provides both monetary and nonmonetary benefits to staff. In addition to salary, benefits, and leave, GAO's total compensation package includes options for:

rewards and recognition
performance-based merit increases
training and development
telework
wellness and fitness center
student loan repayments
transit benefits
maxi-flex work schedules
counseling
childcare (limited availability)

Retention tools are an important factor in GAO's ability to attract and retain high-performing employees. Our fiscal year 2018 recruitment and retention budget includes funds to facilitate the agency's ability to attract and retain staff. The fiscal year 2018 budget requests funds to reinstate programs reduced under the fiscal year 2017 CR funding level, including rewards and recognition, and student loans. Table 4 provides a summary of our recruitment and retention programs for fiscal years 2016 – 2018.

Table 4: Detail Budgetary Resources – Recruitment and Retention
(dollars in thousands)

Recruitment and Retention	Fiscal Year 2016 Actual	Fiscal Year 2017 Estimate	Fiscal Year 2018 Request	Net Change Fiscal Year 2017/2018
Rewards and recognition	$1,697	$1,575	$2,088	32.6%
Student loan repayment	847	400	1,200	200.0%
Performance-based merit pay	1,314	1,365	1,675	22.7%
Transit benefit	2,060	2,080	2,200	5.8%

Total	**$5,918**	**$5,420**	**$7,163**	**32.2%**

Rewards and Recognition Program

The Rewards and Recognition Program enables GAO to recognize, motivate, and reward employees for their contributions toward achieving GAO's mission. This tool is essential to help motivate and retain the agencies workforce. The program includes unit-level, as well as agency wide recognition programs. Performance-based awards are primarily funded through the performance management system and are included as a component of the salaries and benefits program.

Student Loan Repayment Program

The Student Loan Repayment Program is a benefit available to staff. This program is open to all GAO employees, including those in analyst positions requiring specialized skills necessary for congressional engagements and mission support employees with critical skills.

In fiscal year 2016 there was an increase in the number of applicants. We continue to expect a high number of applicants in fiscal year 2017 given the expected level of eligible new hires in fiscal year 2016. GAO continues to highlight this program and other benefits in its recruitment activities.

Performance-based merit pay

The fiscal year 2018 budget includes funding for performance-based merit pay provided to staff covered under our banded pay systems in lieu of executive-branch General Schedule equivalent within-grade pay increases (steps).This portion of performance-based merit pay is provided as a cash bonus, in lieu of increasing base salary, to employees whose salary level is capped. Performance-based merit pay that affects base pay is discussed in the Salaries and Benefits section. Our estimate is based on the number and percentage of staff receiving such increases. Annually, GAO negotiates with the IFPTE to determine the percent and amount of the increase based on a number of factors, including available funding.

Transit Benefit Program

The Transit Benefit Program established by P.L. 109-59 authorizes federal agencies to implement a transit benefit program to encourage commuters to use public transportation. This program provides tax-free public transit benefits to almost 1,800 GAO headquarters and field employees. In fiscal year 2016, GAO successfully transitioned over 600 employees from a manual intensive paper-based process to an automated process to enhance administrative efficiencies and staff hours. During fiscal year 2017, GAO will continue to work with the union to transition all of its Transit Benefits recipients to the automated system.

GAO continues to reduce costs by administering its own Smart Benefits program for headquarters' staff via Metro's web-based program in lieu of using DOT. This strategy continues to improve program administration. In fiscal year 2016, GAO saved approximately $78,635 in administrative fees. In fiscal year 2016, Congress increased the statutory ceiling limit from $130 to $255. Based on empirical data for fiscal years 2016 - 2017, spending for fiscal year 2017 is estimated at $2.1 million. In fiscal year 2018, we estimate spending for the program at $2.2 million.

Training and Development

The Training and Development Program plays an important role in GAO's ability to maintain a highly skilled workforce. The training and development program is critical to ensuring the continued professional development including 80 hours of mandatory training required under Generally Accepted Government Auditing Standards. In addition to external training opportunities, GAO's Learning Center provides training that ensures staff needs are met at each stage of their career. Drawing on adjunct faculty from across the agency, as well as a few external experts, GAO's training strengthens core competencies for staff in all our career categories.

Learning Center training is on the leading edge of learning delivery. The Learning Center develops and delivers technical training related to GAO's auditing processes and procedures. It also manages the agency-wide executive candidate assessment and development program, leadership development and promotion transition programs, executive coaching, mentoring, diversity and inclusion, mandatory training programs, and provides guidance and assistance to team and unit-based training events and developmental opportunities. Staff also attends technical training and professional events sponsored by external vendors. Among the accomplishments in fiscal year 2016, we:

- Completed the delivery of training to analysts and auditors in all mission teams and field offices on Standards of Internal Control in the Federal Government to be consistent with revised standards that became effective at the beginning of the fiscal year;

- Facilitated the delivery, along with the Audit Policy and Quality Assurance team, of refresher and overview courses on Key Elements for Enhancing Product Quality for all analysts and auditors;

- Cataloged over 70 courses for the GAO analyst and auditor community and aligned 52 of these to the phases in GAO's new Updated Engagement Process. These courses cover topics such as the concepts, standards, and policies that are part of the engagement process; project planning, methodological approaches, message development and report writing, and briefing skills;

- Completed the first year of a 2-year leadership development program for newly promoted managers for the FY 2015 promotion cohort and began year one for the FY 2016 promotion cohort. The development program starts with the cohort taking the Promotion Transition Seminar and a series of 15 instructor-led and virtual courses through bundled training every 6-8 months with their new manager cohort;

- Began a new learning opportunity for leadership development called the Continuous Leadership Journey, which is delivered in the form of a monthly electronic Newsletter that provides participants with curated learning on a specific topic aligned with GAO's competencies by pointing to a selection of concise videos from best-selling authors, executives, and thought leaders and book summaries of today's leading business books on leadership; and

- Launched four new interactive webinars on leading in a virtual environment for supervisory managers.

Our fiscal year 2018 budget for training and development provides funds to develop new curricula to support an organizational culture of continuous learning and growth; help maintain and expand our leadership pipeline to fulfill succession plans; meet the learning needs of our increasing mobile workforce; and provide sufficient training offerings to enable staff to meet CPE requirements and maintain professional certifications. In fiscal years 2017 and 2018, we plan to:

- Continue to implement the results of the learning needs assessment by updating existing courses and developing new courses and programs in critical audit curricula areas;
- Continue to implement the results of a strategic assessment of the leadership training and executive development programs to include agency-wide rollout of the mentoring program;
- Champion diversity and inclusion by delivering critical training to GAO leadership on creating and sustaining an inclusive organization;
- Migrate learning content from the physical to the virtual classroom and other alternative delivery methods, including obtaining a virtual learning platform to expand virtual learning, training adjunct faculty to teach virtually and producers to assist with virtual delivery, and increasing our capacity to design and develop eLearning and virtual courses to provide just-in-time training to GAO's increasingly mobile workforce; and
- Develop approaches to utilizing our existing technology to enhance the learner's experience and ensure efficient and effective operations.

Table 5: Detail Budgetary Resources – Training and Development
(dollars in thousands)

Training and Development	Fiscal Year 2016 Actual	Fiscal Year 2017 Estimate	Fiscal Year 2018 Request	Net Change Fiscal Year 2017/2018
Training and development	$3,280	$3,450	$3,650	5.8%

Other Compensation

Other compensation provides funding for mandatory, uncontrollable costs, including separation payments to departing staff, reimbursement to the Department of Labor (DOL) for unemployment compensation and workers' compensation, and differential pay to eligible staff.

Separation Payments

These funds reimburse the DOL for unemployment compensation cost and pay separating employees who leave the federal service or transfer to a non-compatible leave system in the judicial or legislative-branches for unused compensatory time, annual leave, and credit hours; and cover the annuity of a retired Comptroller General. The requested increase reflects changes in salary rates based on anticipated annual pay increases, promotions, and other salary rate adjustments.

Workers' Compensation

These funds reimburse the DOL for payments to employees injured in the workplace and their survivors. The requested funding level is based on data from Department of Labor.

Differential Pay

These funds are for differential pay for employees who (1) work more than 80 hours per pay period, (2) are entitled to differential pay, or (3) earn premium pay for duty in hazardous locations.

Table 6: Detail Budgetary Resources – Other Compensation
(dollars in thousands)

Other Compensation	Fiscal Year 2016 Actual	Fiscal Year 2017 Estimate	Fiscal Year 2018 Request	Net Change Fiscal Year 2017/2018
Separation payments	$2,284	$2,350	$2,585	10.0%
Workers' compensation*		500	500	
Differential pay	316	375	425	13.3%
Total	**$2,600**	**$2,725**	**$3,510**	**28.8%**

* Projected costs not covered by lapsed appropriations.

Engagement Support

GAO's Engagement Support Program provides resources for travel and specialized data and expertise to support the agency's core mission to inform and advise the Congress. Travel is required to conduct research, including first-hand interviews and other domestic and international fieldwork that is a hallmark of GAO's work. GAO also relies on specialized data and expertise not readily available to support audits and evaluations. GAO's fiscal year 2018 budget includes $12.2 million for engagement support activities.

Travel

Travel is an important tool used by GAO to provide quality work. Conducting original research through site visits, both domestic and international, is a way that GAO delivers value to the Congress. GAO's fiscal year 2018 travel budget was increased from the fiscal year 2017 funding level to accommodate program and price level changes. Specifically, to achieve the reduced funding level provided under a full year continuing resolution with rescission, we significantly reduced travel in fiscal year 2017. GAO has reduced travel costs by focusing on best practices to ensure the effective use of funds available for mission essential travel. Desktop video-conference capabilities have enhanced communication between GAO headquarters and our field offices as well as between GAO and other agencies, which has also facilitated the effective and efficient use of travel resources.

Specialized Data and Expertise

GAO uses specialized data and expertise to support audits and evaluations when it is not readily available in GAO, or when there is a need for expertise within a compressed time frame that precludes the availability of GAO staff. GAO's fiscal year 2018 budget includes $4.3 million for specialized data and expertise, a modest increase due to inflationary factors and our continued reliance on certain types of contract expertise, partially due to the lack of available internal resources as our staff capacity remains below optimum.

In fiscal years 2017 and 2018, GAO will purchase data and contract for specialized expertise to advise or assist in areas such as:

- drug pricing data,
- hospital data,
- housing data,
- transcription services,
- domestic and international financial data;
- translation and interpreter services, and
- National Academy of Sciences expertise.

Table 1: Detail Budgetary Resources – Engagement Support
(dollars in thousands)

Engagement Support	Fiscal Year 2016 Actual	Fiscal Year 2017 Estimate	Fiscal Year 2018 Request	Net Change Fiscal Year 2017/2018
Travel	$7,305	$6,650	$7,925	19.2%
Specialized data and expertise	4,168	4,000	4,250	6.3%
Total	**$11,473**	**$10,650**	**$12,175**	**14.3%**

Infrastructure Operations

GAO's Infrastructure Operations program helps ensure that our staff has the tools necessary to perform their mission-critical responsibilities. The Infrastructure Operations program covers information technology (IT), building and security services, as well as administrative support services.

In fiscal year 2018, we are requesting funding for ongoing infrastructure operations as well as key upgrades to aging IT systems and equipment. These efforts are essential to ensure continued productivity and security, as well as to minimize costly future repairs.

In fiscal year 2017, we will continue emphasis on a data-driven culture to help manage operations more effectively. GAO uses performance metrics, analytics, and data-driven reviews to assess program performance against benchmarks and standards to help ensure proper alignment among goals, program activities, and resources, and to enhance accountability and optimize results.

The fiscal year 2018 requested infrastructure budget proposes funds to:

- Initiate replacement of our legacy document and records management system;

  Continue the New Blue initiative to modernize GAO's content development and distribution processes;

  Modernize network IT infrastructure, as well as complete system upgrades begun at GAO's off-site alternate computing facility;

  Begin a phased refresh of our aging telecommunication capabilities;

  Reconfigure existing HQ secure space to increase space for secure meetings and classified processing capability; and

  Make routine building repairs.

The infrastructure operations components are summarized in table 1 and discussed in detail below.

Table 1: Detail Budgetary Resources – Infrastructure Operations
(dollars in thousands)

Program	Fiscal Year 2016 Actual	Fiscal Year 2017 Estimate	Fiscal Year 2018 Request	Net Change Fiscal Year 2017/2018
Information Technology	$50,500	$42,210	$54,071	28.1%
Building and security services	30,036	32,200	35,750	11.0%
Administrative support services	10,328	9,519	10,223	7.4%
Total	**$90,864**	**$83,929**	**$100,044**	**19.2%**

Information Technology (IT)

The IT program supports GAO's mission, goals, and strategic objectives by ensuring the availability of systems and information that provide a high level of customer service and usability; support a collaborative, geographically dispersed, and mobile workforce; and enable solutions that support standard and common business approaches to manage engagement work.

The program also provides security, disaster recovery, and continuity of operations capabilities. Importantly, our IT operations improve overall efficiencies and simplify business processes. In sum, the IT program supports the maintenance, operation, and development of IT requirements, including telecommunications, software and applications, equipment, systems operations and maintenance, publication and dissemination of our products, and user support.

In fiscal year 2016 we:

- Began configuration of the New Blue software to streamline our content creation and publication capabilities;

- Deployed new versions of the enhanced Engagement Management System (EMS) which consolidates engagement information and enhances staff efficiency;

- Completed a new Reasonable Accommodations System to streamline requests and approval decisions;

- Completed replacement of aged laptops with devices configured for our virtual desktop infrastructure (VDI);

- Continued replacement of aged network printers and multi-functional devices; and

- Completed installation of headquarters wifi capabilities to enhance collaboration among our mobile workforce and facilitate access to GAO's virtual desktop infrastructure.

In fiscal year 2017 we will:

- Complete the Electronic Protest Docketing System to enable our collection of fees as part of our bid protest authority;

- Continue a multi-phased implementation of EMS and New Blue:

    - A pilot implementation of the New Blue content creation tool is planned;

    - EMS will support reporting and tracking of engagement tasks to facilitate review and improve quality assurance of GAO engagement products; and

- Prepare for the fiscal year 2018 migration of our financial management system and transaction processing to the Legislative Branch Financial Management System (LBFMS), in line with direction from the Congress, to consolidate legislative branch financial operations.

A key driver of our IT budget planning is the mitigation of productivity and security risks. However since fiscal year 2010, we have reduced IT spending as part of our successful efforts to maintain overall agency staff capacity at a level sufficient to meet the highest priorities of the Congress. While our staff capacity is gradually recovering, IT resources needed to maintain operations and implement new efficiencies have not been keeping pace. As a result we have had to defer necessary initiatives. We are therefore seeking $54 million for fiscal year 2018 to support current IT operations, reboot delayed projects, continue ongoing efforts to improve efficiencies, and to begin critical investments to strengthen the capabilities and security of GAO's IT infrastructure. GAO's primary fiscal year 2018 IT planned efforts are listed and further detailed below:

> Initiating the replacement of our legacy document and records management system;
>
> Continuing the New Blue initiative to modernize GAO's content development and distribution processes;
>
> Modernizing network IT infrastructure, as well as complete system upgrades begun at headquarters and GAO's off-site alternate computing facility; and
>
> Beginning a phased refresh of our aging telecommunication capabilities.

GAO's longstanding Document Repository, which houses all of GAOs audit documents, is outdated and needs to be replaced. GAO requires a modern document management solution to provide common capabilities associated with such systems, such as workflow and business process management. In fiscal year 2018 GAO will study alternatives and begin a phased implementation in fiscal year 2019.

Through the ongoing New Blue project GAO is making progress towards our goal to streamline publishing processes. Once implemented, New Blue will enable time savings, improve efficiencies, and heighten productivity.

Our Network Operations Center needs revamping. In fiscal year 2018 GAO will begin a network infrastructure upgrade as part of our continuing effort to modernize IT capabilities. Much of our existing networking infrastructure was purchased in 2004, and since then there have been significant technological changes. Most of the original components are at, or about to reach, end of life. We plan to spread this multi-year investment throughout the life of the project to reduce the funding burden on any given year. In addition, we will complete critical upgrades already begun at the off-site alternate computing facility. The completion of this work will strengthen GAO's IT security and data center integrity.

Also in support of our IT infrastructure, GAO will begin a refresh of our unified communications and collaboration tools. This effort, phased over multiple years, will modernize our suite of telecommunication tools and shift to a cloud solution which will facilitate greater staff mobility and data sharing, reduce redundant implementation and maintenance costs, and standardize the infrastructure which supports voice and data usage. In addition, this initiative will allow GAO to reduce continuity of operations risks, and shift communications technologies from onsite to a service model.

The information technology program is summarized in Table 2 below:

Table 2: Detail Budgetary Resources – Information Technology (dollars in thousands)

Program	Fiscal Year 2016 Actual	Fiscal Year 2017 Estimate	Fiscal Year 2018 Request	Net Change Fiscal Year 2017/2018
Information Technology	$50,500	$42,210	$54,071	28.1%

Building and Security Services

GAO's building and security services program includes funds to support the management of GAO-owned and leased facilities as well as the safety and security of occupants and visitors.

Budget constraints in recent years have necessitated the deferral of reinvestment in certain elements of our building's infrastructure and have prevented us from maximizing efficiencies. The fiscal year 2018 funding level represents an 11.0 percent increase above the fiscal year 2017 level. This increase will allow GAO to move forward with critical headquarters building initiatives that have been deferred over several years.

Facility Management and Services

GAO operates and maintains the 2 million square foot headquarters building through a commercial facilities management contract, and manages space for GAO's 11 field offices. The headquarters building provides work space for approximately 4,200 combined staff and contractors from GAO, the U.S. Army Corps of Engineers, and a component of the Department of Justice.

In fiscal year 2016, GAO initiated the 4th floor secure room design and construction; Interior finishes design services; 2nd floor design project; (LAN Operations Center) LOC power generator design; Building East air handling unit (AHU) bypass; Honeywell's Enterprise Buildings Integrator (EBI) floor graphics; and developed an Asset Management Plan.

In fiscal years 2017 and 2018, GAO plans to implement the following efforts:

Replace the power generator in the operations center to serve as backup power source for critical elements of GAO's IT infrastructure;

Relocate staff in the Dallas, Chicago and San Francisco field offices to alternate space, and upgrade space as necessary;

Replace variable frequency drives to improve the performance and efficiency of the headquarters building's (heating, ventilation, and air conditioning) HVAC units ;

Identify requirements for a more efficient fire suppression system to support the network operations center;

Establish requirements to achieve Energy Savings on utilities;

Enhance Elevator shafts 6, 7, 8 & 9 to be more efficient and safe; and

Consolidate space in the headquarters building to be more efficient and release space for a future possible tenant.

Security and Emergency Management

The Security and Emergency Management Program is a comprehensive and coordinated agency-wide effort to mitigate risk to our employees and facilities. It encompasses four areas:

Personnel Security, which ensures that all covered persons meet personnel security standards commensurate with the risk and sensitivity levels of their respective positions and associated duties;

Information Security, which provides cost-effective protections for information and information systems that support GAO's operations and assets from unauthorized access, use, disclosure, disruption, modification, or destruction;

Protection Services, which physically safeguards GAO's personnel and property; and

Emergency Management, which maintains plans and procedures to effectively mitigate, prepare for, respond to, and recover from any threats that may compromise a safe work environment.

In fiscal year 2016, GAO conducted civilian active shooter training seminars in coordination with the DC Metropolitan Police Department; completed full reinstallation of the Integrated Electronic Security Systems in new office spaces for Seattle and Atlanta Field Offices; developed occupant emergency plans for each field office to support their safety and security requirements; and provided enhanced emergency management training to all staff and continued annual evacuation and shelter-in-place exercises.

In fiscal years 2017 and 2018, GAO plans to:

- continue facility security risk assessments; and
- upgrade the Integrated Electronic Security System as it nears the end of its life cycle to comply with updated federal requirements.

Table 3: Detail Budgetary Resources – Building and Security Services (dollars in thousands)

Program	Fiscal Year 2016 Actual	Fiscal Year 2017 Estimate	Fiscal Year 2018 Request	Net Change Fiscal Year 2017/2018
Facilities & Property Management	$22,882	$24,687	$28,225	14.3%
Security	$7,154	$7,513	$7,525	0.2%
Total	$30,036	$32,200	$35,750	11.0%

Administrative Support Services

The Administrative Services Program includes costs for financial management activities and systems, human capital operations, library services, and miscellaneous support services.

Financial Management Services

In fiscal year 2017, GAO will continue to utilize the Department of Transportation's Enterprise Services Center for financial management services. In line with direction from the Congress to consolidate legislative branch financial operations, GAO is migrating financial management systems to the Legislative Branch Financial Management System (LBFMS). We will fully implement and use the LBFMS in fiscal year 2018. This move will provide GAO long term cost savings, a role in shared service governance, better integrated systems, and improved financial management accuracy. In fiscal years 2017 and 2018, we will continue to streamline our financial management processes while maintaining strong internal controls.

Human Capital Operations

GAO's Human Capital operations program provides administrative support, employee health and wellness programs, recruiting, position classification, job evaluation, and career transition services for individuals nearing retirement or seeking other career opportunities within or outside of GAO. Additionally, HCO manages all GAO employee personnel records that have both a temporary/one-time as well as permanent impact on staff's federal employment, salary, and benefits.

Library Services

The Library Services Program supports the research and information needs of GAO, primarily in the form of access to a wide variety of electronic databases used to support GAO engagements and statutory requirements. Library Services utilizes the Library of Congress FEDLINK program whenever possible in order to take advantage of contract pricing negotiated for all federal agencies. The library routinely evaluates the continued need for resources, cancelling subscriptions when they are no longer required for engagement work. As a cost saving measure and in order to maintain a limited onsite collection of print materials, library services borrows materials from other libraries and institutions, rather than purchasing them for GAO collections. The primary outcome of these efforts is evidenced in annual budget requests with only slight increases since the increased costs associated with database subscriptions have been offset by reductions in other types of purchases or subscription cancellations.

Records and Privacy

The GAO Records Program assists its customers with the consistent and methodical management and disposition of all engagement and other business-related paper and electronic records in all formats and in all media using the GAO Records Retention Schedule. Our Privacy Program also develops protections for personally identifiable information (PII) under the authority or control of GAO and its systems.

Table 4: Detail Budgetary Resources – Administrative Support Services
(dollars in thousands)

Program	Fiscal Year 2016 Actual	Fiscal Year 2017 Estimate	Fiscal Year 2018 Request	Net Change Fiscal Year 2017/2018
Administrative Support Services	$10,328	$9,519	$10,223	7.4%

Fiscal Year 2018 Performance Plan

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

The Government Accountability Office (GAO) is the audit, evaluation, and investigative arm of Congress. It exists to support Congress in meeting their constitutional responsibilities and to improve the performance and enhance the accountability of the federal government for the benefit of the American people. As a legislative branch agency, we are exempt from many laws that apply to executive branch agencies. However, we generally hold our self to the requirements of many of the laws, including the Government Performance and Results Act (GPRA), as amended. GPRA requires that each agency must prepare an annual "performance plan covering each program activity set forth in the budget of such agency." This section of GAO's fiscal year 2018 budget request constitutes our performance plan.

We are unique in our audit and evaluation capacity to support Congress by performing original research; providing technical assistance; and conducting analyses to help Congress make informed decisions across all segments of the federal budget, resulting in tangible results and enhanced oversight. Our work directly contributes to improvements in a broad array of federal programs affecting Americans everywhere.

We demonstrated our core values of accountability, integrity, and reliability, by providing high-quality, high-value, and independent support to Congress in ways that generate material benefits to the nation. Given our reputation for consistently producing high-quality work that is typically based on original research, it is not surprising that congressional demand for our products and services remains high. During fiscal year 2016, we received requests for work from 95 percent of the standing committees of the Congress and about 48 percent of their subcommittees.

GAO continues to be one of the best investments in the federal government. In fiscal year 2016, our work yielded significant results across the government, including $63.4 billion in financial benefits, a return of about $112 for every dollar invested in GAO, and more than 1,234 in other program and operational benefits that helped to change laws, improve services to the public, and promote sound management throughout government. Over 70 percent of our recommendations have been implemented over a 4-year period. Additional information on our performance and accomplishments can be found in our Performance and Accountability Report for Fiscal Year 2016.[1]

In addition, our issue-area experts testified 119 times before 69 separate committees or subcommittees that touched virtually all major federal agencies on a wide range of issues, such as improving the government's financial statements and fiscal outlook, addressing improper payments and the tax gap, improving the government's efficiency and effectiveness, providing new veterans with timely access to health care, addressing federal agencies' aging information technology systems, providing observations on the Zika virus outbreak, and securing the Southwest border

A list of selected testimony topics from fiscal year 2016 is included in table 1.

---

[1] http://gao.gov/assets/690/681058.pdf.

Table 1. Fiscal Year 2016 Selected Testimony Topics

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

- Ensuring Safety and Health at Indian Schools
- Addressing Improper Payments in the Supplemental Nutrition Assistance Program
- Improving Oversight of the Small Business Administration's HUB Zone Program
- Timely Handling of Veterans' Health Care Claims
- Controls for Preventing Human Trafficking
- Reforming Regulation of Scientific Research
- Safeguarding Transport of Spent Nuclear Fuel
- Overseeing the Nuclear Security Enterprise
- US Postal Service Management Challenges
- Commercial Space Industry Developments and FAA Challenges
- Improving Medicaid's Allocation to States
- Managing Leasing of Federal Real Property
- Managing Federal Agencies' Vehicle Fleets

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

- Future Access and Capabilities Challenges for Trusted Defense Microelectronics
- Meeting Pilot Workforce Needs for Unmanned Aerial Systems
- Addressing Acquisition Shortfalls with the Ford Class Aircraft Carrier
- Addressing NASA's Management Challenges for Major Acquisition Projects
- Addressing Southwest Border Security
- Reducing Migration of Unaccompanied Children from Central America
- Improving DOD's Whistleblower Protections
- Implementing the Securities and Exchange Commission's Conflict Minerals Rule
- Combatting Nuclear Smuggling
- Addressing Information Technology Security and Identity Theft
- Enhancing National Bio Surveillance Capacity
- Providing Data on Proposed U.S. Assistance to Palau
- Oversight of Humanitarian Aid to Syria

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

- Observations on the Zika Virus Outbreak
- Improving Enrollment Controls for Medicare Providers and Suppliers
- Addressing Cyber-based Risks to Federal Systems
- Addressing Data Act Implementation Challenges
- Addressing Government-Wide Improper Payments and the Tax Gap
- Reducing Fragmentation, Overlap and Duplication in Federal Programs
- Modernizing Federal IT Systems
- Improving Integration of VA and DOD Electronic Health Records
- Improving Federal Financial Management
- Oversight at High Containment Laboratories
- Addressing Numerous Information Technology Challenges at the Veterans Administration
- Improving Oversight of the Department of Homeland Security's Human Resources Information Technology
- Recruiting and Retaining Millennial Employees in the Federal Workforce
- Improving IRS's Efforts to Protect Taxpayer Data and Combat Identity Theft Refund Fraud
- Improving Management of Information Technology for the 2020 Census

Source: GAO-17-1SP

GAO Services Integral to Congressional Priorities

GAO's continued high performance is evidence of the critical role it plays in helping Congress and the American people better understand important issues, both as they emerge and over the long term. We issue hundreds of products annually in response to congressional requests and mandates covering all aspects of the federal government's operations including Veterans Affairs health care, defense acquisitions, border security, cybersecurity, and the Patient Protection and Affordable Care Act.

In April 2016, we issued our sixth report (GAO-16-375SP) in response to a statutory provision that requires us to identify federal programs, agencies, offices, and initiatives that have duplicative goals or activities and report annually to the Congress on the findings, as well as actions that can be taken to reduce such duplication. We also identified additional opportunities to achieve greater efficiency and effectiveness by means of cost savings or enhanced revenue collection.

The 2016 annual duplication report identifies 92 new actions that executive branch agencies and Congress could take to improve the efficiency and effectiveness of 37 areas of government. We suggested 33 actions to address evidence of fragmentation, overlap, or duplication in 12 new areas across the government missions such as defense, economic development, health, homeland security, and information technology.

For example, we suggested that the Congress consider changes to the financial regulatory structure, the Board of Governors of the Federal Reserve System, and the Office of Financial Research to improve collaboration in monitoring systemic risk and reduce or better manage fragmentation and overlap. We also identified 59 areas where opportunities exist either to reduce the cost of government operations or enhance revenue collections. For example, we suggested that the National Park Service could potentially increase revenues from the recreation fees it collects by millions of dollars annually if the Congress were to amend the authorizing legislation for this program and if the agency required park units to periodically review these fees.

In addition to identifying new areas, we continued to monitor the progress Congress and executive branch agencies have made in addressing previously identified issues. As we reported in April 2016, Congress and executive branch agencies have addressed or partially addressed 75 percent of approximately 544 areas we identified in our first four reports.

We estimate that congressional and executive branch efforts to address these actions over the past 5 years have resulted in over $56 billion in cost savings, with $69 billion more in cost savings anticipated in future years. Policymakers and the public can track the status of congressional and executive branch efforts to address the previously identified issues on our Action Tracker, located on our website under the "Duplication and Cost Savings" collection.

Addressing such issues will require continued executive branch agency attention and targeted congressional oversight. In many cases, executive branch agencies have the authority to address the actions that we've identified. In other cases, such as those involving the elimination or consolidation of programs, Congress will need to take legislative action.

Moreover, sustained congressional oversight will be needed in concert with the administration's efforts to address the identified actions by improving planning, measuring performance, and increasing collaboration. Effective implementation of the GPRA Modernization Act of 2010 also could help the executive branch and Congress as they work to address these issues over time.

GAO's High Risk List

Our biennial High Risk Series identifies opportunities for cost savings and improvements in federal programs that offer the potential to save billions of dollars, dramatically improve service to the public, and strengthen confidence and trust in the performance and accountability of the U.S. government. The High Risk Series focuses on federal areas and programs at risk of fraud, waste, abuse, and mismanagement, or those in need of broad-based transformation.

Overall, the High Risk Series has served to identify and help resolve serious weaknesses in areas that involve substantial resources and provide critical services to the public. In fiscal year 2016, we issued 163 reports, delivered 32 testimonies to the Congress, and prepared numerous other products, such as briefings and presentations, related to the High Risk Series. In addition, we documented $30.8 billion in financial benefits and 477 program and operational benefits related to high-risk areas.

Table 2 shows our current High Risk List, which was updated in February 2017.

Table 2. GAO's High Risk List as of February 15, 2017

High Risk Area	Year Designated
Strengthening the Foundation for Efficiency and Effectiveness	
▪ Improving Federal Programs that Serve Tribes and their Members (*new*)	2017
▪ 2020 Decennial Census (*new*)	2017
▪ U.S. Government Environmental Liabilities (*new*)	2017
▪ Improving the Management of IT Acquisitions and Operations	2015
▪ Limiting the Federal Government's Fiscal Exposure by Better Managing Climate Change Risk	2013
▪ Management of Federal Oil and Gas Resources	2011
▪ Modernizing the US Financial Regulatory System and the Federal Role in Housing Finance	2009
▪ Restructuring the US Postal Service to Achieve Sustainable Financial Viability	2006
▪ Funding the Nations Surface Transportation System	2007
▪ Managing Federal Real Property	2003
▪ Strategic Human Capital Management	2001
Transforming Defense Department Program Management	
▪ DOD Approach to Business Transformation	2005
▪ DOD Support Infrastructure Management	1997
▪ DOD Business Systems Modernization	1995
▪ DOD Financial Management	1995
▪ DOD Supply Chain Management	1990
▪ DOD Weapon Systems Acquisitions	1990
Ensuring Public Safety and Security	
▪ Mitigating Gaps in Weather Satellite Data	2013
▪ Protecting Public Health through Enhanced Oversight of Medical Products	2009
▪ Transforming EPA's Processes for Assessing and Controlling Toxic Chemicals	2009
▪ Ensuring the Effective Protection of Technologies Critical to US Nations Security Interests	2007
▪ Improving Federal Oversight of Food Safety	2007
▪ Strengthening Department of Homeland Security Management Functions	2003
▪ Ensuring the Security of Federal Information Systems and Cyber Critical Infrastructure and Protecting the Privacy of Personally Identifiable Information	1997
Managing Federal Contracting More Effectively	
▪ DOD Contract Management	1992
▪ DOE's Contract Management for the National Nuclear Security Administration and the Office of Environmental Management	1990
▪ NASA Acquisition Management	1990
Assessing the Efficiency and Effectiveness of Tax Law Administration	
▪ Enforcement of Tax Laws	1990
Modernizing and Safeguarding Insurance and Benefit Programs	
▪ Managing Risks and Improving VA Health Care	2015
▪ National Flood Insurance Program	2006
▪ Improving and Modernizing Federal Disability Programs	2003
▪ Pension Benefit Guaranty Corporation Insurance Programs	2003
▪ Medicaid Program	2003
▪ Medicare Program	1990

Source: GAO | GAO 17-317

GAO Seeks to Maintain Staff Capacity and Make Critical Infrastructure Investments

A talented, diverse, high-performing, and knowledgeable workforce is essential in fulfilling our mission in supporting Congress. As a knowledge-based organization, we must attract and retain top talent in an increasingly competitive job market.

Through recruiting efforts and our intern program, we were able to fill some entry-level positions and address critical skills gaps by bringing on 221 new staff in fiscal year 2016. We used 2,983 full-time equivalent staff (FTE) in fiscal year 2016. Recruitment will continue to focus on building entry-level capacity, and addressing senior-level succession planning challenges, as well as filling skills gaps. We also plan to continue and bolster our intern program.

The fiscal year 2018 budget request of $618.2 million, a 9.3% increase over the fiscal year 2017 Continuing Resolution (CR) level, will enable us to address mandatory inflationary costs and pay-related increases, make critical investments in information technology and building infrastructure, and make additions to our staff capacity. We expect to offset our costs by $27.5 million in receipts and reimbursements, primarily from program and financial audits and rental income.

Our talented workforce is our most valued asset in meeting our mission requirements. However, operating at the current CR level has presented a human resource and organization operational challenge. If we are required to operate under a full year CR our workforce will be impacted. Projecting operations under a full year CR, our staffing level will drop to 2,960 FTEs in fiscal year 2017. Based on the resulting number and mix of staff on board at fiscal 2017 year-end under this scenario, our FY 2018 request will allow us to increase our FTE level to 3,100 FTEs—a positive step forward toward our optimum level of 3,250 FTEs.

Our fiscal year 2018 request also includes funding to address and replace outdated information technology systems and our ongoing effort to modernize our product development and distribution processes (New Blue). The strategic investment in an information technology refresh and New Blue will create efficiency, ensure uninterrupted effective service operation, and result in long term savings.

The planned information technology refresh activities include investments in advanced security software, critical hardware upgrades, and migration of data storage to a cloud environment. These are discussed in greater detail later and may be phased in over multiple years due to funding and resource challenges. Under the CR funding level for fiscal year 2017 these initiatives have been put on hold.

As with any knowledge-based organization whose greatest asset is its people, succession planning at GAO remains a critical issue. We are in the midst of recovering from budget austerity measures that began in fiscal year 2011 and resulted in our losing about 15 percent of our staff capacity and dropping below 3,000 FTEs for the first time since 1935. Also, we continue to have a significant proportion of our employees who are retirement-eligible, including almost 41 percent of senior executive staff and 25 percent of supervisory analysts. Without sustained, predictable, and modest annual budgetary increases, we risk being unable to backfill these critical leadership positions and maintain a sufficient staff capacity to meet the highest congressional priorities.

We continue to actively look for ways to increase efficiencies and reduce infrastructure expenses in order to preserve the agency's FTE capacity as much as possible. To put this in perspective, over the past 6 plus years GAO has reduced infrastructure expenses by almost $20 million, or 17 percent. In fiscal year 2010 infrastructure expenses accounted for almost 20 percent of all budgetary resources. In fiscal year 2017, this percentage drops to just 16.5 percent. GAO has also streamlined headquarters office space and rented this space to a new tenant, which has brought in about $2 million in annual rental income.

While GAO is proud of these cost-saving and streamlining achievements over the past 6 plus years, we continue to strive for additional opportunities for cost-savings and rental income. We are currently looking at expanding telework at our headquarters building, which will free additional office space that could be rented to a new tenant.

GAO is also undertaking a full scale review of our building and security offices to see if additional efficiencies are available that may further reduce infrastructure costs. While we are hopeful these current and future efforts will reduce operating costs, it must be noted that most of the big-ticket cost savings and revenue generators have already been implemented. Any future benefits garnered from new cost-savings, efficiency improvements, or streamlining efforts will be minimal in comparison to our past achievements in these areas.

A summary of our funding sources is shown in Table 3.

Table 3: Summary of Resources (dollars in thousands)

Funding Source	Fiscal Year 2016 Actual		Fiscal Year 2017 Estimate		Fiscal Year 2018 Request	
	FTE	Amount	FTE	Amount	FTE	Amount
Salaries and Expenses Appropriation		**$530,487**		**$529,990**		**$590,678**
Non-legislative-branch appropriation		–		–		–
Offsetting receipts [a]		20,596		25,250		23,300
Reimbursements [b]		10,056		9,750		3,700
Center for Audit Excellence [c]		420		500		500
Total budget authority	**2,983**	**$561,559**	**2,960**	**$565,490**	**3,100**	**$618,178**

Source: GAO

[a] Estimated receipts available primarily from the U.S. Army Corps of Engineers and the Department of Justice for rental of space in the GAO headquarters building, and reimbursement of our costs incurred in conducting financial audits of the Federal Deposit Insurance Corporation, Internal Revenue Service, Schedule of Federal Debt, and Securities and Exchange Commission (SEC).

[b] Estimated reimbursements of our costs incurred in conducting mandated program and financial audits of the Federal Housing Finance Agency, Consumer Financial Protection Bureau, SEC, Troubled Asset Relief Program, operation of the Federal Accounting Standards Advisory Board, and collection of bid protest system user fees.

[c] The Consolidated and Further Continuing Appropriations Act, 2015, enacted in December 2014, directed GAO to establish a Center for Audit Excellence to build institutional auditing capacity and promote good governance by providing training and assistance to qualified personnel and entities, and authorized GAO to charge fees for the Center's products and services.

The Strategic Plan Illustrates the Wide Array of Issues That GAO Covers

GAO's strategic plan for fiscal years 2014-2019[1] reflects the wide array of national and international issues that GAO covers in our mission to support Congress. Our strategic plan is based on a four-tiered hierarchy—four strategic goals (the highest tier) followed by strategic objectives, performance goals, and key efforts. Each strategic goal is comprised of strategic objectives, for which there are specific strategies taking the form of performance goals (each of which has a set of key efforts). Figure 1 illustrates our strategic planning hierarchy.

GAO conducts specific engagements as a result of requests from congressional committees and mandates written into legislation, resolutions, and committee reports. In fiscal year 2016, 97 percent of our engagement resources were devoted to work requested or mandated by Congress. The remaining 3 percent of the engagement resources were devoted to work initiated under the Comptroller General's authority. Much of the work initiated under the CG's authority addressed various challenges that are of broad-based interest to Congress.

The work GAO does helps support congressional decision making. Our review of agencies' budget requests and government programs and operations identify programs that are at high risk for fraud, waste, abuse, and mismanagement.

To fulfill our mission, GAO organizes and manages our resources to support four broad strategic goals. Our audit, evaluation, and investigative work is primarily aligned under the first three strategic goals, with our internal management work under the fourth.

The list of our four strategic goals and the related strategic objectives follows:

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

- Financing and Programs to Serve the Health Needs of an Aging and Diverse Population
- Lifelong Learning to Enhance U.S. Competitiveness
- Benefits and Protections for Workers, Families, and Children
- Supporting the Financial Security and Well-being of an Aging Population
- A Responsive, Fair, and Effective System of Justice
- Housing Finance and Viable Communities
- A Stable Financial System and Sufficient Consumer Protection
- Responsible Stewardship of Natural Resources and the Environment
- A Viable, Safe, Secure, and Accessible National Physical Infrastructure

---

[1] The complete set of GAO's strategic planning and performance and accountability reports is available online at http://www.gao.gov/sp.html.

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

Protect and Serve the Homeland from Threats and Disasters

Effectively and Efficiently Utilize Resources for Military Capabilities and Readiness

Advance and Protect U.S. Foreign Policy Interests and International Economic Interests

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

Analyze the Government's Fiscal Condition and Opportunities to Strengthen Approaches to Address the Current and Projected Fiscal Gaps

Support Government Accountability by Identifying Fraud, Waste, and Abuse, and Needed Improvements in Internal Controls

Support Congressional Oversight of Crosscutting Issues and Major Management Challenges and Program Risks

Establish and Maintain Government Auditing Standards and Standards for Internal Control in the Federal Government.

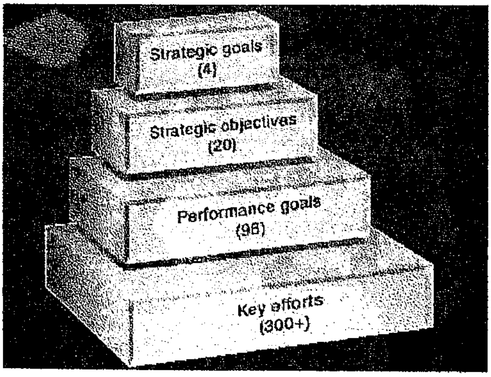
Goal 4: ***Maximize the Value of GAO by Enabling Quality, Timely Service to Congress and Being a Leading Practices Federal Agency***

Improve Efficiency and Effectiveness in Performing GAO's Mission and Delivering Quality Products and Services to the Congress and the American People

- Maintain and Enhance a Diverse Workforce and Inclusive Work Environment through Strategically Targeted Recruiting, Hiring, Development, Reward, and Retention Programs

Figure 1: GAO's Strategic Planning Hierarchy

Each strategic goal is composed of strategic objectives, for which there are specific strategies (performance goals). Each performance goal has a set of key efforts. The figure below illustrates this hierarchy and the text box on the right provides an example of the structure of a GAO strategic goal.



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

Strategic Objective: A Responsive, Fair, and Effective System of Justice

Performance Goal: Assess federal efforts to prevent, deter, investigate, and prosecute terrorism, violent crime, and cyber-crime.

Key Efforts:

Assess the Department of Justice's (DOJ's) efforts to address terrorism.

Assess the DOJ's efforts to assist communities with addressing violent crime.

Assess the effectiveness of federal efforts to control the supply and demand for illicit drugs.

Assess DOJ's efforts to combat emerging crimes.

Source: GAO | GAO-17-1SP

Expand Networks, Collaborations, and Partnerships That Promote Professional Standards and Enhance GAO's Knowledge, Agility, and Response Time

Be a Responsible Steward of GAO's Human, Information, Fiscal, Technological, and Physical Resources

To track progress on the performance goals, GAO collects data on results, client engagement, human capital, and internal operations. An agency-wide summary of annual performance measures and targets for fiscal years 2013-2018 is included in Table 4.

Table 4: Agency-wide Summary of Annual Measures and Targets

Performance measure	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Target	2018 Target
Results						
Financial benefits *(dollars in billions)*	$51.5	$54.4	$74.7	$63.4	$50.0	$50.0
Program and operational benefits	1,314	1,288	1,286	1,234	1,200	1,200
Past recommendations implemented	79%	78%	79%	73%	80%	80%
New products with recommendations	63%	64%	66%	68%	60%	60%
Client						
Testimonies	114	129	109	119	120	120
Timeliness[a]	94%	95%	98%	94%	90%	90%
People						
New hire rate	66%	88%	83%	81%	80%	80%
Retention rate						
With retirements	93%	94%	94%	93%	92%	92%
Without retirements	96%	97%	96%	96%	96%	96%
Staff development	80%	83%	84%	83%	80%	80%
Staff utilization	75%	77%	79%	79%	76%	76%
Effective leadership by supervisors	83%	83%	83%	85%	82%	82%
Organizational climate	77%	79%	80%	81%	76%	76%
Internal operations [b,c]						
Help to get job done	82%	N/A	N/A	N/A	80%	80%
Quality of work life	78%	N/A	N/A	N/A	80%	80%
IT tools [d]	68%	N/A	N/A	N/A	80%	80%

Source: GAO | GAO-17-1SP

[a] The timeliness measure is based on one question on a form sent out to selected clients. The response rate for the form in fiscal year 2016 was 26 percent, and 98 percent of the clients who responded answered this question. The percentage shown in the table represents the percentage of respondents who answered favorably to this question on the form.

[b] The most recent survey was conducted in January 2016 for calendar year 2015 (denoted by N/A).

[c] The targets for all three categories in 2015 were 80 percent.

[d] In 2013, we added the IT performance measure to better gauge and track satisfaction with our IT services. In prior survey years, IT services were covered under one of the other performance measures (years prior to addition of performance measure are denoted by N/A).

Budgetary Resources by Goal

Table 5 provides an overview of how our human capital and budgetary resources are allocated among the strategic goals for fiscal years 2015–2018.

Table 5: Strategic Goal Resource Allocation (dollars in millions)

	Fiscal Year 2015 Actual		Fiscal Year 2016 Actual		Fiscal Year 2017 Estimate		Fiscal Year 2018 Request	
Strategic Goal	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Goal 1 Address current and emerging challenges to the well-being and financial security of the American people	1,143	$211	1,095	$203	1,086	$203	1,137	$223
Goal 2 Respond to changing security threats and the challenges of global interdependence	799	143	792	147	787	147	825	162
Goal 3 Help transform the federal government to address national challenges	752	153	776	163	770	166	806	180
Goal 4 Maximize the value of GAO by enabling quality, timely service to Congress and being a leading practices federal agency	80	14	87	17	86	17	90	19
Direct congressional support[a]	215	29	233	31	231	32	242	34
Total budgetary resources	**2,989**	**$550**	**2,983**	**$561**	**2,960**	**$565**	**3,100**	**$618**

Source: GAO

[a] In fiscal year 2012 a new cost category was added to the budget request to present resources which directly support Congress and which represent GAO's fulfillment of its statutory responsibilities which were not engagement specific. Examples of this work include General Counsel statutory procurement activities, follow-up on the status of GAO recommendations, and the Federal Accounting Standards Advisory Board activities. Previously, this work was not separately disclosed but rather was allocated to the other cost categories.

Performance Plans by Strategic Goal

The following sections provide more detailed information on our performance results, strategic objectives, and plans for each of the four strategic goals. These objectives, along with the performance goals and key efforts that support them, are discussed fully in our strategic plan, which is available online at http://www.gao.gov/about/stratplanning.html. Specifically, for Goals 1, 2, and 3—the external goals—GAO presents performance results for the three annual measures assessed at the goal level.

Goal 1

GAO's first strategic goal upholds our mission to support Congress in carrying out their constitutional responsibilities by focusing on work that helps *address the current and emerging challenges affecting the well-being and financial security of the American people.*

Primary GAO Teams Contributing to Goal 1

Education, Workforce, and Income Security
Financial Markets and Community Investment
Health Care
Homeland Security and Justice
Natural Resources and Environment
Physical Infrastructure

Supporting GAO Teams

Applied Research and Methods
Financial Management and Assurance
General Counsel
Information Technology

Source: GAO.

The following table presents selected benefits attributable to Goal 1 in fiscal year 2016.

Table 6: Selected Goal 1 Benefits in Fiscal Year 2016

Financial benefits	Prompted Treasury to estimate future expenditures for the Making Home Affordable Program and de-obligate unneeded funds ($2.0 billion) Discovered excessive Medicaid supplemental payments at three New York hospitals ($771 million) Prompted HUD to use alternative means to minimize costs associated with foreclosed properties ($647 million)
Program and operational benefits	Prompted the Department of Education to issue new regulations for college debit cards to help ensure students can better access federal student aid funds Helped improve the federal readiness and response to wildland fires by recommending specific criteria for reviewing wildland fire effectiveness Prompted the Social Security Administration to improve the use of school information to better determine children's disability claims Helped improve the protection of the nation's food and agricultural resources
Testimonies	Ensuring safety and health at Indian schools Addressing improper payments in the Supplemental Nutrition Assistance Program Improving Medicaid's allocation to states Safeguarding transport of spent nuclear fuel

Source: GAO | GAO-17-1SP

A summary of Goal 1 performance results and targets is shown in the following table.

Table 7: Strategic Goal 1's Annual Performance Results and Targets *(dollars in billions)*

Performance measures	2013 Actual	2014 Actual	2015 Actual[a]	2016 Actual[a]	2017 Target	2018 Target
Financial benefits	$22.0	$15.5	$51.4	$19.6	$11.0	$11.0
Program and operational benefits	271	240	255	284	241	241
Testimonies	60	57	57	38	54	54

Source: GAO | GAO-17-1SP

[a] In fiscal years 2015 and 2016, we exceeded our targets for financial benefits, but do not expect this level of results in fiscal years 2017 or 2018.

Table 8 provides examples of work GAO plans to conduct during fiscal years 2017 and 2018 under Goal 1.

Table 8: Examples of Planned Work under Goal 1

Financial Security

- Examine the use and effectiveness of phased retirement programs for older workers
- Assess options for federal housing policy and federal subsidies that could provide incentives for and encourage equity building among homeowners
- Review gender-based pricing of goods and services in the marketplace

Social Programs

- Review HUD's compliance with the Personal Responsibility and Work Opportunity Reconciliation Act
- Assess the quality, timeliness, and efficiency of care for veterans through VA and non-VA programs
- Evaluate Medicare and Medicaid payment policies, improper payments, and options for reform

Effective Systems

- Assess efforts to maintain, upgrade, or replace aging and deteriorating drinking and wastewater infrastructure
- Evaluate approaches for treating low activity radioactive waste at the Hartford site in Washington state
- Assess options for addressing fragmentation in the Federal Food Safety Oversight System
- Evaluate the federal government's efforts to address the growth in substance abuse

Source: GAO | GAO-17-1SP

Goal 2

Our second strategic goal focuses on helping Congress and the federal government in *responding to changing security threats and the challenges of global interdependence*. The federal government is working to promote foreign policy goals, sound trade policies, and other strategies to advance the interests of the United States and our allies. The federal government is also working to balance national security demands overseas and at home with demands related to an evolving national security environment.

The following table presents selected benefits attributable to Goal 2 in fiscal year 2016.

Primary GAO Teams Contributing to Goal 2

Acquisition and Sourcing Management
Defense Capabilities and Management
Homeland Security and Justice
International Affairs and Trade

Supporting GAO Teams

Applied Research and Methods
Financial Management and Assurance
Financial Markets and Community Investment
General Counsel
Information Technology
Natural Resources and Environment

Source: GAO.

Table 9: Selected Goal 2 Benefits in Fiscal Year 2016

Financial benefits	Identified inaccuracies and improvements in DOD's fuel cost estimates ($2.3 billion) Recommended improvements to DOD programs that build foreign partner capacity to fight terrorism ($1.6 billion) Identified reductions in the State Department programs which resulted in reduced appropriations ($1.5 billion) Improved DOD's cost estimates for public infrastructure projects relocating U.S. Marines from Japan to Guam ($831 million)
Program and operational benefits	Assessed potential risks of reducing Army forces Contributed to Congressional action related to the development and acquisition of the Navy's Littoral Combat Ship Helped DOD take steps to streamline its acquisition oversight process Contributed to improvements in State Department's management of transportation-related security risks
Testimonies	Future access and capabilities challenges for trusted defense microelectronics Addressing NASA's management challenges for major acquisition projects Improving DOD's Whistleblower protections Reducing the migration of unaccompanied children from Central America • Oversight of humanitarian aid to Syria

Source: GAO | GAO-17-1SP

A summary of Goal 2 performance results and targets are shown in the following table.

Table 10: Strategic Goal 2's Annual Performance Results and Targets *(dollars in billions)*

Performance measures	2013 Actual	2014 Actual	2015 Actual[a]	2016 Actual[a]	2017 Target	2018 Target
Financial benefits	$21.4	$25.7	13.1	13.0	$12.7	$12.7
Program and operational benefits	488	535	505	502	334	334
Testimonies	30	40	23	43	32	32

Source: GAO | GAO-17-1SP

[a] Our fiscal year 2016 targets for all three of the performance measures differ from those we reported in our fiscal year 2016 performance plan in March 2015. Specifically, we decreased or financial benefits target from $13 billion to $11.1 billion, increased or other benefits target from 340 to 358 benefits, and decreased our testimonies from 38 to 35.

Table 11 provides an example of work GAO plans to conduct during fiscal years 2017 and 2018 under Goal 2.

Table 11: Examples of Planned Work under Goal 2

Defense Acquisitions

Analyze individual weapon programs cost, schedule, and performance and assess whether the programs are ready to start development or production

Analyze the impact of Force Structure Reductions and Reductions in the Basic Allowance for Housing on the continued financial viability of the Military Housing Privatization Initiative

Analyze DOD's progress in improving contract management

Foreign Operations

Provide information on U.S. democracy-assistance implementing mechanisms

Evaluate U.S. and United Nations processes for registering refugees

Examine the U.S. Committee on Foreign Investment's statutory and administrative activities

Review U.S. monitoring and enforcement of free trade agreement provisions

Other Global Threats

Assess the effectiveness of government programs designed to protect critical technologies and DOD's effectiveness in ensuring a viable industrial base

Evaluate DHS and its components' efforts to acquire, manage, and efficiently use their assets

Review State Department counterintelligence efforts and U.S. efforts to address Russian disinformation

Assess U.S. efforts to counter Islamic State and other transnational threats

Source: GAO | GAO-17-1SP

Goal 3

Our third strategic goal is to *help transform the federal government to address national challenges* through a focus on the collaborative and integrated elements needed for the federal government to achieve results. Work under this goal includes assessing the government's fiscal position and options for closing the gap, as well as identifying management challenges, program risks; and fraud, waste, and abuse. The following table presents selected benefits attributable to Goal 3 in fiscal year 2016.

Primary GAO Teams Contributing to Goal 3

Applied Research and Methods
Financial Management and Assurance
Forensic Audits and Investigative Service
Information Technology
Strategic Issues

Supporting GAO Teams

Acquisition and Sourcing Management
General Counsel
Natural Resources and Environment

Source: GAO.

Table 12: Selected Goal 3 Benefits in Fiscal Year 2016

Financial benefits	Reduced improper payments in the Medicare Advantage Program ($21.4 billion) Prompted the VA to increase sourcing of its highest spending categories of products and services ($3.6 billion) Identified reductions in the DOD's Supporting Working Capital Operations which resulted in reduced appropriations ($1.4 billion)
Program and operational benefits	Prompted OMB to issue guidance to agencies on strategic sourcing metrics and goals to improve federal strategic sourcing efforts Improved financial reporting and financial management information systems controls Strengthened audit oversight and accountability for federal assets and programs Helped reduce identity theft fraud by using employer wage data
Testimonies	Observations on the Zika Virus outbreak Addressing cyber-based risks to federal systems Improving IRS' efforts to protect taxpayer data and combat identity theft refund fraud Improving integration of VA and DOD electronic health records Addressing Data Act implementation challenges

Source: GAO | GAO-17-1SP

A summary of Goal 3 performance results and targets is shown in the following table.

Table 13: Strategic Goal 3's Annual Performance Results and Targets *(dollars in billions)*

Performance measures	2013 Actual	2014 Actual	2015 Actual	2016 Actual[a]	2017 Target	2018 Target
Financial benefits	$8.1	$13.3	$10.1	$30.8	$5.7	$5.7
Program and Operational benefits	555	513	526	448	370	370
Testimonies	22	30	26	37	23	23

Source: GAO | GAO-17-1SP

[a] In fiscal year 2016, we achieved some unexpectedly large financial benefits; however, we do not expect this level of results in fiscal years 2017 or 2018.

Table 14 provides an example of work GAO plans to conduct during fiscal years 2017 and 2018 under Goal 3.

Table 14: Examples of Planned Work under Goal 3

Management Challenges/Risks

Analyze agencies' efforts to maximize quality acquisition outcomes, mitigate risks, and improve competition in the procurement of goods and services

Assess the government's use of tools and data to promote sound contract pricing and management while ensuring contractor integrity

Identify ways for NASA to mitigate risk and improve its acquisition of major space flight projects

Accountability

Evaluate IRS's enforcement of tax laws (i.e., attacking the tax gap, reducing identity theft)

Review the incoming President's Management Agenda

Serve as a catalyst for improving the usefulness of federal accounting, auditing, and internal control standards

Serve as a catalyst for improving the usefulness of federal auditing and internal control standards

Fiscal Condition of the Government

Conduct annual financial statement audits of the IRS, SEC, FDIC, TARP, CFPB, FHFA, Schedule of Federal Debt, and consolidated federal government, and conduct audits of federal internal controls needed to ensure accountability over resources and payments, including improper payments

Review DOD's efforts to address long-standing financial management deficiencies and achieve audit readiness

Technology Assessments

Assess and monitor DATA Act implementation

Source: Source. GAO | GAO-17-1SP

Goal 4

Our fourth goal is *to maximize the value of GAO by enabling quality, timely service to Congress and being a leading practices federal agency* through an internal focus on improving efficiency and effectiveness in performing work; maintaining and enhancing a diverse workforce; expanding collaboration to promote professional standards; and being a responsible steward of resources.

The following table presents selected accomplishments attributable to Goal 4 in fiscal year 2016.

Lead GAO Team for Goal 4
Chief Administrative Officer (CAO/CFO)

Primary GAO Teams Contributing to Goal 4
Field Operations
Financial Management and Business Operations
Human Capital
Information Systems and Technology Services
Infrastructure Operations
Learning Center
Professional Development Program

Supporting GAO Teams
Applied Research and Methods
Audit Policy and Quality Assurance
Congressional Relations
General Counsel
Opportunity and Inclusiveness
Public Affairs
Strategic Planning and External Liaison

Table 15: Selected Goal 4 Accomplishments in Fiscal Year 2016

Enhancing support for conducting, managing, and reporting on GAO's work	- Transitioned about 94 percent of all GAO engagements into the Updated Engagement Process (UEP), which facilitates improved decision making about resources and engagement scope and objectives; and the Engagement Management System (EMS), which reduces duplicative data entry and provides enhanced functionality for monitoring and tracking engagement progress Launched a pilot of Fast Facts – a short, bottom-line introduction to a report and related visual element, such as a photo – to improve how GAO communicates with online readers
Developing the workforce and promoting an inclusive work environment	• Began piloting a "Continuous Leadership Journey" training for managers and others to further develop leadership skills, and provided a leadership and inclusion course to more than 300 managers • Launched a new training, open to all staff, to continue creating an open, supportive workplace through civil behavior perceptions and strategies
Enhancing professional standards and collaboration with others	• Supported and provided leadership to 2 national audit forums and 12 regional audit forums via 13 meetings, reaching more than 1,200 attendees overall, to improve communication, coordination, and cooperation among auditors at all levels of government • Launched a Foresight Speaker Series that explored emerging issues like digital currency, artificial intelligence, and the future of warfare and cybersecurity to enhance our ability to conduct forward-looking work for the Congress

Table 15 (Continued): Selected Goal 4 Accomplishments in Fiscal Year 2016

Improving management of key administrative processes	Began the migration of our financial management systems and operation into the Legislative Branch Financial Management System (LBFMS); significant immediate and ongoing cost savings will be realized as a result of this transition In conjunction with our Business Process and Analytics Group, developed a framework to further bolster our data-driven culture, including performance metrics and data analytic tools

Source: GAO | GAO-17-1SP.

Table 16 provides an example of work GAO plans to conduct during fiscal years 2017 and 2018 under Goal 4.

Table 16: Planned Work under Goal 4

Human Capital Management **(pending)**

- Continuing to monitor and refine human capital metrics to enhance strategic management of human capital
- Rolling out an agency-wide online mentoring program that encourages informal and "just in time" mentoring to help employees find assistance when they need it, and continuing to offer new courses focused on diversity and inclusion
- Continuing to implement the recommendations from GAO's internal review of its telework program to strengthen oversight of the program's policies

Engagement Efficiency

- Continuing enhanced communications about the new engagement management process and system to ensure staff and managers understand and can apply them effectively to their engagements
- Complete building needed functionality into our Engagement Management System (EMS) to allow GAO to retire 3 outdated, legacy applications that reduces risk and provides dramatically improved reporting capabilities
- Piloting the software platform system that will improve engagement writing, internal fact checking and review, and publishing processes

Responsible Agency Stewardship

- Continuing the migration and implementation of our financial management systems and operation to LBFMS, with full operation in fiscal year 2018
- Optimizing space in our headquarters building with the goal of creating additional workspace to lease as an additional revenue stream
- Continuing to use performance metrics and data analytic tools to track and monitor the efficiency and effectiveness of our CAO business units

Source: GAO | GAO-17-1SP

Management Challenges

The Comptroller General, the Executive Committee, and other senior executives identify management challenges through the agency's strategic planning, management, internal controls, and budgetary processes. We monitor our progress in addressing these challenges though our annual performance and accountability process, and ask our IG each year to comment on management's assessment of these challenges. For fiscal year 2017, we will continue to focus senior management attention on the following four challenges, which are summarized below:

Human capital

Improving the efficiency of engagements

Information security

Telework

Challenge: Human Capital

As the number and complexity of issues facing our country expand, so too must the breadth of disciplines and experience of GAO professionals. Ensuring that GAO has the appropriate number of professional staff with the skills needed to identify, analyze, and propose solutions to current and emerging issues is our singular human capital challenge. To address this challenge we are focusing our efforts in three areas: hiring and retention, diversity and inclusion, and human capital management systems, processes, and metrics.

Hiring and retention: Retirements and the potential loss of leadership and institutional knowledge, coupled with fiscal pressures, underscore the importance of a strategic approach to acquiring and retaining individuals with needed critical skills. We continuously monitor and adjust our workforce planning efforts to ensure we are hiring and placing employees at the right levels and in the right parts of the organization. Hiring candidates with the specialized experience and skills to meet our changing needs requires dedicated, informed recruiting efforts at colleges, universities, and professional organizations.

We also recognize that training, mentoring, and professional growth opportunities must be provided to retain our expert, seasoned workforce. To this end, we continuously invest resources in augmenting and offering top-of- the-line training courses, providing promotion opportunities and support to staff in new positions, offering various employee programs such as telework and student loan repayment, and fostering an environment where employee feedback is acknowledged and encouraged.

Diversity and inclusion: We are committed to creating and maintaining an organization where every employee feels valued, respected, treated fairly, and is given opportunities to develop to his or her full potential. Through ongoing dialogue and institutional feedback mechanisms such as surveys, listening sessions, and dedicated email groups, employees continuously help us identify what our strengths and challenges are in terms of valuing our diverse and vibrant workforce.

Recognizing that each person's skills, talents, experiences, and characteristics broaden the range of perspectives in and approaches to our work, thus making us a better place to work, we strive to provide opportunities for employees to contribute to the diversity and inclusion conversation through their stories and perspectives.

Through expert speakers, in-house trainings, and facilitated discussions on timely topics such as police community relations and transgender identity, we seek to ensure that the significance and relevance of diversity and inclusion are valued across all levels and positions within the agency. We continue to focus on the integration of diversity and inclusion efforts into our everyday work practices, recognizing that more will always need to be done.

Human capital management systems, processes, and metrics: Effective and efficient strategic human capital management requires reliable human capital data and relevant performance metrics for informed decision making. GAO continues to refine the development and expanded use of human resources systems functionality to bring greater integrity and consistency to the various human capital lines of business. In addition, we are developing and implementing human capital metrics that will increase the efficiency, effectiveness, and value of human resources systems, processes, procedures, and practices.

Challenge: Improving the Efficiency of Engagements

In light of ongoing budget constraints, we continue to recognize the need to look for ways to produce our products and analyses more quickly and efficiently without sacrificing quality. While much work has been done to achieve our goals in this area, last year we reported that two main challenges remain in our efforts to further streamline and improve the efficiency of our engagement processes:

Technology: We have made good progress modernizing some of the systems that support engagement management, enabling us to begin retiring outdated legacy systems. The challenge remains in ensuring we meet the highest priority requirements in an efficient manner in order to continue to replace outdated and standalone systems in a constrained budget environment. To do so most effectively, we will work with staff and management to identify the highest priority needs and opportunities to reduce burden, operating costs, and system complexity.

Change management: As planned, in 2016 we continued extensive outreach and communication throughout the agency to ensure staff and managers were prepared and able to implement the changes being asked of them related to our updated engagement management process and system. We also increased our interactions with managers, acknowledging that they play a critical role in motivating staff and driving specific behaviors. Organizational changes of this magnitude take time and sustained attention to ensure the desired process, procedural, and behavioral changes occur and become a part of the normal, day-to-day operating mindset. In addition, we expanded analyst participation in the development of our content creation system and expanded communication to staff about this system.

Challenge: Information Security

Information security continues to be a challenge since it only takes a single malicious act to create a devastating impact on an individual or organization. The availability of malicious code and the ease with which those codes can be delivered to unsuspecting users create an environment of constant threat, requiring constant vigilance. Given the persistent, evolving nature of these threats, information security will continue to be a management challenge for GAO and all government and private sector entities for the foreseeable future.

Our current practices are evolving to improve management and oversight of our information security systems and processes. Areas of opportunity to reduce the risk of operating in today's electronic environment include:

Detecting and responding to inappropriate access to computer resources: Due to the dynamic nature of threats, it is important to establish a layered approach to information security. Since it is impossible to block all malicious activity, creating shortened detection and remediation capabilities is imperative. GAO has established a layered solution, and our focus continues to be on integrating our security tools suite and on improving our security monitoring capabilities to ensure that the enterprise infrastructure effectively protects our information resources.

Managing software and hardware configuration: Because business processes of an organization rarely remain static, the technology supporting those processes must evolve to support them. Over the years, GAO has significantly changed our IT infrastructure supporting the business. However, as technology has changed, the need for standard configurations and effective software management has increased in importance. We continue to optimize the overall protection of our information systems and reduce our exposure to security risks through our change management process.

Planning for continuity of operations: The fast pace of technology change, evolving business requirements, reduced budgets, and staffing limitations continue to affecting operations at GAO. With many agencies moving to a more "cloud-like" support mechanism, GAO has defined a direction in which these types of technologies will become a cornerstone of our continuity capabilities.

Implementing agency-wide enterprise risk management: The implementation of an enterprise risk program is essential for establishing priorities, improving business processes, and increasing the probability that GAO will continue to operate without interruption. We continue to improve our risk management program and processes by involving senior and mid-tier managers. As part of our FISMA support, we have established a continuous monitoring process to evaluate IT security controls, which contributes to the enterprise risk process and reviews. Our risk management process continues to support decisions on malicious threats, cloud-based services, and mobility and telework requirements.

Challenge: Telework

In last year's report, we added telework as a separate management challenge. We recognized the increased attention government-wide to effectively implementing, monitoring, and maintaining agency telework programs as well as our own expanded efforts in telework as a viable management tool that allows greater work-life balance for our employees. Last year, we reported that we had completed a comprehensive analysis of our telework program. While we found that our program was sound and meeting our goals, we identified four areas of opportunity for improved management and oversight of our telework program.

Guidance and training for staff and managers: GAO has taken, and will continue to take, steps to ensure that all staff and managers have ready access to clear, accurate, and thorough telework policies and guidance. These efforts range from ongoing training development and deployment, routine compliance reviews, and timely updates to our intranet.

Cost-benefit monitoring: A recent GAO report, (GAO-16-551) emphasized that agencies continue to face challenges in quantifying the impact of telework, identifying costs incurred, and translating benefits into quantifiable cost savings. The report further emphasized assessments that include information on benefits, net cost savings, and costs can help decision makers in determining the overall effects of their telework programs and progress achieved. To continue our efforts of monitoring and analyzing the costs associated with telework, we completed a cost-benefit assessment and identified significant financial benefits for the 2012 to 2015 period where we expanded our telework program in our field offices, as well as significant cost avoidances for field leases and security costs. We anticipate additional financial benefits when we roll out an expanded telework program in our headquarters building.

Informal employee interaction and collaboration: The impact of expanded telework on informal interaction and spirit of community and collaboration continues to be of concern for some GAO staff. These connectedness issues tend to be less prominent in employees' day-to-day project teams than they are in their larger team, unit, or field office structures. To help mitigate the impact of expanded telework on these issues, we are developing tip sheets and best practices for managers to consider employing. In addition, we created an internal project team that is exploring these connectedness and organizational culture issues. Our Telework Management Advisory Board, which has operated for over a year, will work through recommendations to continue to improve our telework program.

Telework tools and management systems: Recognizing that we needed to make improvements for managers to more easily monitor telework, we continue to focus on integrating the various systems we use to track and administer our telework program.

Managers now have improved access to their employees' work schedules and telework agreements, enabling them to more easily review timesheets. We will continue to refine these processes as new technology options become available.

Mitigating External Factors

In addition to the resource constraints and budget uncertainty, which directly affect our internal management challenges, other external factors that could affect our performance and progress toward our goals include

- Shift in congressional interest
- Modification or repeal of outdated statutory requirements
- Access to agency information

Demand for our work is very high as demonstrated by the 851 congressional requests and new mandates in fiscal year 2016. The Comptroller General and other senior officials maintain frequent communication with our congressional clients in order to ensure that our work supports the highest congressional legislative and oversight priorities while recognizing that changing international and domestic events may affect priorities.

We also continue to collaborate with the Congress to revise or repeal mandated reporting requirements which have, over time, lost relevance or usefulness. Specifically, we worked with the defense committees to have six mandates repealed or revised in the 2016 National Defense Authorization Act (PL 114-92); and in December, 2016, Congress passed the GAO Mandates Revision Act of 2016, which revised or repealed 8 statutory reporting requirements (PL 114-301).

Another external factor that affects our ability to serve the Congress is the extent to which we have access to information. This access to information plays an essential role in our ability to report on issues of importance to the Congress and the American people. Executive departments and agencies are generally very cooperative in providing us access to the information we need. It is fairly rare for an agency to deny us access to information, and rarer still for an agency to refuse to work toward an accommodation that will allow us to do our work.

While we generally receive very good cooperation, over time we have experienced access issues at certain departments and agencies. We actively pursue access issues as they arise, and we are engaged in discussions and efforts with the executive branch to enhance our access to information. As we reported in fiscal year 2015, our discussions with the State Department and the U.S. Agency for International Development (USAID) led both to change their practices that were making it difficult for GAO to obtain copies of documents deemed to contain Controlled Unclassified Information (CUI). In fiscal year 2016, in order to ensure both agencies were implementing their new practices effectively, GAO monitored how they responded to our document requests.

As a result of these changes, GAO has experienced a significant improvement in our ability to obtain copies of CUI documents, which has greatly enhanced our ability to effectively and efficiently carry out our mission. These changes have also brought the State Department and USAID practices more in line with those of the other executive branch agencies, which routinely provide copies of documents containing CUI to GAO. We will continue to monitor how both agencies respond to GAO document requests to ensure continued effective implementation of these new practices.

Another issue relating to our access to information is in the context of the Intelligence Community. As we have reported for the past several years, the Director of National Intelligence, in consultation with the Comptroller General, issued a written directive in 2011 governing our access to information in the possession of an element of the Intelligence Community, Intelligence Community Directive (ICD) 114. The directive was designed to address the historic challenges that we have experienced in gaining access to information in the Intelligence Community, and it contains a number of provisions promoting constructive interaction between us and elements of the Intelligence Community, such as establishing a presumption of cooperation with us.

However, we continue to have concerns with how several key terms in the directive could be interpreted, since they are framed as areas where information would generally not be available to us for certain audits or reviews. As our work reviewing activities of the Intelligence Community continues to grow, it will be important that these terms and the overall directive be carefully implemented and monitored to ensure that we are able to obtain the information we need to assist the Congress in its oversight responsibilities. In fiscal year 2016, we successfully worked through a number of issues with various elements of the Intelligence Community related to obtaining information we requested. However, the process often took a significant amount of time and resulted in delays in our work. We will continue to monitor the implementation of ICD 114 moving forward, and remain committed to engaging with the Intelligence Community.

For one important information source—the Department of Health and Human Services' National Directory of New Hires (NDNH)—

GAO has not been successful in gaining access as a result of the agency's view that access must be expressly provided for in the authorizing statute. We disagreed with this interpretation given our broad and longstanding statutory right of access to agency records. The GAO Access and Oversight Act of 2017 was signed by the President on January 31, 2017. It explicitly confirms our right of access to the NDNH and we look forward to using these data to support the Congress in its oversight of improper payments and other matters.

Collecting Input from Experts

As part of our effort to expand strategic foresight at the agency, we will continue to gather information and perspectives for strategic and annual planning efforts through a series of forums, advisory boards, and panels; external speakers' series; and continual scanning of international and national issues that affect the external environment in which the agency works. Our advisory boards and panels will support strategic and annual work planning by alerting GAO to issues, trends, and lessons learned across the national and international audit community that should be factored into our work. During fiscal years 2017 and 2018, GAO will rely on the following:

The ***Comptroller General's Advisory Board***, whose more than 30 members from the public, private, and nonprofit sectors have broad expertise in areas related to our strategic objectives.

The ***Domestic Working Group*** composed of the Comptroller General and the heads of 18 federal, state, and local audit organizations who meet to exchange information and pursue opportunities to collaborate on accountability issues that affect all levels of government.

GAO periodically conducts ***Comptroller General Forums*** on topics affecting the federal government's role in meeting national challenges. Selected leaders and experts in various fields from the public, private and not-for-profit sectors convene at these meetings to discuss key emerging issues.

The goal of each event is to produce dialogue that stimulates new partnerships and identifies actions designed to address the relevant issues. A report summarizing the discussions on a non-attribution basis and noting the participants who attended is published after each forum and roundtable.

In fiscal years 2017 and 2018, GAO plans to hold forums on artificial intelligence and synthetic identity fraud. We will also continue to enhance our strategic and annual work planning with a number of issue-specific and technical panels, such as the following:

The ***Advisory Council on Government Auditing Standards*** provides input and recommendations to the Comptroller General in his role of issuing generally accepted government auditing standards, popularly known as "the Yellow Book." These standards provide a framework for conducting high-quality audits with competence, integrity, objectivity, and independence. Audits performed in accordance with these standards provide information used for oversight, accountability, transparency, and improvements in government programs and operations.

The ***Accountability Advisory Council***, composed of experts from the financial management community, advises GAO on vital and emerging issues related to federal financial management and performance/ accountability reporting, primarily in conjunction with our continued efforts to audit the U.S. government's consolidated financial statements.

The ***Executive Council on Information Management and Technology***, whose members are experts from the public and private sectors and representatives of professional organizations, helps GAO to identify high-risk and emerging issues in the IT arena.

The ***Comptroller General's Educators' Advisory Panel***, composed of deans, professors, and other academics from prominent universities across the United States, advises GAO on strategic human capital matters such as recruiting, retaining, and developing staff.

Collaborating with Other Organizations

In addition to these formal advisory bodies, GAO also networks with federal, state, local, and international officials with similar or complementary missions, notably through organizations such as the following:

The ***National Intergovernmental Audit Forum*** (NIAF), and 10 regional intergovernmental audit forums through which GAO will consult regularly with colleagues from federal, state, and local audit organizations. The forums exist to improve coordination, communication, and cooperation among its members, private-sector firms, and other accountability organizations in order to address common challenges; provide training, development and knowledge-sharing opportunities for the auditing community; enhance government performance, accountability, and transparency; and increase public trust.

In fiscal years 2017 and 2018, NIAF and each regional forum will hold meetings to share best practices and address common issues facing the audit community. In addition, NIAF will continue implementing its updated 2014-2020 strategic plan to enhance its operations over the next several years.

The ***Council of Inspectors General on Integrity and Efficiency*** is a federal Inspectors General (IG) coordinating council created by statute in 2008, which combines what was formerly known as the President's Council on Integrity and Efficiency and the Executive Council on Integrity and Efficiency. GAO collaborates with this council and individual IGs to facilitate our audit work, coordinate to avoid overlap and duplication of effort, and share best practices.

The ***International Organization of Supreme Audit Institutions (INTOSAI)*** is our primary vehicle for collaborating internationally and is the professional organization of more than 190 national audit offices. GAO will contribute knowledge and assistance to 22 different committees, subcommittees, and working groups in INTOSAI during the fiscal year.

GAO provided leadership for a number of important INTOSAI bodies. In 2016, GAO led the effort to develop INTOSAI's Strategic Plan for 2017-2022, which charts a new course for INTOSAI as it works to promote accountability, transparency, and good governance, based on an integrated approach, enabling the community to respond with agility to global development efforts as well as other emerging opportunities and challenges.

GAO serves as vice-chair of INTOSAI's Policy, Finance and Administration Committee, which plays an integral role in governing the organization and monitoring implementation of the plan. GAO chairs the Working Group on Financial Modernization and Regulatory Reform, which serves as a forum to share knowledge about the implementation of financial regulatory reforms and monitor emerging issues related to global market conditions. GAO also publishes the *International Journal of Government Auditing*, a quarterly publication that serves as INTOSAI's main platform for sharing information among its member SAIs and beyond.

GAO participates across the full range of INTOSAI's mission and goals of enhancing (1) professional standards, (2) capacity building, (3) knowledge sharing, and (4) organizational excellence. For example, GAO participates in INTOSAI's knowledge sharing groups on public debt, environmental auditing, anti-money laundering and corruption, the value and benefit of Supreme Audit Institutions (SAIs), information technology, program evaluation, and key national indicators.

By collaborating with others, GAO will continue strengthening professional standards, providing technical assistance, building capacity, and developing and disseminating best practices. For example, in fiscal years 2018 and 2019, GAO plans to do the following:

> Continue to advance INTOSAI's capacity-building goal through the Comptroller General's Vice Chairmanship of the steering committee overseeing implementation of INTOSAI-Donor Cooperation. Through a memorandum of understanding (MOU) between INTOSAI and 23 donor organizations, the initiative aims to coordinate efforts to strengthen SAIs in developing countries. The focus will continue on existing initiatives such as matching and implementing proposals from the Global Call, expanding use of the Capacity Development Database, using the SAI performance measurement framework, as well as strengthening communications and establishing a results framework for the Cooperation itself.
>
> Continue to enhance international auditing standards through GAO membership in the newly formed Forum for INTOSAI Professional Pronouncements (FIPP) a new standard-setting body for the public sector audit community, aimed at overseeing the development of credible, high-quality standards and guidance that enhance the trust in SAIs and their work to the benefit of citizens. GAO will also continue to participate in the INTOSAI Professional Standards Committee and Subcommittees that feed into and support the new Framework for INTOSAI Professional Pronouncements.
>
> Help to stand up and lead a new INTOSAI Working Group on Big Data, aimed at sharing information, experiences and approaches to conducting audits in the rapidly developing and expanding big data environment.
>
> Develop the capacity of national audit offices around the world through our 4-month ***International Audit Fellowship Program***. Since the program's inception in 1979, more than 570 officials from over 106 countries have participated. GAO continues to receive extensive interest in this program and the 2018 class will take place from March through July.

Legislation[3] enacted in 2014 authorized GAO to establish a ***Center for Audit Excellence*** to provide fee-based training, technical assistance and other products and services to domestic and international accountability organizations to promote good governance and enhance their capacity.

---

[3] Pub. L. No. 113-235, § 1401 (2014), *codified* at 31 U.S.C.§§ 791-793

During fiscal year 2016, the Center's first year of operation, the Center provided fee-based training classes and audit-related technical assistance services to 10 federal, state, local and non-profit organizations.

The Center helped to enhance the capacity of these organizations by providing training on topics such as internal control, performance auditing, audit planning, report writing, and statistical sampling and analysis.

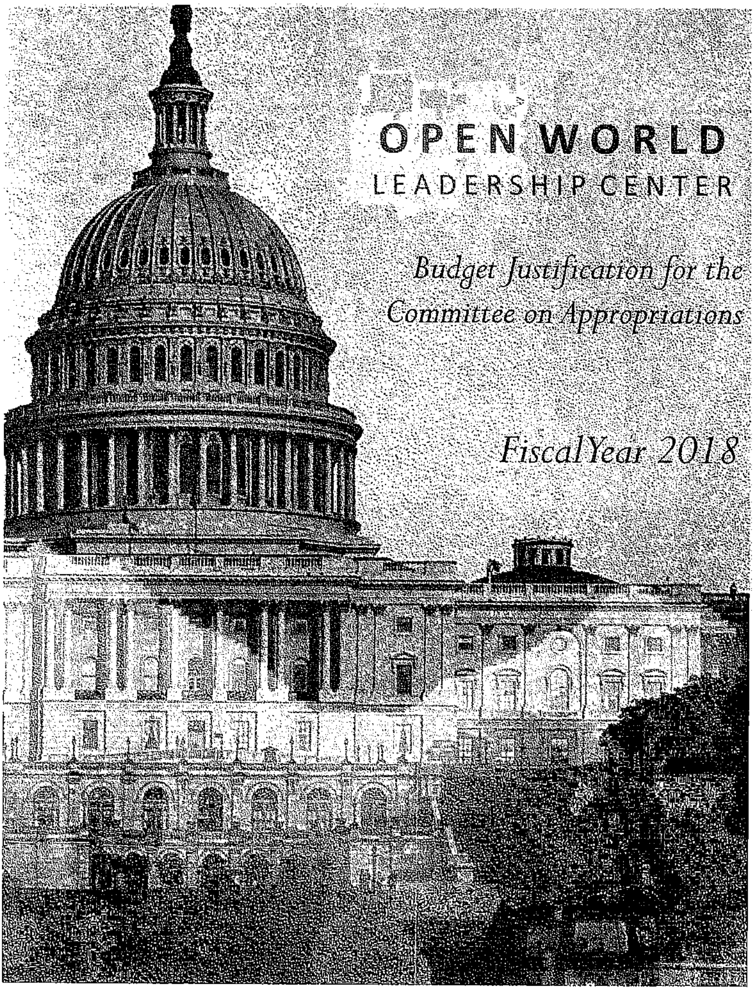
During fiscal year 2017, the Center expects to experience additional demand for training and technical assistance services from domestic and international accountability organizations.

The Center has negotiated several agreements to provide training classes to federal and state audit organizations.

In addition, the Center signed a $95,000 agreement with the country of Georgia's Supreme Audit Office to provide training and technical assistance on information technology auditing.

In April 2016, the Center entered into a Memorandum of Agreement with the U.S. Agency for International Development (USAID) that provides a broad framework for collaborative efforts to strengthen the capacity of accountability organizations in developing countries that receive U.S. foreign assistance.

The Center will work with USAID to identify and reach agreement on some specific fee-based projects to improve audit quality and transparency in countries that receive assistance from USAID to improve governance and enhance accountability.



OPEN WORLD
LEADERSHIP CENTER

Budget Justification for the
Committee on Appropriations

Fiscal Year 2018

Board of Trustees

Chairman R. James Nicholson
Brownstein Hyatt Farber Schreck

Hon. James Lankford
Chairman, Senate Appropriations
Subcommittee on Legislative Branch

Hon. Roger Wicker
United States Senate

Hon. David Price
United States House of
Representatives

Hon. Ben Nelson
Senator for Nebraska
2001-2013

Dr. Carla Hayden
Librarian of Congress

Hon. Kevin Yoder
Chairman, House Appropriations
Subcommittee on Legislative Branch

Hon. Martin Heinrich
United States Senate

Hon. Jeff Fortenberry
United States House of
Representatives

Hon. James F. Collins
Carnegie Endowment for
International Peace

OPEN WORLD
LEADERSHIP CENTER

Budget Justification for Fiscal Year 2018

TABS

Tab 1	FY2018 Budget Justification
Tab 2	List of Grantees, Host Organizations and Judges by State
Tab 3	Open World Delegations by Date – CY2017
Tab 4	Select State Summaries and Open World in the News

Inside Covers:

Front	Open World Board of Trustees
Back	2015 Annual Report

Fiscal 2018 Budget Request

The Open World Leadership Center is respectfully requesting an appropriation of $5.8 million to support its staff and operating expenses. This is an increase of $200,000, or 3.6 percent, over fiscal 2016 enacted appropriation.

Resource Summary (Actual Dollars)

		Fiscal 2016				Fiscal 2017		Fiscal 2018		Fiscal 2017/2018	
		Operating Plan		Actual Obligations		Operating Plan*		Request		Net Change	
	Appropriation	FTE	$	FTE	$	FTE	$	FTE	$	FTE	$
$	5,600,000	7	5,600,000	5	0	7.5	5,589,354	7	5,800,000	7	210,646
	Recovered Obligations		632,781		0		935,707		800,000		
	Revenue		79,306				80,000		80,000		
	Prior Year Carryover Funds		67,604				71,526		88,901		
	USAID - Serbia [1]		60,000		0		0		0		
	USAID - Ukraine [2]		750,000		0		750,000		0		
	USAID - Regional [3]		606,682		0		0		0		
	Subtotal Avail Funds		7,796,372		7,796,372		7,426,587		6,768,901		
11.0	Personnel Salary		745,000		634,546		802,500		765,000		
12.0	Personnel Benefits		205,000		185,703		220,000		210,000		
21.1/22.1/23.1	Travel, Transp. Utilities		40,000		32,562		40,100		40,100		
25.1	Other Services, Misc		20,000		9,879		20.000		20,000		
2515	Services, Other Agencies [4]		950,000		869,855		950,000		950.000		
2550	Contracts [5]		3,320,950		3.718,627		2,875,731		2,270,000		
2572/2583	Entertainment/Subsistence [6]		113,000		106.295		115,000		115.000		
26.1/31.0	Supplies, Equipment		15,000		13,529		15.000		15,000		
41.0	Grants		2,296,000		2,153,850		2,310,000		2,310,000		
	Subtotal Obligations		7,704,950		7,724,846		7,348,331		6,695,100		
	Total Funds Balance		91,422		71,526		78,256		73,801		

- This amount is the Center's fiscal 2016 enacted level, but also includes the fiscal 2017 rate of operations reduction (.1901%).

---

[1] All USAID transfers are applied to program and none are applied to administrative costs; used for the logistical costs of the program (BOC 25.0).

[2] There were two transfers for Ukraine in 2016: the first was in January; the second was completed on 9/30/2016. For this reason, Open World was only able to obligate half of it in FY2016.

[3] This transfer ($575,000) was completed 9/15/2016. It was obligated along with a prior year balance of $31,682 before the end of FY2016.

[4] This includes all MOUs with US Embassies in Open World Countries; the Library of Congress-OW Interagency Agreement; and GPO printing services

[5] All of the requested increase is needed to cover part of an expected shortfall in Contract. The logistical contract is the largest, under which participant costs are paid, including but not limited to airfare, hotel, visa processing, translation services, and contingency services. See Part II Budget Request for a complete explanation.

[6] In an effort to save money, the Center purchases services for food and accomodation directly from the vendors. Under the logistical contract, these costs are subject to a 17% indirect charge.

Total Funds – All Sources

(Actual Dollars)

	Fiscal 2016 Actual	Fiscal 2017 Projected*	Fiscal 2018 Projected
Appropriated Funds	5,600,000	5,589,354	5,800,000
Recovered Funds	632,781	935,707	800,000
Revenue	79,306	80,000	80,000
Carry Over Funds	67,604	71,526	88,901
USAID - Serbia	60,000	0	0
USAID - Ukraine	750,000	750,000	0
USAID - Regional	606,682	0	0
Total Funds Available	7,796,372	7,426,587	6,768,901

*The .1901% rate of operation reduction is reflected here.

Program Overview

In 1999, Congress authorized the Open World program as a pilot project as a result of discussions between then Librarian of Congress Dr. James H. Billington and a bicameral and bipartisan group of Members of Congress. The project focused on the question of how to increase mutual understanding between Russia and the United States and to support Russia's democratization efforts. The success of the Open World approach and the continued importance of its mission led Congress, through the leadership of the House and Senate Appropriations Committees, to establish in December 2000 a permanent, independent entity in the legislative branch to house the Program: the Open World Leadership Center (the Center or Open World).

The Center conducts the Open World Program, one of the most effective U.S. exchange programs for countries[1] in transition. The program has enabled more than 26,000 young global leaders to engage in and interact with Members of Congress, Congressional staff, and thousands of other Americans, many of whom are the delegates' direct professional counterparts. Open World focuses on assisting Congress in its oversight responsibilities and on conducting exchanges that establish lasting professional relationships between the rising leaders of Open

---

[1] Current Open World countries are: Armenia, Azerbaijan, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Mongolia, Russia, Serbia, Tajikistan, Turkmenistan, and Ukraine. The Center is in the process of renewing programs for Belarus, Moldova, and Uzbekistan and of starting a pilot program in Perú.

World countries and Americans dedicated to showcasing U.S. values and democratic institutions. The Center's non-partisan nature and independence from the priorities of any presidential administration is an important asset for the Program.

The highly-regarded Open World Program has also played an increasingly vital role in the political landscapes of many countries throughout Eurasia. The Program has brought rising leaders who have become influential within their communities and in the national arena. The Center has also built substantial expertise in conducting exchange programs unique to the Legislative Branch. As it moves further into its second decade, the Open World Leadership Center continues to strive for excellence in providing a rich experience for foreign legislators and the best and brightest young professionals in Open World countries.

One profound insight the delegates derive from their experience in the United States is that elected officials are accountable to the citizens of their jurisdictions. Another powerful element is the impact of home stays – Open World delegates live with American families while in the United States. Partnerships and deeper understanding forged between American hosts and the delegates multiply the connections among their communities with profound results.

Serbian Members of Parliament met in the D.C. office of Representative Pete Visclosky (OH) before being hosted in Columbus, Ohio in January 2016.

Program Objectives

The Open World Leadership Center is committed to a strategy designed to strengthen our work with Congress and continue to cement our legislative identity. To that end, the Center adopted three goals that are both measurable and attainable, despite limited staff resources.

Goals

- Ensure that the Center is a resource, an asset, and an investment for Congress:
  Under this goal, the Center specifically addresses Congressional interests and requests. Second, delegations of legislators at the national and local levels comprise a substantial portion of the annual total number of participants. Finally, key Members of Congress and their staff receive first-hand actionable information about strategic countries of interest from face to face meetings with rising leaders.

- Expand the reach of the Center to countries strategically important to the United States:
  Via enabling legislation and with the approval of the Board of Trustees, the Center is able to respond quickly to Congressional requests to provide programming in strategically important countries.

- Operate as a model, cost-effective, responsive agency:
  The Center is keenly aware of the importance of being effective and efficient fiscal stewards. In that capacity, interagency agreements, low overhead and responsible grant-making are hallmarks of the Center's high impact, low costs operations.

Measures of Success

Open World continues to meet the mission of focusing on a geographically and professionally broad cross-section of emerging leaders who might not otherwise have the opportunity to visit the United States:

- Delegates have come from all the political regions of Russia, Ukraine, Armenia, Georgia, Kazakhstan, Kyrgyzstan, and Uzbekistan.
- More than 10,200 federal, regional, and local government officials have participated, including 272 members of parliament and 1,930 judges.
- The average age of Open World delegates is 37.
- 95 percent of delegates are first-time visitors to the United States.
- 51 percent of delegates are women.
- Nearly one-third of all Open World delegates are under the age of 30.
- The average cost per participant of the Open World program is $8,800-9,200, depending on the country, compared to $18,680 per person for a similar executive branch program.

Interest in the Open World Program remains robust within American hosting communities. The demand for hosting Open World delegations is more than triple the supply of available slots due to funding limitations. Delegates are hosted by a large and dedicated group of American citizens who live in big cities, small towns, and rural communities throughout the United States.

Government reform leaders from Ukraine meet with staff in the office of Rep. ***Kevin Yoder (KS-3).*** *The group was hosted in Kansas City in March 2016 by Global Ties in Kansas City.*

Georgians traveling to Big Canoe, Georgia in early April 2016 are welcomed into the host community on their first day there for a program concerning the development of civil society organizations

Calendar Year 2016 Highlights & 2017 Plans

Overview

In 2016, the Open World Leadership Center hosted a total of **852** delegates from **18** countries in more than **120** host communities in all **50** states. In a climate of uncertainty in the international arena, Open World continues to serve as a resource for unvarnished information to Members of Congress and their constituencies throughout the United States. Our three signature 10-day exchanges – Members of Parliament, Rule of Law, and Civic Programs – have resulted in the creation of a vital network of more than 26,000 emerging leaders that have had first-hand, peer-to-peer exposure to the United States. In 2017, we hope to bring approximately 900 emerging leaders to communities throughout the United States. Country highlights follow.

Participation by Country

	As of 12/31/2016	2017 Scheduled	Fiscal 2018 Projected
Armenia	76	24	24
Azerbaijan	257	18	18
Belarus	12	0	6
Egypt	12	0	0
Estonia	16	4	4
Georgia	562	48	36
Kazakhstan	419	42	36
Kosovo	104	30	36
Kyrgyzstan	425	31	30
Lithuania	104	0	0
Macedonia	3	0	0
Moldova	429	0	24 [1]
Mongolia	45	30	30
Russia	19,236	223	222
Serbia	415	36	36
Tajikistan	451	37	36
Turkey	97	0	0
Turkmenistan	176	24	24
Ukraine	3,159	252	252
Uzbekistan	107	6	6 [2]
Other programs	123	48	48 [3]
	26,228	853	868

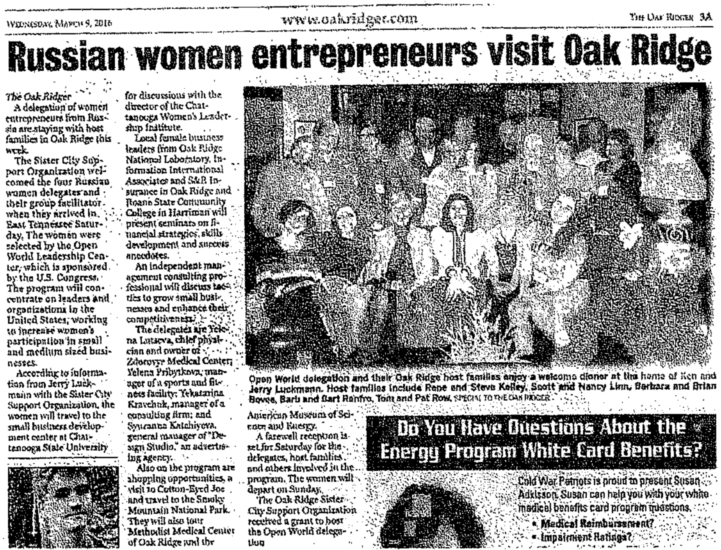
The Center is making plans to re-start the program in Moldova

The Center is making plans to re-start the program in Uzbekistan

Other programs include the Rumsfeld Foundation Fellows from Afghanistan and most Open World countries; the House Democracy Partnership special delegations; and special request Congressional delegations

Russia

From 1999 to 2016 Open World has hosted more than 19,000 young Russian leaders. In calendar year 2016 the Center hosted 259 Russian participants in 42 exchanges. Delegates came from 50 of Russia's 83 regions, included a wide range of ethnic groups, and had hosting experiences in 36 host communities in 29 U.S. states. Women made up 59 percent of the delegates.



Wednesday, March 9, 2016 www.oakridger.com The Oak Ridger 3A

Russian women entrepreneurs visit Oak Ridge

The Oak Ridger

A delegation of women entrepreneurs from Russia are staying with host families in Oak Ridge this week.

The Sister City Support Organization welcomed the four Russian women delegates and their group facilitator when they arrived in East Tennessee Saturday. The women were selected by the Open World Leadership Center, which is sponsored by the U.S. Congress. The program will concentrate on leaders and organizations in the United States, working to increase women's participation in small and medium sized businesses.

According to information from Jerry Luckmann with the Sister City Support Organization, the women will travel to the small business development center at Chattanooga State University for discussions with the director of the Chattanooga Women's Leadership Institute.

Local female business leaders from Oak Ridge National Laboratory, Information International Associates and S&B Insurance in Oak Ridge and Roane State Community College in Harriman will present seminars on financial strategies, skills development and success anecdotes.

An independent management consulting professional will discuss tactics to grow small businesses and enhance their competitiveness.

The delegates are Yelena Lataeva, chief physician and owner of Zdorovye Medical Center; Yelena Pribytkova, manager of a sports and fitness facility; Yekatarina Kravchuk, manager of a consulting firm; and Syuzanna Katchiyeva, general manager of "Design Studio," an advertising agency.

Also on the program are shopping opportunities, a visit to Cotton-Eyed Joe and travel to the Smoky Mountain National Park. They will also tour Methodist Medical Center of Oak Ridge and the American Museum of Science and Energy.

A farewell reception is set for Saturday for the delegates, host families and others involved in the program. The women will depart on Sunday.

The Oak Ridge Sister City Support Organization received a grant to host the Open World delegation

Open World delegation and their Oak Ridge host families enjoy a welcome dinner at the home of Ken and Jerry Luckmann. Host families include Rene and Steve Kelley, Scott and Nancy Linn, Barbara and Brian Bowes, Barb and Bart Renfro, Tom and Pat Row. SPECIAL TO THE OAK RIDGER

Do You Have Questions About the Energy Program White Card Benefits?

Cold War Patriots is proud to present Susan Adkisson. Susan can help you with your white medical benefits card program questions.

- Medical Reimbursement?
- Impairment Ratings?

Women business leaders from Russia made the Oak Ridge, TN newspaper in March 2016. The group was hosted by the Sister City Support Organization from March 5 – 13, 2016.

The Center's objective is to have participants return to Russia with a more positive view of America, to add to their professional skills through direct contact with U.S. citizens engaged in similar work, and to counter the Russian information war by providing an objective view of the American people and our society. Open World's ten-day thematic visits to the U.S. expose young and emerging Russian leaders to democratic practices, good governance, economic development strategies, and free market institutions. The Center's 2016 Russia program emphasized such themes as partnership building (23 programs, including nine such programs with the Moscow School of Civic Education), entrepreneurship, environment/Arctic wilderness, ethnic issues and civic integration, women as leaders, and medical issues. All aspects of programming emphasize citizen participation, exposure to transparent practices, and insight into public-private partnerships in a free society, providing a vivid contrast to life in Russia.

Open World has had enormous success in Russia since 1999, and its more than 19,000 outstanding alumni now serve in leadership positions throughout the country. To exemplify some programmatic results:

- Five current Governors/Heads of Subjects of the Russian Federation are Open World alumni representing Buryatia, Karelia, Tuva, Chuvashia, and Kaluga, and some of our most active are from the leadership of the Samara region (at the level of the First Vice-Governor and the Mayor of Samara), St. Petersburg and the broader Leningrad region, Tatarstan (including the Chair of the Supreme Court, the Director of the Judicial Academy, and several Chairs of Committees of the regional legislature). We also have strong alumni communities in the regions of Volgograd, Altay, Perm (the Mayor of Perm and one of the vice-governors are alumni), Saratov, and Kaliningrad, among other regions.
- Open World alumni are well-integrated into U.S. Embassy in Moscow follow-on programming such as the Peer-to-Peer program. Open World alumni and their American partners have been successful recipients of funding for their joint projects, such as one between Syktyvkar State University and the Montana School for the Deaf and Blind called "The Socialization of Children with Visual Impairments in Special Education." The project includes site visits for Russian and American teachers and students, regular online video conferences, live streaming events, the development of manuals on the education of blind children, and competitions in both schools called "Hello America" and "Hello Russia."
- One Open World alumna created a smart phone application called "No Violence" (https://www.facebook.com/nasiliu.net/) which aims to prevent domestic violence and violence against women. The user can create a database of contacts- family and friends whom she trusts- and press a panic button when in danger. Instantly a message is sent asking for help along with the user's geolocation. The user is also able to edit and personalize the messages, depending on the situation. The app also includes a database of every private and public crisis center in Russia and builds a route to the nearest one. Previously, this information was not widely available and very difficult for women to find.
- U.S. Federal District Judge Stephen Friot, a regular Open World host, was recently interviewed by the Magazine US-Russian Business regarding his trip to Saratov in April 2016. He described how his long-standing relationship with Russia developed as a result of the Open World delegations that he has hosted in Oklahoma City. According to Judge Friot, "People-to-people relationships at the grassroots are important because those relationships reduce the likelihood that the leaders of either country – and I emphasize either country – will be able to control the narrative and tone of the nation-to-nation relationship for their own purposes."
- One Open World Alumna left us with the following prescient message: "We are at a critical juncture; in Russia, ties are being severed, tensions are high, and distrust is rampant. Open World is a bastion of goodwill and productivity, and we have a dormant giant that is ready and eager to flourish through the maintenance and growth of warm and

productive relationships. After all, our Russian friends have lived in American homes, integrated into U.S. communities, and formed lifelong ties. The time to act is now."

Russians traveling on the theme of Urban Development/Environment met with Senator John Boozman (AR) in D.C., before going on to Fayetteville, AR on December 2, 2016.

CHEREPOVETS
GARDEN

The Montclair (NJ) Rotary Club hosted a delegation nominated by their sister Rotary club in Cherepovets, Russia, and aimed to provide early help/rehabilitation/assimilation to disabled children in October 2016.

This time of significant tension between the United States and Russia has made programming for U.S. embassy-sponsored activities more difficult. We note that partnering in some fields, such as working with Russian nuclear labs, is nearly impossible. Despite these obstacles, we have managed projects covering a broad spectrum and reaching into all regions of Russia. Open World alumni still show a willingness to meet their American counterparts in Russia, despite any risk that this may have for them. American diplomats often come to Open World for contacts in cities that they are visiting because they know that Open World alumni are willing to meet and are armed with the ability to be objective and forward thinking.

Ukraine

Our objective is to further democratic and free-market processes in Ukraine by providing a new generation of Ukrainian leaders with the vision, skills, and tools needed to develop their country at this critical juncture in its history. The program is aimed at furthering anti-corruption efforts, assisting in the decentralization process, promoting the rule of law, improving transparency in the public and private sectors, and providing a secure safety net to a suffering population.

In 2016, Open World conducted 46 exchange programs with the participation of 276 Ukrainians on intense ten-day thematic visits to the U.S. that exposes young and emerging Ukrainian leaders to democratic practices, civil rights, good governance, transparency in media, sound health and education policy and practices, the provision of social services, and economic development strategies.

Much of Open World's Ukraine program is aimed at countering Russian aggression and pressure as it continues on the path of reform despite the internal problems caused by the annexation of Crimea, aggression in the East, and the overwhelming use of disinformation and propaganda by Russian media. To be responsive to the demands caused by this aggression, Open World's exchange programs have been expanded in areas that: are aimed at handling the hardships caused by these recent events (such as servicing those with battlefield injuries and post-traumatic stress disorder and helping with programs aimed at providing support for internally displaced persons), focusing on improving Ukrainian media's ability to counter Russian propaganda and provide its citizenry with more transparent and credible information, assist with government reform in the critical areas of anti-corruption and decentralization, and further the development of a robust and pro-active civil society with the tools and skills needed to serve their stakeholders and improve the lives of those they serve.

Open World has experienced enormous success in Ukraine as it has worked steadfastly there since 2003 to be responsive to its developmental and societal needs. Its more than 3,200 outstanding alumni now serve in leadership positions throughout the country. In 2016, Open World's 46 programs were hosted in 44 U.S. communities in 32 states, providing our colleagues from Ukraine with broad exposure to American democratic and free-market institutions. As a part of these 46 programs, 12 were aimed to not only thematically assist Ukraine during these trying times, but were also aimed at furthering existing partnerships to enable long-term sustainability. To exemplify some programmatic results:

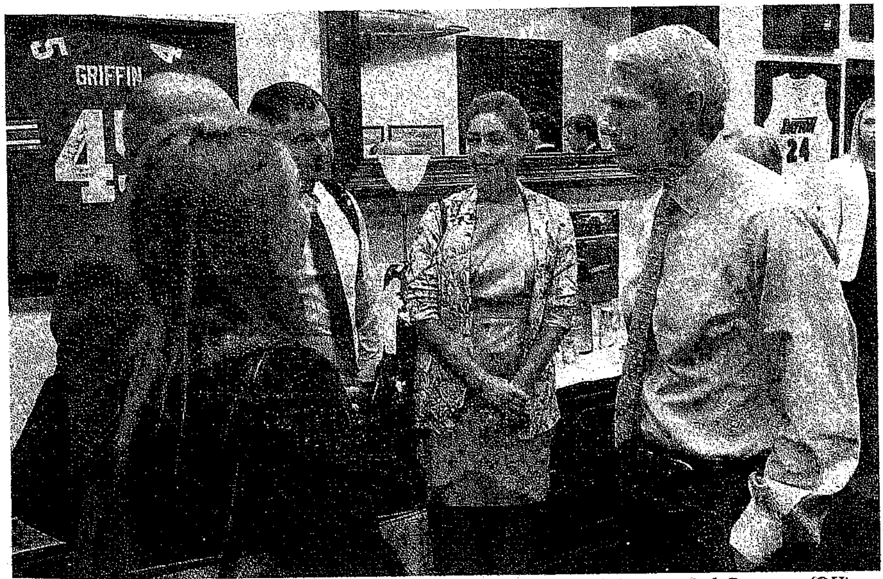
- Two members of the new Cabinet of Ministers are Open World Alumni. Other alumni are in top leadership positions in the Ministry of Health, the Ministry of Education and Science, the Ministry of Youth and Sports, and the Ministry of Energy and Coal Mining.
- The Prime Minister is a strong supporter of the Program and has been a very active supporter of the Birmingham-Vinnitsa partnership program that Open World implements as he formerly served as Mayor of Vinnitsa and has been involved in Open World's programs and is a beloved supporter of Open World.
- Currently, thirteen members of the Parliament are Open World alumni and several are among the leadership. This includes:
    - the Chair of the Committee on Prevention and Fighting Corruption
    - the Chair of the Subcommittee on National Security and Defense Spending
    - the Chairperson of the Subcommittee on Civil Service and Service in Local Government
    - the Chairman of the Subcommittee on Budget Support for Regional Development
    - and the Secretary of the Committee on State Construction, Regional Policy and Local Self-Governance.

Many also serve as key staff members (some 95 staffers and advisors are Open World alumni). These dedicated alumni are eager to work with Open World to expand this element of programing.

- Many Open World alumni follow up their exchange program through U.S. Embassy grants for activities such as: "Journalism for All" which provides journalism training for people with disabilities; "IDP Crisis – Student Voices" a three day forum aimed at empowering children who have been dislocated; and "Starting Life Over" aimed at improving the life of displaced persons and their children. Such project activity can be found all over Ukraine.
- Numerous Open World alumni have risen among the ranks of the civic initiative "Reanimation Package of Reform (RPR)," a coalition of 48 leading NGOs and other experts from all over Ukraine that acts as the as a coordination center for the development and implementation of key reforms through its 25 working groups. Open World alumni are on both the Board and Secretariat of RPR, and one serves as the head of its international relations department.
- Open World hosts from Rochester/Irondequoit, NY recently hosted 25 delegates, many from partner region Poltava, in August 2016 to review successful projects in education reform, providing social services to veterans and IDPs, local government reform, and numerous other alumni initiatives and activities. While in Ukraine, Open World hosts from the Greater Rochester area coordinated five containers full of humanitarian aid for their partners throughout Ukraine.
- The Ukrainian founder of a Drone company that works in the field of increasing agricultural yields has reported that his visit to Branchville, New Jersey, where his delegation was hosted by the Branchville Rotary Club had provided him with new areas to expand in in agriculture

in Ukraine such as dairy farming, hydroponics, and grains. He also reported that he is now hiring the disabled and veterans as a part of his increased efforts at corporate responsibility

Senator Roger Wicker (MS) meets with anti-corruption experts from Ukraine in Washington, D.C. The group was hosted in Mississippi by Legacy International Development Group in March 2016.



Members of the Ukrainian Parliament discuss matters of Ukraine with Senator Rob Portman (OH) in June 2016.

A tour of Ukraine brings one in contact with many leading Open World alumni that are making important and impressive strides to serve those with battlefield injuries, rising in the ranks of leading reform ministries and organizations, battling corrupt practices as part of government and private sector reform, working on decentralization efforts, and serving those displaced or impoverished by the aggression in the East and the South. There is also significant cohort of leaders at the regional and city level that are joining local councils and implementing democratic and free market reforms throughout the country as it works to end the problem of endemic corruption and a weak economy that provides a poor safety net.

Remaining Open World Countries

Armenia

From 2011 through 2016, the Center hosted 82 delegates from Armenia. This year we will host 24. 2017 programming themes include two judicial programs, one program in media literacy and one in accountability and ethics in government. The Center has also hosted delegations on themes such as women in politics, elections, civic and judicial rule of law, and urban development. Young Armenian leaders have been introduced to accountable governance and civic participation in government and society.

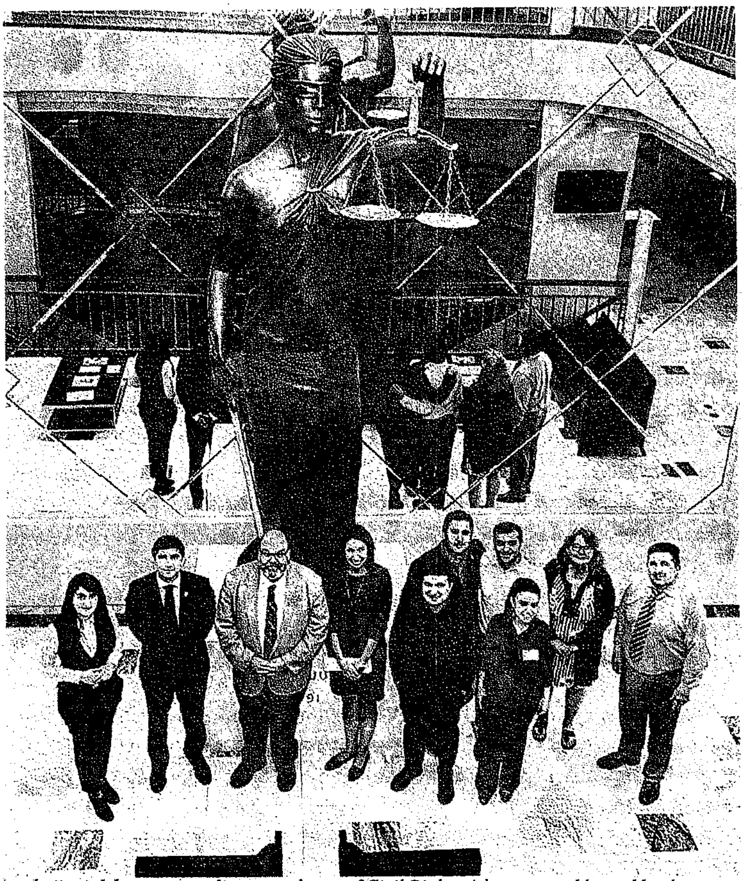
Demonstrating the effectiveness of Open World, one alumna, the head of the Yerevan municipality department for foreign investments, recently returned home and submitted the following feedback concerning her OW program in Cambridge, MA:

> *"Firstly, I would like to convey my deepest thanks to you for the wonderful work, effort and time you put into the project. It really exceeded my expectations from the program and gave me energy and strength to move forward toward new goals. And I know together we can reach to greater heights... I have already talked to the president of School for Young Leaders to organize a meeting with young leaders to pass our experience we had in the U.S., what we have learned, what are our thoughts for the future, [and to] discuss issue of women in leadership and politics and the difference between the situation in U.S. and Armenia."*

Azerbaijan

From 2007 through 2016, the Center hosted 265 delegates from Azerbaijan. This year we will host 18. These three delegations will focus on women leaders in STEM, combatting domestic violence and environmental stewardship/private-public partnerships. Programming for this country has exposed Azerbaijani leaders to pluralism in society and citizen participation in government. One 2016 theme, Rights for Disabled Persons, demonstrated that there is equal opportunity for all in the economic sector through the Americans with Disabilities Act and other legislation. Another theme touched on improving the investment climate through protection of intellectual property and how to diversify agro-business.

Open World's program coordinator at the U.S. Embassy in Baku participated as a facilitator with the September 2016 delegation that was hosted by the Cookeville Breakfast Rotary Club in Tennessee. The delegation – working to improve the education system in Azerbaijan – held a follow-up meeting with top U.S. Embassy officials. They reported that they planned to implement magnet schools, broaden the usage and practicality of vocational schools, encourage the nation-wide expansion of compulsory kindergarten, introduce transparent student evaluation systems, and encourage more parental participation in the educational system of that country.



Azerbaijani delegates traveling on a theme of Civil Rights Advocacy and hosted by the Oklahoma City Rotary Club in November 2016 visited the Oklahoma Bar Association with U.S. Magistrate Judge Suzanne Mitchell.

Estonia

From 2011 through 2016, the Center hosted 16 delegates from Estonia. This year Open World's program for Estonia features a delegation of four judges that are hosted through our judge-to-judge program in a cost-share partnership with the Judicial Training Department of the Supreme Court of Estonia. To date, Federal district judges in Nevada, Maryland, Ohio, and North Carolina have hosted their Estonian counterparts. This year, the Estonian judicial delegation will travel to Mississippi.

Georgia

From 2007 through 2016, the Center hosted 572 delegates from Georgia. This year we will host 54, including two delegations of Parliamentarians, local legislators, judges, young entrepreneurs, museum curators, environmentalists, journalists and professionals promoting sustainable tourism. Open World has a robust record in Georgia: so far, alumni have risen to such leadership positions as Deputy Chief of Mission to the United States, the Deputy Ministers of Finance and Defense, the Chairwoman of the Committee On European Integration in the Parliament, the Public Defender, and the Rector of Gori University. Many Open World alumni are active in working to promote the rights of minorities and ensure that they are not disenfranchised from elections. One highlight of programming has also been the re-invigoration of the Atlanta-Tbilisi Sister City partnership, which is now flourishing. Open World programs were also instrumental in judicial reform and educational reform as well as the introduction of jury trials in Georgia.

Kazakhstan

From 2008 through 2016, the Center hosted 426 delegates from Kazakhstan. This year we will host 54, including parliamentarians, judges (including Supreme Court Justices), and environmental, media and educational professionals. Open World introduced young leaders from this country to professionals in scientific, legislative, academic, and innovative industries to facilitate the development of cross-cultural communication, diplomacy, and progress. Illustrating this are the strong sister city ties between Pavlodar and Mauston, WI with a wide range of entrepreneurial follow-up projects and privately-funded reverse travel. Important supplemental programming will further entrepreneurial development, particularly in increasing energy efficiency and in finding alternates to fossil fuels. Another country priority is working to improve the battle against tuberculosis and HIV/TB, and to provide broader health care support.

One 2016 highlight was a delegation of non-proliferation experts that traveled to New Mexico for an 8-day program focusing on the expertise at the Los Alamos and Sandia National Laboratories. There they observed the technical work underway at the nation's premier labs supporting nonproliferation and exchanging best practices to enhance control, accounting, and physical security of nuclear and radiological materials. During their orientation in DC, the delegates discussed US-Kazakhstan cooperation on nuclear security with staff members of the House Foreign Affairs Committee, and met with staffers from a number of Congressional offices, as well as the leadership of many area think tanks looking at issues of nonproliferation of nuclear materials.

Kosovo

From 2014 through 2016, the Center hosted 105 delegates from Kosovo. This year we will host 30. Delegations from Kosovo in 2017 will participate in the following themes: elections processes, public inclusion in policy making (think tanks), multilingualism and access to public information, supporting judicial ethics and higher education reform. One Open World alumnus, a Senior Legal Officer at the Ministry of Justice looking for insight as to how to combat domestic violence, published an article in the La Cross Tribune titled "Delegation from Kosovo Loved La Crosse Visit" and wrote:

> *"I was deeply impressed by the treatment of victims with a high priority and in an organized way by competent institutions. A very important part was the aspect of treatment and provision of psychological, legal and social advice to victims by organizations and volunteers. The visit made me learn that it is not important at all what is one's position, one's age or one's financial strength, but it is important to have a human soul because that is the only way you can do very good voluntary work to improve the life in the community and protect crime's victims. . . In addition to very good professional experiences, I cannot leave out the aspect of American hospitality, respect and way of life. . No matter where we were . . . we received warmth, respect and friendly smiles all the time. The greatest impression I had was with the families where we stayed and who offered us the greatest warmth as if we were in our homes. Knowing people and colleagues in institutions that we visited was very important. It shows that now I have friends in Washington and La Crosse – and they have friends in Kosovo. That is very important for future cooperation in various fields . . . I will always remember this visit as a success story, and it will remain my best experience in my life. All these experiences will have an impact on the quality of work I do in drafting legislation in the field of justice for my country, the Republic of Kosovo."*

Kyrgyzstan

From 2007 through 2016, the Center hosted 426 delegates from Kyrgyzstan. This year we will host 42, including a delegation of MPs, delegations looking at women's STEM education. best practices in adoption, young entrepreneurs, combatting domestic violence, agribusiness development and tourism promotion, with the last two delegations being mostly funded by USAID.

Open World's programming in this country has worked to spur new business initiatives. The business incubator Ideagrad (www.ideagrad.com) has resulted in successful return visits by American hosts, and has furthered volunteerism and civic education. One participant recently wrote:

> *"One of the wonderful things some of us have brought back to Kyrgyzstan...is the spirit of volunteerism...In addition to giving back to our home land, we hope this inspires other people in our country and around the world to volunteer time and effort to help take care of the communities they live in...In the future, we hope that we will be able to involve more people in this activity and make it a recurring event.*

This spirit was exemplified when an alumnus organized cleanup activities in the Tashtar Ata area in May 2016 where more than 58 bags were collected and a new sense of civic pride was born.

Members of the Kyrgyz Parliament meet with House Democracy Chairman Peter Roskam (IL) in May 2016. The MPs were hosted in Manchester, NH in May 2016 by the World Affairs Council of New Hampshire.

One other alumna who participated in a Women in Science and Technology themed delegation from the Kyrgyz Republic has become a senior lecturer in Software Engineering Department at Osh Technological University. An award received from the U.S. Embassy aimed at attracting girls to technical school supported 30 female students from remote villages, who were trained in math, chemistry, and physics so that they could score well in standardized university testing. As a result of the project, all 30 girls passed, and 29 of them currently study at universities, with 30% of them studying hard sciences. Our alumna has said that the Open World program, especially her visits to U.S. universities and colleges in the Raleigh, NC area where she discussed efforts to attract female students from middle and high schools into STEM, inspired her to implement her project in Kyrgyzstan.

Moldova

From 2007 through 2015, the Center hosted 429 delegates from Moldova. This year we are working on resuming programming in there with two delegations. These delegations will include one made up of Parliamentarians and one of leading education professionals aimed at furthering a classroom to classroom school program between the Sister States of North Carolina and Moldova, a vibrant partnership that Open World has been instrumental in fostering.

One Moldovan alumnus recently reported:

> *"Upon my return to Moldova from my Open World visit I collaborated with Global Giving to collect over $6,000 – funds used to renovate the windows in the Pneumology Section of the Health Care for Mother and Child Hospital. 50% of the funds were covered by the members of Moldova World Children's Fund. I hope [for]this wonderful collaboration to continue. In spring we hope to host a group of nurses from Greensboro, who will collaborate with Moldovan nurses in order to improve the conditions from various medical institutions from our country."*

Mongolia

From 2011 through 2016, the Center hosted 58 delegates from Mongolia. This year we will host 24, including 12 Members of Parliament and 12 judicial delegates. Open World's Mongolia rule of law program is a partnership with the Judicial General Council of Mongolia.

Last year's Parliamentarians traveled to Washington and Hawaii and this year will travel to Alaska and Nevada. Judges from Mongolia participated in programs hosted by U.S. federal judges in California, Nevada, North Carolina, and Texas, and this year will be hosted in West Virginia and Oregon.

Serbia

From 2012 through 2016, the Center hosted 415 delegates from Serbia. This year we will host 42. 2017 programming for Serbia is planned in the following themes – two delegations of Parliamentarians for legislative development, and one delegation each looking at higher education, food security, building e-government capacity, and rule of law/combatting domestic violence.

For Serbia, Open World efforts have focused on their Euro-Atlantic integration, on strengthening democratic institutions through its young leaders, emphasizing the rule of law, and on improving economic conditions by providing successful local models. The Center's work there has shown us that young community leaders are eager to integrate into Euro-Atlantic institutions and to meet their economic standards in food security and other areas. We have provided programming in democracy, governance, and education/social services. The programs for parliamentarians and other political leaders demonstrate the accountability and transparency of essential democratic institutions. Digital and social media programming is also essential in promoting Serbia's aspirations for Euro-integration.

Tajikistan

From 2007 through 2016, the Center hosted 461 delegates from Tajikistan. This year we will host 36, including parliamentarians, and delegations focusing on Muslim women's role in combatting violent extremism, innovation, technology, and mental health.

Reflecting Open World's impact in Tajikistan, one OW alumnus recently received a grant from the U.S. Embassy to further his efforts in working with children at risk at a specialized school for juvenile delinquents, which also houses a juvenile detention center. This grant is to work with juvenile delinquents to reintegrate them with their family and back into community based on the techniques he saw first-hand in Lincoln, Nebraska. The grant also provides training for advocates for improved juvenile justice systems, vocational development, legal advice, and positive cooperation with law enforcement agencies, a new concept for Tajikistan.

Muslim women from Tajikistan working to combat violet extremism meet with the first U.S. legislator from Somali, Ilhan Omar, at the Minnesota state legislature in March 2017.

Turkmenistan

From 2008 through 2016, the Center hosted 182 delegates from Turkmenistan. This year we will host 18 delegates, including women entrepreneurs, journalists, and medical professionals looking at e-management of hospitals.

One Open World alumna that was hosted on a tourism promotion theme in Los Angeles has reported that prior to participation in Open World she was sending about 4-6 tourists to the U.S. annually. After her participation in program, she started sending about 40-50 tourists to the U.S. each year. Other alumni are working on Open World inspired projects such as the promotion of a balloon festival based on what was seen in New Mexico and a joint project with an American entrepreneur in Chicago to utilize bamboo and other reeds to synthesize new material for clothing and furniture.

Uzbekistan

From 2003 through 2004, the Center hosted 120 delegates from Uzbekistan. This year we will host two delegations of Members of Parliament – one delegation from the Legislative Chamber and one from the Senate. This and future programming is aimed at supporting greater regional economic development, energy and infrastructure initiatives, and people-to-people connectivity through the Silk Road and Indo-Pacific Economic Corridor initiatives. With the passing of long time president Islma Karimov and the first presidential transition of power in Uzbekistan's history as an independent nation there have been initial signs of the country's opening up and working to improve relations with its neighbors and in the international community. Because it is a strategic Central Asian country with the highest population, Open World is eager to work to further bilateral cooperation with Uzbekistan.

Young entrepreneurs from Kyrgyzstan tour a plant nursery in Appleton, WI. The group was hosted from April 1 – 9, 2016 by the Fox Valley Technical College.

Summary of the Fiscal Year 2018 Budget Request

The Open World Leadership Center's Budget Request of $5.8 million for fiscal year 2018 is an increase of $200,000 (3.6 percent) over fiscal year 2016 enacted funding. The funding level will enable the Center to continue its proven mission of hosting young political, civic, and cultural leaders from Russia, maintain its important program with Ukraine; and continue smaller programs with select countries approved by the Board of Trustees, in consultation with this Committee. The Board of Trustees believes that maintain a robust grassroots-based Open World presence in Russia is necessary, and important for future U.S.-Russia relations. Programs in expansion countries will account for a larger percentage of hosting than in the past. Program hosting capacity in fiscal year 2018 at the request level remains far below the limit of 3,000 set in the center's authorization legislation.

Total Funds Available - All Sources
(Actual Dollars)

	Fiscal 2016 Actual		Fiscal 2017 Projected*		Fiscal 2018 Projected
Appropriated Funds	5,600,000		5,589,354		5,800,000
Recovered Funds	632,781		935,707		800,000
Revenue	79,306		80,000		80,000
Carry Over Funds	67,604		71,526		88,901
USAID - Serbia	60,000		0		0
USAID - Ukraine	750,000		750,000		0
USAID - Regional	606,682		0		0
Total Funds Available	7,796,372		7,426,587		6,768,901

*The .1901% rate of operation reduction is reflected here.

The budget request maintains hosting and other programmatic activities at a level of approximately 850-900 participants total. Actual allocations of participant slots to individual countries will be based on the Center's Board of Trustees recommendations and consultations with the Appropriations Committee, Members of Congress, and U.S. Embassies in Open World countries.

Major categories of requested funding are:

Salaries and Benefits	$	975,000	(split: part prog/part admin costs)
Contracts, interagency agreements	$	3,414,000	(100% program)
Grants/Other direct program costs	$	2,310,000	(100% program)
Administrative/Office costs	$	69,901	(100% administrative)
	$	**6,768,901**[2]	

Currently the Center staff includes:

Executive Director	EX (part-time)
Deputy Executive Director	GS-15
Senior Program Manager	GS-14
Congressional Relations Specialist	GS-14
Program Manager	GS-13 (retiring 03/31/17)
Program Manager	GS-12 (replacing retiring staffer)
Public Affairs Officer	GS-07
Program Assistant (2)	GS-07

Projected 2017/2018 FTE: 7

A Foreign Service National is also on staff in the U.S. Embassy in Moscow. Since we began working with our U. S. Embassies directly in 9 countries, this is the minimum program staff level required to manage all 850-950 participants in a program year. Each Program Manager handles between four and seven grantees and between 400 and 450 participants. They coordinate all aspects of the delegation from initial nominations, selection and vetting; approving the program agenda in Washington, DC; and planning and monitoring activities in the host community. The staff member in the U.S. Embassy in Moscow is critical in coordinating nominations, vetting, and selections, program development, and relations municipal and officials, business leaders and NGO activists and advocates.

The Center works closely with its grantees to capture any possible reductions or savings in costs. For example, the Center works closely with grantees to find volunteer hosting organizations and requires cost-sharing in every grant proposal. We work closely with our logistical contractor to find the best airfares, to keep staff costs at a minimum, and to find savings wherever possible.

Open World spends its appropriation in two categories: Direct Program Costs and Administration Costs. Direct Program Costs includes a logistical coordinator contract; grants to host organizations across the United States; Memoranda of Agreements with most U. S. embassies in Open World countries; and 61% of the salary and benefits of the Center's staff.

---

[2] The amount over $5.8 million shown here will be covered by unanticipated interagency transfers and other offsets.

In these categories, the Center's fiscal year 2018 budget request breaks down as follows:

A. Direct Program — $ 6,291,537

1.	Logistical Contract	2,754,000
2.	Grants/Other Hosting Costs	2,310,000
3.	Embassy Agreements	660,000
4.	Salary/Benefits (Program)	567,537

The logistical services contract with a Washington-based NGO is the single largest expenditure at Open World. This contractor coordinates the delegate nomination and vetting process and is tasked with obtaining visas and other travel documents; arranging and purchasing airfare and accommodations; planning and executing the two-day D.C. orientation, and coordinating with grantees and placing delegates in American host cities, among other duties. Since the Center began working with our embassies abroad in 2013, the contract cost decreased significantly while the embassy agreements increased moderately.

Grants/Other Hosting Costs refer to national and local hosting organizations (such as Rotary Club, Friendship Force International, and community colleges) that plan and execute an 8-day local program for each delegation.

B. Administration — $ 477,364

1.	Salary/Benefits (Admin)	377,463
2.	All Other Operating Expenses	99,901

The salaries/benefits of the Executive Director (at 75%), the Deputy Executive Director (10%), and the Outreach Officers (80% and 100% respectively) are included in this category. It also includes an interagency agreement with the Library of Congress for infrastructure services, small contracts for professional services, postage, telephone, cell phones, and office supplies and materials. The Center benefits from lower administrative costs due to its physical location in the Library of Congress. Finally, agreements with other agencies for infrastructure services or for printing, webhosting, or graphic design are included here.

TOTAL BUDGET: $6,768,901

In summary, the Center allocates the time of the Executive, the Deputy Executive Director and the Congressional Relations Specialist between Program and Administrative. All the Program Staff are allocated accordingly. Below is a Summary Table:

Direct Program Costs	$	6,291,537	
Logistical Contract		2,754,000	
Grants/Other Hosting Costs		2,310,000	
Embassy Agreements		660,000	
Salary/Benefits		567,537	
Administrative Costs	$	477,364	
Salary/Benefits		377,463	*
All Other Operating Expenses		99,901	
TOTAL PROJECTED COSTS	$	6,768,901	

*Allocated between Program and Administrative Costs

Other Program Contributions

Major support is contributed to the Open World Program by the dedicated and enthusiastic American citizens who host program participants in their homes and communities. Private American citizens freely provide social events, community-wide activities, housing, and some meals for one week. Without this in-kind support, the cost of hosting Open World's nearly 26,000 participants would have been substantially higher. In 2016, the hosting of Open World participants in homes throughout the United States along with cost shares offered by our embassies and logistical contractor (an NGO) saved the Center an estimated $2.5 million in per diem accommodation costs alone.

Conclusion

Before closing this justification for the continuation of the Open World Program, it is important to talk about Russian participation once the program is over. Russia continues to play a critical role in events in the region, in Europe, and has extended its reach far beyond its boundaries. While relations remain tense, there looms the issue of how to present America – its values, its intentions, and its desire to uphold sovereignty of nations and to help settle conflicts.

Russian control of media within its borders, and the very effective information campaign in neighboring states, has brought the intended results – strong internal support for the president and for the government, a resurgent pride in Russia's expanded role on the world stage, and a reassertion of its spheres of influence.

A few years ago, the United States was launching more than 300 exchange programs with Russia. Today there are just a few, and only one, the Open World Program, has the means to reach over this vast country and to attract rising leaders who might otherwise eschew a U.S.-sponsored program.

These delegates, who stay with American families for their intense ten-day program, carry back an understanding of a people in the U.S. who share many of the same aspirations they have: a prosperous, peaceful country, hope that their children will fulfill their potential, and a desire to understand one another. With a third of the delegates under the age of 30, and recognized as leaders among their peers, these Open World participants can explain to their broad range of contacts that the U.S. is not as portrayed in the mass media, but nuanced as is their own country.

> *There is one major danger with going on the Open World program: Your stereotypes will be ruthlessly destroyed. You will see and hear what is not shown and not told in the media.* ~ Delegate Yuriy Lobunov, journalist from Bryansk, Russia, hosted in Seattle, WA on the theme of Independent Media, October 2016

Open World, in some ways, is the last hope for cooperation. As a resource for Congress and the nation, we may be the most important program in Russia. Our alumni, 19,000 strong, fill important positions in all regions, crossing many classes and professions of Russian society, the most important entry to Russian society for our country's interests. Congress should be proud of what they funded and supported.

The Open World Program has been carefully honed through the years based on an ongoing and consistent review of the programming. Bearing in mind that quality will not be compromised, the Center continues the trend of reducing unit cost per appropriated dollar, of adjusting the strategies for nominations to bring legislators as a significant portion of our delegates, of working with many host organizations in all fifty states to make the programs highly relevant, and of fostering partnerships and projects involving alumni and hosts.

American Congressional leadership in advancing democracy and strengthening civil society worldwide is a strategic long-term investment in our nation's security and a crucial source of our international influence and strength. Open World is committed to these efforts recognizing the possibility of uncertainty and setbacks, understanding that progress requires our unwavering dedication to enduring principles and goals.

To that end, the Committee's interest and support of the Open World Program have been essential ingredients in the Center's success.

National Grantees/Local Host Organizations/Host Judges by State

ALABAMA

Local Host Organizations

American Foreign Policy Council – Birmingham
American Foreign Policy Council – Huntsville
Birmingham International Center
Birmingham Sister Cities Commission – Ukraine Committee
Birmingham Southern College
Friendship Force – Birmingham
Friendship Force – Huntsville
Friendship Force – Montgomery
Global Ties Alabama (statewide)
Rotary Club – Greater Huntsville
Rotary Club – Montgomery
United Methodist Church – Denton Road
U.S. District Court for the District of Alabama
University of Alabama Huntsville, Office of International Programs and Services

Federal, District, and State Host Judges

Karon O. Bowdre, *District Judge*
Mark E. Fuller, *District Judge*
Myron H. Thompson, *Magistrate Judge*
Susan Walker, *Magistrate Judge*

ALASKA

National Grantee

Alaska State Legislature

Local Host Organizations

Alaska/Khabarovsk Rule of Law Partnership
Anchorage International Rotary Club
Anchorage Sister Cities Commission
City of Homer
Pacific Environment
Prince William Sound Regional Citizens Advisory Council
Rotary Club – Anchorage International
Rotary Club – Homer Kachemak Bay
Rotary Club – Juneau
Rotary Club – Kendallville
Rotary Club – Ketchikan, First City
Rotary Club – Soldotna
United Methodist Church – Fairbanks

U.S. District Court for the District of Alaska

Federal, District, and State Host Judges
Harry Branson, *Magistrate Judge*

ARIZONA

Local Host Organizations

American Association of University Women, East Mesa Branch
Arizona Supreme Court
Corporate Education Consulting, Inc.
Empower International (Phoenix)
Flagstaff Sister Cities Organization
Friendship Force – Central Arizona
Friendship Force – Tucson
Friendship Force – Phoenix
International Training and Consulting, Inc.
People for World Change
People to People International, Greater Phoenix Chapter
Pima Community College
Rotary Club – Fountain Hills
Rotary Club – Kingman Route 66
Rotary Club – Phoenix
Rotary Club – Sun City West
Rotary Club – Tucson
Rotary Club – Yuma
Rotary District 5510
Southern Arizona Council for International Visitors
Tucson-Almaty Sister Cities Committee
Tucson Council for International Visitors
United Methodist Church – Kingman
United Methodist Church – Lake Havasu
United Methodist Church – Phoenix
U.S. Bankruptcy Court for the District of Arizona
U.S. District Court for the District of Arizona

Federal, District, and State Host Judges

Eileen Hollowell, *Bankruptcy Judge*
John Roll, *District Judge*

ARKANSAS

Local Host Organizations

American Association of University Women, North Little Rock Chapter
Arkansas River Valley Regional Library

Arkansas State University Mountain Home
Garland County Community College
Global Ties Arkansas (statewide)
The Jonesboro Sun
League of Women Voters -- Washington County
Rotary Club – Bentonville
Rotary Club – Bella Vista Noon
Rotary Club – Little Rock
Sebastian County Bar Association
United Methodist Church – Conway
United Methodist Church – DeWitt
United Methodist Church – Fort Smith
United Methodist Church – Little Rock
United Methodist Church – Mena
United Methodist Church – Searcy
University of Arkansas School of Law

Federal, District, and State Host Judges

Robert T. Dawson, *Bankruptcy Judge*
Richard D. Taylor, *Bankruptcy Judge*
Susan Webber Wright, *District Judge*

CALIFORNIA

National Grantees

Brubeck Institute at the University of the Pacific
Center for Safe Energy
Earth Island Institute
Independent Television Service (ITVS)
Pacific Environment
Sonoma City Opera
Tahoe-Baikal Institute

Local Host Organizations

49'er Breakfast Rotary Club - Nevada City
Alushta-Santa Cruz Sister County Support
Azerbaijani-American Council
American Foreign Policy Council – Fresno
American Foreign Policy Council – Huntington Beach
Brubeck Institute at the University of the Pacific
Center for Safe Energy
City of Livermore
City of Santa Cruz Sister Cities Committee
Congress of Russian Americans, Stanford University
County of Santa Clara/Moscow Sister County Commission
Earth Island Institute: Baikal Watch
Episcopal Church – Berkeley

Estate Financial, Inc
Friendship Force – Kern County
Friendship Force – Sacramento
Greater L.A. Chapter of People to People – Granada Hills
Hartnell College Foundation
Independent Television Services
International Visitors Council – San Diego
International Visitors Council – Los Angeles*
International Relations Council of Riverside
Kidsave International
League of Women Voters – Claremont
League of Women Voters – Los Angeles
League of Women Voters – Piedmont
League of Women Voters – San Luis Obispo
Long Beach/Sochi Sister City Association
Los Angeles-Saint Petersburg Sister City Committee
Modesto Sister Cities International
National Council of International Visitors – Santa Ana
National Peace Foundation Escondido Chapter
New Bridge Management
Northern California World Trade Center
Oakland/Nakhodka Sister City Association
Pacific Environment
Peace Links – Berkeley
Peace Links – San Francisco
People to People International – Greater Los Angeles Chapter*
Rotary Club – Cloverdale
Rotary Club – Concord
Rotary Club – Dominguez-Carson
Rotary Club – Del Amo
Rotary Club – Del Mar
Rotary Club – East Fresno
Rotary Club – Hollywood
Rotary Club – La Verne
Rotary Club – Lamorinda Sunrise
Rotary Club – Livermore
Rotary Club – Los Altos
Rotary Club – Los Angeles - Wilshire
Rotary Club – Manhattan Beach
Rotary Club – Mariposa
Rotary Club – Merced Sunrise
Rotary Club – Mid San Fernando Valley
Rotary Club – Nevada City
Rotary Club – Oakland
Rotary Club – Palm Springs
Rotary Club – Palos Verdes
Rotary Club – Pasadena
Rotary Club – Paso Robles

Rotary Club – Rancho Cucamonga
Rotary Club – Rancho San Diego/Spring Valley
Rotary Club – Redlands
Rotary Club – Redding
Rotary Club – San Pedro
Rotary Club – Santa Barbara
Rotary Club – Santa Cruz
Rotary Club – Stockton East
Rotary Club – Temecula
Rotary Club – the High Desert
Rotary Club – Turlock
Rotary Club – Walnut Creek
Rotary Club – Westlake Village
Rotary District 5320
Russian American Business and Arts Council
Sacramento City College, International Studies Program
Sacramento Council for International Visitors
San Diego Citizen Diplomacy Council
San Diego-Vladivostok Sister City Society
Santa Barbara Cinco de Mayo Festival Committee
Santa Cruz Sister Cities
Sebastopol World Friends, Chyhyryn Committee
Sonoma City Opera
Stafford Institute – San Francisco
Tahoe-Baikal Institute
United Methodist Church – La Mesa
United Methodist Church – Los Angeles
United Methodist Church – Ontario
United Methodist Church – Sanger
U.S. Bankruptcy Court for the Eastern District of California
U.S. Bankruptcy Court for the Northern District of California
U.S. Court of Appeals for the Ninth Circuit
U.S. District Court for the Central District of California
U.S. West Coast-Russian Far East
University of California Los Angeles Department of Information Studies
University of the Pacific McGeorge School of Law

Federal, District, and State Host Judges

Louise Adler, *Bankruptcy Judge*
Peter Bowie, *Bankruptcy Judge*
Samuel Bufford, *Bankruptcy Judge*
Marilyn L. Huff, *District Judge*
Christopher M. Klein, *Bankruptcy Judge*
Ronald S.W. Lew, *District Judge*
Consuelo B. Marshall, *District Judge*
Margaret McKeown, *Circuit Judge*
Michael McManus, *Bankruptcy Judge*

Louisa Porter, Magistrate Judge
Ronald H. Sargis, Bankruptcy Judge
William Shubb, *District Judge*
Dickran Tevrizian, *District Judge*

COLORADO

National Grantees

International Institute of Education/Rocky Mountain Center

Local Host Organizations

Arvada Sister Cities, Inc. Kyzylorda Committee
Boulder Chorale
Boulder County Public Health
Boulder-Dushanbe Sister Cities
Colorado Springs Sister Cities International
CROSSwalk People Helpers
Fremont County and Valdai Sister City Association
Friendship Force – Greater Denver
Friendship Force – Northern Colorado
League of Women Voters – Boulder County
Research Management Consultants, Inc.
Rotary Club – Aspen
Rotary Club – Centennial
Rotary Club – Denver
Rotary Club – the Denver Tech Center
Rotary Club – Evergreen
Rotary Club – Ft. Collins
Rotary Club – Golden
Rotary Club – Longmont
Rotary Club – Parker
Rotary Club – Smoky Hill
Rotary Club – Vail
Rotary Club – Westminster 7:10
Telluride Film Festival
United Methodist Church – Towner
U.S. Bankruptcy Court for the Northern District of Colorado
U.S. Court of Appeals for the Tenth Circuit
WorldDenver

Federal, District, and State Host Judges

Sidney B. Brooks, *Bankruptcy Judge*
David M. Ebel, *Circuit Judge*
Timothy M. Tymkovich, *Circuit Judge*

CONNECTICUT

Local Host Organizations

Connecticut-Pskov Rule of Law Partnership Committee
Friendship Force – Connecticut
International Visitors Committee of Connecticut
League of Women Voters – Canton
National Council for International Visitors – Westport
Rotary Club – Colchester
Rotary Club – New Haven
Southern Connecticut Friendship Force
State of Connecticut Judicial Branch Court Support Services Division
University of Connecticut Global Training and Development Institute
University of New Haven
Yale School of Drama
Yale University School of Medicine

Federal, District, and State Host Judges

Peter Dorsey, *District Judge*
John Walker, *Circuit Judge*
Robin Tebora, *Clerk of Court*

DELAWARE

Local Host Organizations

Citizen Diplomacy International of Philadelphia
Delaware Justice of the Peace Courts
National Council for International Visitors – Wilmington
United Methodist Church – Milford
University of Delaware Library
University of Delaware, Institute for Global Studies
Vital Voices Global Partnership

Federal, District, and State Host Judges

Sue Robinson, *District Judge*

DISTRICT OF COLUMBIA

National Grantees

American Foreign Policy Council
American International Health Alliance
American University – Women and Politics Institute
Center for Democracy
Coalition for Intellectual Property Rights
Freedom House
Graduate School
International Academy for Freedom of Religion and Belief
International Republican Institute
ISAR Resources for Environmental Activists
League of Women Voters
Meridian International Center
Global Ties
National Democratic Institute for International Affairs
National Peace Foundation
Peace Links
Thelonius Monk Institute of Jazz
U.S.-Ukraine Foundation
Vital Voices Global Partnership

Local Host Organizations

American University
Center for Democracy
Center for Law and Social Policy
Chemonics, Inc
George Washington University, Community Legal Clinics
Global Arts Network
Hillwood Estate Museum and Gardens
Historic Preservation Office, District of Columbia Office of Planning
Initiative for Russian Culture at American University
International Republican Institute
ISAR: Resources for Environmental Activists
League of Women Voters of the United States
Library of Congress Preservation Directorate
National Council for International Visitors
National Council for the Traditional Arts
National Democratic Institute for International Affairs
National Peace Foundation – Urban Schools Program
Rotary Club – Washington, DC
Valbin's Center for International Programs
Vital Voices Global Partnership
Wider Opportunities for Women
Women in Politics Institute, American University

FLORIDA

National Grantees

GlobalJAX (formerly International Visitor Center of Jacksonville)
Stetson University School of Law

Local Host Organizations

American Association of University Women – Sarasota
American Foreign Policy Council – Melbourne
American Foreign Policy Council – Sarasota
Eckerd College
Eleventh Judicial Circuit of Florida
Enter-Met Thermochemical Engineers, Inc.
Florida Suncoast Friendship Force Club
Friendship Force – Greater Orlando
Friendship Force – Sarasota
Friendship Force of Tallahassee
Global Ties Miami
GlobalJAX
Gulf Coast Citizen Diplomacy Council
International Council – Central Florida, Inc
International Resource Center – Jacksonville
Jacksonville Sister Cities Association
Lakeland Sister Cities International, Inc.
League of Women Voters – Broward County
Manatee County Sheriff's Office
Miami Dade College
Rotary Club – Brandon South
Rotary Club – Cantonment
Rotary Club – Coral Springs
Rotary Club – John Knox Vlg
Rotary Club – Largo
Rotary Club – New Tampa
Rotary Club – Panama City
Rotary Club – Pensacola
Rotary Club – Sarasota
Rotary Club – Seminole County South
Rotary Club – Tallahassee
Rotary Club – Tampa/Tampa Armature Works
Rotary Club – Weston, FL
Rotary District 6970
Sister City Program – Gainesville, Inc
St. Petersburg College
Stetson University College of Law
Tallahassee Community College
Tallahassee-Krasnodar Sister City Program
Tampa Law Center
U.S. Bankruptcy Court for the Southern District of Florida

U.S. Court of Appeals for the Eleventh Circuit
U.S. District Court for the Middle District of Florida
United Methodist Church – Fort Walton Beach
United Methodist Church – Fruitland
United Methodist Church – Jacksonville
United Methodist Church – Lighthouse Point
United Methodist Church – Orlando
United Methodist Church – Palm City
United Methodist Church – Pensacola
United Methodist Church – Sarasota
United Methodist Church – Titusville
University of Miami School of Law
University of South Florida Health Science Center

Federal, District, and State Host Judges

David Baker, *Magistrate Judge*
Rosemary Barkett, *District Judge*
A. Jay Cristol, *Bankruptcy Judge*
Patricia Fawsett, *District Judge*
James Glazebrook, *Magistrate Judge*
Alan S. Gold, *District Judge*
Elizabeth Jenkins, *Magistrate Judge*
Elizabeth Kovachevich, *District Judge*
Stephen P. Mickle, *District Judge*
Harvey Schlesinger, *District Judge*

GEORGIA

National Grantees

Claus M. Halle Institute for Global Learning at Emory University
Friendship Force International
Future of Russia Foundation
GA2GE Foundation (Georgia to Georgia Foundation)
Intercultural Services

Local Host Organizations

Addiction Recovery Institute
Alston and Bird – One Atlantic Center
Atlanta-Tbilisi Sister City Committee
Blue Ridge Environmental Defense League
Citizen Diplomat Corps
Columbus-Zugdidi Sister Cities
Community Service Board – Dekalb
Emory University School of Law
Episcopal Church – Columbus
Friendship Force – Decatur
Friendship Force – Greater Atlanta
Friendship Force – Hartwell
Friendship Force – North Georgia
Georgia Council for International Visitors
Georgia to Georgia Foundation
Greater Savannah International Alliance
Hall, Booth, Smith & Slover, P.C.
Juvenile Court of Clayton County
League of Women Voters of Atlanta – Fulton County
Northminster Presbyterian Church
Office of International Affairs, Emory University
Peace Links – Cleveland
Rotary Club – Atlanta
Rotary Club – Duluth
Rotary Club – Gwinnett County
Rotary District 6920
Toccoa/Stephens County Chamber of Commerce
United Methodist Church – August
United Methodist Church – Saint Simons Island
World Health Organization Collaborating Center in Reproductive Health, Emory University School of Medicine

Federal, District, and State Host Judges

William Duffey, *District Judge*
Owen Forrester, *District Judge*

HAWAII

Local Host Organizations
International Peace and Friendship
Kapi'olani Community College
National Peace Foundation – Honolulu
Pacific and Asian Affairs Council – Honolulu
Rotary Club – Honolulu
U.S. District Court for the District of Hawaii

Federal, District, and State Host Judges
David Ezra, *District Judge*

IDAHO

National Grantee
Lionel Hampton Center at the University of Idaho

Local Host Organizations
Boise State University, International Programs
Idaho Council for International Visitors
International Jazz Collections
Lionel Hampton International Jazz Festival, University of Idaho
Rotary Club – Boise Metro
Rotary Club – Idaho Falls

Federal, District, and State Host Judges
Lynn B. Winwell, *District Judge*

ILLINOIS

National Grantees

Columbia College Chicago
Rotary International
Vladimir/Canterbury Sister City Association

Local Host Organizations

American Association of University Women - Carbondale
Chicago Jazz Ensemble, Columbia College
Chicago Sister Cities International Program
CHP International
Citizen Bridges International
College of Du Paige
Columbia College Chicago
Council of International Programs – Chicago
Episcopal Church – Peoria
Friendship Force – Northern Illinois
Geneseo International Thanksgiving Fellowship Program
Heartland International
Illinois Central College
International Cultural Educational Association
International Republican Institute – Glenview
International Visitors Center – Chicago
Kyiv Mohyla Foundation of America
League of Women Voters – Lake Forest
League of Women Voters – McLean County
League of Women Voters – Oak Park
Lithuanian American Community, Inc
Otto and Associates
Peoria Area World Affairs Council
Rock River Valley International Fellowship Committee
Rotary Club – Carbondale
Rotary Club – Chicago
Rotary Club – Springfield
Rotary District 6450
Rotary District 6640
Russian, East European, and Eurasian Center, University of Illinois at Urbana-Champaign
Springfield Commission on International Visitors
Springfield Convention and Visitors Bureau
Supporters of Civil Society in Russia, Inc
U.S. District Court for the Northern District of Illinois
U.S. Court of Appeals for the Seventh Circuit
U.S. District Court for the Central District of Illinois
United Methodist Church – Bolingbrook
United Methodist Church – Lewistown
United Methodist Church – Orion

United Methodist Church – Quincy
United Methodist Church – Wheaton
Vladimir/Canterbury Sister City Association – Bloomington-Normal
WorldChicago

Federal, District, and State Host Judges

Marvin Aspen, *District Judge*
Collins T. Fitzpatrick, *Circuit Executive*
Phil Gilbert, *District Judge*
David Herndon, *District Judge*
Charles Kocoras, *District Judge*
George Marovich, *District Judge*
Michael McCuskey, *District Judge*
Michael Mihm, *District Judge*
Richard Mills, *District Judge*
James Moran, *District Judge*
James Shadid, *District Judge*
Diane Wood, *Circuit Judge*

INDIANA

National Grantee

Resource Foundation

Local Host Organizations

American Foreign Policy Council – Fort Wayne
Beyond Borders Global Connections
Elkhart Sister Cities Association
Indiana Government Center South
Indiana Judicial Center
Indiana Supreme Court
Indiana University School of Public and Environmental Affairs
International Center – Indianapolis
Marion County Law Library
National Peace Foundation - Indianapolis
Office of the Indiana Attorney General
Peace Links – Elkhart
Resource Foundation, Inc
Rotary Club – Bedford - District 6580
Rotary Club – Berne
Rotary Club – Bloomington
Rotary Club – Carmel
Rotary Club – Columbus
Rotary Club – Fishers
Rotary Club – Indianapolis
Rotary Club – Jeffersonville

Rotary Club – Kendallville
Rotary Club – Lafayette
Rotary Club – Muncie Sunrise
Rotary Club – Terra Haute
Rotary Club – Vincennes
Sigma Theta Tau International Nursing Honor Society
Sister Cities of Richmond
United Methodist Church – Bloomington
United Methodist Church – Indianapolis
United Methodist Church – South Bend
U.S. Court of Appeals for the Seventh Circuit

Federal, District, and State Host Judges

Michael Kanne, *District Judge*

IOWA

National Grantees

Iowa Sister States
United States District for the Southern District of Iowa
University of Iowa International Writing Program

Local Host Organizations

Community Sister City Organization (Osage)
Council Bluffs Tobolsk Sister City Association
Council for International Visitors to Iowa Cities
Creating Great Places
Dubuque Chamber of Commerce
Friendship Force – Central Iowa
Friendship Force – Cedar Rapids/Iowa City
Friendship Force – Greater Des Moines
Friendship Force – Quad Cities
Genesis Medical Center
Grinnell Renaissance
International Training, Education and Business Services and Associates, LLC (ITEBS & Associates, LLC)
International Writing Program at the University of Iowa
Iowa Central Community College
Iowa Council for International Understanding
Iowa Sister States
League of Women Voters – Ames
Marshalltown Medical and Surgical Center
Marshalltown Sister Cities
Mary Greely Medical Center
Mercy Medical Center
Mt. Pleasant Public Library
Muscatine Sister Cities, Inc.

Myrtue Memorial Hospital
National Peace Foundation – Cedar Rapids
OPEN (Organization Promoting Everlasting Neighbors)
People to People International, Oscaloosa Chapter
Rotary Club – Des Moines
Rotary Club – Iowa City
Siouxland Community Health Center
Skiff Medical Center
Southeastern Community College
St. Luke's Hospital
U.S. District Court for the Southern District of Iowa
United Methodist Church – Buckingham
United Methodist Church – Davenport
United Methodist Church – Des Moines
United Methodist Church – Harlan
United Methodist Church – Shenandoah
United Methodist Church – Van Horne
United Methodist Church – Waukee
Van Buren County Hospital

Federal, District, and State Host Judges

Robert Pratt, *District Judge*
Larry Eisenhauer, former *State Court of Appeals Judge*

KANSAS

Local Host Organizations

Center for Russian, East European and Eurasian Studies at the University of Kansas
Dodge City Public Library
Emporia State University
Friendship Force of Kansas
Global Ties – Kansas City
Honors Leadership Academy, Neosho County Community College
International Visitors Council – Greater Kansas City
Johnson County Library
League of Women Voters – Wichita Metro
People to People International – Greater Kansas City
Rotary Club – Abilene
Rotary Club – Andover
Rotary Club – El Dorado
Rotary Club – Hays
Rotary Club – Larned
Rotary Club – Lawrence
Rotary Club – Leawood
Rotary Club – Shawnee
Rotary Club – Topeka

Rotary Club – West Wichita
Rotary Club – Winfield
United Methodist Church – Beloit
United Methodist Church – Manhattan
United Methodist Church – Pratt
United Methodist Church – Sawyer
United Methodist Church – Stockton
United Methodist Church – Topeka
United Methodist Church – Washington
U.S. District Court for the District of Kansas

Federal, District, and State Host Judges

Monti L. Belot, *District Judge*
John Lungstrum, *District Judge*
John Thomas Marten, *District Judge*
Kathryn Vratil, *District Judge*

KENTUCKY

National Grantees

Louisville International Cultural Center
University of Louisville School of Music

Local Host Organizations

American Foreign Policy Council – Louisville
Bluegrass Community and Technical College
Episcopal Church – Richmond
Friendship Force – Western Kentucky
Kentucky Community and Technical College System
Kentucky World Trade Center
Louisville International Cultural Center
National Peace Foundation – Louisville
National Peace Foundation – Maysville
Rotary Club – Frankfort
Rotary Club – Franklin
Rotary Club – Hurstbourne Sunrise
Sister Cities of Louisville, Inc
University of Kentucky School of Public Health
University of Louisville School of Music
U.S. District Court for the Western District of Kentucky
World Affairs Council of Kentucky & Southern Indiana*

Federal, District, and State Host Judges

James Moyar, *Magistrate Judge*
John Rogers, *Circuit Judge*
Thomas Russell, *District Judge*
Charles Simpson, *District Judge*

LOUISIANA

Local Host Organizations

American Foreign Policy Council – Metairie
Contemporary Arts Center – New Orleans
Council for International Visitors - Greater New Orleans
Louisiana State University, Department of History and Social Sciences
National Peace Foundation – Baton Rouge
New Orleans Citizen Diplomacy Council
Rotary Club – Harahan
Rotary Club – Metairie
Rotary Club – Shreveport
Shreveport Bar Association
Supreme Court of Louisiana
Tulane University
Turkmenistan Youth and Civic Values Foundation
United Methodist Church – Lake Charles
United Methodist Church – Natchitoches
United Methodist Church – Shreveport
United Methodist Church – Slidell
U.S. District Court for the Middle District of Louisiana
U.S. District Court for the Western District of Louisiana

Federal, District, and State Host Judges

S. Maurice Hicks, *District Judge*
Roy Payne, *Magistrate Judge*
Donald Walter, *District Judge*

MAINE

National Grantee

Archangel Committee of Greater Portland

Local Host Organizations

American Association of University Women – Caribou
American Foreign Policy Council – Portland
Center for Global Opportunities, Southern Maine Technical College
Greater Portland Russian Sister City Project (Archangel Committee)
Holocaust Human Rights Center of Maine
Kotlas-Waterville Area Sister City Connection
Maine Supreme Judicial Court
Maine/Arkhangelsk Rule of Law Partnership Committee
Rotary Club – Portland
U.S. District Court for the District of Maine
University of Maine School of Law
University of Southern Maine, American-Caucasus Workgroup
Verill & Dana, LLP
World Affairs Council of Maine

Federal, District, and State Host Judges

Margaret Kravchuck, *Magistrate Judge*

MARYLAND

National Grantee

Foundation for International Arts and Education

Local Host Organizations

American Association of University Women – Rockville
American Foreign Policy Council – Frederick
American Foreign Policy Council – Greenbelt
Baltimore-Odessa Sister City Committee
Center for Democracy and the Interpretation of Civil Society, St. Mary's College of Maryland
Center for International Programs
Community College of Baltimore County
Cultural Vistas
Director of International Affairs/Mayor's Office, City of Baltimore
Ferguson Foundation
Frederick Community College
Friends of Chernobyl Centers, U.S. (FOCCUS)
Harford Community College
Howard Community College

International Education Associates
League of Women Voters – Baltimore City
League of Women Voters – Baltimore County
League of Women Voters – Calvert
Maryland/IROLC Steering Committee
Maryland/Leningrad Oblast Rule of Law Partnership
Maryland Sister States Program
Montgomery County Sister Cities
National Council for the Traditional Arts
National Peace Foundation – Potomac
Prince George's County Circuit Court, Seventh Judicial Circuit
Rotary Club – Bethesda-Chevy Chase
Rotary Club – Frederick
Rotary Club – Parole
Rotary Club – Towsontowne
Rotary District 7620
Peace Links – Sandy Spring
Peace Links – Silver Spring
United Methodist Church – Bethesda
United Methodist Church – Friendship
United Methodist Church – Fulton
United Methodist Church – Rockville
U.S. District Court for the District of Maryland
Westminster Branch, Carroll County Public Library
World Trade Center Institute, International Visitors Program

Federal, District, and State Host Judges

Richard Bennett, *District Judge*
Andre David, *District Judge*
Cathy Serrette, *County Circuit Court Judge*

MASSACHUSETTS

National Grantee

University of Massachusetts-Amherst Institute of Global Health

Local Host Organizations

American Foreign Policy Council – Holyoke
Berkshire Community College
Bristol Community College
Cairdes Foundation
Cambridge-Yerevan Sister City Association (CYSCA)
Cape Cod Community College
International Center of Worcester
Jacob's Pillow Dance
Kanfer Legal LLC
Massachusetts RAROLC Rule of Law Committee
Massachusetts Superior Court
Massachusetts Supreme Judicial Court
Massachusetts Trial Court, Probate and Family Court Department
Massachusetts/Tomsk Rule of Law Partnership Committee
Mount Holyoke College
Peace Links – Framingham
Peace Links – Medford
Rotary Club – Scituate
Rotary Club – West Springfield
Rotary International District 7950
The Altai Project
U.S. Bankruptcy Court for the District of Massachusetts
U.S. Court of Appeals for the First Circuit
U.S. District Court for the District of Massachusetts
University of Massachusetts Medical School
University of Massachusetts Amherst Institute for Global Health
WorldBoston

Federal, District, and State Host Judges

Frank Bailey, *Circuit Judge*
Marianne Bowler, *Magistrate Judge*
Robert Cordy, *State Supreme Court Justice*
Joan Feeney, *Bankruptcy Judge*
Richard Stearns, *District Judge*
Mark Wolf, *District Judge*

MICHIGAN

Local Host Organizations

American Association of University Women – Dearborn
American Foreign Policy Council – Detroit
American Foreign Policy Council – Grand Rapids
Andrews University
Colleagues International, Inc
Detroit Metropolitan Bar Association
Eastern Michigan University School of Social Work
Ellen Thompson Women's Health Center
Friendship Force – Greater Lansing
Grand Rapids Public Schools
Hillsdale Community Library
Interlochen Center for the Arts, Education Department
International Sister Cities Flint
International Visitors Council – Metropolitan Detroit
Kalamazoo-Pushkin Partnership Committee
Kalamazoo Russian Cultural Association
Lithuanian-American Community, Inc.
National Democratic Institute for International Affairs
People to People International – Midland Chapter
Pittsfield Charter Township
Portage Lake District Library
Rotary Club – Downtown Grand Rapids
Rotary Club – Livingston Sunrise
Rotary Club – Kalamazoo Sunrise
Rotary Club – Lynchburg
Rotary District 6360
Sister Cities of Flint
Ukrainian National Women's League of America Detroit
U.S. Attorney's Office for the Eastern District of Michigan
U.S. District Court for the Eastern District of Michigan
United Methodist Church – Evart
United Methodist Church – Grand Rapids
United Methodist Church – Gwinn
United Methodist Church – Houghton
United Methodist Church – Kalamazoo
United Methodist Church – Kentwood
United Methodist Church – Plymouth
United Methodist Church – Port Huron
University of Michigan
Washtenaw County Prosecutor's Office

Federal, District, and State Host Judges

Virginia Morgan, *Magistrate Judge*
Gordon Quist, *District Judge*
Gerald Rosen, *District Judge*

MINNESOTA

National Grantee

Connect US-Russia

Local Host Organizations

AIHA – Duluth
AIHA – Minneapolis
American Foreign Policy Council – Rochester
Alliance for Democracy – Minnesota
City of Lino Lakes
Connect/US-Russia
Duluth/Petrozavodsk Committee, Duluth Sister Cities International
Friends of Houston Nature Center
Friendship Force – Minnesota/Twin Cities
Hedburg Public Library
International Visitors Center – Jackson
La Crosse Dubna Friendship Association
Lake Superior Medical Society
League of Women Voters – Duluth
League of Women Voters – Edina
League of Women Voters – Minneapolis
League of Women Voters – St. Paul
Martin County Library System
Men as Peacemakers (Duluth)
Minnesota AIDS Project
Minnesota Alliance of Peacemakers
Minnesota International Center
Minnesota State Bar Association
Minnesota State University
Minnesota State University – Moorhead
Minnesota Supreme Court
North Country Health Services
North Country Regional Hospital
Plymouth Church Global Connections Committee
Rainy River Community College
Rotary Club – Arden/Shoreview
Rotary Club – Hibbing
Rotary Club – North St. Paul – Maplewood – Oakdale
Rotary Club – White Bear Lake
Rural AIDS Action Network (RAAN)
Saint Paul - Ramsey County Public Health
United Methodist Church – Owatonna
U.S. Bankruptcy Court for the District of Minnesota
U.S. District Court for the District of Minnesota
Women in Business
World Services – Minneapolis

Federal, District, and State Host Judges
Michael Davis, *District Judge*
Nancy Dreher, *Bankruptcy Judge*
Jeanne Graham, *Magistrate Judge*
Jeffrey Keyes, *Magistrate Judge*
Gregory Kishel, *Bankruptcy Judge*
Paul A. Magnuson, *District Judge*
John Tunheim, *District Judge*

MISSISSIPPI

National Grantees
Mississippi Consortium for International Development
Mississippi State University
University of Mississippi/PEN

Local Host Organizations
American Foreign Policy Council – Tupelo
International Visitors Center – Jackson
Legacy International Development Group
Metier Professionals
Mississippi Consortium for International Development
Mississippi State University
National Peace Foundation – Oxford
Rotary Club – Hattiesburg
Rotary Club – Jackson*
Rotary Club – Moss Point
Rotary Club – Tupelo
United Methodist Church – Greenwood
United Methodist Church – Jackson
University of Mississippi

Federal, District, and State Host Judges
Jerry David, *Magistrate Judge*
Leslie H. Southwick, *Appeals Court Judge**

MISSOURI

National Grantee

Supporters of Civil Society in Russia, Inc

Local Host Organizations

All Species Project
City of Columbia, Public Communications Office
Friendship Force – Missouri-St. Louis
Greater St. Louis – Samara Sister City Committee
Harry S. Truman School of Public Policy Affairs
Global Ties Kansas City
League of Women Voters – Kansas City, Mo., Jackson, Clay, and Platte Counties
League of Women Voters – Sedalia-Pettis County
League of Women Voters – Southwest Missouri
Lincoln University of Missouri
People to People International – Greater Kansas City Chapter
Rotary Club – Kansas City Plaza
Rotary Club – Lee's Summit Sunrise
Rotary Club – Webster Groves
Rotary District 6060
St. Louis Sister Cities
St. Louis – Samara Sister Cities Committee
Supporters of Civil Society in Russia, Inc
United Methodist Church – Carthage
United Methodist Church – Hillsboro
United Methodist Church – Lambert
United Methodist Church – Lee's Summit
United Methodist Church – St. Louis
World Affairs Council – St. Louis

Federal, District, and State Host Judges

Catherine Perry, *District Judge*
Jerry Venters, *Bankruptcy Judge*

MONTANA

Local Host Organizations

Advisory Commission on International Relationships for City of Great Falls
Friendship Force – Billings
Friendship Force – Central Montana
National Peace Foundation – Missoula
Peace Links – Missoula
Rotary Club – Bentonville and Bella Vista Noon
WorldMontana

Federal, District, and State Host Judges

Robert Holter, *Magistrate Judge*
Donald Molloy, *District Judge*

NEBRASKA

Local Host Organizations

American Foreign Policy Council – Lincoln
Arts Industry Coordinator/Nebraska Arts Council
Friendship Force – Eastern Nebraska
Friendship Force – Greater Omaha
Friendship Force – Lincoln
Friendship Force – Smithtown
Grand Island Area Council for International Visitors
Heartland Family Service
Kiwanis Club – Omaha
Omaha Sister Cities Association
Rotary Club – East Lincoln
Rotary Club – Lincoln Downtown
Rotary Club – Lincoln South
Rotary Club – Lincoln Sunrise
Rotary Club – Omaha
United Methodist Church – Harvard
U.S. District Court for the District of Nebraska
University of Nebraska Medical Center College of Nursing

Federal, District, and State Host Judges

Joseph E. Bataillon, *District Judge*
Laurie Smith Camp, *District Judge*
Lyle E. Strom, *District Judge*

NEVADA

National Grantee

Jewish Community Council

Local Host Organizations

Friendship Force of Las Vegas
International Visitors Council – Northern Nevada
Northern Nevada International Center
Rotary Club – Elko
Rotary Club – Elko Desert Sunrise
Rotary Club – Fremont*
Rotary Club – Las Vegas
Rotary Club - Reno
Rotary Club – Reno Central
Rotary Club – Southern Nevada*
Rotary Club – Tahoe-Douglas
Rotary District 5300
U.S. District Court for the District of Nevada

Federal, District, and State Host Judges

Valerie Cooke, *Magistrate Judge*
Lloyd D. George, *District Judge*
Howard McKibben, *District Judge*

NEW HAMPSHIRE

Local Host Organizations

Friendship Force – the New Hampshire Seacoast
International Cultural Education Association
New Hampshire Supreme Court, Office of the General Counse
New Hampshire/Vologda Rule of Law Partnership Committee
Portsmouth/Severodvinsk Connection
Public Defender, New Hampshire Public Defender's Office
Rotary Club – Bow
World Affairs Council – New Hampshire

NEW JERSEY

Local Host Organizations

American Foreign Policy Council – Cherry Hill
Camden County Library
City of New Brunswick
Cross Cultural International Institute
Friendship Force – Southern New Jersey
Global Education Center at Montclair State University
League of Women Voters – Montclair
Montclair Rotary Club
Monmouth University Institute for Global Understanding and Department of Political Science and Sociology
Ocean County Library
Phillipsburg Free Public Library
Princeton University, Department of Slavic Languages and Literatures
Rotary Club of Branchville
Rotary District 7470
Rutgers University School of Law
Rutgers University School of Communication and Information
United Methodist Church – Hackettstown
U.S. District Court for the District of New Jersey

Federal, District, and State Host Judges

John Bissell, *District Judge*
Marie Renee Bumb, *District Judge*

NEW MEXICO

Local Host Organizations

Albuquerque/Ashgabat Sister Cities Committee
Bridges to Tajikistan (Albuquerque)
Council on International Relations
Empower International (Phoenix)
Episcopal Church – Santa Fe
Global Ties Albuquerque
Los Alamos and Sarov Sister Cities Initiative
People to People International, New Mexico Chapter
Rotary Club – Las Cruces
Sandia National Laboratory
Santa Fe Council on International Relations*
SRIC Southwest Research and Information Center
Thomas Branigan Memorial Library
U.S. Bankruptcy Court for the District of New Mexico
U.S. District Court for the District of New Mexico
United Methodist Church – Los Alamos

Federal, District, and State Host Judges

Carmen Garza, *Magistrate Judge*
Leslie C. Smith, *Magistrate Judge*
James S. Starzynski, *Bankruptcy Judge*

NEW YORK

National Grantees

Appeal of Conscience
CEC ArtsLink
Lincoln Center Theater Directors' Lab
Linkages of Rochester

Local Host Organizations

American Association of University Women – Greater Rochester Area
Albany Law School
Albany-Tula Alliance
American Foreign Policy Council – Albany
American Dance Festival
Brooklyn College Library
Buffalo-Niagara World Connect
Buffalo-Tyler Sister Cities, Inc
CDS International, Inc.
CEC ArtsLink
Cornell University
Criminal Court for the Seventh Judicial District
Doctors of the World-USA
Episcopal Church – East Aurora
Friendship Force of Hudson Valley
Friendship Force – Long Island
Friendship Force – Smithtown
Greater Rochester Area Branch of American Association of University Women
Hofstra University School of Law
International Institute of Buffalo
International Center of the Capital Region
International Center of Syracuse
International Film Seminars, Inc
International Institute of Buffalo
Irondequoit-Poltava Sister Cities
League of Women Voters – Oneonta Area
League of Women Voters – Rochester Metropolitan Area
League of Women Voters – Saratoga County
Lincoln Center Directors' Lab
Linkages of Rochester, Inc

Multicultural Resource Center
Mercy College
New York State Unified Court System, Office of Court Administration
Newcomb Central School District
Nixon Peabody, LLP
Peace Links – Interlaken
Public Relations Kingsborough Community College
Rochester Global Connections
Rotary Club District 7120
Rotary Club District 7190
Rotary Club District 7230
Rotary Club – Fayetteville-Manlius
Rotary Club – Locust Valley
Rotary Club – Monticello
Rotary Club – Riverdale
Rotary Club – Shenendehowa
Rotary Club – Shawangunk Ridge
Saratoga Springs Public Library
Saratoga Springs/Chekhov Sister City International, Inc
State University of New York Plattsburgh
Thelonious Monk Institute of Jazz
Town of Johnsburg Library
United Methodist Church – Bellport
United Methodist Church – Davenport
United Methodist Church – Rochester
United Methodist Church – Wassaic
United Methodist Church – Willsboro
U.S. District Court for the Eastern District of New York
U.S. District Court for the Northern District of New York
U.S. District Court for the Western District of New York
U.S. Court of International Trade
Yeshiva University School of Law
Western New York/Novgorod Rule of Law Partnership Committee

Federal, District, and State Host Judges

Jonathan Feldman, *Magistrate Judge*
Frank LaBuda, *County Court Judge and Surrogate*
George Lowe, *Magistrate Judge*
Norman Mordue, *District Judge*
Frederick Scullin, *District Judge*
Joanna Seybert, *District Judge*
Charles Sifton, *District Judge*
Randolph Treece, *Magistrate Judge*
Evan Wallach, *Circuit Judge*

NORTH CAROLINA

National Grantees

Dewitt Wallace Center for Media and Democracy at Duke University
FHI 360 (formerly Academy of Educational Development of Washington, DC)
International Focus
International House of Charlotte
University of North Carolina/PEN

Local Host Organizations

Addiction Recovery Institute
American Dance Festival
American Foreign Policy Council – Asheville
Asheville Sister Cities, Inc.
Blue Ridge Environmental Defense League
The Brown Angel Center
Charlotte Sister Cities
Charlotte Council for International Visitors
DeWitt Wallace Center for Communications and Journalism – Duke University
Durham-Kostroma Sister Cities Association
Friendship Force – Central North Carolina
Friendship Force – Charlotte
Friendship Force – Raleigh
Friendship Force – Western North Carolina
GlobalHouse
Health Equity Inc.
Hendersonville Sister Cities, Inc.
Institute for Global Collaboration, Forsyth Technical Community College
International Focus, formerly International Affairs Council of North Carolina/Research Triangle
International House of Charlotte
League of Women Voters – Charlotte-Mecklenberg
League of Women Voters – Henderson County
National Peace Foundation – Asheville
People for World Change

Rotary Club – Charlotte East
Rotary Club – Franklin
Rotary Club – Greensboro
Rotary Club – Guilford
Rotary Club – Hickory
Rotary Club – Marion
Rotary Club – Statesville
Rotary Club of Summit

Rotary District 7670
SCIAN-Institute for Scientific Policy Analysis
Sister Cities of Durham
Stafford Institute (formerly U.S.-Russia Mayor to Mayor Program)
United Methodist Church – Clayton
United Methodist Church – Greensboro
United Methodist Church – Lexington
United Methodist Church – Rutherfordton
United Methodist Church – Wilkesboro
U.S. Court of Appeals for the Fourth Circuit
University of North Carolina at Chapel Hill, Department of Slavic Languages and Literatures
Western North Carolina Peacekeepers

Federal, District, and State Host Judges

Allyson Kay Duncan, *Circuit Judge*
Paul Newby, *Supreme Court Justice*

NORTH DAKOTA

Local Host Organizations

Bismarck State College
Dacotah Territory International Visitor Program
Minot Area Council for International Visitors
North Dakota State College of Science
Peace Lutheran and Our Savior's Lutheran Churches

Federal, District, and State Host Judges

Myron Bright, *Circuit Judge*
Karen Klein, *Magistrate Judge*

OHIO

National Grantee

Council of International Programs USA (CIP/USA)
Margaret Mead Film and Video Festival
Future of Russia Foundation

Local Host Organizations

American Foreign Policy Council – Cleveland
American Foreign Policy Council – Columbus
American Foreign Policy Council – Lakewood
Athens Center for Film and Video
Cincinnati-Kharkiv Sister City Partnership
Cincinnati-Ukraine Partnership
Cleveland Council on World Affairs
Cleveland International Program
Cleveland State University College of Law
Columbus International Programs
Council of International Programs USA – Cleveland
Friendship Force – Dayton
Friendship Force – Greater Cincinnati
Friendship Force – Northeast Ohio
Great Lakes Consortium for International Training and Development (Toledo)
Global Cincinnati
Global Ties Akron
Greater Cincinnati World Affairs Council
International Visitors Council – Columbus
International Visitors Council – Greater Cincinnati
League of Women Voters – Clermont County
League of Women Voters – Columbus
League of Women Voters – the Greater Dayton Area
Ohio Employee Ownership Center
Rotary Club – Dublin-Worthington
Rotary Club – Boardman
Rotary Club – Cincinnati
Rotary Club – Wooster
Rotary District 6600
Sister Cities Committee, Toledo Sister Cities International
Supreme Court of Ohio
United Methodist Church – Akron
United Methodist Church – Chesterhill
United Methodist Church – Cincinnati
United Methodist Church – Lisbon
United Methodist Church – Wapakoneta
U.S. District Court for the Northern District of Ohio
U.S. District Court for the Southern District of Ohio
Wright State University

Federal, District, and State Host Judges

Christopher Boyko, *District Judge*
Paul Matia, *District Judge*
Dan A. Polster, *District Judge*
Edmund A. Sargus, *District Judge*
Jack Zouhary, *District Judge*

OKLAHOMA

Local Host Organizations

American Association of University Women –Tahlequah
City of Enid
Friendship Force – Oklahoma
Habitat for Humanity, Tahlequah
International Visitors Committee
League of Women Voters – Bartlesville
National Peace Foundation – Oklahoma City
Oklahoma Supreme Court
Redlands Community College
Rotary Club – Guymon
Rotary Club – Oklahoma City
Rotary Club – Tahlequah
Rotary District 6110
Southeastern Public Library System of Oklahoma
Tulsa Global Alliance
United Methodist Church – Oklahoma City
U.S. Environmental Protection Agency Office of Environmental Justice and Tribal Affairs
U.S. District Court for the Eastern District of Oklahoma
U.S. District Court for the Western District of Oklahoma
University of Oklahoma International Programs Center

Federal, District, and State Host Judges

Stephen Friot, *District Judge*
Robert Henry, former *District Judge*
Vicki Miles-LaGrange, *District Judge*
Ronald White, *District Judge*

OREGON

Local Host Organizations

American Association of University Women – Beaverton Branch
Blooming Hill Vineyard
Corvallis Sister Cities Association
Eugene-Irkutsk Sister City Committee
Grants Pass Sister City Committee
League of Women Voters – Lane County
League of Women Voters – Portland
League of Women Voters – Marion-Polk Counties
Oregon Justice Resource Center
Oregon Law Commission
Oregon/Sakhalin Rule of Law Partnership Committee
Roseburg Area Zonta Club
Rotary Club – Beaverton
Rotary Club – Eugene Emerald
Rotary Club – Kendallville
Rotary Club – Lewis River
Rotary Club – Wallowa County
Tigard Breakfast Rotary Club
Umpqua Community College (Roseburg)
U.S. Court of Appeals for the Ninth Circuit
U.S. District Court for the District of Oregon
World Affairs Council – Oregon

Federal, District, and State Host Judges

Michael R. Hogan, *District Judge*
Diarmuid F. O'Scannlain, *Circuit Judge*

PENNSYLVANIA

National Grantees

Keystone Human Services International
Magee Womancare International
Russian Ministry Network of the Episcopal Church
West Chester University Poetry Center

Local Host Organizations

Allegheny College
Alvernia College, Nursing Department (NRC 010)
American Institute of Finance and Technology
American Foreign Policy Council – Lancaster
American Foreign Policy Council – Paoli
American Foreign Policy Council – Philadelphia
American Foreign Policy Council – Pittsburgh
Citizen Diplomacy International of Philadelphia
Department of Slavic Languages and Literatures at the University of Pennsylvania
Friendship Force – Greater Harrisburg
Global Pittsburgh
Keystone Human Services International
Magee Womancare International
Media Sunrisers Rotary Club
Mid-Atlantic Russia Business Council
Northampton Community College
Overseas Strategic Consulting, Ltd
Pacific Environment
Peace Links – Harrisburg
PEHT - Pittsburgh
Pennsylvania College of Technology
Pennsylvania Commission on Crime and Delinquency
Pennsylvania State University College of Agricultural Sciences, International Programs
Rotary Club – Altoona
Rotary Club – Blue Bell
Rotary Club – Emmaus
Rotary Club – Greenville
Rotary Club – Meadville
State College Rotary Evening Club
Ukrainian Cultural and Humanitarian Institute
Ukrainian Federation of America
U.S. Attorney's Office for the Eastern District of Pennsylvania
U.S. Bankruptcy Court for the Eastern District of Pennsylvania
U.S. District Court for the Eastern District of Pennsylvania
U.S. District Court for the Eastern District of Pennsylvania Historical Society
U.S. District Court for the Western District of Pennsylvania

West Chester University Poetry Center
West Reading-Wyomissing Rotary Club
World Affairs Council – Harrisburg
World Affairs Council – Greater Reading

Federal, District, and State Host Judges

Harvey Bartle, III, *District Judge*
Richard Fehling, *Bankruptcy Judge*
D. Brooks Smith, *Circuit Judge*

RHODE ISLAND

Local Host Organizations

Brown University Library
Cape Cod and the Islands and Rhode Island Rotary Club
Roger Williams University, Justice System Training & Research Institute, School of Justice Studies
Rotary Club – Newport
Rotary Club -- Scituate
Rotary International District 7950
U.S. District Court for the District of Rhode Island
World Affairs Council – Rhode Island

Federal, District, and State Host Judges

Ernest Torres, *District Judge*

SOUTH CAROLINA

Local Host Organizations

American Association of University Women – Aiken Branch
Clemson University
Charleston Council for International Visitors
Friendship Force – Florence
League of Women Voters – Bluffton Area
National District Attorneys Association
National Peace Foundation – Columbia
Palmetto Council for International Visitors
Richland School District Two
Rotary Club – Columbia
Rotary Club – Hilton Head Island
Rotary Club – East Spartanburg
Soonch
United Methodist Church – Spartanburg
Walker Institute for International and Area Studies, University of South Carolina

SOUTH DAKOTA

Local Host Organizations

Dacotah Territory International Visitor Program
Sioux Falls Downtown Rotary
Sioux Falls Promise, Greater Sioux Falls Alliance for Youth
South Dakota World Affairs Council
U.S. District Court for the District of South Dakota

Federal, District, and State Host Judges

Charles B. Kornmann, *District Judge*
Karen Schreier, *District Judge*

TENNESSEE

National Grantees

Nashville Health Care Council
Oak Ridge Sister City Support Organization

Local Host Organizations

Blount County Sister City Organization
Chattanooga-Nizhni Tagil Sister City Committee- Department of Public Works
Friendship Force – Knoxville
Friendship Force – Memphis
Friendship Force – Southcentral Tennessee
Memphis Council for International Visitors
Nashville Downtown Rotary
Nashville Health Care Council
National Peace Foundation – Johnson City
Oak Ridge National Laboratory
Oak Ridge Sister City Support Organization
Rotary Club – Cookeville Breakfast
Rotary Club – Memphis
Rotary District 6780
Sister City Association – Chattanooga
Southwest Tennessee Community College
Tullahoma Noon Rotary Club
United Methodist Church – Alcoa
United Methodist Church – Memphis
United Methodist Church – Springfield
U.S. Bankruptcy Court for the Middle District of Tennessee
U.S. Bankruptcy Court for the Western District of Tennessee
U.S. District Court for the Middle District of Tennessee
University of Tennessee Institute of Agriculture International Programs
University of Tennessee at Chattanooga

Vanderbilt University Public Affairs Office

Federal, District, and State Host Judges

Jennie D. Latta, *Bankruptcy Judge*
Jon Phipps McCalla, *District Judge*
George Paine, *Bankruptcy Judge*
Thomas A. Varlan, *District Judge*
Thomas A. Wiseman, Jr., *District Judge*

TEXAS

National Grantees

El Paso Chapter of the Federal Bar Association
United Methodist Church Russia Initiative Program

Local Host Organizations

Alamo Colleges
American Foreign Policy Council – Fort Worth
Baylor College of Medicine Chronic Disease Prevention and Control Research Center
Carter Blood Care
Center for Safe Energy – Austin
CMS Emergency
Dallas Committee for Foreign Visitors
El Paso Chapter of the Federal Bar Association
Episcopal Church – Houston
Episcopal Church – San Angelo
Fayette Memorial Hospital
Global North Texas
Houston Baku Sister Cities Association
International Hospitality Council of Austin
J. M. Dawson Institute for Church-State Studies, Baylor University
Kilgore College Small Business Development Center
Knowledge Management and Data Resources, Office of Community Outreach, University of Texas Medical Branch at Galveston
Lamar University
League of Women Voters of Tyler/Smith County
North Harris College
Office of Environmental Justice and Tribal Affairs, U.S. Environmental Protection Agency, Region 6
Palo Alto College
Panola Community College
Peace Links – Austin
Peace Links – Temple
Plano-Ivanovo Sister City Program
Redeemed Ministries

Richland College
Rotary Club – Burleson
Rotary Club – Fredericksburg Morning
Rotary Club – Friendswood
Rotary Club – Frisco Noon
Rotary Club – Grapevine
Rotary Club – McAllen South
Rotary Club – Mid-Cities Pacesetters
Rotary Club – Northwest Austin
Rotary Club – San Antonio North Central
Rotary District 4790
Rotary District 5730
Rotary District 5830
Rotary District 5890
San Antonio Council for International Visitors
Texas A&M University, Sponsored Student Programs Office
United Methodist Church – Russia Initiative
United Methodist Church – Bonham
United Methodist Church – Carrollton
United Methodist Church – College Station
United Methodist Church – Commerce
United Methodist Church – Dallas
United Methodist Church – Denton
United Methodist Church – Eldorado
United Methodist Church – Forth Worth
United Methodist Church – Highland Village
United Methodist Church – Houston
United Methodist Church – Meridian
United Methodist Church – Orange
United Methodist Church – Saint Jo
United Methodist Church – San Angelo
United Methodist Church – San Antonio
United Methodist Church – Terrell
United Methodist Church – Tomball
United Methodist Church – Uvalde
University of Texas at Austin
World Affairs Council – Dallas/Fort Worth
YMCA International Services

Federal, District, and State Host Judges

Leif M. Clark, *Bankruptcy Judge*
Ricardo H. Hinojosa, *District Judge*
Frank Montalvo, *District Judge*

UTAH

National Grantees

International Hosting
Church of Jesus Christ of Latter-Day Saints

Local Host Organizations

Brigham Young University Center for Law and Religion Studies
Church of the Latter Day Saints – Salt Lake City
Firefly, Inc.
Friendship Force of Utah
International Hosting
Izhevsk-Salt Lake City Partnership
Dawson Institute for Church-State Studies, Baylor University
Peace Links – Salt Lake City
Salt Lake Chamber of Commerce
Salt Lake City Community College
Sundance Institute
Tooele Sister Cities, Inc.
U.S. Court of Appeals for the Tenth Circuit
U.S. District Court for the District of Utah
Utah State Legislature
Utah State University, Center for Persons with Disabilities
Utah Valley University, Office of International Affairs & Diplomacy

Federal, District, and State Host Judges

Dee V. Benson, *District Judge*
Leif M. Clark, *Bankruptcy Judge*
David O. Nuffer, *Magistrate Judge*

VERMONT

National Grantee

International Rule of Law Consortium

Local Host Organizations

Ecologia
Lakenet
Russian American Rule of Law Consortium
School of International Studies, St Michael's College
Vermont Council on World Affairs
Vermont Karelia Rule of Law Project, Inc
Vermont Law School
Vermont Supreme Court

VIRGINIA

National Grantees

National Center for State Courts
National Council for Traditional Arts
Norfolk Sister City Association
Partners for Community Solutions
Synetic Theater

Local Host Organizations

American Association of University Women – Reston/Herndon Branch
American Foreign Policy Council – Alexandria
Arlington Sister City Association
Arlington Sister City – Ivano-Frankivsk Committee
Center for International Programs
Eastern Mennonite University Center for Justice and Peacebuilding
FHI360*
Fredericksburg Sister City Association, Inc.
Friendship Force – Central Virginia
Friendship Force – National Capitol Area
James Kent Inn of Court
League of Women Voters – South Hampton Roads
National Council for the Traditional Arts
National Peace Foundation – Fairfax
Norfolk Sister City Association, Inc.
Partners for Community Solutions
Peace Links – Roanoke
Peace Links – Williamsburg
Rotary Club – Alexandria and Mount Vernon
Rotary Club – Bailey's Crossroads
Rotary Club – Blacksburg

Rotary Club – Falls Church
Rotary Club – James City County
Rotary Club – Leesburg
Rotary Club – Lynchburg
Rotary Club – Rappahannock
Rotary Club – Richmond
Rotary Club – Stafford
Rotary Club – Vienna
Terrorism, Transnational Crime and Corruption Center at George Mason University
Town of Leesburg, Virginia
United Methodist Church – Springfield
United Methodist Church – Fulks Run
Virginia Commonwealth University - L. Douglas Wilder School of Government and Public Affairs
U.S. District Court for the Eastern District of Virginia
World Music Folklife Center
Zonta Club – Alexandria

Federal, District, and State Host Judges
Thomas Selby Ellis III, *District Judge*
Henry Coke Morgan, Jr., *District Judge*
Anthony J. Trenga, *District Judge*

WASHINGTON

National Grantees

Battelle Memorial Institute/Pacific Northwest National Laboratory
World Affairs Council of Seattle

Local Host Organizations

Battelle- Pacific Northwest National Laboratory
Blooming Hill Vineyard
Clark College
Community Colleges of Spokane
EarthCorps
Episcopal Church – Pasco
Foundation for Russian American Economic Cooperation
Global Education Service
Governor's Interagency Committee of State-Employed Women (ICSEW)
League of Women Voters – Washington
Lower Columbia College
Nakhodka Sister City
Nuclear Oversight Program, Government Accountability Project
Rotary Club – Anacortes
Rotary Club – Bremerton
Rotary Club – Downtown Vancouver
Rotary Club – Lewis River (Clark County)
Rotary Club – Lynnwood
Rotary Club – Richland
Rotary Club – Sun City West
Rotary Club – Tacoma #8
Rotary Club – West Seattle
Seattle-Tashkent Sister Cities Association
U.S. District Court for the Western District of Washington
Whatcom Community College
World Affairs Council – Seattle
World Affairs Council/World Trade Center West

Federal, District, and State Host Judges

John C. Coughenour, *District Judge*

WEST VIRGINIA

Local Host Organizations

Center for International Understanding, Inc
Friendship Force – Charleston
Grapevine Rotary Club
Rotary Club – Cheat Lake
Rotary Club – Morgantown
Rotary Club – Morgantown North
Shepherd College, Robert C. Byrd Center for Legislative Studies
United Methodist Church – Fairmont
United Methodist Church – Summersville
U.S. District Court for the Southern District of West Virginia

Federal, District, and State Host Judges

David Faber, *District Judge*
Ronald G. Pearson, *Bankruptcy Judge*

WISCONSIN

National Grantees

Northcentral Technical College
World Services of La Crosse, Inc

Local Host Organizations

American Foreign Policy Council – LaCrosse
American Foreign Policy Council – Madison
Amigos de Milwaukee Rotary Club
Appleton Area School District, Volunteer Services
American Association of University Women – LaCrosse Chapter
Bellin Health System (AIHA)
Center for International Education, St. Norbert College
Center for International Understanding, Inc.
Economic Development Corp of Manitowoc County Foundation
Fox Cities – Kurgan Sister Cities Program, Inc.
Fox Valley Technical College
Friends of Chernobyl Centers, U.S. (FOCCUS)
Friendship Force – Greater Milwaukee
Friendship Force – Madison
Greater Green Bay YMCA
Green Bay West Rotary Club
Heart of Wisconsin Business Alliance
Hedberg Public Library
Hudson Daybreak Rotary Club
Institute of World Affairs, University of Wisconsin-Milwaukee
International Crane Foundation
International Institute of Wisconsin

Jackson-Monroe-Vernon County Leadership Program
La Crosse Dubna Friendship Association
League of Women Voters – Door County
League of Women Voters – La Crosse Area
League of Women Voters – Milwaukee County
Madison Area Technical College
Marquette University College of Nursing
Marshfield Rotary Noon Club
National Peace Foundation – Madison
New London Medical Center
Northcentral Technical College
Portage County Health and Human Services
Rotary Club – Beloit
Rotary Club – Hudson
Rotary Club – La Crosse
Rotary Club – Madison
Rotary Club – Milwaukee
RUS Global Initiatives
Shawano Public Health (AIHA)
Sigurd Olson Environment Institute, Northland College
Stevens Point-Rostov Veliky Sister City Project
ThedaCare
United Methodist Church – Hudson
United Methodist Church – Neenah
University of Wisconsin – Barron County
University of Wisconsin Extension – Juneau County
University of Wisconsin – Marathon County
University of Wisconsin at Marinette, Continuing Ed/Intl Students
University of Wisconsin - Marshfield/Wood County
University of Wisconsin - Richland
U.S. District Court for the Eastern District of Wisconsin
U.S. District Court for the Western District of Wisconsin
Vernon County Office, Family and Children's Center
Western Technical College
World Services of La Crosse, Inc

Federal, District, and State Host Judges

Charles N. Clevert, *District Judge*
Barbara Crabb, *District Judge*
Patricia Gorence, *Magistrate Judge*
Rudolph Randa, *District Judge*

WYOMING

National Grantee

Vista360°

Local Host Organizations

Brown, Drew & Massey, LLP
Rotary Club - Kemmerer
Vista 360°, Inc.
U.S. District Court for the District of Wyoming
Wyoming Global Leadership Exchange

Federal, District, and State Host Judges

William F. Downes, *District Judge*

OPEN WORLD
LEADERSHIP CENTER

2017 Open World Program

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegates	Host City
30-Jan	**Members of Parliament**	Serbia	6	Chicago, IL
	Members of Parliament	Serbia	6	Columbus, OH
1-Feb	**Role of Legislature/Staff**			
	Role of Local Legislatures/Staff	Georgia	6	Annapolis, MD
	Role of Local Legislatures/Staff	Kazakhstan	6	Atlanta, GA
6-Feb	**Members of Parliament**	Tajikistan	7	Burlington/Montpelier, VT
8-Feb	**Role of Legislature/Staff**			
	Improving Elections Processes/Elections Management	Kosovo	6	Des Moines, IA
	Legislative Development: Education	Ukraine	6	Albany, NY
	Legislative Development: Health Care	Ukraine	6	Sacramento, CA
	Legislative Development: Women Legislators	Ukraine	6	Columbia, SC
	Legislative Development: Women Staffers	Ukraine	6	Lincoln, NE
27-Feb	**Members of Parliament**	Kyrgyzstan	7	Helena, MT
2-Mar	**Women's Issues**			
	Women Leaders in STEM (Science, Technology, Engineering and Math)	Azerbaijan	6	Bedford, IN
	Encouraging Women's STEM Education and Careers	Kyrgyzstan	6	Sparta, WI .
	Best Practices in Adoption	Kyrgyzstan	6	Bedford, TX
	Social Entrepreneurship for Women	Russia	6	Kalamazoo, MI

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegates	Host City
	Women Leaders in STEM (Science, Technology, Engineering and Math)	Russia	6	Spokane, WA
	Women Leaders in STEM	Russia	6	Maui, HI
	Women in Politics	Russia	6	Metairie, LA
	Role of Women in Countering Violent Extremism	Tajikistan	6	Minneapolis, MN
	YP/Women Entrepreneurs	Turkmenistan	6	Albuquerque, NM
6-Mar	**Members of Parliament**	Georgia	6	Raleigh, NC
15-Mar	**NGOs/Social issues**			
	Combatting Human Trafficking – Sex Trafficking and Forced Labor	Ukraine	6	Kansas City, MO
	Combatting Human Trafficking – Sex Trafficking and Forced Labor	Ukraine	6	Louisville, KY
	NGOs Combatting Poverty/Homelessness/Supporting Needy Children	Ukraine	6	Fredericksburg, TX
	NGOs Combatting Poverty/Homelessness/Supporting Needy Children	Ukraine	6	Cincinnati, OH
	Equality Issues in Society	Ukraine	6	Fairfax, VA
	Equality Issues in Society	Ukraine	6	Jacksonville, FL
	Issues of Internally Displaced Persons/Crimean Tatars	Ukraine	6	Akron, OH
	Issues of Internally Displaced Persons/Crimean Tatars	Ukraine	6	Buffalo, NY
20-Mar	**Members of Parliament**	Mongolia	6	Reno/Carson City, NV
	Members of Parliament	Mongolia	6	Homer/Juneau, AK

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegates	Host City
22-Mar	**Sister Cities/Partnerships - Entrepreneurship**			
	OPORA Sister Cities/Partnerships – Entrepreneurship (St. Petersburg)	Russia	6	Los Angeles, CA
	OPORA Sister Cities/Partnerships – Entrepreneurship (Vladivostok)	Russia	6	San Diego, CA
	OPORA Sister Cities/Partnerships – Entrepreneurship (Volgograd)	Russia	6	Cleveland, OH
	OPORA Sister Cities/Partnerships – Entrepreneurship (Perm)	Russia	6	Louisville, KY
	OPORA Sister Cities/Partnerships – Entrepreneurship (Tyumen)	Russia	6	Tulsa, OK
29-Mar	**Education and Innovation**			
	Public Inclusion in the Policy Making Process (Think Tanks)	Kosovo	6	Carbondale, IL
	YP/Entrepreneurship in Small and One-Industry Towns	Georgia	6	Big Canoe, GA
	Academic Integrity-Secondary and Higher Education	Ukraine	6	Raleigh, NC
	Academic Integrity-Secondary and Higher Education (Khmelnitsky)	Ukraine	6	Modesto, CA
	Role of Innovators/Entrepreneurs in Society	Ukraine	6	Pensacola, FL
	Women Technology Entrepreneurs	Ukraine	6	Appleton, WI
3-Apr	**Members of Parliament**	Kazakhstan	6	Birmingham/Montgomery, AL

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegates	Host City
6-Apr	**Innovation**			
	YP/Young Entrepreneurs	Kyrgyzstan	6	Cashmere, WA
	Think Tanks	Russia	6	Washington, DC
	Higher Education System in the U.S.	Serbia	6	Bethlehem, PA
	YP/Innovation, Technology, and Start-ups	Tajikistan	6	Dubuque, IA
20-Apr	**Judicial Rule of Law**			
	Judges	Armenia	6	Shreveport, LA
	Judges	Estonia	4	Jackson, MS
	Judges	Kazakhstan	6	Phoenix, AZ
22-Apr	**Rumsfeld Fellows**	Various	6	Hartford, CT
	Rumsfeld Fellows	Various	6	Des Moines, IA
26-Apr	**NGOs/Civil Society**			
	Empowering NGOs/Advocacy	Ukraine	6	Santa Barbara, CA
	YP/Empowering NGOs/Advocacy	Ukraine	6	Santa Cruz, CA
	Empowering NGOs/E-Governance	Ukraine	6	Birmingham, AL
	NGOs and Promotion of Civil Society/Youth Development and Workers	Ukraine	6	Richland, WA
	Empowering NGOs/Family Services	Ukraine	6	Newton, IA
	Empowering NGOs/Family Services	Ukraine	6	Omaha, NE
	YP/NGOs and the Promotion of Civil Society/Youth Development and Workers	Ukraine	6	Brookings, SD
	Empowering NGOs/Children with Disabilities	Ukraine	6	Corvallis, OR
6-May	**Civic Education**			
	Supporters	Russia	9	St. Louis, MO

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegates	Host City
	Supporters	Russia	9	St. Louis, MO
	Supporters	Russia	9	St. Louis, MO
11-May	**Health Issues**			
	Mental Health and Well-being	Tajikistan	6	Dayton, OH
	E-Governance for Hospitals	Turkmenistan	6	Bemidji, MN
	Reintegration/Medical Practitioners and Social Workers	Ukraine	6	Roseburg, OR
	PTSD and Reintegration/Medical Practitioners and Social Workers	Ukraine	6	Rochester, NY
	Services for Handicapped Individuals	Belarus	6	Salt Lake City, UT
15-May	**Members of Parliament**	Moldova	6	Raleigh, NC
18-May	**Environment/Agriculture**			
	National Parks/Parks and Recreation	Kazakhstan	6	Helena, MT
	Prevention of Illegal Logging/DNA Analysis	Russia	6	Burlington, VT
	Organic Certification	Russia	6	Worcester, MA
	Forest Management	Russia	6	Marquette, MI
	National Parks/Nature Reserve	Russia	6	Redding, CA
	Legacy Waste Remediation	Russia	6	Pittsburgh, PA
	Environment/Forest Management (Fire Rescue)	Russia	6	Portland, ME
	Food Security/Food Safety	Serbia	6	Little Rock, AR
	Ecotourism	Tajikistan	6	Boulder, CO

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegates	Host City
31-May	Museum/Exhibit Curation	Georgia	6	Baltimore, MD
1-Jun	**Environment**			
	Environmental Campaigns/Public-Private Partnerships	Azerbaijan	6	Thornton, CO
	Environmental Protection/Sustainable Development	Georgia	6	Alcoa, TN
	Sustainable Tourism	Georgia	6	Princeton, WV
	Environmental Protection	Ukraine	6	Santa Fe, NM
	Environmental Protection	Ukraine	6	Great Falls, MT
12-Jun	**Members of Parliament**	Uzbekistan	6	Seattle, WA
19-Jun	**Members of Parliament**	Peru	6	Salt Lake City, UT
17-Jul	**Members of Parliament**	Ukraine	6	Chicago, IL
20-Jul	**Judicial Rule of Law**			
	Judges	Mongolia	6	Princeton, WV
	Judges	Mongolia	6	Portland, OR
6-Sep	**Media**			
	Best Media Practices/Independent Media	Georgia	6	Syracuse, NY
	Multilingualism and Access to Public Information	Kosovo	6	Knoxville, TN
	YP/Countering False Information/Media Literacy	Ukraine	6	Chicago, IL
	Countering False Information/Media Literacy	Ukraine	6	Silver Spring, MD
	Countering False Information/Media Literacy	Ukraine	6	Madison, WI
11-Sep	**Members of Parliament**	Ukraine	6	TBD

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegates	Host City
13-Sep	**Media**			
	Best Media Practices OR Government Spokespeople	Kazakhstan	6	Wichita, KS
	Livable City Planning	Russia	6	TBD
	Think Tanks	Russia	6	TBD
	Best Media Practices	Russia	6	Houston, TX
	YP/Successful Blogging	Russia	6	TBD
	Building E-Government Capacity	Serbia	6	Salt Lake City, UT
	Journalism	Turkmenistan	6	Cedar Rapids, IA
21-Sep	**Civic Rule of Law**			
	Combatting Domestic Violence	Azerbaijan	6	Lenexa/Overland Park, KS
	Supporting Judicial Ethics and Discipline	Kosovo	6	Huntsville, AL
	Domestic/Gender-Based Violence – Victim Rights and Prosecution of Perpetrators	Kyrgyzstan	6	Gainesville, FL
	Combatting Domestic Violence	Tajikistan	6	Albuquerque, NM
	Combatting Domestic Violence	Ukraine	6	Sebastopol, CA
	Combatting Human Trafficking	Ukraine	6	Phoenix, AZ
	Anti-Corruption Practices/E-governance and Transparency	Ukraine	6	Longview, TX
	Tourism Promotion	Kyrgyzstan	12	TBD
27-Sep	**Education**			
	Promoting Media Literacy in Schools	Armenia	6	Cambridge, MA
	School-Based Drug Prevention Programs	Kazakhstan	6	Charlotte, NC
	Environmental Education	Kazakhstan	6	Mauston, WI
	Inclusive Education	Russia	6	White Bear Lake, MN
	Autism Spectrum Disorder	Russia	6	Tooele, UT

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegates	Host City
	Social Integration of Children and Adults with Mental Disabilities	Russia	6	San Jose, CA
	Education Partnerships	Moldova	6	TBD
2-Oct	MPs	Georgia	6	TBD
11-Oct	**Education**			
	Policies and Planning: Improved Higher Education	Kosovo	6	Dobbs Ferry, NY
	Improved English Language Education – Secondary Schools	Ukraine	6	Palatine, IL
	Improved English Language Education-Secondary Schools	Ukraine	6	Atlantic City, NJ
	Improved Civic Education – Secondary Schools	Ukraine	6	Hutchinson, KS
	Improved Civic Education-Secondary Schools	Ukraine	6	Longmont, CO
12-Oct	**Nelson Fellows**	Russia	6	Council Bluffs, IA
19-Oct	**Judicial Rule of Law**			
	Judges	Armenia	6	TBD
	Judges	Georgia	6	Baltimore, MD
	Judges	Ukraine	6	Oklahoma, City
	Judges	Ukraine	6	Baton Rouge, LA
21-Oct	**Rumsfeld Fellows**	Various	6	Memphis, TN
	Rumsfeld Fellows	Various	6	TBD
25-Oct	**Civil Rights**			
	Accountability and Ethics in Government: E-Freedom of Information	Armenia	6	Great Falls, MT
	Making Cities Accessible for Handicapped Individuals	Russia	6	Annapolis, MD

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegates	Host City
	Indigenous Groups	Russia	6	Rapid City, SD
	Muslim Inter-Ethnic Issues	Russia	6	Detroit, MI
	Finno-Ugric indigenous Peoples	Russia	6	Hendersonville, NC
	YP/U.S. Political Party System (Young Party Leaders)	Serbia	6	Parker, CO
28-Oct	**Civic Education**			
	Supporters	Russia	9	Chicago, IL
	Supporters	Russia	9	Chicago, IL
	Supporters	Russia	9	Chicago, IL
1-Nov	Intellectual Property Rights	Belarus	6	TBD
31-Dec	House Democracy Partnership	TBD	28	TBD

Open World in Connecticut

Fast Facts

- **Connecticut** has hosted **278 Moldovan, Russian, Tajikistani,** and **Ukrainian** Open World visitors since the program began in 1999.
- Past Connecticut host cities for Open World exchanges include **Canton, Hartford, Westport,** and **Wethersfield.**
- The Connecticut/Pskov Rule of Law Partnership is a longtime Open World host organization; Superior Court Judge **Jonathan E. Silbert** was a regular cohost.

Upcoming Exchanges

Hartford will host a delegation of **Rumsfeld Fellows** from various countries in April.

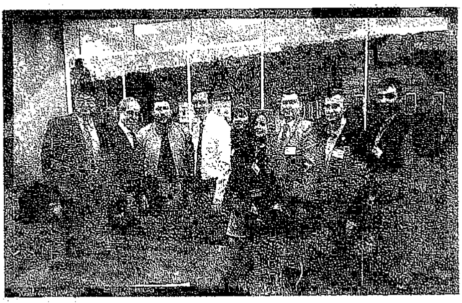
Recent Delegation Highlights

Hartford, April 2016

A **Ukrainian** delegation studying open and accountable governance visited Hartford last spring. While touring the **State Capitol,** the group met with Lieutenant Gov. **Nancy Wyman** and State Sen. **Len Fasano.** Delegates learned of the various systems in play to ensure timely, legitimate, and democratic voting systems in America. Other notable meetings included State Rep. **Tim Ackert,** State Rep. **Tami Zawistowski,** a plethora of aides and advisors to Sen. **Stephen Cassano,** and State Sen. **Tony Guglielmo.**

Hartford, September 2014

A **Serbian** delegation traveled to **Hartford** for a program focused on accountable governance. During the State Government Day on September 19th, the delegates toured the **State Capitol** and met with Lieutenant Gov. **Nancy Wyman,** Rep. **Brian Becker,** and State Sen. **Beth Bye.** Other highlights included meeting Rep. **John Larson** during one of the stops along his campaign trail for the 1st district in Connecticut, attending a **West Hartford Town Council** meeting, and having dinner with two Serbian families that recently immigrated to the U.S. who currently reside in Hartford.



Ukrainians on an Accountable Governance program studying American voting systems meet with Senator Chris Murphy. (April 2016)

Previous Delegations

City	Local Host	Theme (Country)
Colchester	Colchester Rotary Club	Accountable Governance (Ukraine)
Hartford	Friendship Force of Hartford	Parliamentarians (Serbia)
New Haven	Connecticut-Pskov Rule of Law Partnership	Rule of Law (Russia)
New Haven	U.S. District Court/New Haven Rotary Club	Rule of Law (Moldova)
West Haven	Henry C. Lee College of Criminal Justice and Forensic Sciences, University of New Haven	Rule of Law, Anticorruption (Russia)
Storrs	University of Connecticut Global Training and Development Institute	NGO Development (Ukraine)

Testimonial

> The delegates were really amazed by the openness of American society, no matter whether this was an official person talking (the Governor of the state of Connecticut in this case) to them or just a shop assistant.... When we visited [the] Mark Twain museum, I translated some of [the] author's quotations inscribed on the museum's wall. The delegates told me that one of them fully reflected how they were feeling at the moment: "Travel is fatal to prejudice." We parted with our prejudices and wanted to thank our American hosts for this."
>
> *—Russian facilitator for April 2012 New Haven rule of law delegation*

Continued on reverse

Open World in Connecticut

Ukrainian medical specialists pose with Sen. Chris Murphy at a Yale School of Medicine reception during their unique PTSD-related educational programming. (August 2014)

New Haven, August 2014

A delegation comprised of **Ukrainian** medical professionals participated in an education and training initiative concerning behavioral health assessment and treatment of traumatic stress survivors at the **Yale School of Medicine** in **New Haven**. Throughout the program, the delegates attended various presentations and sessions led by **Yale University** faculty. The group also toured the **ERRERA Center** for mental health and had the opportunity to meet both Sen. **Richard Blumenthal** and Sen. **Chris Murphy** at a Yale University reception held during the program.

Making a Difference

The August 2014 **New Haven**-based PTSD program to create new or further existing partnerships between American and **Ukrainian** organizations was very effective. As a result of this collaboration, a permanent linkage has now been established between the Yale University School of Medicine and the lead practitioners of PTSD treatment in Ukraine. It is expected that the hosts from Yale will be visiting their partners in Ukraine in the coming months, and the funding for this has already been obligated by a donor organization. In addition, members of the Ukrainian psychiatry/psychology community and church have established and signed the Declaration of St. Michael's Cathedral in Kiev. The Declaration seeks to establish a nationwide network of psychological service assistance for those suffering from PTSD as a result of the recent history of conflict in Ukraine.

About Open World

Open World is an exchange and partnership program designed to enhance mutual understanding and cooperation between Eurasian and American leaders. It builds the groundwork for such cooperation by bringing emerging Eurasian civic and political leaders to the United States to work with their American counterparts during 10-day professional visits. Open World then facilitates ongoing partnerships among its Eurasian and American participants through virtual networking and post-visit activities. Since 1999, over 26,000 current and future Eurasian leaders have been hosted by some 7,100 families in 2,000-plus U.S. communities. The program is managed by the Open World Leadership Center, a U.S. legislative branch agency.

OPEN WORLD
LEADERSHIP CENTER

Ambassador John O'Keefe
Executive Director

101 Independence Ave, LA 144
Washington, DC 20540-9980
P: 202-707-8943
E: jokeefe@openworld.gov
www.openworld.gov
facebook.com/openworldleadershipcenter2
Twitter: @OWProgram

Last updated: March 2017

Open World in Kansas

Fast Facts

Kansas has hosted **363** Open World participants since the program began in 1999, including participants from **Russia, Serbia, Ukraine**, and **Uzbekistan**.
Past Kansas host cities include **Abilene, Dodge City, El Dorado, Hays, Junction City, Larned, Leawood, Overland Park, Prairie Village, Shawnee**, and **Topeka**.

Upcoming Delegations

A delegation from **Azerbaijan** will travel to Lenexa/Overland Park in September. **Ukrainians** will travel to Hutchinson in October.

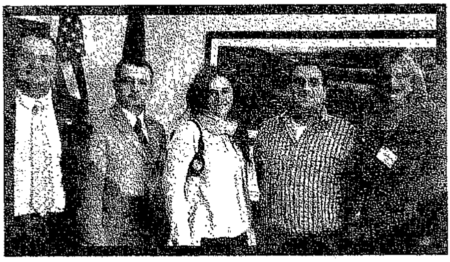
Delegation Highlights

Lawrence, September 2016

Ukrainian secondary and higher education and innovation specialists had the opportunity to visit middle schools, high schools and colleges in Lawrence. The delegates were able to tour the schools and receive an overview of the teaching programs, methods, and innovations. They also attended a meeting at the Lawrence Public Library to learn about the governance structure of the City of Lawrence, Douglas County, and Unified School District 497, and their cooperative partnerships. A highlight for the Ukrainian delegates was visiting the Brown vs. Board of Education National Historic Site in Topeka. Before the delegates left Lawrence, a local school board member expressed their wish for the delegates to stay longer since they learned as much about the educational systems from the delegation as they the delegates learned from him.

Winfield, June 2016

Russian environmental specialists visited Winfield to focus on alternative energy, eco homes, and buildings. While in Winfield, they visited local homes that were powered by wind and solar energy. An interesting experience for the delegates was visiting the Slate Creek Wind Farm in Gueda Springs. The wind farm generates enough electricity to power the equivalent of 55,000 average Kansas and Missouri homes. The delegates also discussed wind energy with the Executive Director of The Energy and Climate Project. The delegates were given a tour by the architect that built the LEED certified YMCA in Wichita then attended a presentation regarding eco building architecture.



Ukrainian city council members with Joe Eannello of Rep. Kevin Yoder's Washington, DC office. (March 2016)

Selected Delegations

City	Local Host	Theme (Country)
Kansas City Area	International Visitors Council of Greater KC (KCIVC)	Accountable Governance (Ukraine)
Kansas City Area	KCIVC	Intermunicipal Cooperation (Serbia)
Kansas City Area	KCIVC	NGO Development (Ukraine)
Lawrence	University of Kansas	Accountable Governance (Russia)
Lawrence	University of Kansas	Education (Russia)
Wichita	Friendship Force of Wichita	Accountable Governance (Russia)
Winfield	Winfield Rotary Club	Disability Services (Russia)

Testimonials

In my country, everything is based on which tribe you belong to, and how you're connected, and that's what people rally around. But here, people gather around an idea—that's the big difference.

—Delegate hosted by Open World in Kansas City in April 2013 for the Rumsfeld Foundation

I felt the program was very successful ... Winfield is a small town and the community felt very fortunate to have the opportunity to work with professionals from Russia ... I also feel strongly that the Delegates will be able to use the information they have learned here to improve the conditions of the disabled in their part of the world.

—Winfield host coordinator for April 2013 disability services exchange

Continued on rev

Open World in Kansas

A Russian delegation visits the Mosaic organization in Winfield during an exchange on services for people with disabilities. (April 2013)

Wichita, September 2015

Russian entrepreneurs and business experts were hosted by the **West Wichita Rotary Club** and experienced and in-depth look at entrepreneurship in the U.S. and Kansas. Starting with an informative session about the structure and government of the U.S., Kansas and local communities, the group also enjoyed a panel discussion at Wichita State University with local innovation and entrepreneurship experts. Via Rotary Club meetings and visits to local businesses, such as the Cessna Aircraft showroom, the group left Kansas impressed by American ingenuity and drive. They took best practices and other ideas back to their communities throughout Russia.

Making a Difference

After participating in the September 2015 Open World Program in Wichita, young Russian entrepreneurs were inspired to take action when they returned home. Delegate Dmitriy Yevdokimov found a potential partnership between his company, Robust Technology, and Cessna Aircrafts. Dmitriy suggested that Robust technology could manufacture plastic parts for Cessna. Delegate Liana Sladkomedova hoped to start a training course for young entrepreneurs in St. Petersburg. She also hoped to give a presentation in Russia regarding the welcoming business climate of the U.S.

About Open World

Open World is an exchange and partnership program designed to enhance mutual understanding and cooperation between Eurasian and American leaders. It builds the groundwork for such cooperation by bringing emerging Eurasian civic and political leaders to the United States to work with their American counterparts during 10-day professional visits. Open World then facilitates ongoing partnerships among its Eurasian and American participants through virtual networking and post-visit activities. Since 1999, over 26,000 current and future Eurasian leaders have been hosted by some 7,200 families in 2,100-plus U.S. communities. The program is managed by the Open World Leadership Center, a U.S. legislative branch agency

OPEN WORLD
LEADERSHIP CENTER

Ambassador John O'Keefe
Executive Director

101 Independence Ave, LA 144
Washington, DC 20540-9980
P: 202-707-8943
E: jokeefe@openworld.gov
www.openworld.gov
facebook.com/openworldleadershipcenter2
Twitter: @OWProgram

Last updated February 2017

Open World in Ohio

Fast Facts

- **Ohio** has hosted **1,156** visitors from **Azerbaijan, Georgia, Estonia, Kyrgyzstan, Lithuania, Moldova, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine**, and **Uzbekistan** since Open World began in 1999.
- **Ohio** is the **sixth most-visited** state under Open World.
- **Columbus** is one of the **10 most-visited** host cities under Open World; **Cleveland** and **Cincinnati** are among the **top 25 most-visited**.
- Past Ohio host cities include **Athens, Boardman, Chesterhill, Dayton, Miami**, and **Worthington**.

Delegates from Turkmenistan with the Mayor of Cleveland Frank G. Jackson (May 2016)

Upcoming Exchanges

Columbus will host **Serbian** Members of Parliament in February. In March, **Cincinnati** will host **Ukrainians** from its sister city in Kharkiv and **Cleveland** will host **Russians** from its sister city in Volgograd.

Recent Delegation Highlights

Cleveland, October 2016

A delegation of Judges from **Serbia** participated in a Judicial Rule of Law Program hosted by **Judge Aaron Polster**, United States Federal Judge of the United States District Court for the Northern District of Ohio. This Judge-to-Judge program gave the Serbian Judges the opportunity to share how the judicial system works in their country and to hear from their U.S. counterparts about the intricacies of U.S. jurisprudence. While in Cleveland, the delegation observed court proceedings in both federal and municipal courts.

Akron, September 2016

A delegation of public health experts from **Ukraine** traveled to Akron to learn about best health policy practices in the United States. The delegates met with **Mayor Daniel Horrigan** of Akron to learn about how he serves the people of his community. A highlight of the program was the opportunity to visit the office of **Sen. Rob Portman** during their orientation in Washington D.C.

Selected Recent Delegations

City	Local Host	Theme (Country)
Columbus	International Visitors Council of Columbus	Members of Parliament (Serbia)
Dayton	Friendship Force of Dayton, OH	Innovation and Creativity of Youth (Serbia)
Cincinnati	Cincinnati-Kharkiv Sister City Partnership	Decentralization (Ukraine)
Akron	Akron International Friendship	Telemedicine (Ukraine)
Toledo	Great Lakes Consortium for International Training and Development	Energy Efficiency (Ukraine)
Columbus	International Visitors Council of Columbus	Specialized Rule of Law (Estonia)
Toledo	Great Lakes Consortium for International Training and Development	Women Leaders (Ukraine)

Testimonial

> "When I do these presentations, it renews my belief in the democratic process. I am compelled to give back to assist others, even for people from several thousand miles away, and even if only one idea captures their interest."
>
> *—Columbia Township Administrator C. Michael Lemon in September 2015*

Continued on reverse

Open World in Ohio

Ukrainian medical professionals learn about Telemedicine at the Ohio Medical Center. (September 2015)

Columbus, April 2016

A young professional delegation from **Kosovo** observed how officials and judges in Ohio maintain legal transparency. The group met with many members of the Ohio state government, including Representative **Michael Curtin**, State Senator **Frank Larose** and the Ohio Inspector General. The delegation also met with Judge **Edmund A. Sargus, Jr.** who provided an excellent overview of the U.S. legal structure, particularly as it pertains to access to public records and information.

Making a Difference

After participating in the October 2016 **Cleveland** Open World exchange, Serbian Judges were eager to organize seminars and roundtable discussions on domestic violence to raise awareness, increase knowledge and improve relationships and coordination among courts. By organizing such events, the judges would become more familiarized with U.S. system and start thinking "outside of the box" and being more creative when it comes to introducing novelty in the system. These seminars and roundtable discussions would enable enhanced communication and interaction thereby resulting in more efficient work. These ideas could be discussed at the Judicial Academy and perhaps adopted as a part of judges' training.

About Open World

Open World is an exchange and partnership program designed to enhance mutual understanding and cooperation between Eurasian and American leaders. It builds the groundwork for such cooperation by bringing emerging Eurasian civic and political leaders to the United States to work with their American counterparts during 10-day professional visits. Open World then facilitates ongoing partnerships among its Eurasian and American participants through virtual networking and post-visit activities. Since 1999, more than 26,000 current and future Eurasian leaders have been hosted by some 7,800 families in 2,200-plus U.S. communities. The program is managed by the Open World Leadership Center, a U.S. legislative branch agency.

OPEN WORLD
LEADERSHIP CENTER

Ambassador John O'Keefe
Executive Director

101 Independence Ave, LA 144
Washington, DC 20540-9980
P: 202-707-8943
E: jokeefe@openworld.gov
www.openworld.gov
facebook.com/openworldleadershipcenter2
Twitter: @OWProgram

Last updated: January 2017

Open World in Oklahoma

Fast Facts

Oklahoma has hosted **310 Azerbaijani, Georgian, Kyrgyzstani, Russian, Serbian, Tajikistani, Turkish, Turkmen,** and **Ukrainian** Open World visitors since the program began in 1999.

Past Oklahoma host cities include **Bartlesville, El Reno, Guymon, Muskogee, Oklahoma City. Tahlequah,** and **Tulsa**

Upcoming Delegations

Tulsa will host a delegation from **Russia** in March.

Recent Delegation Highlights

Oklahoma City, November 2016

A trio of Oklahoma City judges hosted a group of Bar Association and Civil rights professionals from **Azerbaijan** for a week of peer-to-peer professional exchange. **U.S. Magistrate Judge Suzanne Mitchell, Judge Lisa K. Hammond,** and **Judge Richard Ogden** crafted an intense program for the Azeri group. Highlights included observing Federal sentencing proceedings with frequent Open World host judge **Stephen P. Friot**, Senior United States federal judge of the United States District Court for the Western District of Oklahoma. This was followed by a Q&A session with Judge Friot in his chambers. The delegation's visit to Oklahoma City was administered by the **Rotary Club of Oklahoma City**.

Tulsa, April 2016

A **Russian** delegation funded by **Tulsa Global Alliance** traveled to **Tulsa** for an Interfaith Dialogue program. Delegates had a chance to take part in discussions with students, observers, and leaders of the Islamic faith community at the **University of Tulsa** The group also attended a presentation at the **Cherokee National Tribal Complex**, where they heard from **Chief Bill John Baker** and **Crosslin Fields Smith**. Delegates also met with staff members of **Rep. Jim Bridenstine**.

Delegates meet with Rep. Tom Cole at his office in Washington, DC (October 2015)

Selected Delegations

City	Local Host	Theme (Country)
Norman	University of Oklahoma International Programs	Accountable Governance (Azerbaijan)
Oklahoma City	Friendship Force Oklahoma	Accountable Governance (Georgia)
Oklahoma City	Oklahoma Supreme Court	Rule of Law (Ukraine)
Oklahoma City	U.S. District Court/ OKC Rotary Club	Rule of Law (Russia)
Oklahoma City	U.S. District Court/ OKC Rotary Club	Rule of Law (Turkey)
Tulsa	Tulsa Global Alliance	Acc. Gov. (Central Asia, Caucasus)

Testimonial

My Russian counterparts frequently have some skepticism about the jury system and some skepticism about the reinstitution of the right of jury trials in Russia. I think one thing that they come away with from their Open World visits is a more thorough understanding of how the jury system can be made to work and work well. The American experience helps lessen their concerns about the reliability of results produced by jury verdicts...

... Our work [with Open World judicial delegates] at the regional level (which I think very much is the grassroots level) has the effect of strengthening the constituency at the grassroots level in the Russian Federation for the rule of law. Strengthening the political will for a robust and transparent judicial system at the grassroots level would then inevitably have beneficial effects at higher levels.

—Open World host judge Stephen P. Friot to RussianAmericanBusiness.org, published on Oct. 19, 2010

Continued on reverse

Open World in Oklahoma

Ukrainian delegates visit a wind farm in in Weatherford, OK, during an energy efficiency program based in Tulsa, OK. (June 2015)

Oklahoma City, October 2015

A delegation from **Ukraine** traveled to **Oklahoma City** for a program focused on higher education and innovation. While there, the educators visited various technical, private, and public universities, such as **Oklahoma University**, **University of Central Oklahoma**, and **Oklahoma City Community College**. The delegates especially enjoyed meeting with OCCO President **Jerry Stewart** and UCO Dean **James Machell**, as well as seeing the Teacher Resource Lab at OU. The program concluded with a visit to the **Oklahoma State Capitol Building**, where the delegates toured the building and met with State Rep. **Harold Wright**. The delegation also had the opportunity to meet with Rep. **Tom Cole** in Washington.

Building Relationships

Long-time Open World partner Honorable Federal Judge **Stephen P. Friot** has hosted numerous delegations of legal professionals in **Oklahoma City**. Upon return, Delegate **Viktor Tsyganov**, Department Dean of the Law Department and Acting Chair of the Business Law Division at Lobachevskiy Nizhniy Novgorod State University in **Russia**, was among delegates hosted in **Oklahoma City** in 2011. Upon return, he invited Judge Friot to come on a reciprocal visit to the Department of Law of Lobachevskiy Nizhniy Novgorod State University. The Department covered travel expenses for their guest. With the support of the US Embassy in Moscow, Judge Friot returned to Russia in 2015, giving a lecture at the **Law School of Moscow State University** and the **Academy of Public Administration** in **Saratov**, as well as meeting with members of the local business community and US government program alumni at the **Saratov Region Chamber of Trade and Commerce**.

About Open World

Open World is an exchange and partnership program designed to enhance mutual understanding and cooperation between Eurasian and American leaders. It builds the groundwork for such cooperation by bringing emerging Eurasian civic and political leaders to the United States to work with their American counterparts during 10-day professional visits. Open World then facilitates ongoing partnerships among its Eurasian and American participants through virtual networking and post-visit activities. Since 1999, more than 26,000 current and future Eurasian leaders have been hosted by some 7,200 families in 2,100-plus U.S. communities. The program is managed by the Open World Leadership Center, a U.S. legislative branch agency.

OPEN WORLD
LEADERSHIP CENTER

Ambassador John O'Keefe
Executive Director

101 Independence Ave, LA 144
Washington, DC 20540-9980
P: 202-707-8943
E: jokeefe@openworld.gov
www.openworld.gov
facebook.com/openworldleadershipcenter2
Twitter: @OWProgram

Last updated: January 2017

The Gazette

Coe pushing international growth

By Vanessa Miller
April 8, 2016

David McInally, Coe College President, speaks to a delegation from Kosovo as they take a tour of Coe College in Cedar Rapids on Friday, Apr. 8, 2016. (Stephen Mally/The Gazette)

CEDAR RAPIDS — The presence of international students on U.S. college and university campuses has spiked in recent years — jumping 73 percent over the past decade. And Coe College in Cedar Rapids, like many Iowa campuses, is no exception.

Of Coe's 1,400-some students, about 80 — or almost 6 percent — come from outside the United States. That is higher than previous years, reflecting a shift in both international education trends and local recruiting efforts.

"We've been doing a lot more on the Office of Admission side to help increase enrollment," said Chris Paasch, Coe's associate director of admission for operations and international recruiting.

Bolstering Coe's international presence is a collegewide goal, as it benefits the campus by encouraging "other cultures, other perspectives, and other opinions," Paasch said. But, he added, Coe has a lot to offer, too.

"Places like Coe really offer some great benefits, such as the smaller class sizes and a lot of interaction with the faculty members," Paasch said. "That's really very important to a lot of students — both domestic and international."

The push to increase international enrollment at Coe has meant more recruiting trips overseas, more webinars geared toward foreign students, more collaboration with U.S. education offices abroad and new financial aid options specific to international students.

"We are trying to visit new places and kind of get the student climate there — to see if they would be a good fit for Coe," Paasch said.

Coe's international student population today represents 20 countries — including China, Nepal, Vietnam and Nigeria, which have the largest number of international students this year. But Paasch said recruiters are looking not only to grow those numbers but diversify them — capitalizing on education and awareness opportunities, like a Kosovo delegation's visit to Iowa this week.

Coe College doesn't have any students from Kosovo, a partially recognized state in southeastern Europe that declared itself an independent country in 2008. But Paasch said it would welcome them.

"That's why we're kind of excited to have the group here — to see what they think," Paasch said.

The Iowa Sister States organization, a non-profit founded to manage Iowa's "official relationships with foreign states" like Kosovo, took the delegation around Iowa this week — introducing its representatives to leaders in Des Moines, Iowa City, Ames, Fort Dodge and Cedar Rapids.

Paasch said his connections with Iowa Sister States prompted the Kosovo visit to Coe on Friday.

"The director of that program and I have been talking and thought it would be a great relationship for Coe to have," he said.

During the delegation's stop in Cedar Rapids, leaders toured the Coe campus, met professors and chatted with students.

KOSOVO: DES MOINES, IOWA **IA-03**

Coe President David McInally welcomed the group by laying out the concept and the mission of private liberal arts colleges in general, and Coe in particular, and he highlighted the college's intentional development of a multicultural experience.

"Diversity is a critical value for us," McInally said. "That includes international diversity, as well as other forms of diversity. And we strive to create the kind of community where students have the experiences to prepare them to succeed in a diverse, interconnected world."

Technology has made global connections increasingly common and necessary in the workforce.

"And we know that our graduates, to be successful, should not encounter that for the first time after they leave college," McInally said, "but should experience it while they are here."

He also stressed Iowa's values and the impact they have on the student experience.

"We are quite confident that our students leave campus with lifelong friendships," McInally said. "One of the things you find in Iowa in general, and at small colleges in particular, is a very friendly, accessible population."

A panel of international Coe students who met with the Kosovo guests corroborated McInally's assertions, saying the most surprising thing about coming to Iowa was the kindness they encountered.

"The people here are very, very nice," said Coe freshman Yuan Chai, 19, from Guang Zhou, China. "Before coming here, I was afraid that I would experience racial discrimination. That people would not want to talk to me. But people here are really nice. They don't care where I come from."

The welcoming atmosphere is among the features Paasch said he highlights when pitching Coe to international prospects. He also stresses Coe's small class sizes, its encouragement of extracurricular involvement and its residential community.

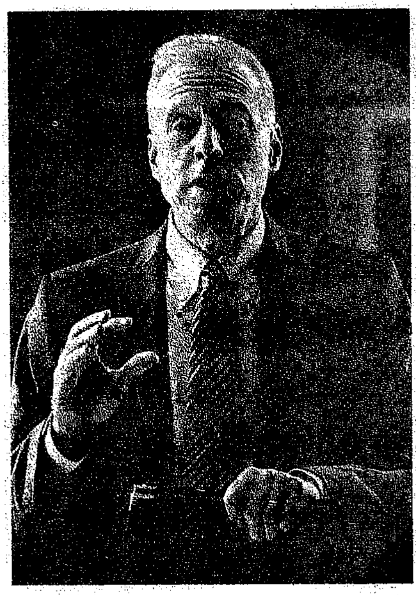
"They want to be a part of a community where they can be active and engaged in various activities outside of the classroom as well," he said.

Because of Chinese affluence and their interest in getting an American education is largely behind the national surge in international enrollment, Paasch said, Coe has focused some of its ramped up recruiting efforts on that Asian power.

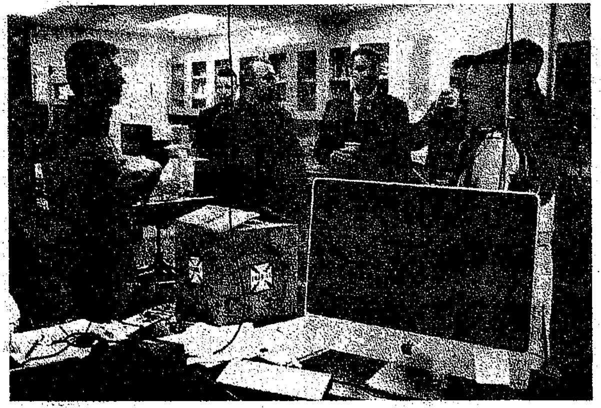
He's also dedicated recruiting time and resources in countries like Brazil, Ecuador, Guatemala and the Dominican Republic. Despite the push to grow international numbers, Paasch said Coe is doing it strategically.

KOSOVO: DES MOINES, IOWA

"We are not just opening the flood gates from one country," he said. "We are trying to get a well-balanced and well-represented international student population. We are trying to do it methodically here."



David McInally, Coe College President, speaks to a delegation from Kosovo as they take a tour of Coe College in Cedar Rapids on Friday, Apr. 8, 2016. (Stephen Mally/The Gazette)



Ugur Akgun, Associate Professor of Physics, talks with a delegation from Kosovo as they take a tour of Coe College in Cedar Rapids on Friday, Apr. 8, 2016. (Stephen Mally/The Gazette)

A delegation from Kosovo walks through a "parade" as they take a tour of Coe College in Cedar Rapids on Friday, Apr. 8, 2016. (Stephen Mally/The Gazette)

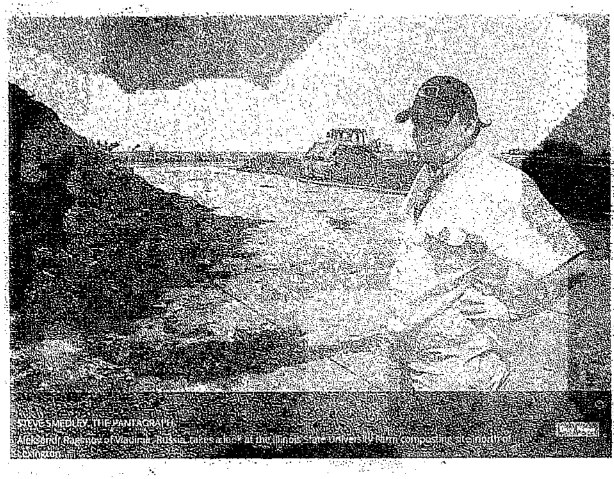
A delegation from Kosovo listens to comments from Mai Le, sophomore from Vietnam, Yuan Chai, freshman from China, Christine Obiesie, sophomore from Nigeria, and Uzir Thapa, junior from Nepal, as they take a tour of Coe College in Cedar Rapids on Friday, Apr. 8, 2016. (Stephen Mally/The Gazette)

###

PANTAGRAPH

New ideas: Russian delegation tours McLean County farms

By Lenore Sobota
June 19, 2016



STEVE SMEDLEY, THE PANTAGRAPH

Aleksandr Ragimov of Vladimir, Russia, takes a look at the Illinois State University Farm composting site north of Lexington.

STEVE SMEDLEY, THE PANTAGRAPH

Russian delegate Aleksandr Ragimov, center, watches a tractor move through a row of compost being sorted during a visit to the Illinois State University Farm composting site north of Lexington.

RUSSIA: BLOOMINGTON, IL **IL-18**

LEXINGTON — A delegation of agriculture educators from Russia are returning home with new ideas and a greater understanding of U.S. agribusiness and culture after a visit to McLean County.

Five people from Vladimir State University spent a week in McLean County, touring various agricultural facilities and staying with host families. A program facilitator from Russia and a U.S.-based translator were part of the group.

The Illinois State University Farm at Lexington was among their stops.

"We received a lot of interesting ideas to explore," Yekaterina Shenterova said through the translator. "We enjoyed seeing how research is done.

The visit was sponsored by the Vladimir/Canterbury Sister Cities Association of Bloomington-Normal with a grant through Open World Leadership Center, an arm of Congress that promotes visits by young foreign leaders from post-Soviet countries. This year, agriculture was an area of focus.

Elaine Cousins, the association's president, said that when the Sister Cities group saw agriculture was one of this year's topics, "we immediately seized on this as something ideal for us."

Last year, the Sister Cities group hosted a delegation of special education teachers from Vladimir State University through an Open World grant.

With the variety of agricultural interests in Central Illinois, Cousins said, "They were given a diverse look at farms in the county."

The idea was to let the visitors "see what we consider best practices and what challenges there are," said Cousins.

During the visit, the Russians were taken to large-scale farms, including livestock operations, as well as smaller farms with multiple crops.

In addition to the ISU Farm, other site visits included the Bittner family farm, Epiphany Farm

###

BlueRidgeNow.com
Times-News Online

Open World Program unlocks doors, communication

By Rebecca Walter Times-News Staff Writer
November 20, 2016

Five citizens of the country of Georgia visited Hendersonville the past several days through the Open World Program, with a theme geared toward social inclusion.

On Friday, participants met with Henderson County Commissioner Bill Lapsley and state Rep. Chuck McGrady to discuss local and state politics, and how it fits in with the program's focus.

The group engaged in fluid discussion on issues such as budgets, services, diversity and different forms of government. Each participant had multiple questions for the Lapsley and McGrady, and also had input of their own.

The discussion lasted about an hour and a half, and dove into the inner workings of government, as well as how the two countries compare.

The government aims to have a diverse group examine issues, but it can be difficult to get everyone to want to participate, McGrady said. Some of the Open World participants said similar problems are faced in their country.

During the nine-day program, the group participated in hikes, church services and other activities to immerse themselves in the local culture.

They also spent their time here meeting with public officials, along with visiting schools and health care facilities. Organizations such as the NAACP, the League of Women Voters and the Boys and Girls Club of Henderson County also met with the participants.

Local host coordinators Bill and Judy Wilkes have participated in the program for a number of years, and enjoy the experience. To call it a learning process is an enormous understatement, Bill Wilkes said.

"We are always stunned by something wonderful," he said. "There is always a surprise. That keeps us going."

The host organization for the program was the League of Women Voters of Hendersonville. Co-host organizations were Blue Ridge Community Health Center, First Congressional Church, and

Sister Cities of Hendersonville. Aleksandra Kalatozishvili was the facilitator, and Ia Dzanashvili, the interpreter.

The mission of the Open World Program, an arm of the U.S. Congress, is to introduce rising leaders of emerging countries to the importance of legislative functions in creating and sustaining democracies, according to the program's website.

A learning experience

Most of the five participants, who were visiting the United States for the first time, were well-versed in English, and a translator accompanied them on the trip.

Shalala Amirjanova, 18, works for a community radio station and is also a student. For her, the excitement of the journey began several months ago when she discovered she was accepted into the program.

Amirjanova was amazed at the different programs and systems in place in America, and hopes to take what she has learned back home, she said.

She took rigorous notes throughout the program, particularly about the successes she sees in America's school system. Amirjanova's interests center around work with minorities and the disabled, and she plans to form an action plan for when gets back home to Georgia.

Kamran Mamedovi, 26, is a project manager for a civil foundation, and plans to take what he learned in the U.S. back to his home as well.

During his visit, he met with different minority groups. His interests focus on the political participation and civic representation minorities play in government. He is also interested in the different causes minority groups participate in.

Mamedovi noticed similarities between his country and Henderson County, particularly with small numbers of minorities and women in government roles.

He was impressed, however, that Hendersonville has a female mayor — Barbara Volk. He's also enjoyed speaking with people about the recent presidential election and getting various viewpoints.

Ambartsum Baboyan, 28, is a representative back in Georgia for what can be compared to a city council here. He found most of his interest focused on Friday's meeting with Lapsley and McGrady, learning more about how government works in this community and state. Baboyan also liked learning more about how the health care system works in this country, he said.

When he returns home, Baboyan plans to speak with his colleagues about the implementation of laws, and how they work here in America.

GEORGIA: HENDERSONVILLE, NC NC-11

Giorgi Tevzadze, 24, works with disabled children back home, so he was interested in absorbing information about the care offered to them here in America.

He was fascinated with hospital visits taken on the trip. The main difference Tevzadze has seen between the two countries within his own profession is financing and experience, he said.

"But then again, everything has been different," he said.

Tevzadze plans to take what he has learned and apply it in his job back home, he said. To him, that means working closer with patients and preparing new projects to help them.

Akaki Saginadze, 19, is a student who also spends his time working on projects to promote integration and tolerance.

His favorite part of the experience was meeting with students at the university and meeting new people.

Like others in the group, Saginadze said he sees problems here that are similar to those in Georgia, but is confident progress is being made. He is excited to take what he has learned back to his home country.

"I now have new ideas for projects to make a change," he said.

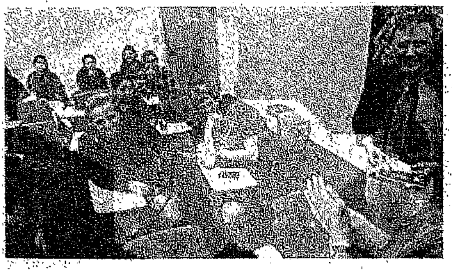
###

HAWAIʻI PACIFIC
UNIVERSITY

HPU ʻOHANA THIS WEEK

Parliamentarians from Mongolia visit HPU

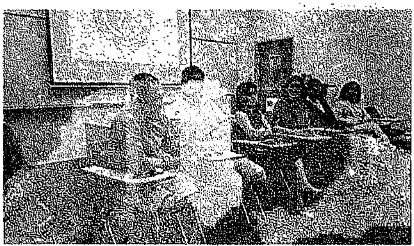
By HPU Ohana
March 21, 2016



Associate Professor of Political Science Gregory Gaydos, Ph.D., and his Introduction to Politics students welcomed five parliamentarians from Mongolia to HPU and their class on Tuesday, March 1. The delegation, hosted by the Pacific & Asian Affairs Council, were taking part in the U.S. congressionally-sponsored Open World program. The program brings young political and civic leaders from nine post-Soviet states to the U.S. for short-term professional trips.

Focusing its Honolulu visit on "Accountable Government," the Mongolian delegation spoke to Gaydos' students on the role of government in Mongolia and the current issues they face. They started with a brief presentation on the history of Mongolia in the political and economic context. It was pointed out that through Mongolian rule, a small tax was taken from traders using the Silk Road. This provided traders with protection by the Mongolian empire, breaking the image of barbarianism and showing a more peaceful side of Mongolian history.
Other highlights from the presentation:

- Mongolia is proud to be one of the only peaceful post-Soviet transitions from Communism to democracy.
- Engaging young people to be involved in politics is difficult, but the Members of Parliament are adapting by using social media, political campaigns and engaging youth in their offices as volunteers.



###

NorthEscambia.com
News for Molino, Bratt, Walnut Hill
McDavid, Century & Cantonment

Ukrainian Delegation Tours Escambia's New Recycling Facility

September 14, 2016

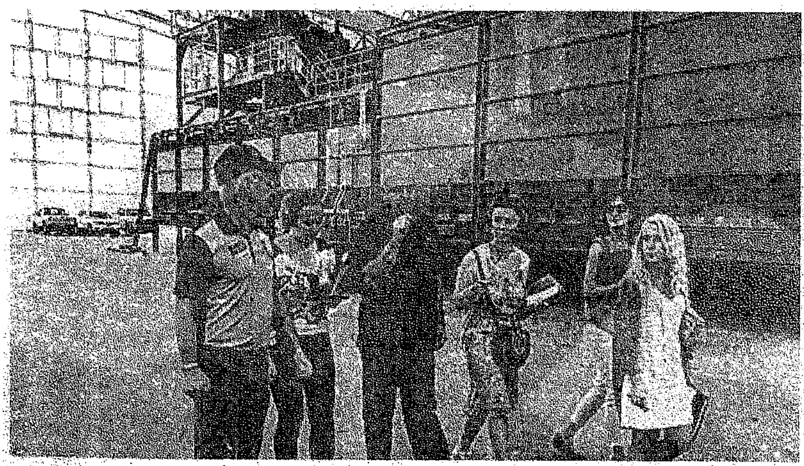
ECUA District 5 Board member Larry Walker hosted an international delegation from the Ukraine at the Interim Materials Recycling Facility (IMRF) in Beulah on Tuesday.

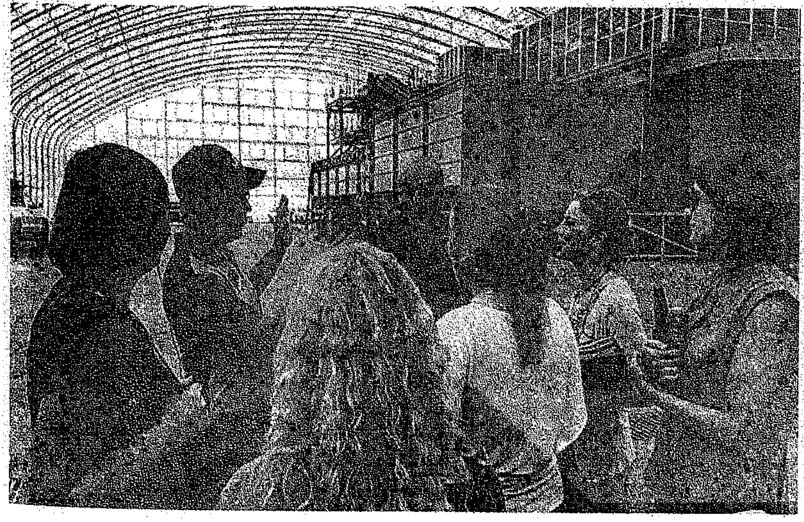
The Gulf Coast Citizen Diplomacy Group is hosting a group of six Ukrainian delegates in a U.S. Congressional exchange called Open World. The exchange brings up-and- coming leaders from the former Soviet Union countries to the U.S. for short-term trips that focus on specific professional topics as well as intercultural exchange opportunities.

The IMRF, a collaborative effort between ECUA and Escambia County, is a state-of-the-art facility that will have the capacity to recycle up to 40,000 tons of materials per year.

The $10.6 million project was initiated to offer a long-term, regional recycling solution for the community, while at the same time, to assist Escambia County in reaching its state-mandated 75 percent recycling goal. On February 12, ECUA broke ground for the IMRF, which encompasses a 53,460 square-foot fabric building and recycling equipment that is expected to process up to 165 tons of materials per day.

Pictured: ECUA District 5 Board member Larry Walker (in hat) leads a Ukrainian delegation through the IMRF Tuesday morning. Photos for NorthEscambia.com.





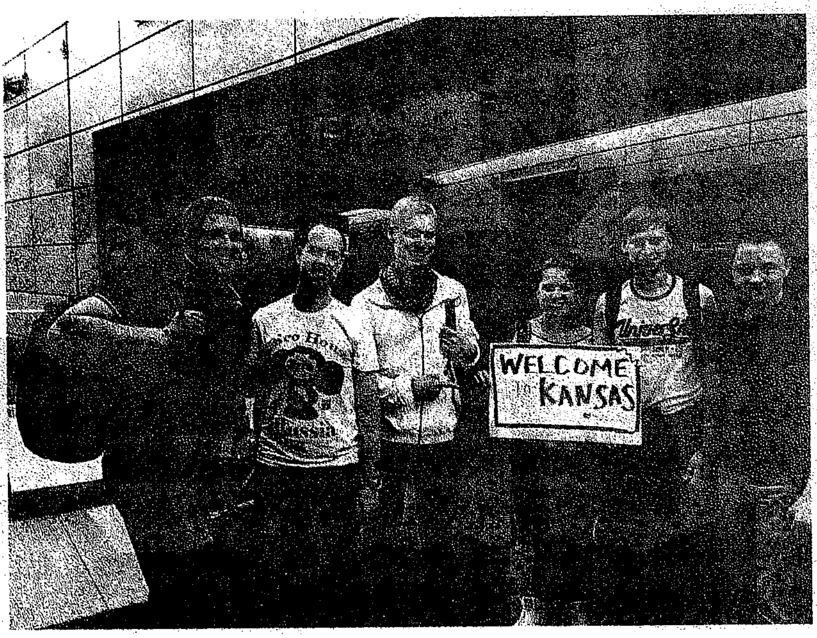
###

RUSSIA: WINFIELD, KS **KS-04**

The Cowley
Courier Traveler
BRINGING IT ALL TOGETHER

Russian Visitors

By The Cowley Courier Traveler
June 8, 2016



The Winfield Rotary Club has been hosting six Russians this week through the Open World Program of the Open World Leadership Center. From left are Ivan Cherkasov, Ivan Golenkov, Vladimor Khomutinin, Viktoriya Paechkin, Denis Tashlykov and facilitator Nikolayevich Popov. The group is focusing on environment and energy, studying alternative energy sources such as wind farms and homes using alternative energy sources. Today they are visiting Greensberg. They will be in Winfield through Saturday. (Special to the Courier)

###

ELKO DAILY FREE PRESS

Elko Rotary Club hosts Russian guests

By Hasani Grayson
March 10, 2016

Russian delegate Anna Makhlay, left, translator Elene Golis, middle, speaks to Tatyana Kostyuk about the exhibit. Photo: Hasani Grayson, Elko Daily Free Press

ELKO — The Elko Rotary Club has been helping six guests from Russia get acquainted with the culture of rural Nevada this week.

The Rotary Club of Elko is hosting six businesswomen from Russia through the Open World Program which allows guests in different countries to visit host cities around the world. The program is sponsored and funded by the United States Congress, and is administered Rotary International.

The six Russian delegates are staying with host families from the Rotary Club Of Elko during their weeklong visit.

Lucy Tomera-Miller, president of the Rotary Club of Elko, said that hosting their overseas guests has been just as fun for her as it has been for them.

"It's been fantastic. They have been so friendly and want to know information that we can share with them from Elko," she said.

However, before Elko could be allowed to host the delegates they had to put together a proposal to exhibit the cultural value of visiting.

"Our club and the Elko Desert Sunrise Club filled out an application to apply to be a host for this particular program," she said. "We had to submit a schedule of events of what we can do that would be of interest for these ladies."

On Wednesday the Russian Delegates got a brief history lesson of the cowboy culture in Elko with their tour of the Western Folklife Center. With the assistance of a translator, the delegates heard the stories behind the artwork in the center and watched a brief video presentation about the history of cowboy poetry in the West.

Executive Director of the Western Folklife Center David Roache said that even though the delegates were from a different cultural background that they should be able to relate to aspects of cowboy culture.

"This group is from the far eastern part of Russia," he said. "That's also a very remote part of that country so there is a parallel here. This group can relate to what we're doing out here in Elko."

One of the other things that Elko is doing that has defined the region is the mining industry. Earlier in the week the delegates visited a Newmont Mining Corp. gold mine and were able to get a tour of the facility. Tomera-Miller said it was the most memorable event the group attended so far.

"Their tour was at the gold mines and they got to walk around the plant and see the open pit of Newmont mining here in Elko," she said.

The delegates also pointed to the gold mines as being one of the most memorable experiences of their visit to Elko but also said they enjoyed spending time with their American hosts.

"We enjoyed the Ruby Mountains and were very impressed with the gold mine," said translator Elena Golis speaking on behalf of the group. "We also enjoyed being hosted by the American families. We have fun with them and will remember this time for a long, long time."

Even though the delegates are from a different culture and a different country the delegates have seen that people from different countries still face a lot of the same challenges.

RUSSIA: ELKO, NV **NV-02**

"People are very much alike," said Golis. "People are facing the same issues and problems, and I think the people of our two countries are very much alike."

###

LA CROSSE Tribune

La Crosse domestic violence experts share expertise with delegates from Kosovo

By Isuf Jahmurataj, Republic of Kosovo
December 30, 2016

Isuf Jahmurataj
Isuf Jahmurataj

I made a study visit to the United States last month thanks to the assessment and will of the U.S. Embassy to Kosovo, the U.S. Congress, Open World Program, World Services and the American Association of University Women chapter in La Crosse.

I was part of a six-member official delegation of the Republic of Kosovo comprised of judges, prosecutors, victim defenders and me, as a senior legal officer in the Ministry of Justice.

Our delegation visited Washington, D.C., and La Crosse — two very nice places.

In our contacts with professors, diplomats and judges, we were introduced to federalization, the judicial system in the United States and in what keeps the United States of America together. It was a very good organization of the Open World. We were lucky to visit the most beautiful places in Washington.

While watching through windows of the airplane, I was engulfed by a feeling of excitement for the visit that I would make to La Crosse, a place in which we would participate in training to assist victims of domestic violence, gender-based violence, sexual harassment, human trafficking and compensation of victims. As soon as we arrived at the La Crosse Regional Airport, AAUW La Crosse members, who would be the hosts where we would stay during the training in La Crosse, were waiting for us.

We started to feel the hospitality right away with their faces and smiles. They were holding a board saying, "Welcome Kosovo."

During the stay in La Crosse to address the topic of victims of violence, gender-based violence, we had numerous discussions with a lot of officials from many competent officials and institutions such as judges, prosecutors, victim defenders, safe houses, hospitals, universities and the La Crosse Tribune.

I was deeply impressed by the treatment of victims with a high priority and in an organized way by competent institutions. A very important part was the aspect of treatment and provision of psychological, legal and social advice to victims by organizations and volunteers.

The visit made me learn that it is not important at all what is one's position, one's age or one's financial strength, but it is important to have a human soul because that is the only way you can do very good voluntary work to improve the life in the community and protect crime's victims.

I had a special impression about the volunteer work of AAUW La Crosse, which planned and implemented volunteer efforts in the community. That's why I have a high appreciation for AAUW and its members, because the feeling to help others is the highest level of social emancipation.

In addition to very good professional experiences, I cannot leave out the aspect of American hospitality, respect and way of life. I knew many of the U.S. values from the movies, but it was this visit that gave me the possibility to make my dream a reality and get acquainted with culture, tradition, hospitality and the warmth of the American state and people, particularly the ones of La Crosse.

No matter where we were, be it on the road, bars or shops, we received warmth, respect and friendly smiles all the time. The greatest impression I had was with the families where we stayed and who offered us the greatest warmth as if we were in our homes. Knowing people and colleagues in institutions that we visited was very important. It shows that now I have friends in Washington and La Crosse – and they have friends in Kosovo. That is very important for future cooperation in various fields.

The speed of the Mississippi River and its freshness brought to me the spiritual tranquility that made me enjoy and experience every moment in La Crosse.

I will always remember this visit as a success story, and it will remain my best experience in my life. All these experiences will have an impact on the quality of work I do in drafting legislation in the field of justice for my country, the Republic of Kosovo.

KOSOVO: LA CROSSE, WI

WI-03

Increasing life quality in the world belongs to people. Therefore, we have to work and exchange experiences to increase democratic values for a better world, which is full of human values. People in the Republic of Kosovo have aligned themselves with the democratic world and are unified on high human and universal values that have been embraced by the democratic world.

Therefore, I hope and I want this exchange of experiences in La Crosse not to be the last one, but a good beginning to increase further social and universal values that are promoted by the democratic world.

###

RUSSIA: OMAHA, NE **NE-02**

University of Nebraska Medical Center

UNMC
NEWSROOM

Russian scientists get warm Nebraska welcome

By John Keenan, UNMC Public Relations
December 6, 2016

In November, UNMC once again took part in the Open World Program, a federal program that strives to stimulate goodwill and collaboration between the people of Russia and the United States.

The visiting doctors were all research scientists in molecular diagnostics of HIV/AIDS, and/or resistant infections including staphlococcus and tuberculosis.

"We've found over the years that governments disagree a lot, but the people seem to be very good wherever they come from," said Mike Mendlick, M.D., a member of Friendship Force of Greater Omaha, which hosts the visiting scientists. "We have a people-to-people relationship that's fun."

Dr. Mendlick said that members of Friendship Force were proud to show off Nebraska and UNMC to the Russian visitors. That included meetings with Michael Dixon, Ph.D., of UNeMed,

RUSSIA: OMAHA, NE **NE-02**

Howard Gendelman, M.D., chair of the department of pharmacology and experimental neuroscience, and Courtney Fletcher, Pharm. D., dean of the College of Pharmacy; a tour of the Nebraska Biocontainment Unit with Mark Rupp, M.D., chief of the division of infectious diseases; an off-campus meeting with Adi Pour, Ph.D., director of the Douglas County Health Department; a tour of the governor's mansion; and many other activities.

Maksim Kupyushkin, Ph.D., one of the visiting scientists, said it was a pleasure to visit Omaha.

"I didn't know too much about Nebraska before," he said, adding that it was interesting to see how much effort the state government had put into creating a state-of-the-art campus in terms of both science and the physical buildings.

"It was great to observe the public-private partnership," added Alexander Khilkov, the facilitator for the Russian group. "The government provides the basis, and then private donors and manufacturers of the university play a significant role."

Dr. Kupyushkin was especially interested in UNeMed, the university's transfer technology office, something he has been trying to push through at his university in Russia, as well.

"I try to find financial support for our projects," he said. "Here's it the opposite story -- they go around the university and try to find investigators and help them to commercialize their investigations."

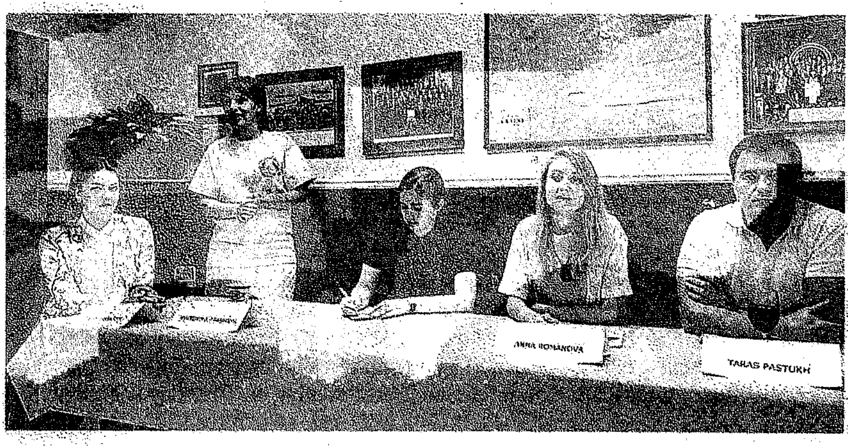
The Russian scientists were all "Nelson Fellows." In 2013, the board of trustees of the Open World Leadership Center voted to create a program of Sen. Ben Nelson Fellows to honor Sen. Nelson's contribution to Open World and to improving ties between the U.S. and countries of the former Soviet Union.

###

THE UKRAINIAN WEEKLY

Albany-area Ukrainian Americans host delegation of Verkhovna Rada deputies

By Slavko Tysiak
July 8, 2016



Delegates at the meet-and-greet event at the Ukrainian American Citizens Club (from left): Alyona Shkrum, Viktoriya Ptashnyk, Krystyna Dobrovolska, Anna Romanova and Taras Pastukh.

WATERVLIET, N.Y. – This year, as we celebrate the 25th year of Ukraine's renewed independence, the Ukrainian American community of the Albany, N.Y., area received a rare visit by four members of Ukraine's Verkhovna Rada, as part of a leadership program created by the U.S. Congress in 1999.

This was the first time four sitting members of the Verkhovna Rada visited the local Ukrainian American community in the Albany area.

The Ukrainian-American Cultural Center Inc., located in Watervliet, N.Y., a hub for the local Ukrainian American community, worked with the International Center of the Capital Region, the Albany-based not-for-profit federal grantee selected to develop and implement a professionally oriented foreign exchange program for the visiting delegation together with a network of local organizations to provide family hosting opportunities. The Ukrainian American Cultural Center was asked to arrange home stays with local Ukrainian American families that would showcase U.S. values and further the delegates' exposure to democratic ideals.

Working diligently with little advance notice and during a busy time of the year for families with summer vacations starting and school ending, the Ukrainian-American Cultural Center, together with the International Center of the Capital Region, headed by Executive Director Diane Conroy-Lacivita, found host families for the four Verkhovna Rada elected-deputies plus their program tour guide and translator.

The four Verkhovna Rada deputies included: Viktoriia Y. Ptashnyk, member of the Samopomich party; Anna A. Romanova, also of Samopomich; Alyona I. Shkrum, a member of the Batkivshchyna party; and Taras T. Pastukh, a member of Samopomich.

Accompanying the four national deputies was Krystyna V. Dobrovolska, a U.S. Embassy-assigned government liaison and translator who escorted the delegates from Kyiv during their visits to Albany and Washington.

The five members of the visiting delegation stayed in the homes of: Mykola and Maria Fil, John and Nancy Uruskyj, Yaroslaw and Cynthia Tysiak, Gregg Sagor, and Dan and Mary Berry.

The delegates arrived in Washington on Sunday, June 19, for a one-week, whirlwind visit with members of the U.S. Congress followed by a visit to New York State's capital. They departed from Albany on Sunday, June 26, returning back to Ukraine.

The delegation arrived in Albany on the evening of Wednesday, June 22, to a warm welcome by their host families at the Albany International Airport. The next morning the delegation started extensive visits with state legislators, Albany Mayor Kathy Sheehan, state agency officials, and other not-for-profit civic and advocacy leaders. The official visits arranged through the Open World Leadership Center in Washington went morning until evening on Thursday and Friday, June 23-24.

The Ukrainian-American Cultural Center hosted a dinner for the visiting delegation and host families on Friday evening, followed by a community meet-and-greet event at the Ukrainian-American Citizens Club, also located in Watervliet.

The Rada national deputies addressed the gathering by giving individual opening remarks, noting the warm welcome received and the surprise of finding so many Ukrainian Americans in the diaspora. They uniformly commented that this visit gave them one of the first opportunities they'd had to meet anyone from the diaspora. They were very much impressed by the diaspora's retention of Ukrainian language, culture and traditions, while creating a host of institutions to hold the community together.

Ukrainian community members with the visiting Ukrainian national deputies at the Ukrainian American Citizens Club in Watervliet, N.Y. Photo credit: Mykola Fil

The deputies commented on current conditions and challenges that face Ukraine. They explained how they held a number of discussions with congressional leaders to explain the need for the U.S. to change its policy and release more modern armaments to employ against the better equipped militants in eastern Ukraine. They said the congressmen with whom they spoke encouraged all in the community to contact their local congressional representatives to voice their support for equipping the Ukrainian army with up-to-date weaponry.

Community members in attendance were very much impressed by the energy and thoughtfulness displayed by these young and newly elected national deputies (all were elected in 2014), and for the love they have for a united Ukraine.

The national deputies said the Ukrainian American community's activities and resoluteness in support of Ukraine was an inspiration for them. They pledged to return home more determined than ever to reform and rebuild Ukraine.

On Sunday, June 26, the host families bid the entire delegation a fond farewell at Albany International Airport, wishing them safe travels back home and future success in their work in Ukraine.

The U.S. Congress established Open World in 1999 to enhance understanding and capabilities for cooperation between the United States and Russia. In 2003, Congress made all post-Soviet states eligible for the program. Open World is managed by the Open World Leadership Center, a separate entity within the U.S. legislative branch with offices at the Library of Congress that aims to enhance understanding and capabilities for cooperation between the people of the United States and the countries of Eastern Europe, Eurasia and the Baltic states, by developing a network of leaders in the region who have gained significant, first-hand exposure to democratic government, the free-market system and nongovernmental sector in the U.S.

Open World focuses both on assisting the Congress in its oversight responsibilities and on conducting exchanges that establish lasting relationships between the up-and-coming leaders of Open World countries and Americans dedicated to showcasing U.S. values and democratic institutions.

###

OPEN WORLD
LEADERSHIP CENTER

2015 ANNUAL REPORT

www.*openworld*.gov

BOARD OF TRUSTEES

OPEN WORLD LEADERSHIP CENTER | *As of December 31, 2015*

CHAIRMAN
Mr. Walter Scott, Jr.

APPOINTED BY THE PRESIDENT PRO TEMPORE OF THE SENATE
The Honorable Roger F. Wicker (MS)
United States Senate

The Honorable Martin Heinrich (NM)
United States Senate

APPOINTED BY THE SPEAKER OF THE HOUSE
The Honorable Jeff Fortenberry (NE)
United States House of Representatives

APPOINTED BY THE MINORITY LEADER OF THE HOUSE
The Honorable David Price (NC)
United States House of Representatives

EX OFFICIO CONGRESSIONAL MEMBERS
The Honorable Shelley Moore Capito (WV)
Chairwoman, Subcommittee of Legislative Branch, Committee on Appropriations
United States Senate

The Honorable Tom Graves (GA)
Chairman, Subcommittee of Legislative Branch, Committee on Appropriations
United States House of Representatives

EX OFFICIO
Dr. David Mao
Acting Librarian of Congress

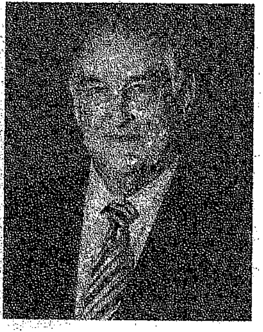
APPOINTED BY THE LIBRARIAN OF CONGRESS FOR 2015–2018
The Honorable R. James Nicholson
The Honorable James F. Collins

APPOINTED BY THE LIBRARIAN OF CONGRESS FOR 2013–2016
Mr. Michael Yanney

EXECUTIVE DIRECTOR
The Honorable John O'Keefe

LETTER FROM THE CHAIRMAN

The President of the Senate and The Speaker of the House of Representatives | *July 1, 2016*



WALTER SCOTT, JR.
Chairman of the Board of Trustees

Walter Scott

Dear Mr. President and Mr. Speaker,

It is my honor to present to the Congress the Open World Leadership Center's annual report for 2015. It was another momentous year, with many highlights to report on, but perhaps what stands out the most has to do with our very identity as a Legislative Branch agency. In 2015, the Board of Trustees and Open World staff developed our latest strategic plan (2016-2020); a road map for how a Legislative Branch agency serves the Congress. The Open World program provides Members and their staff first hand, unfiltered access to actionable information straight from rising leaders of emerging democracies, which can prove helpful to both chambers' committee and caucus work.

Open World's founding Chairman and Board Trustee, Dr. James H. Billington, announced his retirement as Librarian of Congress effective September 30, 2015. By statute, the Librarian of Congress serves on the Board and appoints Trustees other than those who are members of Congress. Dr. Billington leaves a great legacy in Open World, and has guided us so well over the years. His engagement in policy, strategy, and day to day issues of importance has kept us focused on our number one goal: to be of service to the Congress.

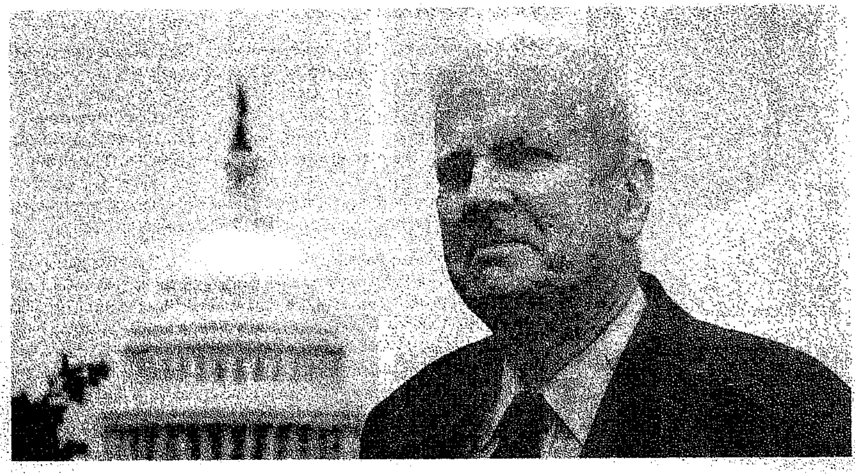
I have enjoyed my years as a Trustee and the Chairman of the Open World Leadership Center and it was bittersweet when I announced my own departure from the Board on February 9, 2016. It was my privilege to be part of the Open World program in its successful efforts to encourage influential young legislators and other professionals from the Eurasian and East European countries. Their Open World programs in American towns and cities all across the U.S. let them see for themselves how their peers go about their business running cities, administering hospitals and schools, volunteering, and all of the many duties that our citizens perform to keep this country great. I believe wholeheartedly in the effectiveness of the program in breaking down stereotypes about Americans and countering the anti-American propaganda from the Kremlin that infects not only Russia, but the entire region.

I am pleased to announce my successor as chairman, former Secretary of Veterans Affairs and Ambassador to the Holy See, the Honorable R. James Nicholson. Open World is in steady hands, being led by an individual with many years of executive experience.

Mr. President, Mr. Speaker: I thank you for the opportunity to contribute to this unique and effective Legislative Branch agency. I hope that you and your colleagues continue to support its work in the years to come.

IN RECOGNITION OF DR. JAMES H. BILLINGTON

Librarian of Congress Emeritus | Founding Chairman of Open World Leadership Center



Dr. Billington, the Librarian of Congress for 27 years, has played a unique role in preserving, promoting, and sharing America's rich cultural heritage. He is one of our country's foremost Russian experts, and has spent more than 50 years helping America's leaders and citizens better understand the former Soviet Union and its successor states. As the founding chairman of the Open World Leadership Center, which has brought thousands of emerging young Eurasian leaders to the United States, Dr. Billington has contributed to a greater appreciation of America's values and institutions in countries stretching across one-third of the globe.

Dr. Billington retired as Librarian of Congress September 30, 2015.

QUESTION & ANSWER

With Ambassador John O'Keefe | *Open World Executive Director*

Before assuming his duties as Executive Director in August 2007, Ambassador O'Keefe had a long and distinguished career with the U.S. Department of State. As U.S. Ambassador to the Kyrgyz Republic from 2000 to 2003, O'Keefe negotiated the treaty allowing Coalition forces to establish a base there in support of operations in Afghanistan, set up an investment advisory council headed by the President of Kyrgyzstan, and worked with Kyrgyzstan's President and Minister of Education to make university acceptance merit-based, and created an outreach program to the Muslim community.

HOW DOES THE OPEN WORLD LEADERSHIP CENTER DIRECTLY SUPPORT CONGRESSIONAL INTERESTS?

In two ways: first, many constituents are involved in service clubs and international outreach. For example, one of our best partners is Rotary International, and local Rotary clubs host our delegates, retain ties with the guests and Rotary clubs in Russia and elsewhere, and nominate participants from these countries. We link similar organizations, sister cities and sister states such as Iowa and the Republic of Kosovo, and support community colleges and medical centers throughout the U.S. who wish to broaden the experience of their students and professionals.

For example, Senator Lamar Alexander (TN) wrote on behalf of former Majority Leader of the Senate, Dr. William "Bill" Frist, to arrange a program on delivery of medical services to rural areas. We arranged for 25 doctors, one half to Knoxville, one half to Memphis with the last three days in Nashville where Dr. Frist was host and guide through the Vanderbilt Medical Center.

Second, we introduce to Members and their staff participants directly involved in activities of interest to Congress, and more broadly, to the U.S. A recent group of newly-elected members of the Ukraine parliament included a former soldier who was elected while serving on the front in Eastern Ukraine. He brought firsthand accounts of the challenges in confronting highly trained Russian military despite a lack of modern equipment, as well as the spirit of resistance among young Ukrainians. This practical information, that they would otherwise have not been privy to, is useful to Members and their staff.

HOW DOES OPEN WORLD ENSURE THAT IT IS A RESOURCE, AN ASSET, AND A SOUND INVESTMENT FOR CONGRESS?

It's not easy. While we have the lowest cost, and most efficient exchange program in the U.S. government, with a staff of six, we don't always broadcast as well as we might the kind of targeted, results oriented programming we do. As an example, when Members of Congress, and of the Ukrainian Caucus in the House and the Senate, noted the very human consequences of the Russian incursion into Ukraine, we responded with a Post-traumatic Stress Disorder program with Yale Medical School (who contributed pro bono). The result was the participants set up clinics in their region, and others brought the training they received to colleagues on the front lines. Along those same lines, the Russian Federation is waging a very successful information war. Our Board of Trustees approved more delegates who are engaged in on-line response to Russian disinformation.

HOW DO HOST COMMUNITIES HELP SHOULDER THE COST BURDEN OF HOSTING THE DELEGATIONS?

We have triple the number of communities requesting to be part of the program as we have slots to give them. Our host communities cover 20% of our costs, meals, transportation, and cultural events. But even more than money, they show our delegates the spirit of volunteerism, the hospitality that our visitors remark is the best part of the program. Our surveys show a significant change for the better of perceptions of the U.S. Since delegates stay with families, they see the U.S. from the inside out. Priceless.

HOW CAN A MEMBER OF CONGRESS GET INVOLVED IN THE OPEN WORLD PROGRAM OR REQUEST PROGRAMMING?

Located on Capitol Hill, Open World is always available to stop by and meet with Members or staff to discuss their priorities for the program and initiatives we might support. We link Members to the leaders of countries and regions they are most interested in. Members can request that a delegation be hosted in their state or district, or that we schedule an in-depth briefing by our participants. We can tailor a visit by rising leaders of countries important to U.S. policy tailored to a Member's particular interest.

WHAT IS THE FUTURE OF THE OPEN WORLD PROGRAM?

Open World continues to fulfill its mission to serve Members of Congress who desire to both better inform their own foreign policy formulation, and inform other nations of U.S. values. Under the guidance of our Board of Trustees, which includes six Members of Congress, we will continue to introduce young foreign leaders to the American democratic governing systems and free market operations at every level: federal, state, and local. Open World will continue its relationship with the network of leaders it has enlisted, especially with those from countries crucial to American national security interests.

PROGRAM HISTORY

The Open World Leadership Center is a unique Legislative Branch agency whose mission is to create and sustain relationships between Members of Congress and their counterparts from strategically important countries. To accomplish this mission, Open World hosts emerging political and civic leaders from Eurasia through its unique congressionally-sponsored exchange program. Congress launched Open World in May 1999, in response to a speech that Librarian of Congress James H. Billington had recently given to senior Members of Congress on the future of Russia. In 2000, Congress created a separate Legislative Branch entity, the Open World Leadership Center, to manage the exchange program, which initially focused on Russia.

As part of a congressional expansion of Open World, the other post-Soviet countries became eligible to participate in the program in 2003. In 2004, Congress extended eligibility for Open World to any country designated by the Center's public-private Board of Trustees.

Open World operates under a board-approved Strategic Plan covering fiscal years 2012–2015. One initiative called for in the Plan that has come to fruition is to increase the number of delegates below age 30. The Plan also emphasizes Open World's role as a congressional support agency.

In 2015, Open World conducted exchanges across the United States for leaders from Armenia, Azerbaijan, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Mongolia, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.

2015 STATISTICS

Open World has brought over **25,379** current and future leaders to the United States since 1999.

The average age of Open World delegates is **37**.

Women constitute **51** percent of Open World delegates.

In 2015, Open World brought **864** participants from **16** different countries.

Open World also hosted **three** leaders from Afghanistan under a special agreement and cost arrangement with the Rumsfeld Foundation.

Open World's 2015 participants traveled to **42** U.S. states in **202** congressional districts.

Since the program's inception, more than **7,800** American volunteer families in over **2,282** communities in all 50 states have hosted Open World leaders.

PARTICIPATING COUNTRIES

ARMENIA
AZERBAIJAN
ESTONIA
GEORGIA
KAZAKHSTAN
KOSOVO
KYRGYZSTAN
MOLDOVA
MONGOLIA
RUSSIA
SERBIA
TAJIKISTAN
TURKMENISTAN
UKRAINE
UZBEKISTAN

STAFF

As of December 31, 2015

EXECUTIVE DIRECTOR: The Honorable John O'Keefe Ambassador (Ret.)
DEPUTY EXECUTIVE DIRECTOR: Jane Sargus
PROGRAM MANAGERS: Vera DeBuchananne & Lewis Madanick
PUBLIC AFFAIRS SPECIALIST: Maura Shelden
CONGRESSIONAL RELATIONS OFFICER: Liz Aduso
COUNTRY DIRECTOR FOR THE RUSSIAN FEDERATION: Alexander Khilkov

INTRODUCTION

Face-To-Face with Congress: Modeling An Accessible, Accountable Government

An arm of the U.S. Congress, the Open World Leadership Center is constantly at work to further the Congress' interests in an increasingly uncertain Eurasian region. Its Open World program brings the next generation of leaders from the region directly to the halls of the most powerful legislative body in the world, the United States Congress. This establishes a personal and profound connection between leaders from around the world, fostering a spirit of cooperation and mutual respect.

Maintaining a strong connection with emerging democracies is of great importance. Open World's vast alumni network spanning across Russia, Ukraine, Central Asia, the Caucasus, and Eastern Europe stands among the most organic and authentic tools for maintaining that connection.

It is the Open World Leadership Center's primary duty to serve Congress and further its interests. As the Open World program continues to engage more foreign parliamentarians, we increase our relevancy and usefulness to the Congress. We invite Members and their staff to utilize Open World programming so that their office can enhance productive relationships with foreign leaders.

The Open World Leadership Center is a catalyst of cooperation and friendship between leaders of the United States and those of emerging democracies. Through the Open World program, Members of Congress have the unique opportunity to foster and maintain relationships with leaders that otherwise they may not.

The Open World program prides itself on its ability to connect Members of Congress with influential emerging leaders across the world. Here, Rep. Tom Cole (OK-4) shares a cultural exchange with a delegation from Ukraine in his Washington, DC office. Open World executive director Ambassador John O'Keefe (at left) facilitates.

OBSERVING PERINATAL CARE IN DETROIT

Ukrainian delegates traveled to Detroit, Michigan to observe perinatal care. In Detroit, they met with **Rep. Sander Levin** (MI-9) and discussed the current political climate in Ukraine, as well as the way health and medicine is practiced in the U.S.

The experience that the Ukrainians found the most interesting was their visit to Beaumont Hospital, where the delegates participated in discussions with their fellow healthcare providers. The group was especially interested in the advanced technology that the hospital had to offer and learned much more about the economic side of running a hospital. The delegates expressed a need for funds in Ukrainian medical facilities.

The delegates also met with **Dr. Mark Juzych**, chairman of the Kresge Eye Institute. The group discussed Dr. Juzych's work as a teacher of optometry as well as his general practice.

UKR

TRAVEL DATE March 5, 2015

LOCATION Detroit, Michigan

THEME Perinatal Care

GRANTEE International Focus

LOCAL HOST International Visitors Council of Detroit

The group with Merrillwood Pediatric's Dr. Anne Butry-Bhij and Dr. Zinaida Loska-Sobol to discuss pediatrics.

Healthcare professionals from Ukraine meet with Rep. Sander Levin (MI-9) in his Detroit office.

UKRAINIAN VETERINARIANS GET TO WORK IN WISCONSIN

Ukrainian delegates visited Richland Center to participate in a program focused on agricultural development. In Washington, DC, the delegation met with **Rep. Ron Kind** (WI-3) who led a discussion on the areas of agricultural business in Wisconsin, as well as how House offices function in Washington, DC as well as the district.

Once in Richland Center, the Ukrainians visited and toured Junction View Dairy and Keewaydin Farms, where delegates observed the farm-to-market process. The mutual benefits of this program were apparent when several delegates, who are veterinarians in Ukraine, helped a host family mend the broken leg of an injured calf (see photo). The group also had the opportunity to meet with **Mayor Paul Corcoran** following a city council meeting.

After returning home, the delegates embarked on plans to present their Open World experience at the Ukrainian Agrarian Confederation.

Ukrainian veterinarians conduct an on-the-spot bone setting.

UKR

TRAVEL DATE April 29, 2015

LOCATION Richland Center, Wisconsin

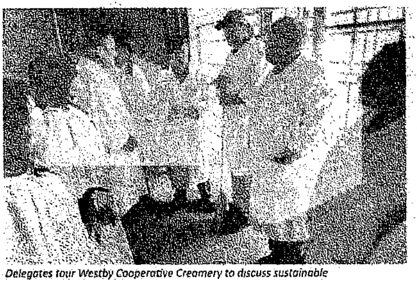
THEME Agricultural Development

SUBTHEME Agribusiness

GRANTEE World Services of La Crosse, Inc.

LOCAL HOST University of Wisconsin, Richland

Ukrainians meet with Rep. Ron Kind (WI-3) in his Washington, DC office.



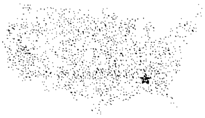
Delegates tour Westby Cooperative Creamery to discuss sustainable safe farming.

ALABAMA CHANGES KAZAKH PERCEPTIONS OF THE U.S.

A delegation from Kazakhstan visited Birmingham for a program focused on environmental protection and energy efficiency. Once the group arrived in Washington, they attended meetings with **Rep. Robert Aderholt** (AL-4) and **Rep. Gary Palmer** (AL-6). During these meetings, the Kazakhs discussed ecological issues, and learned about the role of a Member of Congress.

In Birmingham, the environmental protection experts met with the mayor of Hoover, **Gary Ivey**. Mayor Ivey gave a presentation to the delegates concerning local ecological initiatives. The delegates were very interested to learn about local recycling facilities. Later in the trip, the Kazakhs toured a recycling plant, which the delegates found particularly informative.

The participants from Kazakhstan learned a great deal about American politics and culture during their visit to Birmingham. The delegates were impressed by the level of independence possessed by local government. They were pleasantly surprised at how welcoming and hospitable ordinary citizens were. Their perceptions about America changed drastically during their stay in Birmingham; they noted a contrast between their knowledge of U.S. foreign policy and the views of the people, particularly in regard to military actions abroad.



KAZ

TRAVEL DATE June 3, 2015

LOCATION Birmingham, Alabama

THEME Environmental Protection

SUBTHEME Energy Efficiency

GRANTEE Friendship Force

LOCAL HOST Friendship Force of Birmingham

Delegates from Kazakhstan meet with Rep. Gary Palmer (AL-6) in his Washington, DC office.

IN GOD WE TRUST

Kazakh participants meet with Mayor Gary Ivey at Hoover City Hall.

KYRGYZ GROUP SOAKS UP HYDROPOWER INFORMATION IN COLORADO

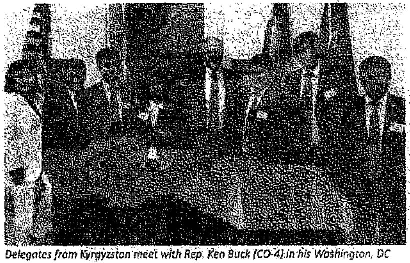
Denver-bound Kyrgyz hydropower experts met with **Rep. Ken Buck** (CO-4) and his then-chief of staff **Greg Brophy** to discuss water rights in the state of Colorado. The delegates were engrossed, as Brophy is a career farmer from Colorado, making him very knowledgeable on the subject.

After orientation in Washington, DC, the delegates arrived in Denver, where they met with **Judge Gregory Hobbs** at the Colorado Supreme Court. Judge Hobbs' experience working on water management in the state of Colorado both as a State Supreme Court Justice and as a water rights lawyer gave him a unique and learned perspective on the issue of water and hydropower. Many of the delegates' perspectives on the U.S. Judiciary system were completely changed during this meeting due to Judge Hobbs' professionalism, interests, and care for his co-workers and country.

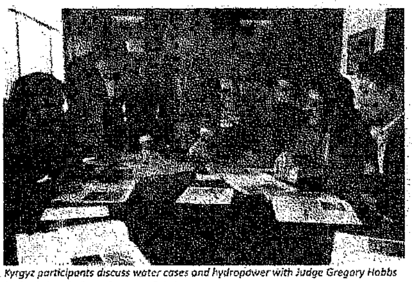
The delegates furthered their education on water and hydropower in the U.S. by visiting the Colorado State University Hydraulics Lab. The Kyrgyz received information on the process of data collection and general duties of the department. They were especially interested in the large-scale models of river flood flows.

KGZ

TRAVEL DATE June 3, 2015
LOCATION Denver, Colorado
THEME Alternative Energy Sources
SUBTHEME Water and Hydropower
GRANTEE FHI 360
LOCAL HOST World Denver



Delegates from Kyrgyzstan meet with Rep. Ken Buck (CO-4) in his Washington, DC office. Chief of Staff Greg Brophy is second from left.



Kyrgyz participants discuss water cases and hydropower with Judge Gregory Hobbs in the Colorado State Supreme Court.

UKRAINIANS BRING SPARK OF ENERGY TO OHIO

A lively meeting with **Rep. Marcy Kaptur** (OH-9) kicked off the Toledo program for a group of young professionals from Ukraine. Rep. Kaptur and the group spoke about energy efficiency in Ukraine, as well as the current Ukrainian political climate. The delegates were interested in how energy sources differed between the United States and Ukraine.

In Toledo, the participants explored energy efficiency in ways that would be applicable in Ukraine. In addition to meeting with Rep. Kaptur, the delegation met with Toledo mayor **Paula Hicks-Hudson** with whom they discussed how Ukraine is moving more toward energy efficiency, especially in their government. The delegates also toured a windfarm and biomass facility, where they learned how developing wind energy and other sources of alternate energy can contribute to the economic growth of areas with limited resources and growth potential.

During their Open World program, the participants not only explored energy development but also got to experience American culture in-depth. And they plan on telling their communities back home in Ukraine all about what they learned in Toledo.

> "Every member of the delegation had plans to disseminate the information that they learned in the U.S. after their return to Ukraine."
>
> DR. ELIZABETH BALINT
> *Great Lakes Consortium project manager*

UKR

TRAVEL DATE June 10, 2015
LOCATION Toledo, Ohio
THEME Young Professionals
SUBTHEME Energy Efficiency
GRANTEE World Services of La Crosse, Inc.
LOCAL HOST Great Lakes Consortium for International Training and Development with WSOS Community Action Commission, Inc.

Delegates meet with Rep. Marcy Kaptur (OH-9) during their welcome reception in Toledo, Ohio.

Young Ukrainian professionals meet with Toledo Mayor Paula Hicks-Hudson during the welcome reception.

VOLUNTEER SPIRIT MAKES AN IMPRESSION ON MOLDOVANS

In September, a group of six Moldovans en route to Greensboro, North Carolina to explore the American healthcare and hospital systems, met with **Rep. Alma Adams** (NC-12) where the group discussed North Carolina history, including the role the state played in the Civil Rights Movement.

Once in Greensboro, the delegates spent a great deal of time at several hospitals and medical schools, including Cone Health Cancer Center, North Carolina Agricultural and Technical State University, and University of North Carolina at Greensboro School of Nursing. They shadowed several medical professionals and discussed politics and healthcare. They also met with North Carolina Secretary of State **Elaine Marshall** who further explained aspects of the American healthcare system.

The delegates were impressed by the scope of services the hospitals were able to offer to patients, as well as the spirit of volunteerism found in the American healthcare system.

Delegate and Chisinau Rotary Club member **Irina Rusanovschi's** participation in the program was part of a bigger project in collaboration with Rotary Clubs in Greensboro and Guilford: "I would like to give special thanks to **Dr. Stephen Mackler** (Guilford Rotary) and **Robert Newton** (Greensboro Rotary) for their continuous support all these years. Upon my return to Moldova from my Open World visit, I collaborated with Global Giving to collect over $6,000 - funds used to renovate the windows in the Pneumology Section of the Health Care for Mother and Child Hospital."

MDA

TRAVEL DATE September 10, 2015
LOCATION Greensboro, North Carolina
THEME Public Health
SUBTHEME Nursing
GRANTEE Rotary International
LOCAL HOST Guilford Rotary Club, District 7690, Club #22059

Dr. William Milner visits with the group at the Mobile Dental Care Unit

Moldovan participants meet with Rep. Alma Adams (NC-12) in her Washington, DC office.

FROM ICE CREAM TO AIRCRAFT: RUSSIANS SEE LOCAL BUSINESS IN KANSAS

In September, Russian entrepreneurs visited Wichita, Kansas to learn more about the role of the U.S. government in entrepreneurship. One of their first meetings in Wichita was with **Rep. Mike Pompeo** (KS-4), with whom they discussed the ways in which the government both supports and hinders businesses.

During their program, the Russians visited several diverse businesses in Wichita, producing items from ice cream to aircraft parts. The delegates were very interested in the contrast between the structures of businesses in the U.S. and those of Russia, and the delegates were excited to implement newfound practices in their own businesses.

Through the Open World program, Americans and Russians alike shared illuminating cultural experiences; the multiplier effect is limitless.

"The Americans and Russians alike gained the benefit of new friendships and unforgettable cultural exchange with one another throughout the week."

AUGUSTINE IACOPELLI
Rotarian

RUS

TRAVEL DATE September 23, 2015
LOCATION Wichita, Kansas
THEME Entrepreneurship
GRANTEE Rotary International
LOCAL HOST Rotary Club of West Wichita

Russian entrepreneurs meet with Rep. Mike Pompeo (KS-4) in his Wichita district office.

Delegates meet with the Wichita Chamber of Commerce

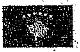
IOWA AND KOSOVO PARTNER IN SECURITY

Parliamentarians from Europe's youngest country, Kosovo, were hosted in Des Moines, Iowa to witness for themselves accountable governance in the United States. Once in Washington, the parliamentarians met with **Rep. David Price** (NC-4), **Rep. Sam Farr** (CA-20), **Rep Vern Buchanan** (FL-16), **Rep Peter Roskam** (IL-6), **Sen. Chuck Grassley** (IA), and **Sen. Joni Ernst** (IA). During the meetings, the Kosovars discussed topics ranging from American politics and policymaking to gender equality.

Upon arriving in Des Moines, the parliamentarians met with **General Orr** of the Iowa National Guard. They spoke about potential partnerships between Kosovo and Iowa. Later in the trip, the delegation met with **Col. Greg Hapgood** at Camp Dodge where they discussed the structure of the National Guard. The parliamentarians were particularly impressed with the emphasis placed on caring for troops during and after deployment.

The Open World program has been pivotal in the positive relationship between Kosovo and Iowa. Shortly after Kosovars participated in an Open World program in Iowa in 2013, Iowa and Kosovo became sister states. Because of Open World exchanges from Kosovo, country leaders have been given a comprehensive and in depth understanding of American politics and culture.

After the conclusion of the September exchange, Kosovo began the process of opening a consulate in Des Moines, showing continued enthusiasm in maintaining such a healthy and mutually beneficial relationship with Iowa.



XKX

TRAVEL DATE September 28, 2015

LOCATION Des Moines, Iowa

THEME Accountable Governance

SUBTHEME Parliamentarians

GRANTEE World Services of La Crosse

LOCAL HOST Iowa Sister States

Kosovars meet with House Democracy Partnership chairman Rep. Peter Roksam (IL-6) in his Washington, DC office.

Parliamentarians from Kosovo with members of Iowa National Guard.

MISSISSIPPI PROVIDES PLATFORM TO SHARE BEST PRACTICES

In late September, Georgian delegates traveled to Gulfport, Mississippi to experience accountable governance in a local community. Their visit began in Washington, DC, where they met with both Mississippi senators **Sen. Thad Cochran** and **Sen. Roger Wicker**. During their meetings on Capitol Hill, the group discussed Georgia's current political climate in light of Russian aggression in 2008, as well as the role of the U.S. in peace negotiations to support Georgia's territorial integrity. They also discussed issues affecting Mississippi.

After leaving Washington, DC, the Georgians arrived in Gulfport, where they engaged their peers in the community in dialogue about the issues facing the Gulfport as well as the nation. The delegates attended several discussions and panels relating to institutional inequality pertaining to race, age, and education. The delegates also met with the mayor of Moss Point, **Billy Broomfield** and the mayor of Gulfport, **Billy Hewes**. Here, they discussed economic development and public land use in the U.S. Through Mayor Hewes and Mayor Broomfield, the delegates had the opportunity to observe city and state government in action, which they found particularly fascinating. The Georgian delegates' experience in Mississippi was as beneficial for the citizens of Gulfport as it was for the Georgians themselves.

"The Open World program provides a rare opportunity for everyday citizens to participate in Citizen Diplomacy. It provides a platform that allows Mississippians to share best practices, services and programs that preserve the quality of life for all people."

SARA WILLIAMS
Local Host

GEO

TRAVEL DATE September 30, 2015
LOCATION Gulfport, Mississippi
THEME Municipal Development
SUBTHEME Use of Public Space in Coastal Areas
GRANTEE FHI 360
LOCAL HOST Legacy International Development Group

Municipal Development Specialists from Georgia meet with Sen. Roger Wicker (MS) in his Washington, DC office.

Georgian leaders meet with Sen. Thad Cochran (MS) in his Washington, DC office.

GEORGIANS GAIN PERSPECTIVE FROM LITTLE ROCK URBAN PLANNING

Georgian delegates en route to Little Rock, Arkansas observed accountable governance as it took place at the federal level. In Washington, DC, the delegates met with Members of the Arkansas Delegation, **Senator John Boozman** (AR) and **Rep. French Hill** (AR-2). During these meetings the municipal development specialists discussed the importance of exchange programs and the responsibilities of federal level legislators in the U.S. The delegates gained appreciation for the policymaking process in the U.S. through these interactions with U.S. lawmakers.

Once in Little Rock, the delegates met with impactful members of the community. A meeting held with Deputy Attorney General **Beth Walker** resulted in a discussion about the Freedom of Information Act and general transparency in government. The group also met with **Mayor Mark Stolada**, whom the group found particularly charismatic and hospitable. Mayor Stolada explained the concept of vetoing and how it relates to American policymaking. The delegates were impressed with the accessibility of government as well as the differences in the policymaking process between the two countries.

"The way Little Rock is so spread out was a source of marvel for the delegates. It is possible that, in viewing the layout of our public and personal spaces, the Georgians will endeavor to impress their city leaders to adopt plans to bring more aesthetic beauty to construction projects."

TOMMY PRIAKOS
Global Ties Arkansas Program Coordinator

GEO

TRAVEL DATE September 30, 2015
LOCATION Little Rock, Arkansas
THEME Municipal Development
SUBTHEME Use of Public Space
GRANTEE FHI 360
LOCAL HOST Global Ties Arkansas

Municipal Development Specialists from Georgia meet with Senator John Boozman (AR) in his Washington, DC office.

Georgian participants meet with Rep. French Hill (AR-2) in his Washington, DC office.

OKLAHOMA HIGHLIGHTS INNOVATION IN HIGHER EDUCATION

Ukrainian delegates traveled to Oklahoma City, Oklahoma to explore themes of higher education and innovation. In Washington, DC, the delegation met with **Rep. Tom Cole** (OK-4) and talked with him about challenges faced in the Oklahoma educational sector. They also discussed American – Ukrainian relations.

In Oklahoma City, the delegates visited several schools including Oklahoma City Community College, Oklahoma City University, and Oklahoma University. The delegates were very impressed at the vast amount of information that is available to students and educators alike. The group also enjoyed seeing the facilities and the relationships between educators and their students.

The Ukrainians were struck by the technology at the disposal of the schools, reporting that the program pushed the limits of what these Ukrainians expected of an education system.

> "All of us were impressed with the community college's equipment and especially the medical manikins controlled by computer to simulate different diseases for the students to diagnose."
>
> OKLAHOMA CITY DELEGATE FROM UKRAINE

UKR

TRAVEL DATE October 7, 2015
LOCATION Oklahoma City, Oklahoma
THEME Higher Education
SUBTHEME Innovation
GRANTEE Friendship Force International
LOCAL HOST Friendship Force Oklahoma

Ukrainian participants meet with Rep Tom Cole (OK-4) in his Washington, DC office.

Delegates tour the Western Heritage Museum in Oklahoma City.

TAKING THE BEST OF OREGON BACK TO UKRAINE

Roseburg, Oregon played host to a group of educators from Ukraine looking at the American education system. Before reaching Roseburg, the delegation met with **Sen. Jeff Merkley** (OR) and **Rep. Peter DeFazio** (OR-4) where they had the opportunity to ask the lawmakers about the U.S. educational system as well as brief them on the political climate in Ukraine. The delegates were particularly interested in tuition costs for higher education.

In Roseburg, the group visited several classrooms and schools. The Ukrainians enjoyed visiting a political science class where they spoke about the Ukrainian government and its relationship with the governments of Russia and the United States. They were impressed by the availability of advanced technology to educators and students.

The delegates were excited to learn about the American education system, in particular how the average classroom runs and how technology interfaces with education. What they saw in Roseburg will likely be implemented back in Ukraine.

"The delegates seemed to be very interested in the interaction of faculty and students, especially in the classroom. All the delegates are excited about bringing aspects of what they observed back to their schools."

JASON AASE
Host Coordinator

UKR

TRAVEL DATE October 7, 2015
LOCATION Roseburg, Oregon
THEME Education
GRANTEE FHI 360
LOCAL HOST Umpqua Community College and Roseburg Area Zonta Club

Ukrainians meet with Rep. Peter DeFazio (OR-4) in Washington, DC

The delegation meets with Sen. Jeff Merkley (OR) in his Washington, DC office.

ACCOUNTABLE GOVERNANCE ON THEIR MINDS IN ATLANTA

In February, several Ukrainian delegates traveled to Atlanta, Georgia on the Accountable Governance theme. Once they arrived in Atlanta, the delegates met with **Rep. Hank Johnson** (GA-4) and discussed current events in Ukraine, as well as the importance of U.S. – Ukrainian relations. The group especially highlighted the importance of trade, education, and cultural exchange.

In addition to meeting with Rep. Johnson, the Ukrainians met with **Mayor Mike Davis** of Dunwoody and continued to learn more about accountable governance. One subject covered during the delegates' visit to Atlanta that was of great interest to them was the distinction between federal, state, and local governments and how each government body complements the other.

The Atlanta visit has the potential to yield changes in Ukrainian policy. For example, meeting with **Michael Cuccaro**, Assistant Director at Judicial Council of Georgia, inspired one delegate to pursue a more democratic process in selecting those to be given judicial authority. Additionally, meeting with Georgia Tax Commissioner **Lynne Riley** has prompted one delegate to reconsider property tax reform processes.

UKR

TRAVEL DATE February 11, 2016
LOCATION Atlanta,Georgia
THEME Accountable Governance
SUBTHEME Legislative Development
GRANTEE Friendship Force International
LOCAL HOST Friendship Force of Greater Atlanta

Ukrainian delegates meet with Rep. Hank Johnson (GA-4) in his Georgia office.

Ukrainians with Dunwoody mayor Mike Davis.

COMMUNITY SERVICE AND INNOVATIVE EDUCATION IN PENNSYLVANIA

Delegates from Ukraine came to Bethlehem, Pennsylvania to observe innovation in higher education. Once in Bethlehem, the group met with **Rep. Charles Dent** (PA-15) at the Northampton Community College. The majority of the time was dedicated to questions, with topics including the American education system and quality of education, the political situation in the U.S., current situation in Ukraine, and international politics.

The delegates visited several schools while in Bethlehem in order to see the American education system firsthand. The delegation was particularly surprised at the level of autonomy at which the schools were able to operate. The delegates believe that this autonomy enhances the educational process.

The delegates experienced American values through the schools they visited. The Ukrainians met with Northampton Community College President **Dr. Mark Erickson.** During this meeting, the delegates discussed the "Northampton Way" and the emphasis on community service that the school placed on its students.

UKR

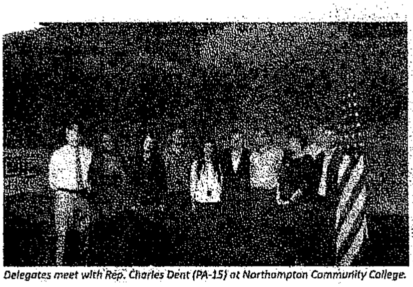
TRAVEL DATE October 7, 2015

LOCATION Bethlehem, Pennsylvania

THEME Higher Education and Innovation

GRANTEE FHI 360

LOCAL HOST Northampton Community College



Delegates meet with Rep. Charles Dent (PA-15) at Northampton Community College.

Ukrainian participants meet with Dr. Mark Erickson at Northampton Community College.

ALUMNI NEWS

MOLDOVA: PROFESSIONAL ADVANCEMENT

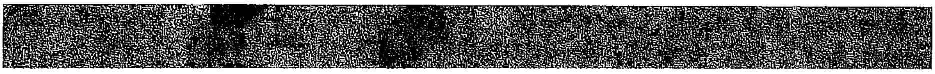
In July 2015, the Moldovan Parliament elected Open World alumna Corina Fusu Minister of Education. The newly appointed minister confirmed that her priority was going to be the rehabilitation of the entire educational system. During her term, she hopes to continue reforms in order to foster a competent and professional education system in Moldova. Minister Fusu traveled on the Open World program as a Member of Parliament in January 2010, and was hosted in Raleigh, North Carolina.

Alumna (2010) Corina Fusu was elected as Minister of Education in Moldova on July 30, 2015.

UKRAINE: MULTIPLIER

Liliya Muslimova served as the spokesperson for the Mejlis, the single highest executive-representative body of the Crimean Tatars, when she traveled to Richmond, VA on a Role of the Legislator theme in January 2013. Afterwards, she became a Fulbright Fellow at the University of Minnesota and has become an in-demand speaker due to her expertise on the plight of the Crimean Tatar people in Russian-occupied Crimea. She was invited to Washington, DC to speak at the Carnegie Endowment for International Peace on May 21, 2015.

Liliya Muslimova (second from right) has been a vocal advocate for the rights of the Crimean Tatars post-Maidan.



RUSSIA: MULTIPLIER

After visiting La Crosse, Wisconsin in May 2014, Russian Nurse Supervisor **Svetlana Fedorinova** got down to serious work multiplying her experience in 2015. She conducted studies and presented the findings at lectures bringing widespread cancer awareness, she furthered cancer research, and changed the curriculum of her region's medical schools. She took first place in the Moscow Regional "Best Senior Nurse Competition" as a result of an extensive project concerning cancer prevention called, Bridging Cancer Care Center of Excellence. The project was initiated by Svetlana and several other Open World alumni. Later in 2015, Svetlana conducted a study where she identified people's gaps in knowledge of cancer related issues and treatment and then provided educational programs to shore up these gaps. Because of Svetlana's work, the public's attitude towards preventative measures of cancer has changed and more people have sought out preventative examinations, many of which resulted in diagnoses of early stages of cancer that can still be treated.

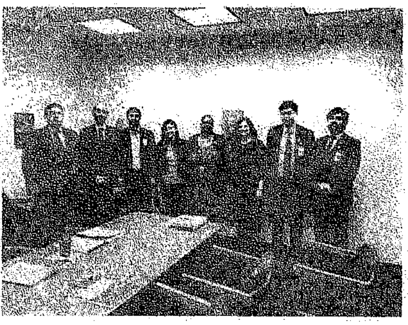
Nurse Supervisor Svetlana Fedorinova (second from left) at Western Technical College.

UKRAINE: MULTIPLIER

An October 2014 visit to Milwaukee, Wisconsin to look at accountable issues there inspired Ukrainian consultant for the International Organization for Migration **Hanna Antonova** to dream big. Hanna brought back to her country the idea of using public art to raise public awareness of important social issues. This spark inspired the creation of a public art installation titled "Invisible in Plain Sight" that opened in Kyiv in December 2014 and toured the country throughout 2015 reaching audiences of over eight million. "Invisible in Plain Sight" raises awareness about trafficking in human beings and tells the real stories of victims often remain unseen. According to Hanna, "This project would not have materialized without the Open World program."

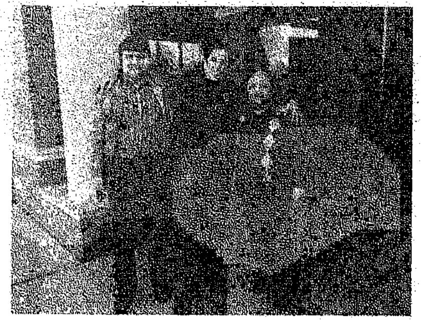
Ukrainians observe silhouettes representing victims of human trafficking.

DELEGATION HIGHLIGHTS



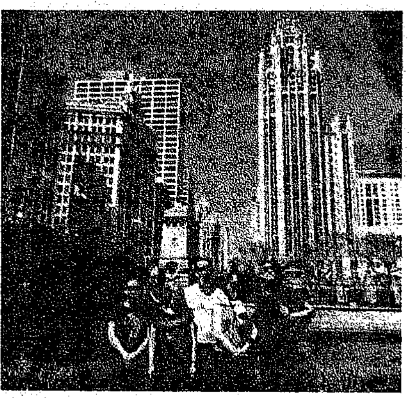
Delegates from Azerbaijan tour the New York State Department of Health where they received in-depth information about the Refugee Health Program, a state initiativen that recruits health care providers and agencies throughout New York State to provide health assessments for newly arrived refugees. Oct. 21, 2015. (Grantee: International Focus; Local Host: International Institute of Buffalo).

Montana Governor **Steve Bullock** (holding plaque) spends time with a group of parliamentary staffers from Kyrgyzstan hosted in Helena. During their visit with Governor Bullock, the staffers talked about bipartisanship and heard about the goals of his administration. Jan. 28, 2015 (Grantee: FHI 360; Local Host: WorldMontana).



Tajikistani lawyers had a friendly meet-up with local law enforcement during their visit to Albany, New York. The participants were looking at Civil Rule of Law initiatives in the region. Apr. 9, 2015 (Grantee: FHI 360; Local Host: International Center of the Capitol Region).

A Tajik delegate meets with Rep. **Eddie Bernice Johnson's** district director, **Rod Givens** (left), to discuss local taxation. The delegates learned about how congressional elections are run and about the duties of a Member of Congress. Feb. 19, 2015 (Grantee: Rotary; Local Host: Mid-Cities Pacesetters Rotary Club).



Delegates from Turkmenistan take in the famous Chicago skyline during a break from their program in entrepreneurship. May 13, 2015. (Grantee: CIPUSA; Local Host: CIP Chicago).

HOST RECOGNITION AND ALUMNI EVENTS FOR 2015

Open World held four host recognition events in 2015 to acknowledge local hosts' dedication to providing excellent programming and home hosting to our delegates.

In May, Ambassador O'Keefe visited South Carolina's Friendship Force of Florence during their Sustainable Agriculture program for our delegation from Serbia. After the visit, Ambassador O'Keefe met with Open World program coordinators at Friendship Force International headquarters to go over programming plans for 2016 and grantee pre-selection.

In late July, Ambassador O'Keefe headed to Raleigh, North Carolina to honor our hosting organization International Focus, who was busy with a group of judges from Mongolia. Overseeing the Specialized Rule of Law component of the program was Judge Allyson Duncan, U.S. Court of Appeals for the Fourth Circuit and Chair of the International Judicial Relations Committee.

Judge Allyson K. Duncan meets with Ambassador John O'Keefe during her inaugural visit as Chair of the International Judicial Relations Committee. The Committee, like the Open World Leadership Center, is committed to international exchanges and the establishment and promotion of the rule of law and administration of justice.

YOUNG PROFESSIONALS ADVISORY COMMITTEE

ALUMNI SUMMIT IN OMAHA, NEBRASKA | *May 29 - 31, 2015*

OPEN WORLD
Young Professionals Advisory Committee

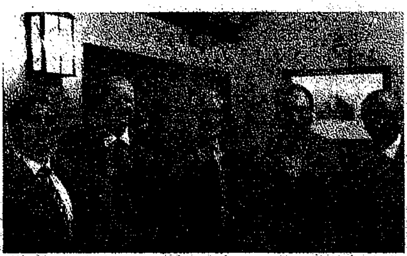
To support the development of Open World's new strategic plan for 2016-2020, Open World and its Young Professionals Advisory Committee (YPAC) organized a special summit in Omaha generously sponsored by Chairman Walter Scott, Jr. and supported by Trustee Michael Yanney. Open World staff, members of YPAC, and alumni from Russia, Ukraine, and Serbia attended.

Open World Trustees, staff, YPAC members, and alumni offered valuable insight into the Open World program's impact abroad in the context of recent political and social developments. During the summit, the attendees worked diligently to identify ways in which Open World could continue to increasingly become more congressionally oriented and responsive to its stakeholders. Alumni and YPAC contributed ideas for improving the quality of nominations and leveraging the power of the program's thousands of alumni throughout Eurasia.

Open World extends its deepest appreciation to Walter Scott, Jr. and Michael Yanney for their unending support of the Open World Leadership Center.

From left to right: Alumus from Serbia, Admir Veljović, Open World Program Management Assistant Sean Kelly, and Ambassador John O'Keefe.

Ambassador John O'Keefe, YPAC's Elena Kvochko, and Open World alumna from Serbia Milica Dimitrijevic.



From left to right: YPAC Chairman Ken Martinez, Open World Russia Country Director Alex Khilkov, Chairman Walter Scott, Jr., member of the Russian parliament Ilya Ponomarev, and Trustee Michael Yanney.

Open World Program Manger Lewis Madanick and Open World alumnus from Ukraine's Hromadske TV Andriy Bashtovyi.

THE SENATOR BEN NELSON FELLOWS

Each year, the Open World program nominates top Russian doctors to be hosted in Omaha, Nebraska on the **Senator Ben Nelson Fellows program**, named after Open World Trustee **Senator Ben Nelson** (Senator for Nebraska, 2001-2013). During their visit, the Nelson Fellows were hosted by the Council Bluffs Sister City Association.

The program convened with a dinner in the Fellows' honor hosted by Open World Chairman **Walter Scott, Jr.** and **Trustee Michael Yanney**. The guest of honor was Senator Ben Nelson, who was accompanied by his wife, **Diane**. Also in attendance was **Dr. Ward Chambers**, Associate Professor, Internal Medicine Division of Cardiology at University of Nebraska Medical Center (UNMC), Open World staff and alumni of the program, as well as members of Open World's Young Professionals Advisory Committee.

During their time in Omaha, the Nelson Fellows visited the University of Nebraska Medical Center where they observed medical procedures, such as the treatment of three different cases of Ebola. The group also spent time at the Nebraska AIDS project which was of great interest to them professionally.

The experiences gained during the Nelson Fellows' visit to Omaha will inspire new ideas and ways of thinking in the delegates to the benefit of their communities and institutions. Local host Leota McManus said, "Everyone is interested in sharing what they learned with the people they work with in Russia. Every day when they returned after their meetings they would spend time discussing what had happened that day and share what they think they will be able to share with their colleagues back home."

UKR

TRAVEL DATE October 7, 2015

LOCATION Omaha, Nebraska

THEME Public Health HIV/AIDS

GRANTEE FHI 360

LOCAL HOST Council Bluffs Sister City Association

The Fellows absorb a conversation concerning HIV/AIDS treatment with Dr. Howard Gendelman (gesturing), Head, Carol J. Swarts, M.D. Laboratory for Emerging Neuroscience, University of Nebraska Medical Center (UNMC).

Observing a piece of biocontainment equipment at UNMC. The United States Centers for Disease Control commissioned the Nebraska Biocontainment Unit (NBU) in 2005.

OPEN WORLD PARTNERS

The Open World Leadership Center would like to acknowledge the agencies, organizations, and individuals that helped us carry out program operations and specialized programming in 2015 and so generously supported our alumni program.

GENERAL PROGRAM SUPPORT

The nonprofit **American Councils for International Education** provided major administrative and logistical support.

U.S. Embassy staff in Open World countries made recommendations on nominating organizations and themes; helped nominate and select candidates; took part in predeparture and alumni activities; and served as the Center's liaisons with governmental and nongovernmental entities.

U.S. Embassy staff in Armenia, Azerbaijan, Kosovo, Mongolia, Serbia, Tajikistan, and Turkmenistan also managed delegate selection and travel and accompanied delegations as facilitators.

The **Library of Congress** provided financial management services, administrative support, and office and event space via an interagency agreement.

COOPERATIVE PROGRAMMING

U.S. Department of State provided $90,000 for cooperative programming in Serbia.

The Center partnered with other organizations in 2015 to provide Open World programming on a cost-share basis for other exchange program participants while they were in the United States. These organizations were **the American Bar Association/Rule of Law Initiative, Moscow School of Political Studies, USAID, The Embassy of Tajikistan, The Judicial General Council of Mongolia, The Supreme Court** and **the Office of the Prosecutor of Estonia,** and **the Rumsfeld Foundation** (for Fellows from Central Asia and the Caucasus studying local governance. In July 2015, **ABA ROLI** engaged Open World in a very generous cost-share for a Kyrgyz delegation to visit Chicago to observe Rule of Law.

RULE OF LAW PROGRAM

The **U.S. Judicial Conference Committee on International Judicial Relations** (IJRC) coordinates the federal judiciary's relations with foreign judiciaries and serves as an international resource on the rule of law. The IJRC helped develop Open World's rule of law programming and organized federal court participation in it, recruiting federal host judges and providing general program guidance. In its capacity as the federal judiciary's administrative arm, the **Administrative Office of the U.S. Courts** provides staff support to the IJRC. This staff assisted federal host judges and organized Washington orientations for rule of law delegates.

2015 OPEN WORLD GRANTEES

The Archangel Committee (Greater Portland-Russian Sister City Project)
Portland, ME

Council of International Programs USA
Chagrin Falls, OH

Friendship Force International (FFI)
Washington, DC

FHI 360
Washington, DC

Georgia to Georgia Foundation, Inc.
Marietta, GA

International Focus
Raleigh, NC

Linkages of Rochester, Inc.
Rochester, NY

Maryland Leningrad Sister State Committee
Annapolis, MD

Rotary International
Evanston, IL

Supporters of Civil Society in Russia
St. Louis, MO

US-Ukraine Foundation
Washington, DC

World Services of La Crosse, Inc.
La Crosse, WI

2015 LOCAL HOST ORGANIZATIONS

Open World would like to thank the following organizations and institutions for hosting our delegations in 2015:

ALABAMA

Birmingham Sister Cities Commission - Ukraine Committee
Friendship Force of Birmingham
International Services Council of Alabama
Rotary Club of Greater Huntsville
Cullman Rotary Club
Gadsden Rotary Club
Global Ties Alabama

ALASKA

Rotary Club of Homer Kachemak Bay
Rotary Club of Anchorage International
Rotary Club of Eagle River

ARIZONA

Empower International
Greater Phoenix Chapter of People to People International
Rotary Club of Kingman Route 66

ARKANSAS

Global Ties Arkansas (formerly Arkansas Council for International Visitors)

CALIFORNIA

San Diego Diplomacy Council
Del Mar Rotary Club
Greater Los Angeles Chapter of People to People International
International Relations Council of Riverside
International Visitors Council of Los Angeles
Modesto Sister Cities International
Nevada City Rotary Club
Redding Rotary Club
Sacramento City College
San Diego International Sister Cities Association
Santa Cruz Sister Cities Committee
Stafford Institute

COLORADO

Boulder County Public Health
Colorado Springs Sister Cities International
Rotary Club of Longmont
WorldDenver

FLORIDA

The Osher Lifelong Learning Institute Activities at Florida State University
GlobalJAX
Gulf Coast Citizen Diplomacy Council
Rotary Club of New Tampa
Rotary Club of Seminole County South
Sister City Program of Gainesville, Inc.

GEORGIA

Friendship Force of Greater Atlanta
Georgia-to-Georgia Foundation

IDAHO

Idaho Council for International Visitors

ILLINOIS

Chicago Sister Cities International Program
Council of International Programs in Chicago, Inc.
Springfield Commission on International Visitors
Supporters of Civil Society in Russia, Inc.
Vladimir-Canterbury Sister City Association of Bloomington-Normal
WorldChicago

IOWA

Community Sister City Organization (Osage)
Council Bluffs Sister City Association
Dubuque Area Chamber of Commerce
Friendship Force of Cedar Rapids/Iowa City
Friendship Force of Greater Des Moines
Iowa Sister States

KANSAS

Global Ties Kansas City
Rotary Club of West Wichita

KENTUCKY

Sister Cities of Louisville, Inc.
World Affairs Council of Kentucky and Southern Indiana

MAINE
Archangel Committee

MARYLAND
Maryland Sister States Program

World Trade Center Institute, International Visitors Program (Baltimore)

MASSACHUSETTS
International Center of Worcester
WorldBoston

MICHIGAN
Colleagues International, Inc.
International Visitors Council of Metropolitan Detroit

MINNESOTA
Men as Peacemakers with Duluth Sister Cities International
Rotary Club of White Bear Lake

MISSISSIPPI
Legacy International Development Group
Metier Professionals

MISSOURI
Global Ties Kansas City
Lee's Summit Sunrise Rotary Club
Supporters of Civil Society in Russia, Inc.
World Affairs Council of St. Louis

MONTANA
WorldMontana

NEBRASKA
Friendship Force of Lincoln
Heartland Family Service

NEVADA
Friendship Force of Las Vegas
Northern Nevada International Center
Rotary Club of Las Vegas
U.S. District Court for the District of Nevada

NEW HAMPSHIRE
World Affairs Council of New Hampshire

NEW MEXICO
Bridges to Tajikistan
Santa Fe Council on International Relations

NEW YORK
International Center of Syracuse
International Center of the Capitol Region
International Institute of Buffalo
Linkages of Rochester
Mercy College, Center for Global Engagement
Rochester Global Connections, Inc.
Rotary Club of Riverdale
Rotary Club of Cortlandt Manor
Rotary Club of Ossining
Shawangunk Ridge Rotary Club

NORTH CAROLINA
Friendship Force of Central North Carolina
Friendship Force of Western North Carolina
Guilford Rotary Club
Hickory Rotary Club
International Focus
Sister Cities of Durham, NC/Kostroma Committee
U.S. Court of Appeals for the 4th Circuit

OHIO
Global Ties Akron (formerly Akron International Friendship)
Council of International Programs USA (Chagrin Falls)
Friendship Force of Dayton
Great Lakes Consortium for International Training and Development
International Visitors Council of Columbus
Cincinnati-Kharkiv Sister City Partnership
WSOS Community Action Committee

OKLAHOMA
Friendship Force Oklahoma
Tulsa Global Alliance

OREGON
Corvallis Sister Cities Association
Grants Pass Sister City Committee
Umpqua Community College
Roseburg Area Zonta Club

PENNSYLVANIA
Global Pittsburgh
Northampton Community College
Project to End Human Trafficking (PEHT)

RHODE ISLAND
Rotary District 7950 Southeastern Massachusetts, Cape Cod and the Islands, and Rhode Island

SOUTH CAROLINA
Charleston Council for International Visitors

Friendship Force of Florence
Palmetto Council for International Visitors

SOUTH DAKOTA

Dacotah Territory International Visitor Program
South Dakota World Affairs Council

TENNESSEE

Friendship Force of Knoxville
U.S. District Court for the Eastern District of Tennessee

TEXAS

Global North Texas (Dallas)
Mid-Cities Pacesetters Rotary Club (Bedford)

UTAH

DDI VANTAGE with Firefly, Inc.
Tooele Sister Cities, Inc.
Utah Valley University, Office of International Affairs & Diplomacy

VERMONT

Vermont Council on World Affairs

VIRGINIA

Norfolk Sister Cities Association
Virginia Commonwealth University

WASHINGTON

Richland Rotary Club
World Affairs Council of Seattle

WEST VIRGINIA

Center for International Understanding, Inc.
U.S. Bankruptcy Court for the Southern District of West Virginia

WISCONSIN

Fox Valley Technical College
Friendship Force of Greater Milwaukee
Rotary Club of Milwaukee
Rotary Club of Madison
Stevens Point-Rostov Veliky Sister City Project
University of Wisconsin - Richland
Juneau County University of Wisconsin - Extension
University of Wisconsin Marathon County

A THANK YOU TO LOCAL HOSTS

The work of the Open World program would not be possible without the hospitality and generosity of local hosts. Local hosts give delegates a much more authentic look into American family life. Pictured are Rotarians Frank and Kay Allen of Southlake, TX with a delegate from Tajikistan. Not only did they home host, Frank was one of the principal drivers for the Tajiks during the week's activities. The Tajiks were in Bedford, TX on a Local Tax and Service Delivery program Feb. 19, 2015 (Grantee: Rotary International; Local Host: Mid-Cities Pacesetters Rotary Club).

OPEN WORLD FINANCIAL INFORMATION

In fiscal year 2015, the Open World Leadership Center received $5.7 million in appropriated funds, $90,000 in interagency transfers, and $54,038 in direct private donations. In calendar year 2015, the accumulated value of cost-sharing with the Open World community of grantees, local host organizations, and individual local hosts totaled an estimated $2.5 million.

The Open World Leadership Center submitted a complete set of financial statements for fiscal year 2015 to the independent public accounting firm of CliftonLarsonAllen for a full audit. CLA issued an unmodified (clean) audit opinion on the financial statements. With the 2015 audit, the Center has received nine clean opinions. The Financial Statements document (with notes) and CliftonLarsonAllen's Independent Auditor's Report are available in full on the Open World website at www.openworld.gov.

STATEMENTS OF NET COSTS | *For the Years Ended September 30, 2015 and 2014*

	FY2015	FY2014
Net Costs by Program Area		
Program Costs	*$ 7,995,600*	*$ 10,154,382*
Less Earned Revenue	*-40,000*	*-45,000*
Net Costs of Operations	$ 7,995,600	$ 10,119,382

The accompanying notes are an integral part of these financial statements.

BALANCE SHEETS | *As of September 30, 2015 and 2014*

	FY2015	FY2014
ASSETS		
Entity Assets:		
Intragovernment Assets		
Fund Balance with Treasury (Note 2)	*$ 540,334*	*$ 701,105*
Investments (Note 3)	*2,231,010*	*4,635,103*
Total Intragovernmental	2,753,346	5,230,208
Prepayments (Note 4)	72,619	73,490
Other Accounts Receivable Net (Note 5)	2,475	0
Total Assets	**$ 2,826,438**	**$ 5,409,698**
LIABILITIES		
Intragovernmental Liabilities		
Accounts Payable and Accrued Funding Payroll Benefits	*$ 4,481*	*$ 4,908*
Total Intragovernmental	4,481	4,908
Accounts Payable and Accrued Funding Payroll Benefits	*583,599*	*1,172,119*
Unfunded Annual and Compensatory Leave	*53,045*	*51,717*
Total Liabilities (Note 6)	**$ 641,125**	**$ 1,228,744**
NET POSITION		
Cumulative Results of Operations - Earmarked	$ 2,185,313	$ 4,180,954
Total Net Position	*2,185,313*	*2,185,313*
Total Liabilities and Net Position	$ 2,826,438	$ 5,409,698

The accompanying notes are an integral part of these financial statements.

NOTE ② FUND BALANCE WITH TREASURY

	FY2015	FY2014
OWLC Funds Originally from Appropriations	$ 424,046	$ 664,941
Gift Funds	116,288	36,164
Total	**$ 540,334**	**$ 701,105**

Status of Fund Balance with Treasury		
Unobligated Balances - Available	$ 0	$ 0
Obligated Balances - Unavailable	540,334	701,105

NOTE ③ INVESTMENTS, NET

Funds that are not needed to finance current activities are invested in interest-bearing obligations of the United States. The Center has directed the Library to invest funds derived from contributions in Treasury securities. Due to the short-term nature of the investments, the cost of investments in conjunction with accrued interest approximates their fair market values. Investments outstanding were $2,213,010 and $4,635,103 for fiscal years 2015 and 2014. Average annual investment rates were 2.000% and 2.000% in fiscal years 2015 and 2014.

	FY2015	FY2014
Face Value	$ 2,202,000	$ 4,616,000
Interest Receivable	11,010	19,103
Investments, Net	**$ 2,213,010**	**$ 4,635,103**

NOTE ④ PREPAYMENTS

The Center awards grants to approximately 12-15 organizations with exchange-program expertise that are generally competitively selected for the purpose of hosting the foreign delegates. In fiscal years 2015 and 2014, $72,619 and $73,490 had been paid to but not yet used by these organizations to carry out their services.

NOTE ⑤ OTHER ACCOUNTS RECEIVABLE

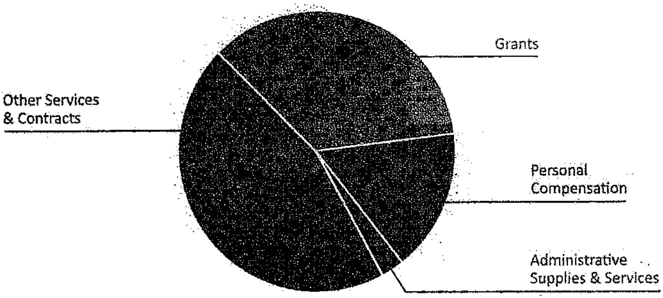
Other Accounts Receivable consisted of a $475 payroll billing document for fiscal 2015.

NOTE ⑥ LIABILITIES COVERED AND NOT COVERED BY BUDGETARY RESOURCES

	FY2015	FY2014
Liabilities Covered by Budgetary Resources	$ 588,080	$ 1,177,027
Liabilities Not Covered by Budgetary Resources		
Intragovernmental	*0*	*0*
Other	*53,045*	*51,717*
Total	**$ 641,125**	**$ 1,288,744**

Liabilities covered by budgetary resources include accounts payable, advances from others, accrued funded payroll and benefits, advances from the public, and deferred credits. Liabilities not covered by budgetary resources include accrued unfunded annual leave and benefits.

DISTRIBUTION OF SELECT OBLIGATION CATEGORIES FY2015



NOTE: *"Contracts" includes, but is not limited to, the cost of applicant and participant processing, travel, planning, participant airfare, and database management and other expert services. "Grants" covers payments to hosting organizations.*

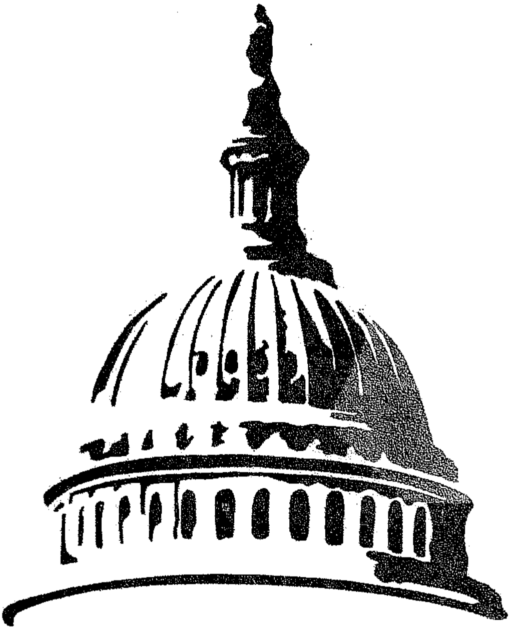
OPEN WORLD LEADERSHIP CENTER OBLIGATIONS FY2015

Category	FY2015 Actual Obligations
Personal Compensation (all staff)	$ 857,607
Administration Supplies & Services	38,501
Other Services & Contracts	2,630,092
Grants	2,509,552
Total - FY2015 Obligations	**6,035,752**

NOTE: *Administrative costs equal $417,468 or 7.32 percent of total appropriated obligations. Open World used trust fund revenue, prior year recovered funds, and cost reduction measures to maintain programming at previous years' levels.*

John C. Stennis Center for Public Service

FY 2018 Budget Request



Stennis Center for Public Service

Congressional Staff Training and Development

Budget Request for Fiscal Year 2018

Introduction

Congress created the John C. Stennis Center for Public Service in 1988 (PL 100-458) as an agency of the Legislative Branch specifically to promote and strengthen public service leadership in America. It is governed by a Board of Directors[1] appointed by the Speaker and the Minority Leader of the House and by the Majority and Minority Leaders of the Senate and is located in Starkville, Mississippi with an office in Washington, DC.

Congressional staff training and development activities are the focal point for the Stennis Center's work. The core of this effort is a unique bipartisan, bicameral leadership development program for senior-level Congressional staff known as the Stennis Congressional Staff Fellows program. Since the program began in the 103rd Congress, work with Congressional staff has been expanded to include a mentoring program for junior staff and a program for summer interns working in Congressional offices. The Stennis Center also conducts programs connecting Congressional staff leaders with military leaders as well as a variety of learning opportunities presented to Congressional staff during each Congress.

The Stennis Fellows program brings together House and Senate chiefs of staff, committee staff directors, legislative directors and other senior professional staff leaders in an extensive leadership development program focused on issues confronting the Congress as a vital institution of American democracy. Each Congress, an independent committee selects 28 to 32 Congressional staff nominated by Members of Congress. The aim of the program is to strengthen the capacity of these staffers to confront the challenges facing the Legislative Branch and thereby to better serve Members and their constituents.

This program is modeled on executive development programs available in the Executive Branch and in the private sector, but it is designed specifically for the unique needs of senior-level staff in Congress. By bringing together Congressional staff expressly to strengthen their leadership skills and to build bipartisan, bicameral relationships, the program fills a need that is not addressed by any other program. To date, over 330 Stennis Fellows have participated in the program, many of whom continue to be involved in the Center's activities as Senior Stennis Fellows.

One of the ways Senior Stennis Fellows continue to support Congressional public service leadership is through the Emerging Congressional Staff Leaders program. Begun in the 106th Congress, this mentoring program was created for staff members who have served less than five years on Capitol Hill but have demonstrated a commitment to Congress and potential for future leadership. Senior Fellows serve as mentors to Emerging Leaders, providing guidance and insights that enable Emerging Leaders to strengthen their leadership potential and better serve their Member or Committee. The Emerging Leaders also develop strong and meaningful bonds that bridge party and chamber boundaries. Almost 150 young staffers have participated in this program since its inception.

Additionally, the Stennis Center conducts a program for selected summer interns in the Congress that enhances their intern experience. Senior Stennis Fellows share their insights and expertise with these promising young leaders through a series of forums and interactive experiences that reveal both the real workings of the Congress as well as the challenges and rewards of Congressional public service. Since the program began in 2003, over 400 Congressional interns have participated.

The Stennis Center also provides other learning opportunities for senior staff, including programs for Senior Stennis Fellows. For example, senior Congressional staff members are regularly brought together with senior military leaders to build relationships and to facilitate a mutual understanding of their respective cultures. Joint programs have also been conducted with the Wharton School at the University of Pennsylvania and the Harry S. Truman Scholarship Foundation bringing senior Congressional staff together with upcoming business leaders and public service scholars respectively. The Stennis Center has recently partnered with the John F. Kennedy School of Government at Harvard University, connecting current Stennis Fellows and senior Stennis Fellows with Harvard faculty and researchers examining how Congress can best work through political polarization to pass vital legislation.

In the 112th Congress, the Stennis Center established the William E. "Eph" Cresswell Congressional Staff Leadership Award to recognize an exceptional Congressional staff leader each Congress. The award is named for Eph Cresswell who served as Administrative Assistant and Chief of Staff for U.S. Senator John Stennis from 1958 to 1989. To date, there have been four recipients of the award.

In addition to the Congressional Staff Training and Development activities, the Stennis Center conducts a wide array of programs ranging from leadership development for promising high school students and women in public service to programs for Members of Congress.

FY 2018 Budget Request: $430,000

While most Stennis Center programs are funded from interest earned on the Stennis Center's $7.5 million trust fund established by Congress in 1988, Congress began funding the Stennis Center's Congressional staff leadership development programs in FY 2006 through an annual appropriation (as authorized in 2 USC 1109). This annual funding was necessitated by a decline in interest income from the trust fund, which is required to be invested in U.S. Treasury securities. Interest income had declined from 9.125 percent when the fund was established to 3.5 percent in 2006. As interest rates have continued to decline (currently at 1.875 percent), the annual appropriation for Congressional staff training and development has become critical to enabling the Stennis Center to maintain its high standard of commitment to the Congressional staff leadership programs without eliminating other programs.

The Congressional Staff Training and Development activities are conducted in a two-year cycle that corresponds to the Congressional calendar. Because of this, expenses for the programs generally peak during the second session of Congress. For FY 2017, the first session of the 115th Congress, the $430,000 appropriation is expected to equal program costs. In FY 2018, total expenses are expected to be more than the $430,000 appropriation. This shortfall in the annual appropriation will be covered by earnings from the trust fund.

The Stennis Center strives to present the highest quality programs for Congressional staff at the lowest possible cost. Actual expenditures for these programs in FY 2016 included: employment of staff to conduct the programs totaling $142,000; direct program costs including speakers, facilities, travel, food and lodging at $239,000; office lease and utilities at $45,000; printing, copying and postage at $2,000; and equipment and supplies at $2,000.

The $430,000 appropriations request for FY 2018 is essential to enable the Stennis Center to continue to provide leadership training and development opportunities to Congressional staff as mandated by its authorizing legislation. Without the appropriation, the highly successful Congressional Staff Fellows, Emerging Leaders, and Congressional Intern programs would be severely reduced, if not eliminated.

FY 2018 Budget Request Detail

Congressional Staff Programs
(by Program Activity)

Stennis Congressional Staff Fellows Program	$285,500
Emerging Congressional Staff Leaders Program	38,400
Stennis Leadership Program for Congressional Interns	33,700
Civil-Military Leadership Program for Members and Staff	27,600
Senior Stennis Congressional Staff Fellows Program	$ 44,800
Total	**$430,000**

(by Object Classification)

Personnel	$138,210
Direct Program Costs (including speakers, facilities, travel, food and lodging)	243,990
Office Lease and Utilities	45,000
Printing, Copying and Postage	1,300
Equipment and Supplies	1,500
Total	**$430,000**

Conclusion

As a Legislative Branch agency established to promote and strengthen public service leadership, the Stennis Center is uniquely positioned to provide leadership development opportunities for Congressional staff. Like their counterparts in the Executive Branch and similar to professionals in the private sector, Congressional staff benefit from opportunities to strengthen their skills through leadership development. Furthermore, the design of the Center's Congressional staff programs enables staff leaders across chamber and party lines to learn from each other and build relationships that would otherwise not be possible.

While the individual Congressional staff leaders who participate in Stennis Center programs benefit greatly from the experience, there are also significant benefits to the Members of Congress they serve, and to citizens as these staff strengthen their leadership skills. And perhaps there is no greater beneficiary than the institution they serve – the United States Congress. The primary focus of the program is to strengthen the effectiveness of Congress to fulfill its Constitutional role as a vital institution of American democracy. To meet the demands and complexities of a rapidly changing nation, Congressional staff leaders must continually sharpen their leadership skills and expand their understanding.

The Stennis Center will use the $430,000 appropriation requested to accomplish its Congressional mandate to provide Congressional staff training and development opportunities while it continues to achieve its broader mission to promote and strengthen public service leadership in America. We are grateful for the opportunity to work with such highly-qualified individuals who are committed to public service in the Legislative Branch and who are eager for opportunities to further develop their leadership abilities.

***

[1] – List of current board members.

Rex G. Buffington, II
Executive Director of the Stennis Center for Public Service

Travis W. Childers (VICE CHAIR)
Former U.S. Representative from Mississippi

Christopher Coons
U.S. Senator from Delaware

Gregg Harper
U.S. Representative from Mississippi

Mike Moore (CHAIRMAN)
Former Attorney General of Mississippi

Terri A. Sewell
U.S. Representative from Alabama