

**Statement of Carla Hayden
The Librarian of Congress
Before the
Subcommittee on the Legislative Branch
Committee on Appropriations
United States Senate
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Madam Chairman, Ranking Member Murphy, and Members of the Subcommittee:

Thank you for the opportunity to provide testimony in support of the Library's fiscal 2020 budget.

Now in my third year as Librarian of Congress, I am encouraged by the advancements we have made in sharing more of the Library's extraordinary collections and our staff's expertise and commitment to public service. Today, the Library holds nearly 170 million items in all formats and languages and has the world's largest collections of legal materials, films, and sound recordings. Last year, the Library welcomed nearly 1.9 million in-person visitors. The Congressional Research Service (CRS) provided custom services to nearly 100 percent of Senate and House member offices and standing committees. More than 450 thousand claims were registered by the U.S. Copyright Office. Nearly 10 million preservation actions were performed on the physical collections; over 20.9 million copies of braille and recorded books and magazines were circulated to more than 470,000 blind and physically handicapped accounts; and the Library responded to over 1 million reference requests from the Congress, the public, and other federal agencies. The Library's web sites, including loc.gov, congress.gov, copyright.gov, and the CRS site, among others, received 110 million visitors and 503.1 million page views.

Over the past year, we have moved forward in significant ways to increase access to the Congress's library. We created a Digital Strategy Office within the Office of the Chief Information Officer to partner with service units to incubate innovative digital projects. The new office has already launched a successful crowdsourcing project, "By the People," which allows public contributions to and interactions with the digital collections in new ways while at the same time helping the Library make data more discoverable. A new, state-of-the-art case was installed to conserve and securely display the treasured Gutenberg Bible. We launched crsreports.congress.gov to provide the public with access to non-confidential research products produced by CRS for the Congress. The Law Library digitized 23,522 pages of National Transportation Safety Board case findings to be available in fiscal 2019. New collections have been made available online, among them the papers of President Theodore Roosevelt and Benjamin Franklin.

I would like to express my sincere gratitude for the outstanding support that this committee and the entire Congress gives to the Library. In particular, I appreciate the support you have provided us for our fiscal 2019 requests to meet high-priority needs such as strengthening CRS staffing in high demand areas, restoration of the Copyright examiner workforce, support for the increased hosting costs of the Legislative Branch Financial Management System, librarians and archivists to address the backlog in processing the special collections, and much more.

Your strong support for staffing resources allows us to better handle critical work and to begin replacing specialized staff expertise that was developed over many years and lost -- principally to retirement -- and not replaced due to budget limitations. I also thank you for your continued extraordinary support for the Library's collection storage modules program at Ft. Meade as part of the Architect of the Capitol's budget.

I come before you today to discuss the Library's funding request for fiscal 2020 which continues and expands necessary modernization initiatives to include optimization efforts.

In October, we launched the Fiscal 2019-2023 Strategic Plan with four strategic goals: Expand access, expand services, optimize resources, and measure impact. Our direction forward calls for a decisive shift to become more user centered, digitally enabled, and data driven. The first Digital Strategy, which complements the Fiscal 2019-2023 Strategic Plan, was recently released to provide a bold vision to guide the Library's digital transformation over the next five years.

We completed organizational changes that streamline functions and support the user centered direction. The former National and International Outreach service unit was reconstituted as two units, the Center for Learning, Literacy and Engagement and the Center for Exhibits and Interpretation, both with dynamic new directors. Whereas National and International Outreach was itself a service unit, the centers are located organizationally under the Office of the Librarian so that they are able to pull resources together from across the Library. The largest part of the Library was also realigned to become the Library Collections and Services Group, which now includes the Law Library, Library Services, and the National Library for the Blind and Physically Handicapped (NLS). All of these changes directly support public engagement with the Library's resources and services.

With significant congressional support, IT centralization is in its final phase with staff and funding transfers from CRS, Copyright, and NLS to the Office of the Chief Information Officer (OCIO). The Copyright Office is aggressively pursuing comprehensive modernization of its IT systems. With a solid, stabilized IT infrastructure close to realization, the Library is transitioning through the data center initiative from its restricted legacy hosting facility on Capitol Hill to a hybrid hosting infrastructure with enhanced security that is capable of accommodating greatly increased digital engagement.

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

The Library of Congress fiscal 2020 budget request is for approximately \$803 million, which represents a 6.8 percent increase over the Library's fiscal 2019 enacted appropriation. This request includes \$26 million in mandatory pay and price level increases. The balance of the increase represents critical program investments necessary to fulfill the Library's role and to move forward on the commitment to be more user centered.

The top two goals in the new strategic plan, expanded access and enhanced services, aim to make the Library's unique collections, experts, and services available when, where, and how users need them.

Bringing the nation's collections and history out of the vaults and into public spaces through a public/private partnership to create the Visitor Experience remains a key avenue to greater access for all who visit. Over the past year we accelerated our planning for an enhanced visitor experience in the Thomas Jefferson Building. As part of the Master Plan, the Library is developing a resource plan to serve as the roadmap for a private fundraising initiative. A request for the design, fabrication and installation of a Treasures Exhibit Gallery, a Youth Center and Lab spaces, and staffing for three years will begin to realize the promise of the Visitor Experience initiative, elevating it to a level unmatched among peer institutions in Washington, D.C.

Since my confirmation, my goal as Librarian has been to expand users' access to the Library both on site and online. When it comes to our onsite efforts, my top priority is to help visitors become lifelong users. In early 2018, I presented to the Congress an opportunity to enhance the visitor experience of the Thomas Jefferson Building.

I appreciate that Congress committed to a public-private partnership to provide \$60 million for this project – \$40 million in appropriated funds to be matched by \$20 million in private funds raised by the Library. The Library of Congress Madison Council Chairman has offered to lead private fundraising for the Visitor Experience. The Library has received \$11 million in verbal commitments and is working with a contractor to develop a capital campaign to raise the rest. I am grateful as well for congressional approval of \$10 million in fiscal 2018, \$2 million of which was to be used immediately to contract with a professional firm to create a Master Plan from the design concepts shared with the Congress.

We recently provided Congress a first "look in" to the Master Plan, which confirms that the Library can accomplish broadly within the \$60 million budget what we envisioned during the design concept phase last year. We anticipate revitalizing exhibit spaces, creating an activities area for youth, and having a welcoming orientation space where constituents and visitors will

see Jefferson's Library as the foundation of the Library, and look up through an oculus to the magnificent Main Reading Room.

The majority of changes entail movement and deconstruction of 25-year-old exhibit cases and related materials and installation of new state of the art, secure and climate-controlled glass and steel exhibit cases. We have confirmed that building modifications for the oculus constitute light construction. We appreciate that from the inception of the project, both the Architect of the Capitol and U.S. Capitol Police have provided advice, feedback, and recommendations as we contemplated options with our professional design firm.

As this is your Library, we want your constituents and visitors to have a better experience. With so many visiting school groups, we want them to leave more knowledgeable about the history of our country, have a better understanding of democracy in action, appreciate what it means to be a good citizen, and know the origins of the Library which is also the Congress' story. We also want visitors to leave motivated to learn more about our country and its cultural patrimony. I look forward to continuing to keep you informed about our progress on this project to showcase the unparalleled nature of the Library's collection.

We are also seeking to enhance user access online through funding for congress.gov, the official web site for legislative data, to support high-priority, congressionally requested enhancements such as a mobile app, continuous development of the system, and the full retirement of the legacy Legislative Information System. Funding to support modernization of the NLS braille and talking books programs through digital delivery to braille eReaders, and by creating a cloud-based, scalable infrastructure for internet delivery of talking and braille books, will position NLS to serve a far larger patron base.

The Library's third strategic goal, optimize resources, expands modernization to encompass strengthening of our internal capacity and infrastructure in several critical areas. Our request to optimize the policies, processes, tools, and staff capacity and capability of the Financial Services Directorate (FSD) is vital to the Library. FSD needs a modernized skill base in data analytics, internal controls, budget, policy, and financial reporting to meet financial management methods and requirements that are continually evolving, integrating, and expanding. Because FSD's non-pay resources support the highly visible, mission-critical Legislative Branch Financial Management System, FSD has been challenged to fund needed improvements and acquire a new set of capabilities for the future as systems are modernized, processes are further automated, and the work shifts from transactional to analytical. FSD must also reconstitute the corporate knowledge that has been or shortly will be lost to retirement.

Information technology optimization requests continue the network modernization begun in fiscal year 2018 by supporting operation and sustainment activities including hybrid hosting, a robust user wireless network, a staff wireless capability to the Library's campus network leveraging state-of-the-industry infrastructure to facilitate improved collaboration, and an

enhanced metropolitan area network and wide area network capabilities. The request also provides the Library with a more secure operating environment using the Zero Trust Security model and establishes a Virtual Network Operations Center that will allow 24/7/365 monitoring. Optimization is also necessary to automate and streamline the manual process the Library currently uses to perform personnel security functions, and to implement Enterprise Customer Relationship Management (CRM), an approach to managing an organization's interaction with current and future customers with a focus on improving business relationships.

Our fourth and final strategic goal, measure impact, uses data to measure the Library's impact on the world around us and share a powerful story. Our request establishes a robust data and analytics capability, through a centralized data analytics group, with processes, methodologies, and subject matter expertise needed to consistently and strategically identify, capture, analyze, and make decisions on data from its users' needs and quality of experiences, in alignment with the Library's new strategic plan.

In closing, modernization and optimization – not only of IT systems, but of the experience visitors have when they come to the Library, the competencies needed in a modernized, more automated environment, braille and talking book delivery mechanisms, and capacity in data and analytics – are critical to moving the Library forward into the future. The fiscal 2020 budget request furthers the modernization efforts of recent budget requests and targets critical workforce needs.

Madam Chairman, Ranking Member Murphy, and Members of the Subcommittee, the Library is the embodiment of the American ideal of a knowledge-based democracy. I thank you again for supporting the Library of Congress and for your consideration of our fiscal 2020 request.