

**Statement of Carla Hayden  
The Librarian of Congress  
Before the  
Subcommittee on the Legislative Branch  
Committee on Appropriations  
U.S. House of Representatives  
Fiscal 2021 Budget Request  
February 27, 2020**

Mr. Chairman, Ranking Member Herrera Beutler, and Members of the Subcommittee:

Thank you for the opportunity to provide testimony in support of the Library's fiscal 2021 budget.

Now in my fourth year as Librarian of Congress, I am excited to see the progress 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 more than 170 million items in all formats and 470 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 more than 99 percent of Senate and House member offices and standing committees. The U.S. Copyright Office issued more than 547,000 copyright registrations. Over 9.4 million preservation actions were performed on the physical collections; more than 21.8 million copies of braille, audio and large print items were circulated to patrons by the newly renamed National Library Service for the Blind and Print Disabled (NLS); and the Library responded to nearly one million reference requests from Congress, the public, and other federal agencies. The Library's websites, including [loc.gov](http://loc.gov), [congress.gov](http://congress.gov), [copyright.gov](http://copyright.gov), and the CRS site, among others, served as conduits in supporting our strategic vision for connecting all Americans to the Library by receiving 119 million visits and 520.8 million content page views.

Over the past year, we have moved forward in significant ways, using our strategic plan as a guide, to modernize and increase access to the Congress's library. The Congressional Research Service's (CRS's) next-generation Integrated Research and Information System (IRIS), for example, is well underway. As part of Copyright Office IT modernization efforts, a pilot for a new electronic recordation system is anticipated to begin as soon as late March 2020. IT centralization under the Office of the Chief Information Officer (OCIO) is now complete. The Library is on schedule to complete the Data Center Transformation project in fiscal 2020, transitioning data center operations from the aging primary data center in the Madison

Building to a hybrid-hosting model. The new hosting model will ensure that the Library has a secure, flexible, efficient and stable foundation for its technology needs for the next generation. With funding enacted this fiscal year, NLS will begin implementation of the eReader pilot program and the initial work to transform the BARD system to a fully cloud-hosted environment for a web-based delivery system, supporting an expanding patron base.

The Library's Center for Exhibits and Interpretation and the Center for Learning, Literacy and Engagement, created last year, are bringing innovation to the way the Library connects to users, physically and digitally. We have even changed the name of the NLS, now known as the National Library Service for the Blind and Print Disabled, to replace outdated language.

We have also made recent organizational changes to support modernization and optimization. In fiscal 2020, the Library Collections and Services Group was established as a Program, Project and Activity (PPA), bringing into better alignment the "library" components—Library Services, the Law Library of Congress, and NLS, along with The John W. Kluge Center and the Internship and Fellowship Programs office. Each unit remains distinct, but the grouping leverages expertise and processes across the organizations, creating economies of scale and strengthening collaboration and a coordinated vision.

I would like to express my sincere gratitude for the outstanding support that this committee and the entire Congress give to the Library. In particular, I appreciate the funding you have provided for our fiscal 2020 requests to meet high-priority needs such as enhanced functionality for the Congress.gov system; delivering talking and braille books and magazines via the Internet; optimizing the capacity of the Financial Services Directorate; and supporting Phase II of the data center transformation and network modernization initiative. I also thank you for your continued extraordinary support for the collections storage modules at Fort Meade as part of the Architect of the Capitol's budget. Storage module 5 is almost full, module 6 is under construction, and module 7 is in the fiscal 2021 AOC budget request. We continue to work closely with the AOC to achieve preservation storage with sustainable operations and maintenance costs, including transferring items from temporary storage space at the Landover Center Annex to Fort Meade.

My top priority remains expanding user access—public engagement with the Library's resources and services. Your significant fiscal 2020 support for the Visitor Experience over three years is helping us transform the magnificent Jefferson Building, finished at the end of the 19th century, into a state-of-the-art destination for discovering, creating, and learning in the 21st century. The planning and design process is underway for the Treasures Gallery, the

Orientation Gallery and Oculus, and the Youth Center/Learning Lab. The design period for each of these areas will take approximately 12 – 18 months and the re-designed spaces will open in phases, beginning in late calendar 2022. With the Master Plan approved, we are now in a good position to attract additional private sector commitments to the project.

We want our visitors to better connect with the Library of Congress and to learn more about our country and our cultural heritage after seeing and learning about our collections— such as Thomas Jefferson’s library, George Washington’s school copy books, the map Lewis and Clark used on their expedition exploring the American west— first-hand. Visiting school groups, for example, will gain a better understanding of our history, democracy, and Congress’s purpose in building and sustaining a Library unlike any other in the world. The Visitor Experience will deliver a unique civics lesson.

Thank you also for helping us approve the request to transfer funds to the Architect of the Capitol so the project can keep moving forward on schedule. I look forward to continuing to keep you informed about our progress on this project.

I come before you today to discuss the Library’s funding request for fiscal 2021 which continues modernization in a strategically sequenced, systematic and deliberate way. The fiscal 2021 appropriations request aligns with the strategic goals set forth in the fiscal 2019 – 2023 Strategic Plan: expand access, enhance services, optimize resources, and measure impact. We are moving forward in our decisive shift to become more user centered, digitally enabled, and data driven.

The Library of Congress fiscal 2021 budget request is for approximately \$830 million, which represents a 7.0 percent increase over the Library’s fiscal 2020 enacted appropriation. This request includes \$38 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 become more user centered, further modernization efforts, and address staffing needs.

The budget seeks to expand service to Congress by enhancing the depth and breadth of CRS’s research capacity on current and emerging legislative issues related to science and technology. Additional research capacity will enable CRS to meet the growing congressional need for robust, timely, multidisciplinary analysis and consultative services on these critical policy issues.

Our request also seeks to acquire an electronic records management system to manage the archiving of all Library of Congress records digitally as well as a central electronic repository for contract documents to replace the current paper-based system. The electronic records management system will centralize and automate records creation, storage, and disposition for key offices. The electronic repository for contract documents will automate and optimize contracting workflow for greater efficiency and transparency.

In another move toward modernization in the critical area of cybersecurity, we are requesting funding for security enhancements to protect congressional and other digital high-value assets, including sensitive information from CRS, the Law Library, and the U.S. Copyright Office. Cyber threats to our systems have escalated steadily and have become increasingly complex over the past decade. We must remain vigilant on this front.

Implementation of the requirements of the Music Modernization Act (MMA) for public education and outreach will expand user access by informing members of the public and songwriters about the process by which a copyright owner may claim ownership of musical works before the “mechanical licensing collective” created under the MMA. Passage of the MMA underlies our requests for Copyright Royalty Judges and MMA staffing, as well as a request for realignment in Copyright fees due to a projected user fee collections shortfall.

Our strategic goal of expanded user access is reflected in our request to continue replacing the compact shelving in the Law Library. Replacement of the second of four quadrants of Law Library shelving, installed in 1981 and dangerously unusable, is now complete, and we are requesting as a high priority funding for the replacement of the third quadrant in fiscal 2021. This shelving houses a significant portion of the world’s largest and most comprehensive collection of international, foreign, national, and comparative legal resources.

We are also seeking to increase paid internship opportunities at the Library to provide access to a broader and more inclusive talent pool reflecting wider socioeconomic status. The request is in alignment with Congress’s intent to increase paid internship programs on Capitol Hill.

Although the request to rebalance the Library’s preservation program funding requires no additional funding, I believe it is the best way forward. I have been meeting with the Library’s world-class experts in preservation and preservation science to determine the most sustainable and cost effective ways to preserve our collections in multiple formats so they will be accessible for generations to come.

We have invested in mass approaches to preservation treatment since the late 1980s. In fact, mass deacidification will have reached the significant milestone of having treated 90 percent of our top-priority materials by the end of fiscal 2020. However, mass methods now costs 2.8 times more than the environmentally optimized storage at Fort Meade, which has comparable preservation outcomes for a much wider range of materials. Thirty-plus years later, new methods are available to address an old problem—the varied types of damage and deterioration that occur over the lifecycle of the Library’s expansive, multi-format collections. I ask your support for my request to repurpose the \$5.5 million we have been spending on mass approaches to preservation treatment that mass deacidification cannot address, including conservation of the Library’s most significant artifacts, reformatting of fragile and irreplaceable items, and the content management and information technology infrastructure necessary to preserve the digital collections.

In closing, the 2021 Congressional Budget Justification continues a sequence of strategically planned modernization efforts of all types across the enterprise. It extends modernization efforts beyond IT systems to include the preservation program, CRS science and technology capacity, electronic records management and contract document systems, compact shelving, cybersecurity, internship funding, and implementation of the MMA, in ways that will strengthen the Library now and ensure that we do the best we can for those who will come after us.

Mr. Chairman, Ranking Member Herrera Beutler, 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 2021 request.



**Carla Hayden** was sworn in as the 14th Librarian of Congress on September 14, 2016. Hayden, the first woman and the first African American to lead the national library, was nominated to the position by President Barack Obama on February 24, 2016, and her nomination was confirmed by the U.S. Senate on July 13.

Prior to this she served, since 1993, as CEO of the Enoch Pratt Free Library in Baltimore, Maryland. Hayden was nominated by President Obama to be a member of the National Museum and Library Services Board in January 2010 and was confirmed to that post by the Senate in June 2010. Prior to joining the Pratt Library, Hayden was deputy commissioner and chief librarian of the Chicago Public Library from 1991 to 1993. She was an assistant professor for Library and Information Science at the University of Pittsburgh from 1987 to 1991. Hayden was

library services coordinator for the Museum of Science and Industry in Chicago from 1982 to 1987. She began her career with the Chicago Public Library as the young adult services coordinator from 1979 to 1982 and as a library associate and children's librarian from 1973 to 1979.

Hayden was president of the American Library Association from 2003 to 2004. In 1995, she was the first African American to receive Library Journal's Librarian of the Year Award in recognition of her outreach services at the Pratt Library, which included an after-school center for Baltimore teens offering homework assistance and college and career counseling. Hayden received a B.A. from Roosevelt University and an M.A. and Ph.D. from the Graduate Library School of the University of Chicago.



**J. Mark Sweeney** was appointed Principal Deputy Librarian of Congress on May 14, 2018. In this capacity, he provides executive leadership in support of the Librarian’s priorities and exercises Library-wide program and management authority to ensure that the Library’s services to the Congress and the American people are provided effectively.

At the time of his appointment, Sweeney had been serving as Acting Deputy Librarian of Congress since October 1, 2017.

Before being named Principal Deputy Librarian, Sweeney served as Associate Librarian for Library Services since August 2014—first on an acting basis then as permanent appointee beginning in February 2015. Previously, Sweeney served as the Library’s Director of Preservation beginning in April 2012. Prior to that, he served for nearly five years as the Chief of the Serial and Government Publications Division, followed by

seven months as Chief of the Library’s Humanities and Social Services Division.

During his 30 years with the Library of Congress, Sweeney has also served as Program Manager for the Library’s highly successful National Digital Newspaper Program, as Chief of the Preservation Reformatting Division, as Head of the Newspaper Section, as a Reference Specialist and as a Supervisory Library Technician.

He has presented at numerous professional meetings and served on national and international boards and committees.

Sweeney holds a B.A. in history from McGill University and an M.S. in library and information science from The Catholic University of America.