

OVERSIGHT OF THE LIBRARY OF CONGRESS

HEARING

BEFORE THE

COMMITTEE ON RULES AND ADMINISTRATION

UNITED STATES SENATE

ONE HUNDRED EIGHTEENTH CONGRESS

FIRST SESSION

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FIRST SESSION

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OVERSIGHT OF THE LIBRARY OF CONGRESS

WEDNESDAY, MAY 10, 2023

UNITED STATES SENATE
COMMITTEE ON RULES AND ADMINISTRATION
Washington, DC

The Committee met, pursuant to notice, at 2:50 p.m., in Room 301, Russell Senate Office Building, Hon. Amy Klobuchar, Chairwoman of the Committee, presiding.

Present: Senators Klobuchar, Fischer, Ossoff, Bennet, Welch, and Hagerty.

OPENING STATEMENT OF HONORABLE AMY KLOBUCHAR, CHAIRWOMAN, A UNITED STATES SENATOR FROM THE STATE OF MINNESOTA

Chairwoman KLOBUCHAR. Good afternoon. We are looking forward to this hearing. I call to order the hearing on Oversight of the Library of Congress.

I would like to thank Ranking Member Fischer for her work, as well as the Librarian of Congress, Dr. Carla Hayden, for again, appearing before this Committee, this time not for confirmation, but for talking about, as you have done in the past, your work.

There is just a lot of interest, as you know, from past hearings in this building about the Library of Congress, especially now that people are going back, and I am sure you have many visitors to the Library again.

Several Senators, we had a dinner with—a bipartisan dinner last night, and a number of Senators mentioned that they were fans of you and your work, including people from both sides of the aisle, so just putting that out there first.

I think I have mentioned this before, maybe Senator Fischer does not know, but my dream when I was growing up was to be a librarian. Yes, I actually had a Dewey Decimal System set up with the books that I read in a recipe box. But instead, we are here. We are here, in fact, to discuss the largest library in the world and the oldest federal cultural institution in the United States, the Library of Congress. Two weeks ago, the Library celebrated its 223rd birthday.

As we know, the Library holds over 175 million books, manuscripts, and other materials. It has the world's largest collection of films, sheet music, and sound recordings, something I was reminded of very memorably when Joni Mitchell got the Gershwin Award, and Speaker McCarthy and I were there and several others, and it was an incredible actually two evenings for the dinner

and then for the major production afterward with so many great artists.

I want to thank you for having the wisdom to decide to honor Joni Mitchell. I am sure it was with a committee, but in the end, Dr. Hayden, you had a major role in making that decision and making that event work for so many people.

Dr. Hayden, you and your dedicated staff play a critical role in collecting, preserving, and making this vast collection in the Library of Congress accessible to the American people. I learned that you have had 370,000 people visit the Library last year and a 75 percent increase in events from the fiscal year before, while even more Americans accessed your collections online. That is more than 151 million visits online. I think I am sure we will hear about how the pandemic had a silver lining. Not a lot of good stuff, but at least am sure more people started visiting the Library online.

I mentioned the Joni Mitchell event, but your efforts also included celebrating our culture, including Lizzo, who lived in my state for many, many years. That is where she kind of got her start, and she played the James Madison crystal flute at the Library last fall.

As we approach the end of the Library's five year strategic plan and 2019 digital strategy, you have also dedicated significant effort to modernizing the Library's technology and infrastructure. I know that we will want to hear about that.

One topic that I look forward to hearing more on is the Library's Visitor Experience Master Plan, a multiyear proposal which Congress approved on a significant bipartisan basis in 2019 to improve the visitor experience at the Library.

The plan includes an orientation gallery to guide visitors through the Library, learning resources for younger visitors, and new displays. As the project moves forward, it is essential that it is done, as you and I have discussed, in a way that respects and preserves the Library's historic buildings. I know that changes have been made to the plan for the Main Reading Room, including removing the oculus window from the design, and you are working closely with the acting Architect of the Capitol on these efforts, as you note in your testimony.

The Library also oversees something pretty significant to all of us right now, soon to be even more significant, I believe, with the advent of artificial intelligence, and that is the United States Copyright Office, which safeguards the work of artists and creators across the country, critical to the vitality of our economy.

According to a study released last year, businesses and artists who rely on copyrights contribute more than 1.8 trillion dollars to our economy. That translates to 8 percent of total U.S. GDP and 9.6 million jobs.

Modernizing the Copyright Office to keep pace with the latest technology and the content that it supports is a priority for our Nation, and I appreciate the office's progress in updating its procedures and reducing the average processing time for copyright registrations.

Another part of the Library that we will hear about is the non-partisan support provided to Members of Congress and staff by the Congressional Research Service, or CRS, which responded to more

than 73,000 requests in the last fiscal year from Members of Congress, and its impact extends far beyond Congress, with thousands of CRS reports then available to the public.

Finally, the National Library Service for the Blind and Print Disabled, as the primary provider of reading material for Americans who cannot read print, helps to ensure that the Library's resources are available to everyone.

Ensuring access to modern braille devices has always been one of my top priorities for the Library. When I early on got on this Committee I started working on that, and I look forward to hearing more on the ongoing work, including providing braille e-readers and its growing Library of nearly 164,000 downloadable braille and audio reading materials.

In the end, the Library, I think we know, has this incredible celebrated history, and the work that you are doing, Dr. Hayden, is vital to the success for generations to come. That obviously includes your team, some of whom are sitting behind you.

I now recognize our Ranking Member Fischer, for her opening statement. Thank you, Senator Fischer.

**OPENING STATEMENT OF HONORABLE DEB FISCHER, A
UNITED STATES SENATOR FROM THE STATE OF NEBRASKA**

Senator FISCHER. Thank you, Madam Chair, for calling this oversight hearing regarding the Library of Congress. Thank you, Dr. Hayden, for being with us this afternoon. I love visiting the Library, and I want to tell you that my staff recently was able to take a field trip and visit the Library. They had a tour there and they told me about what a wonderful experience they had as well.

Thank you for that. I am pleased to be here on the dais for my first Library of Congress oversight hearing as Ranking Member of this Committee. I have been a Member of the Committee since 2017, and in the intervening years, the Committee has made a point to regularly discuss the Library's modernization efforts during oversight hearings. In my view, that is a clear testament to the importance of these efforts.

The Library of Congress should strive to be a global leader in the management and preservation of information, while also providing free and open access to its collections for all. Keeping up with technological developments is a key to accomplishing these goals. Dr. Hayden, you have been serving as the Nation's librarian since 2016.

Certainly, you have been busy as the Library works to improve its services and increase access for its many customers, including the Congress, copyright users, researchers, visitors, and the American public.

At the forefront of these efforts is the Library's push to modernize its enterprise wide information technology systems. Shortly before you arrived at the Library in 2016, the Government Accountability Office issued a critical report that highlighted serious gaps in the Library's information technology infrastructure, and they provided a long list of 107 recommendations.

I know that over the last six years, the Library has made great strides in centralizing its IT systems and closing out nearly all of the GAO's recommendations. I am also aware that the Library has

been leading an exciting project in the Thomas Jefferson Building to improve visitor access to its priceless collections.

I want to congratulate you, Dr. Hayden, on recently hitting \$20 million in private pledges for this visitor experience project. I look forward to hearing more about the details of this endeavor. My hope is that the Library will be able to create a visitor experience that best serves its customers, while also ensuring that the costs are controlled.

Finally, I understand that the Library has made significant efforts to increase digital access to its collection for members of the public. I look forward to hearing more about these efforts and about the Library's many other ongoing initiatives during this hearing today. Thank you, Madam Chair.

Chairwoman KLOBUCHAR. Thank you very much, Senator Fischer, and thank you for your really good opening statement. Our witness today, as I noted, is Librarian of Congress Dr. Carla Hayden.

Dr. Hayden was sworn in as the 14th Librarian of Congress in September 2016, after being appointed by President Obama and confirmed by the Senate in a vote of 74 to 18. That is pretty good by today's standards. She is the first woman and the first African American to lead our Nation's Library.

Dr. Hayden previously served as the CEO of Enoch Pratt Free Library in Baltimore, Maryland, beginning in 1993. Earlier in her career, she held positions with the Museum of Science and Industry in Chicago, University of Pittsburgh, and Chicago Public Library. Dr. Hayden received her undergraduate degree from Roosevelt University, and her Master of Arts and Ph.D. from the University of Chicago, where I also went for graduate school.

Dr. Hayden, if you could please stand and raise your right hand. Do you swear that the testimony you will give before the Committee shall be the truth, the whole truth, and nothing but the truth, so help you God?

Dr. HAYDEN. I do.

Chairwoman KLOBUCHAR. Thank you. You can be seated. We will proceed to your testimony and recognize you for a five minute opening statement.

OPENING STATEMENT OF DR. CARLA HAYDEN, LIBRARIAN OF CONGRESS, LIBRARY OF CONGRESS, WASHINGTON, DC

Dr. HAYDEN. Thank you, Madam Chairwoman and Ranking Member Fischer, for this opportunity to provide an update on the Library of Congress and its operations.

The Library of Congress is the largest Library in the world, with the collection of more than 175 million items. Now in the fifth and final year of our current strategic plan, the Library is looking ahead to a new plan that will build upon our ongoing efforts to expand access, enhance services to Congress and the public, and become more digitally enabled.

We appreciate the support and interest of this Committee as we continue on our more than 220 year history as a steward of the national collection and a repository for our shared cultural heritage.

In fiscal year 2022, the Library responded to hundreds of thousands of reference requests from Congress, the public, and other

Federal agencies. The Congressional Research Service, or CRS, published nearly 1,100 new products.

The United States Copyright Office issued more than 484,000 registrations, a 16 percent increase over fiscal year 2021, while bringing the average processing time down from 3.4 months to about 2 months currently, or as little as 1.2 months for electronic claims requiring no correspondence. The National Library Service for the Blind and Print Disabled, or NLS, circulated more than 22 million copies of braille, audio, and large print material to patrons throughout the country.

The Library returned to normal operations for the visiting public in fiscal year 2022, welcoming approximately 370,000 visitors to our buildings, which are once again buzzing with researchers, visitors, school groups, and tourists.

Onsite events are back at a very robust level, and we have launched a new public event series, Live at the Library, which extends our hours on Thursday evenings to provide new opportunities for people to visit our exhibits and connect with our programming.

In support of our goal to expand access, the Library is moving forward in an exciting way to enhance our physical space. In partnership with the Library's Authorization and Appropriations Committees of jurisdiction and the Architect of the Capitol, the Library is creating an all new visitor experience that will invite visitors to discover more of our treasures, our programs, and services.

The Visitor Experience Master Plan, which was approved by Congress in 2019, includes an orientation gallery that will feature the restoration of Thomas Jefferson's Library, a youth learning center where young learners and families can interact with our collections, and for the first time, a Treasures Gallery to display the wonders, scope, and history contained within our special collections.

The Library remains committed to ensuring this project is implemented for the America 250 celebrations in 2026. We are on or under budget in nearly all library specific components, and in some instances have had to make difficult decisions to simplify design elements to ensure a judicious project schedule.

While the timeline in the significant AOC construction budget increases recently identified by the AOC are impacted by a number of factors, including general construction escalation costs, the Committee's direct involvement and unwavering support of the project, and that of the Acting Architect of the Capitol, will continue to ensure critical milestones are reached and that we are able to open these wonderful offerings to the public for the 250th anniversary of the United States.

In addition to our in-person offerings, we have a robust and expanding online presence. Virtual programming and live streaming at the Library signature events like the National Book Festival have meant that we can reach more people in their homes even as we return to hosting large scale in-person programs. Our web properties recorded over 151 million visits in fiscal year 2022.

One of our most popular programs, the Veterans History Project now has more than 114,000 individual collections accessible online through a new modern website. Our By the People transcription program increased its outreach footprint, enlisting members of the

public to complete over 500,000 transcriptions since 2018, and all of this serves to make items in the collection more discoverable online.

Yes, modern IT initiatives are underway in several key Library service units. This includes efforts to upgrade the technology in CRS, and to develop a modern Library collections platform to manage our holdings.

I am pleased to report that we have launched two key components of the new enterprise copyright system, a new copyright public records system, and the first ever electronic system to record and update information about copyright ownership. They are all live to the public and we are receiving positive feedback.

The development for the next generation copyright registration system has begun, and we have also released a major upgrade of the Braille and Audio Reading Download (BARD) System for the blind and print disabled readers.

To conclude, the Library is excited about the progress that has been made and we are moving steadily ahead with the work that remains to be done. As always, we remain committed to providing you, Congress, with excellent service.

I thank you for your continued interest and support, and I would be pleased to take any questions you may have.

[The prepared statement of Dr. Hayden was submitted for the record.]

Chairwoman KLOBUCHAR. Well, thank you very much, Dr. Hayden. We have been joined by Senator Welch, who has moved up from his new guy slot down there, figured since he has been in Congress as long as I have, he was just over in the other House, and we are pleased that he is here for his first oversight hearing of the Librarian of Congress.

Why don't we start with the Visitor Experience Master Plan, which I noted has bipartisan support in Congress, this new exhibit space. We were excited to hear about some of the new projects you mentioned.

Can you talk about the goals of the plan? If it is progressing on time? In your written testimony, you said that the projects in the plan will not impact the historic Great Hall Main Reading Room, nor the Library's support of onsite research.

What steps is the Library taking to ensure that any changes are consistent with historic preservation standards and are you committed to ensuring that any concerns in this area are fully considered?

As you know, my own husband asked me about the historic circulation desk. He does not usually inquire about matters of oversight in the Rules Committee. I felt that I should ask that question.

As you know, he is a big user of the Library as a law professor and author. Anyway, mostly just how is the plan going, and talk a little bit about the historic standards.

Dr. HAYDEN. We continue to be very excited about this project because it will transform the constituents' experience in visiting the Library, at the same time respecting and preserving the historic Thomas Jefferson building. The project has three parts.

The current gift shop will be converted into an education center. Back of house space that is no longer needed for its original purpose will be converted to an orientation gallery. Both of these spaces are designated by the AOC as renovation zones rather than historic restoration or preservation zones, unlike the Great Hall or the Main Reading Room.

Chairwoman KLOBUCHAR. The orientation spaces for like—that is going to be for groups that are coming in to——?

Dr. HAYDEN. Groups, individuals. There will be a welcome area. There also will be a gateway——

Chairwoman KLOBUCHAR. Yes——

Dr. HAYDEN [continuing]. from the Capitol Visitor Center.

Chairwoman KLOBUCHAR. Okay. Oh——

Dr. HAYDEN. Because we receive thousands of visitors coming directly from the Capitol Visitor Center and we have been seeing them recently with the reopening of the Capitol Visitor Center. You have groups, individuals that will be coming——

Chairwoman KLOBUCHAR. Keep going. Where is the gift shop going? Not that I would ever care. Just, you know, for the record.

Dr. HAYDEN. Well, the gift shop will actually be on two sides of the Great Hall, and that will be the structures that will be the same glass. We were working with the and have worked with the Architect of the Capitol.

They will sit on the floor of the room. They are not attached to anything on the walls or anything like that. The gift shop will move in. Where that gift shop is currently, will be converted into the education center.

Then the third space and the third part is the Treasures Gallery, which uses existing exhibit space. It is directly across from where we put in exhibits that are temporary, like the current exhibit, Join In, about voluntary or associations. The Treasurer's Gallery, a learning center, and also——

Chairwoman KLOBUCHAR. Okay. What is the timetable for all of it?

Dr. HAYDEN. The timetable, the Treasures Gallery is scheduled to be one of the first of the three elements to open in 2024, and exhibit fabrication has begun on the exhibit cases. The gift shop will also open in 2024 on both wings of the first floor of the Great Hall.

The Youth Center is scheduled to open in the fall of 2025, and we have been working very closely with focus groups of young people, including a number of congressional kids and grandkids, and they have been directly involved in this project and very candid about their thoughts.

They have selected the name for the center to be, The Source.

Chairwoman KLOBUCHAR. That is good. Like it.

Dr. HAYDEN. Very good. It is targeted for basically ages 7 to 13 in particular. The orientation space is scheduled to open in 2026 in tandem with the celebration of America 250, and that will include Thomas Jefferson's Library. A look into the stacks for the visitors who often say, where are the books when they come into the Library.

They will get a chance to see one section of the 836 miles of shelving that the Library of Congress has. There will be talk about

that, and new space to tell the story of the Library Congress, and those are the main components.

Chairwoman KLOBUCHAR. Okay, very good. Well, I have some copyright questions that are a little less fun than this, but I will save those and allow my colleagues to go forward. Senator Fischer.

Senator FISCHER. Thank you, Madam Chair. Dr. Hayden, the Visitor Experience Master Plan, it requires a crucial partnership with the Architect of the Capitol, as the Architect is responsible for the maintenance of all Library buildings and grounds, as well as major projects.

Can you speak to the Library's working relationship with the Architect of the Capitol and the AOC staff on the Visitor Experience Project? What does your partnership look like?

Dr. HAYDEN. You are correct that we have worked very closely with the AOC on this project from the very beginning, and I am in regular contact personally with the Acting Architect of the Capitol, the two and a half months that she has been in the position.

She has opened lines of communication that we really needed to have. We are very concerned about projected cost and schedule overruns, as I was giving the projections of when things would open.

We are very concerned because we feel we have given the Architect of the Capitol needed information to start some of their pre-construction and construction work, and we have not increased the scope or complexity of any of the designs in any way.

When we were given, for instance, a cost estimate on the AOC side last month and it has changed significantly in one month, we are really looking forward to working even more closely to find out what the details are. On the Library side, we are on or near budget.

This is the major concern and sometimes frustration that we are having. But we are pleased that our Acting Architect of the Capitol has taken hold of it.

Senator FISCHER. Great. I hope that you will feel that you can discuss some of the challenges that you may have in the future. This is such an important project. It would be great to get it done on time to be able to celebrate our 250th anniversary with it.

My recommendation would be, and of course, we would have to work with the Chair on this as well, to be able to find if there are any ways that the Committee and staff could be of help to you in moving forward on this when you may reach those big bumps in the road and those challenges ahead.

I certainly want to see this project completed and done in a responsible way, because I believe your past leadership has shown you capable of doing that, and we want to be helpful.

Dr. HAYDEN. We would certainly deeply appreciate your support in this effort. Before the pandemic, the Library had in-person visits of over 2 million people coming and they are starting to come back. To be able to welcome them with the Library's story and history—America 250 is our goal. We would love to have it done by then, so thank you.

Senator FISCHER. Right. It is—the Library is such a treasure for us all. A couple quick answers. The Library, or who at the Library is responsible for overseeing the day to day coordination and man-

agement of the master plan project? Is there a project management officer?

Dr. HAYDEN. There are a number of staff members that are involved, including our operating officer and the staff that works regularly with the Architect of the Capitol and the management of the buildings there.

The chief exhibit designer and the person who has bridged not only Library internal workings, but also working with the Architect of the Capitol and the design firms for exhibits, is David Mandel. He came to us from the Civil Rights Museum in Atlanta, and previously he had worked with the New York Historical Society.

He is well versed in that.

Senator FISCHER. Okay. Thank you. My time is up. I hope to ask you more questions on our next round. Thank you.

Chairwoman KLOBUCHAR. Okay. Very good. Thank you, Senator Fischer. That Atlanta Museum is well known. It is a really amazing experience to go through that. That is great. I also want to mention Senator Fischer's questions and the Architect of the Capitol. We have been working together to make sure there is more accountability there than there has been in the past, including partnership with you.

We are pleased with the work of the Acting Architect of the Capitol. We are actually introducing legislation today that is bipartisan and bicameral with the House leaders, Representatives Steil and Morelle, to take the Architecture of the Capitol and back—well, it never was, in the jurisdiction of the Capitol, as it should, so that we will be making the decisions of who is hired for that job and also have accountability to us, which makes sense.

We think that will help with some of the coordination issues that you are referring to. The fact that it has such broad support from our leaders and from all of us I think is a good sign. Thank you. Next up, Senator Welch.

Senator WELCH. Thank you very much. Welcome. You know, all of us here have the benefit of access to the Library and have been the beneficiaries of some extraordinary experiences there. The exhibits—also, what was that area you took us on a tour of, of preservation? Remarkable people——

Dr. HAYDEN. Preservation and conservation——

Senator WELCH. Yes——

Dr. HAYDEN [continuing]. laboratories.

Senator WELCH. Right. You are talking about the visitors that are coming, 2 million, and have been there. But the digital program is what makes this within reach for lots of Vermonters, lots of folks in rural America, lots of folks who just do not have the opportunity to make the trip here.

I wanted to talk to you a little bit about that, because I do think that that is such a tremendous mechanism by which to expand the reach and access of the extraordinary collections at the Library to Vermonters and folks all across the country.

Can you just elaborate a little bit on that, what is involved, what we can do to enhance it, and what kinds of things are within reach through the digitization process? Thank you.

Dr. HAYDEN. One of the lessons learned and opportunities during the pandemic was our ability to have virtual programing that had a certain level of excellence as well.

We were able to perfect our approach and use some of our existing multimedia staff to record videos to be able to do live programing, and that is continuing. We have seen an uptick, particularly with programs like the National Book Festival, a one-day event, before the pandemic, of 200,000 people in the convention center. During the pandemic, we were able to still have programing and we reached people in every state and worldwide, and so we will continue August the 12th with the in-person event, but also the virtual programing.

The Thursday Evening Live at the Library, that I mentioned before is a new way to do it. That is also able to be live streamed and then watched on our website afterwards. We are making sure that we push out through social media the different programs that are available, the concerts that the Library has, the classical concerts and jazz and those things. They are also being broadcasted out.

The digital access and the programing has really expanded our reach, and we have seen such an uptick in people viewing online, viewing whenever they can, and they do not have to be there in person. It has been a wonderful——

Senator WELCH. I mean, how does that work? You mean for like a program, you can go on the link, and you can call it up, and see a recording of it?

Dr. HAYDEN. For different programs, some you can watch simultaneously, some you can watch later, and they are on the Library's website. If you missed an author, you can go on to the website and view the author talk.

Senator WELCH. But you are digitizing some of your products—the collections——

Dr. HAYDEN. Now the collection is another aspect.

Senator WELCH. Just go on about that a little bit. Explain that.

Dr. HAYDEN. At this point of the 175 million items that the Library has, we have digitized 61 million items that are available, and that includes something that we were able to do during the pandemic, and that is to digitize the collections of 23 Presidents, early Presidents from George Washington to Calvin Coolidge, the papers of Rosa Parks.

Those collections are available for anyone to look at. We also have some collections that are rights free that are online—so what we are not putting on are things that are covered by copyright or that have rights restrictions. But the manuscript collections are the ones we are prioritizing.

I would also mention that we had during the pandemic, and then continued, a transcription project with the public. Hundreds of thousands of items were transcribed and put up, like letters to Abraham Lincoln that had not been seen.

Now you can see what he wrote, but also a transcription that you could probably read. All of this makes the collections come alive and we are putting up and making sure we digitize the unique things——

Senator WELCH. Right.

Dr. HAYDEN. Teddy Roosevelt's diary. Clara Barton's diaries. Those are the things that you would have to come in person to see.

Senator WELCH. Great. Thank you. I yield back, Madam Chair. Thank you very much.

Chairwoman KLOBUCHAR. All right. Well, thank you. The votes being called but Senator Fischer is going to ask the one or so questions, and then I will finish up with a few more. Thank you, Senator Welch. Senator Fischer.

Senator FISCHER. Thank you. Just a short question for you, Dr. Hayden. The Library is looking at the final year of the current five year strategic plan.

Can you talk about the success of the implementation and what benefits are the Library and its users going to be able to see as a result of this?

Dr. HAYDEN. Well, this is the fifth and final year of our current plan, Enriching the Library Experience. It put the users in every part of the Library—the Congress, the creators, the connectors, the learners—at the heart of what we do, and it has guided us in terms of how we reach out to our customers, how we measure success, and also how we bring in the digital aspect to reach them.

We have started this past summer on the new strategic plan. One exciting part about it is that we have come so far with the digitally enabling aspect from the previous plan. We had a separate digital strategy from the strategic plan—it was a separate.

Now the digital strategy is going to be integrated in, and it has been really exciting. Our Chief Information Officer, Judith Conklin, who is here with us today and a cybersecurity expert, I have to mention that.

Technology is baked into everything we do, and so that will be a wonderful part of synergy. We will be ready to launch the new strategic plan, new five year plan, fiscal year 2024 to 2028, on October 1st. We will be, of course, briefing the Committees and everything before that. But it is really an exciting time because—

Senator FISCHER. Thank you.

Dr. HAYDEN [continuing]. digital is part of everything now.

Senator FISCHER. It is. It is. Well, thank you very much, doctor.

Chairwoman KLOBUCHAR. Thank you very much, Senator Fischer. I promised copyright questions that I know you have been waiting for. Very simple area. Last year, the copy—that was sarcastic.

Last year, the Copyright Office fully rolled out its online filing system as part of its effort to improve processing times for those seeking a copyright. Since you last testified before this Committee, the Office further reduced average processing times, which was one of the major goals for many of us, for copyright applications by nearly a month, down from 3.4 months to 2.7 months.

What steps is the Copyright Office taking to continue reducing the amount of time it takes to process applications? Can you briefly explain the importance of the Copyright Office's ongoing work to make all of its public services, including records and licensing available online?

You can take the online question first, and then go into the amount of time and what you are doing to try to reduce time.

Dr. HAYDEN. The reduction in the processing times was significant and was a major effort because the processing time, and this

is even during the pandemic, decrease from those 3.4 months down to 2.7, and it has fallen even more during this fiscal year, and currently is 2 months. Ninety-eight percent of the applications are now being filed electronically and 85 percent of the applications for registration were received with electronic deposits.

The backlog of physical deposit claims that existed before the pandemic have been eliminated. The recordation pilot and the public records were made available to the public. We have had an opportunity to make millions of record book pages available online that were before totally in print.

We released hundreds of thousands of application cards. When you think about the outreach and what the Copyright Office has been able to do in terms of using technology, they are well on their way with their IT modernization, and they have a public advisory board that has been reviewing along the way their efforts and being part of the testing.

We are looking at that as a model, too, for the CRS efforts.

Chairwoman KLOBUCHAR. I know that keeping the staffing on the CRS side as well—I was going to mention that—you brought up CRS—is going to be really important and maybe I will end with that, but I just have another copyright question.

In March, the Copyright Office launched a new initiative to examine copyright law and policy issues raised by artificial intelligence. I assume that means you are going to solve all our artificial intelligence issues for the Nation.

But in truth, if you could talk about this. I have actually been pushing people from the White House to our—my fellow Members of Congress in briefings, both closed door and open, that we want to make sure one of the major goals of any rules that we adopt, whether it is the Administration or through Congress, which I think we will have to pass laws as soon as possible, that we also clarify and include some of the protection of intellectual property.

Then whether that is copyrighted news stories or whether that is movies or whether that is any kind of copyrighted material, especially since while there is an exception under Section 230 so that there can be lawsuits regarding copyrighted material, there has been a lot of fast and loose playing when it comes to our content online in the past by some of these major platforms, not to mention minor platforms.

I am very concerned about that going forward since innovation and ideas and American leadership in that area has been one of the keys to the success of our incredible American economy. Losing that, no matter how desirable leading in AI is, which we understand the importance of that, but losing that right over new ideas and innovation could be devastating to our economy and to our way of life.

In your view, how is the office doing in terms of keeping pace with technology challenges posed by copyright applications involving artificial intelligence? How can we be helpful?

Dr. HAYDEN. The Copyright Office is very aware of the developments with AI technology. They are reviewing more and more applications for works created by AI. They also have rejected claims for copyright protection on works or portions generated by AI, on the grounds that copyright requires human authorship.

They are also looking at how AI is going to affect the entire copyright system, including the issues with authorship, ingestion of large volumes of work for machine learning, and the register of copyright.

Chair Perlmutter joined the Director of the United States Patent and Trademark Office in a letter last December to two Senators describing their initiatives and activities. Both agencies are working very hard. Just this March, the Office of Copyright launched a comprehensive initiative, including guidance that they provide to those seeking to register works created with AI tools.

They hosted a series of events, and the Register of Copyrights has been a keynote at several of these events, assessing it and the copyright issues. They are soliciting public comments and a notice of inquiry. They are making use in their own office of using artificial intelligence, like how they can extract data.

They know that the speed of AI is going to affect their work, so they have also been involved with some Federal litigation, and they even have issued a letter canceling a registration for a graphic novel that was later found out not to have been authored by that.

They are very involved, and they have said that they know that this is going to make marriage a part, because of what you have said.

Chairwoman KLOBUCHAR. Thank you. Let me just have my last question here. Senator Hagerty has arrived, and it is fitting, given his home State of—Tennessee and Nashville—my question is about music, and that is the Music Modernization Act, bipartisan legislation I supported that became law in 2018 to update the music licensing process and make it easier for songwriters to receive compensation from digital streaming services.

Last October, the Copyright Office proposed a new rule, which is supported by artists and songwriters, to clarify that songwriters should be the ones to receive royalties from streaming services if they have regained the rights to their music, not their former publishers.

What do you expect the Copyright Office—when do you expect the Copyright Office to issue a final rule on this matter?

Dr. HAYDEN. Well, thank you for the question, because it is an open rulemaking, and the Copyright Office must follow the rule-making procedures set out under the Administrative Procedure Act. I will not be able to give any definitive on a timing. I would like to refer you, though, to the Copyright Office for the response, so they can provide a response for the record.

Chairwoman KLOBUCHAR. Okay. Thank you. I will do that. Thank you very much, Dr. Hayden. Senator Hagerty.

Senator HAGERTY. Thank you, Senator Klobuchar. Thank you for opening on my favorite topic of the music industry. Dr. Hayden, thank you for joining us today. It was nice to be with you at last night's leadership dinner. I think everybody had a wonderful time. Thank you for the hospitality.

I also want to compliment your Youth Leadership Council, too. It is an excellent organization. To go back to the topic of music, I would like to talk with you about the United States Copyright Office. It is housed under the Library of Congress, and it has a

unique role in ensuring the responsible implementation of new technologies such as artificial intelligence.

While artificial intelligence offers many promising benefits, its increasing prevalence does not come without certain drawbacks. Tennessee is home to so many performing artists and songwriters who have the potential to be greatly impacted by artificial intelligence.

I am sure you are aware, last month, artificial intelligence was used to clone the voices of two artists, Drake and The Weeknd, and it was used to produce a song that went viral on social media.

My first question, Dr. Hayden, is given the growing pervasiveness of AI, how does the Copyright Office plan to protect the copyrighted works and use of voices of performing artists?

Dr. HAYDEN. I mentioned that the Copyright Office is very aware of the impact of AI, and they are now rejecting claims to copyright protection for works or portions of works generated by AI. That is on the grounds that copyright requires human authorship.

They also are looking at the impact of AI on the broader system, and they are working with the United States Patent and Trademark Office as well regarding these initiatives. It is something that they are keenly aware of, and the Register of Copyrights, Chair Perlmutter, is very involved.

Senator HAGERTY. Could we go just into a little bit more detail on what you just mentioned, the decision by the Copyright Office that a work cannot be registered if it is made without any creative contribution from a human being, from a human actor? Just clarify that for us.

Dr. HAYDEN. Well, I might not be able to clarify it as carefully as the Register, and she can provide that for you, for the record. We understand that the current copyright law requires human authorship, and the level is what is also a concern.

Senator HAGERTY. Okay. I appreciate coming back, getting more detail, but again, thank you for the leadership of the Copyright Office on this front. Also in March, the Copyright Office issued a statement of policy to clarify its practices for examining and registering works that contain the material that is used by AI.

Undoubtedly it is going to play a significant role in the creative process. I very much appreciate the activity there at the Copyright Office of launching its new artificial intelligence initiative in March of this year. My hope is, Dr. Hayden, that you will continue to maintain your attention to this important matter.

I am sure that you will. I would like to point out that it is not an issue that nearly applies to the music industry. Indeed, I think it represents a much larger and more complex set of issues that we are going to have to address as a Nation when we deal with artificial intelligence and as it proliferates across every aspect of our culture, society, our economy.

But I think that you have an incredibly important role to play and an important leadership role to play that affects my state and an industry that is very important. Thank you for your leadership there. Madam Chairwoman.

Chairwoman KLOBUCHAR. Well, thank you very much, Senator Hagerty. I think I have to go vote at this moment, but I wanted to thank you, Dr. Hayden. It has been—I think we have covered

many of the topics I introduced. I will put some questions on the record about your work with the blind, as well as the work that we—I mentioned on staffing with CRS.

But I am grateful for you for being here today and sharing all that you have done and are continuing to do to modernize and increase public access to the Nation's Library while preserving its rich history.

It makes clear to me that the Library is a place for everyone, whether they are ones of the many visitors, and I loved your goals of getting those numbers up. Of course, we have seen a major increase since last year, but we want to share that with even more people.

I hope that the changes that you are making, which Senator Fischer was so positive about, as I am as well, with the Treasures, and with the changes to have a Welcome Center, and The Source and the like, will be viewed as a reason for even people who have not been there for a while to return to the Library of Congress.

We also, as noted by Senator Hagerty, artists and songwriters, protect their work in the Library of Congress and with the Copyright Office. Researchers delve into our history, like maybe my husband has done a few times, writing some books as a law professor. Visitors come to see the Library's beautiful exhibits, like Thomas Jefferson's collection of books.

I look forward to continuing to work with my colleagues on this Committee to support the Library, as noted by our Ranking Member. I thought that was very important what she said, that is, you want to proceed with this project, and we are there with you and want to do anything to get whatever obstacles out of your way so you can get it done.

As we always say, the obstacles are not obstacles. Sometimes the obstacles are the path, which means coming to us for help, and so we can support your Library and your dedicated employees. Thank you very much. The record will remain open for a week, and we are adjourned.

Dr. HAYDEN. Thank you.

[Whereupon, at 3:45 p.m., the hearing was adjourned.]

APPENDIX MATERIAL SUBMITTED

**Statement of Dr. Carla Hayden
Librarian of Congress
Before the
Committee on Rules and Administration
United States Senate
“Oversight of the Library of Congress”**

May 10, 2023

Madam Chairwoman, Ranking Member Fischer, and Members of the Committee:

Thank you for the opportunity to provide an update on the Library of Congress (Library) and its operations.

The Library of Congress is the largest library in the world with a collection of more than 175 million items that we preserve and make accessible in support of our mission to engage, inspire and inform the U.S. Congress, who is first and foremost among our users – and the people you represent, the American public. We appreciate the support and interest of this Committee as we continue our more than 220-year history as the steward of the national collection and a repository for our shared cultural heritage.

Each day, the Library serves its many users through a variety of programs, services, exhibits, and virtual offerings. In Fiscal Year (FY) 2022, the Library returned to normal operations for the visiting public, welcoming approximately 370,000 onsite visitors to our buildings. For those who could not visit in person, our robust and expanding online presence recorded over 151 million visits to the Library’s websites and over 520 million page views.

Our core services include providing authoritative information to Congress and offering a wealth of knowledge to researchers. Each year, the Library responds to hundreds of thousands of reference requests from Congress, the public, and other federal agencies. In FY2022, the Congressional Research Service (CRS) published nearly 1,100 new products and responded to more than 73,000 congressional requests. We also inspire authors, musicians, and other creatives who engage with our collections, as well as ensure they can register their works for copyright

protection through the U.S. Copyright Office. The U.S. Copyright Office issued more than 484,000 copyright registrations in FY2022, a 16 percent increase over FY2021, while also bringing the average time to process a registration application down from 3.4 months to 2.7 months. These times have continued to decrease in FY2023, currently standing at about 2 months on average, and for fully electronic claims without correspondence, the average is 1.2 months. The National Library Service for the Blind and Print Disabled (NLS), as the principal provider of accessible reading materials for the blind and visually impaired population of the United States, circulated more than 22 million copies of braille, audio, and large-print material. Teachers from around the country received training about how to use the Library's primary resources, and the Library took 8.7 million preservation actions to ensure the longevity of resources across our collection.

The Library has also moved forward in substantial ways to enhance the ways we engage users both onsite and online to deepen their connection to the Library. Some examples include enhancing one of our most popular programs, the Veterans History Project, to make the stories of U.S. military veterans and their families more accessible online through a new modern website. The program now has more than 114,000 individual collections, spanning from World War I to recent conflicts. Our By the People volunteer transcription program increased its outreach footprint, supporting sixteen active campaigns and making 282,000 new images available for transcription. This program has been quite popular; public contributors helped complete 197,000 transcriptions in FY2022, bringing the lifetime total of the program to over 500,000 transcriptions.

Virtual programming and live-streaming at Library signature events like the National Book Festival have meant that we can reach more people in their homes even as we return to hosting large-scale in-person events. The most recent book festival in 2022 was the most geographically diverse in-person festival the Library has held to date, but festival-goers did not have to come to Washington, D.C. to participate. We learned from our experience of adapting the event to a hybrid model during the pandemic, and were able to continue offering online content now that we are fully back in person.

Our buildings are once again buzzing with researchers, visitors, school groups, and tourists. Onsite events have returned since the pandemic at a robust level, with a 75 percent increase in events

since FY2021. We even introduced a new public event series last year, Live! at the Library, which extends our public hours on Thursday evenings from 5:00 to 8:00 pm. These events provide a new opportunity for people to visit our exhibits and participate in live programming and workshops. I am excited about opportunities like this to open up our treasure chest as well as the many opportunities that lie ahead to make our physical spaces more engaging for Members of Congress and your constituents who visit Capitol Hill.

Enhancing the Visitor Experience

In partnership with the Library's authorization and appropriations committees of jurisdiction and the Architect of the Capitol (AOC), the Library is creating an all new visitor experience that will invite visitors to discover more of our treasures, programs, and services. The Visitor Experience Master Plan (VEMP) was approved by Congress in 2019. The physical components of the plan include an Orientation Gallery that will feature our restoration of Thomas Jefferson's Library, a Youth Learning Center where young learners and families can interact with our collections, and a Treasures Gallery to display the wonder, scope and history contained within our special collections.

At the heart of the VEMP is a commitment to preserve and celebrate the historic elements of the Thomas Jefferson Building, while repurposing non-historic back-of-house employee workspace for the new Orientation Gallery and renovating other non-historic public areas into a space dedicated for children. The new Treasures Gallery will be installed within existing exhibit space and has been designed to provide visitors with a greater appreciation for the historic space the exhibit will occupy. In addition to our goal of providing opportunities that can be enjoyed by a multitude of audiences, these improvements will not impact the historic Great Hall, Main Reading Room, nor the Library's support of onsite research.

The Library remains committed to ensuring the VEMP is implemented for the America250 celebrations in 2026. We are on or under budget in nearly all Library specific components and in some instances have had to make the difficult decision to simplify design elements to ensure a judicious project schedule. While the timeline and significant AOC construction budget increases recently identified by the AOC are impacted by a number of factors, to include general construction

escalation costs, the Committee's direct involvement and unwavering support of the project, and that of the Acting Architect of the Capitol, will continue to ensure critical milestones are reached and we are able to open these amazing offerings to the public for the U.S. Semiquincentennial anniversary.

Strategic Planning and the Path Ahead

As the Library looks ahead with an eye toward maintaining a high level of service for its many user groups, we are guided by the continuous effort of agency-wide strategic planning. The current plan, "Enriching the Library Experience," was released in 2019 and is now in its fifth and final year. It puts Library users – Congress, Creators, Connectors, and Learners – at the heart of all we do. Along with the Library's Digital Strategy, this strategic plan has guided us to enrich user experiences with all parts of the Library, and I am proud of the extraordinary progress we have made in service to our goals, despite the substantial upheaval of the pandemic. Such progress includes increasing access to digital content and records across the agency, achieving major modernization efforts for the agency as a whole and within key service units, and making progress on the VEMP.

Our approach to developing the Library's next strategic plan for FY2024 – FY2028 leverages the success of our previous work, engaging external stakeholders and a core group of 45 leaders and staff throughout the Library to create a plan that will continue to emphasize themes that unify Library service units, while also supporting their discrete missions. The Library's digital transformation is one particular theme that has carried across every part of the agency. We launched a Digital Strategy in 2019 to complement the strategic plan. Driven by the strategic plan, the Digital Strategy described what the Library should look like, in terms of its digital transformation over the next five years, including initiatives that were already in process. Importantly, the new Strategic plan will integrate the Library's digital strategy and strategic plan into one document. This is a reflection of both the progress made and the continued focus on digital transformation across the agency.

Digital Transformation and Information Technology (IT) Modernization

The Library has made significant progress in modernizing its enterprise technology, which serves as the foundation for all digital transformation work completed in recent years and currently underway. The Library has fundamentally rebuilt its IT infrastructure and technology management practices since the Government Accountability Office (GAO) issued its report on the agency's information technology in 2015. Working with GAO, the Library has addressed 98 percent of all public and non-public recommendations, leaving only two that are not yet considered "closed as implemented" as they require multi-year solutions. Thanks to the investments of Congress and the support of this Committee, we are now a more digitally-enabled organization, which is critical to our ability to keep up with the demands of Congress and the expectations of a modern library.

Major modernization initiatives are underway in several key Library service units where great progress is being made. We are developing a new Library Collections Access Platform (LCAP) to replace legacy library management systems and modernize the core operations that provide access to the Library's collections. In CRS, we are working jointly to develop the Integrated Research and Information System (IRIS), which will replace the current system used to author reports and provide service to Congress. We expect the initial components of this system to launch late this calendar year.

In NLS, we have launched BARD 2.0 – a major upgrade of the Braille and Audio Reading Download (BARD) system our patrons use to download NLS content. The new cloud-based system provides a much simpler user interface and can support more than five times as many patrons. The new braille e-reader project also continues to be successful. What started as a pilot has now expanded to 42 states with over 7,000 devices distributed.

The Library is working jointly with the U.S. Copyright Office to build an integrated, modernized technology system that is efficient and more intuitive for the public to use. I am pleased to report that new critical systems within the Enterprise Copyright System are live, being used by the public, and receiving positive feedback. Beginning in 2020, we launched a new Copyright Public Records System, which allows users to efficiently search for copyright registration data and records. In 2022, we released the first-ever electronic copyright Recordation system, which replaces a legacy

paper-based system used to record documents related to copyright ownership. The Library and the U.S. Copyright Office are now focusing on building a next-generation Registration system to replace the largest legacy system in the U.S. Copyright Office, known as eCO. The new Registration system will greatly improve the user experience as well as streamline the application process.

As an agency powered by technology, the Library has taken an important lesson from the private sector by adopting a “continuous development” approach for maintaining major IT systems once they are developed. In practical terms, this means IT professionals are always working to improve each system, from its inception, to prevent technology from falling behind or becoming out of date. In contrast to many of our legacy systems, new systems will be assessed and improved at regular intervals with new features added as needed. A prime example is Congress.gov, which is currently in continuous development and updated every three weeks with a steady stream of new features based on user feedback. We also recently launched a highly anticipated public Application Programming Interface (API), making legislative data more accessible, reliable, and now machine readable. Our goal is to implement the continuous development approach across all of our major IT systems and that work is underway.

The Library is also remaining vigilant against cybersecurity threats. We take our responsibility to ensure Library systems are secure as a national priority, which requires that we strive to maintain and consistently mature a comprehensive suite of cybersecurity tools to stay ahead of increasingly sophisticated threats. Ensuring our IT security posture would not be possible without investments received from Congress and the collaboration of our Legislative Branch partners. Actions taken in recent years to maintain and increase a strong cybersecurity posture include centralizing IT security protections; increasing resources to ensure the continuity of mission-critical technology; and implementing National Institute of Standards and Technology (NIST) security standards, including the latest and strongest catalog of NIST IT security controls in 2022. In addition, the Library regularly participates in the Legislative Branch Cybersecurity Working Group, composed of representatives from all Legislative Branch agencies and staff representatives from the U.S. Senate and the U.S. House of Representatives. It is a vital resource for cybersecurity on Capitol

Hill that does great work to coordinate responses to security threats and facilitate the inter-agency exchange of expertise.

Legislative Initiatives

Lastly, but importantly, the Library is requesting several changes in our legislative authorities this year that will help us enhance our service to Congress, improve our operations, and continue to meet our mission. This includes language to strengthen our workforce by improving our recruitment tools and allowing the lending of detail employees between the Library and other federal agencies; language to make our transfer authority process more efficient; and language to expand our National Film and Sound Recording Boards to increase the representational expertise of those boards. We also seek to create a new program that will allow the Library to partner with minority-serving institutions and their students to develop future talent in the library and archive fields as well as serve the Library's mission by helping to expand our collection and promote broader access. I look forward to working with the Committee on moving these important initiatives forward this year and urge their consideration.

Conclusion

The Library continues to execute its strategic plan by enhancing our services to users, increasing access to our buildings and collections, and modernizing to become more digitally enabled. We are excited about the progress that has been made, the work that remains to be done, and the promise of the future enabled by these efforts.

As always, the Library remains committed to providing excellent service to Congress as your Library. I thank you again for your continued interest and support for the Library of Congress, and for providing an opportunity to update the Committee on these important topics.



The Honorable Amy Klobuchar, Chair
Committee on Rules and Administration
Chair, Joint Committee on the Library
United State Senate
425 Dirksen Senate Office Building
Washington, DC 20510

May 17, 2023

Attention: Kristin Mollett, Operations Director, Majority Staff kristin.mollett@rules.senate.gov

RE: Submission for the Record – Hearing: Oversight of the Library of Congress,
Wednesday, May 10, 2023

Dear Senator Klobuchar:

The Committee of 100 on the Federal City (C100) and **DC Preservation League (DCPL)** jointly submit for the record the following comments in response to the May 10, 2023, Senate Committee on Rules and Administration Oversight hearing on the Library of Congress. We were gratified to hear Librarian of Congress Hayden's testimony describing the Library's many recent accomplishments - particularly advances in Information Technology and making more rapidly accessible to scholars and the American public the vast resources of the world's largest library. An important achievement, to be sure! However, we were disappointed Dr. Hayden did not address in any detail the widely touted Visitor Experience Master Plan (VEMP). The Plan seeks to re-invigorate the visitor experience and reimagine the Library as a learning center (particularly for younger visitors), and better exhibit the Library's many treasures, all goals which we applaud.

As you may know, DCPL, C100, and other organizations have expressed serious concerns about how the VEMP may adversely affect many of the historically significant interiors of the spectacular and historic Jefferson Building. Unfortunately, understanding how Dr. Hayden's admirable goals will be achieved has been difficult – if not impossible. The concept plan was developed largely in secret from the public and remains unavailable even now. Given the historic importance of the Jefferson Building, the high regard and affection in which Americans hold the building with its magnificent historic interiors, and the significant annual appropriations of public funds supporting the Library and the VEMP, it remains a puzzle why it has been so difficult for the public to know and comment on what is planned.

As is inevitable in our nation's capital, certain elements of the VEMP "leaked," – which have caused significant alarm from many concerned parties. Specifically, we understand serious consideration is (or was) being given to: 1) cutting an immense hole (called the "Oculus") in the center of the floor of the Main Reading Room; 2) removing the iconic and monumental Central Desk, which is instantly recognizable the world over and is the central historic feature of the room; 3) eliminating the core library function or use of the Main Reading Room and moving to the Adams Building the distribution of books and scholars and researchers working at their desks; 4) dismantling the historic Control Room beneath the Central Desk; and, 5) yet to be revealed plans to remake or significantly change many of the historic public spaces in the historic building (hallways, stairs, and other historic rooms) adjacent or leading to the Main Reading Room. We understand that all these are designated "heritage assets" by the Architect of the Capitol (AOC) under US Government Order 37-1. As such, they must be conserved and protected to the highest preservation standards. Despite keen interest, what is currently being proposed for these important features remains elusive. More detail on these features, including our views, is set forth in the attached Appendix.

As mentioned, the lack of knowledge and access to what is, in fact, planned for the VEMP, is becoming a liability for Dr. Hayden's vision. While the Oculus proposal has been abandoned, and it appears that the Central desk will remain (though we haven't seen anything definitive from Dr. Hayden on this), the complete Master Plan should be made available to the public. Greater openness is required. Among other things, we would like assurance that the Great Reading Room will continue to be a reading room, not merely a museum. Dr. Hayden should invite review and welcome broad public support for the VEMP. DCPL and C100 remain supportive of the Librarian's vision to increase visitorship and provide diverse experiences for all to enjoy. We believe the goals of the VEMP can be met and exceeded while preserving the Library's treasured historic spaces.

PROPOSAL: 1) We ask that the Librarian of Congress and the Office of the Architect of the Capitol be directed to make the VEMP concept plans for public review and comment. There will inevitably be broad public interest. 2) Similarly, we recommend that the Librarian of Congress and the AOC consult with DCPL and C100, and other key cultural conservation and preservation institutions here in the nation's capital on the VEMP Plan, including the National Trust for Historic Preservation, Society of Architectural Historians, American Institute of Architects, and American Institute for Conservation of Historic and Artistic Works. We would be pleased to assist in organizing such an advisory group. Such gestures will only make the VEMP more credible and garner more support for Dr. Hayden's admirable vision.

Please feel free to contact either of us if you have any questions, require additional information, or would like to meet. We are encouraged by your continued interest in the Library of Congress and know you treasure it as much as the Nation's Capital's citizens as does the nation.

Sincerely,



Shelly Repp, Chair
Committee of 100 on the Federal City
chair@committeeof100.net



Rebecca Miller, Executive Director
DC Preservation League
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About the Committee of 100: Celebrating our 100th anniversary in 2023, *The Committee of 100 on the Federal City* is a nonprofit organization dedicated to safeguarding and advancing Washington's historic distinction, natural beauty, and overall livability. Volunteer members contribute expertise and civic action in the service of responsible planning in Washington, DC.

About DCPL: The DC Preservation League was founded in 1971 as "Don't Tear It Down" to save the Old Post Office on Pennsylvania Avenue from demolition. For more than 50 years, DCPL has worked to preserve, protect, and enhance thousands of our nation's capital's historically and culturally significant built resources.

cc: •Marcel Acosta, Director, National Capital Planning Commission marcel.acosta@ncpc.gov
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 •Sue Ann Pemberton-Haugh, AIA, American Institute of Architects Sueann.pembertonhaugh@utsa.edu

Appendix attached

Appendix

As referenced in our letter, there are a number of areas and features designated "heritage assets" by the Architect of the Capitol (AOC) under US Government Order 37-1. As such, they must be conserved and protected to the highest preservation standards. What is currently being proposed for these important features remains elusive. Specifically, it is our understanding that the lower-level entrance foyer and groin-vaulted Central Lobby will be renovated to include covering the original marble flooring with resilient sheet flooring and painting the upper walls and ceilings white to "neutralize" the elaborate poly-chromed plaster vaulted ceiling, and all of the historic pendant light fixtures will be removed and replaced. Further, an extruded aluminum grid fabric is intended to wrap the walls and ceilings of the Lobby space to further disassociate the space from its distinguished 1897 historic character. These two public spaces are classified as Restoration Zones in the AOC's 2015 "Thomas Jefferson Building Preservation Guide." The proposed treatments are incompatible with these guidelines. We recommend that the VEMP respect the existing historic character of these Lower Level Restoration Zone spaces by removing all the inappropriate VEMP Scope of Work here.

We also understand that two new gift shops are proposed for the Great Hall's flanking vestibules that will have the above-described wall-to-wall resilient flooring covering the historic marble. These vestibules are Restoration Zones, and the resilient floor covering proposal should be removed to preserve the strong visual connection with the elaborate marble flooring celebrated throughout the Great Hall.

Further, it is our understanding that the original cast iron and oak stair and modern dumbwaiter beneath the Main Reading Room Distribution Desk are proposed to be removed to create the new Visitor Orientation Center. However, the loss of the Librarian's circulation path from the Distribution Desk to the Lower Level should not be permanent as a result of this Rehabilitation Zone Orientation Center modification.

As mitigation for removing the original stair and modern dumbwaiter, we recommend relocating these two circulation elements to a suitable location at or near Alcove 7. By re-establishing these useful functions within Alcove 7, the ability to have books and resources delivered conveniently to the Reading Room's central Distribution Desk from the Lower Level will continue to be viable.

Senate Committee on Rules and Administration
 Oversight of the Library of Congress
 May 10, 2023
 Questions for the Record
Dr. Carla Hayden

Chairwoman Klobuchar

As you noted in your written testimony, the Library has made significant improvements to its information technology systems in recent years—including addressing 98 percent of the recommendations in a 2015 Government Accountability Office report.

- **Can you expand on the steps that the Library has taken to guard against cybersecurity threats in an effort to ensure that its systems remain secure?**

Answer:

The Library takes cybersecurity very seriously. Our Chief Information Officer is an information technology (IT) security expert and has constructed a robust IT security program for the Library, building on the recommendations made by the Government Accountability Office (GAO) and the Library's Office of the Inspector General (OIG). We professionalized our IT security staff and centralized them into the Office of the Chief Information Officer (OCIO) in 2017. With strong congressional support, we have also built a robust, defense-in-depth IT security strategy using many of the best tools on the market to protect our IT systems and data.

The Library follows the newest and strongest catalog of National Institute of Standards and Technology (NIST) IT security controls, and has been working closely with one of the top IT security companies in the nation to harden our IT infrastructure and better protect our network and data from ransomware and other advanced cyberattacks. We have instituted multi-factor authentication for our users, and ensure all of our IT systems and infrastructure are monitored for vulnerabilities and malicious activity. All Library data is protected and backed-up in multiple locations, and all Library IT systems have a current authority-to-operate per NIST guidance, up from approximately 35% in 2015.

The Library is continuously updating and refining our cybersecurity protections. We have identified and closed over 6,500 IT security vulnerabilities in the last three years alone. We are implementing Zero Trust architecture, which structures our network to protect congressional and other high-value data, and we are working to fully integrate cybersecurity across our hybrid environment, including our cloud-hosted systems and applications.

Finally, we work closely with the other Legislative Branch agencies, and the broader national cybersecurity community, to ensure we have the intelligence and tools needed to protect the Library, our data, and our users, including Congress.

During the hearing we discussed the *Music Modernization Act* and the Copyright Office's proposed rule clarifying songwriters' access to streaming royalties if they have regained the rights to their music.

- **Can you provide an update from the Copyright Office on its progress in this area?**

Answer:

On October 25, 2022, the Copyright Office published a notice of proposed rulemaking in the Federal Register addressing the applicability of the Copyright Act's derivative works exception to termination rights in the context of the mechanical blanket license established by the Music Modernization Act. In response to the notice of proposed rulemaking, the Copyright Office received over 40 written comments from the public on the proposed rule. These comments were signed by and reflected the views of hundreds of interested parties, including songwriters, music publishers and administrators, record labels, public interest groups, academics, practitioners, and others. At this time, the rulemaking proceeding remains open and pending, and the Copyright Office is continuing to evaluate and consider the comments received on this important issue. Notably, a number of the comments suggested that the Copyright Office expand the scope of the original proceeding to inquire into a number of related issues, such as how the mechanical licensing collective established by the Music Modernization Act should handle letters of direction, notices of ownership changes, and related disputes. In light of these comments, the Copyright Office is considering issuing a supplemental notice of proposed rulemaking seeking public comments on these additional questions.

You testified that the National Library Service for the Blind and Print Disabled has circulated more than 22 million copies of braille, audio, and large-print material.

- **What are you doing to educate people about these resources, and can you tell us more about your efforts to continue to expand access to these types of materials, including secure downloadable materials for smartphones?**

Answer:

In FY2022, National Library Service for the Blind and Print Disabled (NLS) circulated over 22 million copies of braille, audio, and large-print material (22,353,597 to be exact). These circulations continued our existing trend of ever-more circulations to NLS patrons (i.e., 20,278,288 in FY2020; 21,581,538 in FY2021; and again, 22,353,597 in FY2022).

NLS uses numerous means to educate its patrons and potential patrons about its services and world-class collection. In recent years, it's taken numerous strides to become more and more patron-centric and communicate effectively so that our network of cooperating libraries and our patrons know what content we have, how to find it, and how to access it for their reading pleasure. In essence, NLS is focused on *discoverability* because without it, a collection remains that in name only.

For example, NLS has implemented the following: a monthly conversation, [Many Faces of BARD](#), open to all patrons on all things Braille and Audio Reading Download (BARD), which is NLS's online interface of content; [Patron Corner](#), a quarterly discussion open to all patrons to discuss issues with NLS; an [enhanced website](#); a new [Spanish-language website](#); a new [International Language Quarterly](#); a new internal organizational section (i.e., the Patron Engagement Section); new discoverability features on [BARD](#); and a [new catalog](#) which has much improved searching, navigation, and opportunities to communicate with NLS collections staff.

NLS is always trying to [expand access to its BARD content](#), including secure downloadable

materials for smartphones. Our smartphone app, BARD Mobile, is available in three platforms (iOS, Android, and Amazon Kindle), and is continuously being upgraded and improved by the Library's OCIO. In fact, in January the OCIO and NLS deployed the first production release of BARD 2.0. This release deployed the new BARD 2.0 user interface and application programming interfaces (APIs) that include patron notification alerts, vastly improved searching capabilities, patron privacy upgrades, wish list, reading history, and book and magazine subscription capabilities within the platform. The upgrade utilizes the OCIO Continuous Development and automated testing, which greatly increases the ability of the development team to deploy releases easily and more rapidly. The new optimized-for-accessibility web pages and APIs improves the patron experience for those subscribing to BARD, with more modernized means to access the NLS content. This release also employs a microservice-based architecture and a redesigned database capable of supporting 800,000 users (over 500% improvement from the legacy capability). Finally, NLS outreach to its audience - national in scope - was recently recognized with a [Platinum Award in the Hermes Creative Awards' Digital Marketing Campaign](#), because of its state-of-the-art, effective advertising. NLS proudly engages in all these efforts so That All May Read.

As we discussed, the Congressional Research Service (CRS) provides valuable research support for Members, our staff, and the public, and it needs a strong workforce to keep up with demand for its work products.

- **What efforts are you making to recruit, retain, and support CRS staff?**

Answer:

CRS continues to recruit, retain, and professionally develop a diverse, highly skilled workforce to meet the evolving needs of Congress. Specific goals for developing our workforce are identified in the CRS Operations Plan around recruitment, training, and communications. CRS has taken the following steps to enhance recruitment and retention:

- CRS develops and executes a recruitment plan for merit selection positions that includes outreach to potential applicants from underrepresented groups. During FY2022, CRS participated in more than 30 recruitment events, many of which were sponsored by minority-serving institutions and schools or organizations with a focus on underrepresented groups and has participated in 15 events thus far in FY2023.
- CRS supports paid summer internship opportunities through the CRS Student Diversity and Inclusion Internship Program, which is designed to introduce a diverse and inclusive group of students to career opportunities with CRS and to position CRS as a future employer of choice. Annually, CRS recruits nation-wide through this program and employs students for 10 weeks in the summers.
- In FY2022, CRS completed its Capstone project with Texas A&M University's Bush School of Government and Public Service to research strategies for improving the recruitment and retention of a diverse workforce. The recommendations inform the work being done in this area by the Library Diversity and Inclusion Working Group, including a recommendation to adjust language in vacancy announcements and on the CRS Career Opportunities webpage.
- CRS uses existing tools and flexibilities for recruitment, including salary adjustments for selectees, and for retention, such as reimbursement of bar dues for attorneys, which was implemented in response to staff feedback.
- CRS continues to offer training opportunities for leadership, writing, and presentation skills and

has developed customized statistics and data training courses to support staff professional development.

- CRS is creating a framework to provide staff in grade levels GS-9 and below with more developmental opportunities to strengthen skillsets in their current position and provide the necessary knowledge, skills and abilities to apply for higher graded positions.
- CRS has developed and implemented a framework to provide opportunities for staff to complete internal or external developmental rotational assignments.
- To remain competitive in the employment market and ensure service to Congress, CRS has updated its telework program to provide additional time and attendance flexibilities to enable staff to better balance work-life responsibilities, including situational telework, “hybrid” (in other words, ½ onsite- ½ offsite) workdays, and increased opportunities to earn credit hours. A 100% telework pilot program was recently initiated for legislative analysts who author bill summaries.
- CRS uses available authorities for awards, including performance awards, on-the-spot awards, and time off awards.
- CRS has increased funds spent on professional development and associated travel for employees.
- CRS, in response to staff feedback, began reimbursing bar fees this fiscal year.
- CRS is collaborating with the Office of the Librarian to conduct a CRS-specific barrier analysis.
- In FY2022, CRS implemented a working group with participants across the divisions to identify obstacles and areas of improvement in our efforts on hiring and retention.
- In FY2022, the CRS American Law Division (ALD) established the first ever CRS use of an open continuous vacancy model, which allowed the division to hire ten attorneys in less than a year.

Senator Fischer

Increasing Accessibility of Library Collections and Services:

- **The Library is an invaluable institution and Congress and the public are fortunate to have it. How are you making the Library more accessible to my constituents and Americans who are unable to visit and experience the Library in person?**

Answer:

General, International, Special Format and Digital Collections

Our onsite Visitor Experience is complemented by our commitment to reaching even more people online. Researchers and lifelong learners may seek the assistance of Library of Congress subject-area experts through the Ask a Librarian service, where reference questions are answered in person six days a week, by phone or by chat at <https://ask.loc.gov/>. The Library provides an extensive number of online Research Guides to the collections, as well as subject guides prepared by Library staff. Constituents and anyone interested can find information on 20 million items in our catalog via titles, authors/creators, subjects, call numbers, or standard numbers in alphabetical or sequential lists, with cross-references. The main catalog is supplemented by many specialized catalogs and finding aids that provide information on our vast and unique special collections. More information can be found at <https://guides.loc.gov/>.

The Library provides access to a large and growing collection of digital collections online <https://www.loc.gov/collections/>, and a similarly robust Web Archive of websites that document current events, organizations, public reactions, government information, and cultural and scholarly information on a wide variety of topics at <https://www.loc.gov/programs/web-archiving/>. Chronicling America provides access to historic newspaper collections drawn from every state, published from 1690 to the present via <https://chroniclingamerica.loc.gov/>. Users can also take advantage of our video webcasts and audio podcasts, as well as our popular social media accounts and highly viewed blog posts at <https://blogs.loc.gov/>. Additionally, members of the public can actively help the Library transcribe images of handwritten documents through the By the People program. More than 34,000 registered volunteers from across the country and around the world have helped to transcribe more than six hundred thousand pages of items from the Library's collections. Along with deeply engaging with and learning about historical figures such as Rosa Parks, Abraham Lincoln, and Clara Barton through close reading and transcription, those volunteers are making these collections more accessible and usable for the visually impaired and for full text search.

Law Library

The Law Library's focus is on maximizing online access to the Law Library's products, services, and collections by leveraging appropriate technology and partnerships. The primary tools are the Law Library website, Law.gov; Digital Collections through the main home page of the Library of Congress, LOC.gov; and Congress.gov, which the Law Library maintains along with its partners in the OCIO and the CRS.

Congress.gov is the official source for federal legislative information, including federal legislation, committee materials, executive nominations, public CRS reports, and more. The Law Library provides support for public inquiries about Congress.gov through its reference services, which are available by phone, in-person, and through its Ask A Librarian Service. The Law Library also provides a well-attended, bi-monthly webinar for the public that provides an

introduction to Congress.gov and which highlights its latest features. In addition, the Law Library publicizes the latest Congress.gov enhancements through its blog, In Custodia Legis, as well as through GovDelivery email announcements, Facebook, and Twitter. In FY2022, Congress.gov received 102,052,057 page views, illustrating how many Americans engage with vital civic information through the website.

In addition, the Law Library's team is actively digitizing collections to increase free online access to public domain U.S. legal and legislative materials and to unique foreign law materials that are not subject to copyright restrictions. We maintain our virtual presence through our many online resources, such as:

- Law.gov web portal;
- Congress.gov;
- live and recorded U.S. legal research webinars and foreign and comparative law webinars through Legal Research Institute;
- blog In Custodia Legis, through writing blog posts that share Library services, events, collections;
- Global Legal Monitor, LAW's online publication for legal news and developments worldwide;
- LibGuides on US and foreign legal research; and
- our social media resources, FaceBook and Twitter.

Additionally, the Law Library has been working on forging partnerships with state law libraries across the country through its State Law Libraries Outreach Initiative. This initiative provides the opportunity to discuss shared interests, challenges, potential collaborations, and the ability for state law librarians to provide a guest webinar presentation that publicizes their services and collections to a national audience. And, of course, one of our main focuses is on digitization and digital collection management, and making accessible the Law Library's digitized collections. Some of our present, ongoing projects include U.S. Serial Set, Supreme Courts Records and Briefs, Foreign Legal Gazettes, Legal Research Reports Archive and Digitization Project, as well as the Law Library's crowdsourcing projects.

National Library Service for the Blind and Print Disabled (NLS)

NLS is more than committed to ensuring its service and collections are accessible to the nation's blind and print disabled populations.

To ensure that accessibility, there has to be something to be made accessible. To this end, NLS has been focused on building a numerous, rich, and expansive collection. Accordingly, in FY2020, NLS had 310,807 items in its collection, 137,126 of which were available on its Braille and Audio Reading Download (BARD) system, which is an online interface of digitally accessible content. In FY2021, those figures were 317,715 and 147,137, respectively, and in FY2022, they were 328,768 and 157,486, respectively.

NLS is committed to building this collection and to making it accessible and/or discoverable. In partnership with the OCIO, NLS is also continuously making BARD faster, more secure, easier to use, and more discoverable, having recently launched a new catalog to greatly enhance the discoverability of the vast collection.

Similarly, NLS has implemented a monthly conversation, *Many Faces of BARD*, open to all patrons on all things BARD, which is NLS's online interface of content; *Patron Corner*, a quarterly discussion open to all patrons to discuss issues with NLS; an enhanced website; a new Spanish-language website; a new International Language Quarterly; a new internal organizational section (i.e., the Patron Engagement Section); new discoverability features on BARD; and the aforementioned new catalog that has much improved searching, navigation, and opportunities to communicate with NLS collections staff.

NLS is committed to its historic congressional authorization and deep history serving the nation's blind and print disabled individuals. It will continue to work with its network of libraries across the country, with Congress, and with other relevant parts of the Library to continue to build its collection, continuously improve its discoverability, and to ensure that its suite of services and vast collection is available and accessible, regardless of one's proximity to the Library and Capitol Complex.

U.S. Copyright Office

The Copyright Office is tasked by statute with overseeing the national copyright registration and recordation systems, and educating the public about copyright, along with additional responsibilities to serve Congress and other federal agencies. As an office of public record, the Copyright Office provides many services and access to information to the public, including increasingly in online formats. For registration, the Copyright Office receives approximately 80% of all claims fully electronically (meaning online claims together with electronic deposits). Its new online recordation pilot, launched in April 2020, now offers an alternative to the prior paper-based process, and has significantly shortened processing times; on August 1, 2022, the Copyright Office opened the pilot to all members of the public, and have seen a meaningful increase in users. The Copyright Office also has publicly released a public pilot for the new Copyright Public Records System (CPRS), which provides an improved interface for its public records (including post-1978 registration and recordation records), along with advanced search functionality. As part of the Copyright Office's commitment to the preservation of and access to historical records, it is also digitizing print and microfilm records and making them available online. This includes the card catalog, the Catalog of Copyright Entries (CCEs), and the record books.

Furthermore, the groundbreaking copyright small claims tribunal, the Copyright Claims Board (CCB), which has made justice available to many who could not afford to bring their claims in federal court, operates almost entirely online. In addition to the CCB-specific webpage, the Copyright Office has launched a dedicated website, ccb.gov, which links to the case management system called eCCB, a service agent directory, and pro bono resources, and provides other helpful information for both claimants and respondents.

The Copyright Office also continues to engage in extensive outreach activities to provide clear and accurate information on copyright law. The Copyright Office regularly produces and contributes to events to educate the public about copyright, including to reach music and songwriter communities with information about the Music Modernization Act and the CCB. In FY2022, it hosted 47 public events and spoke at over 100 more, roughly doubling the level of activity from the prior year. And in FY2023, the Copyright Office has continued this focus on outreach, participating in external events as well as producing its own, such as a series of recent public listening sessions on copyright and artificial intelligence.

Copyright Royalty Board

The rate-setting, royalty distribution, and other activities of the Copyright Royalty Board (CRB)

are of interest to many members of the public located throughout the nation, including songwriters, recording artists, music publishers, record labels, various other industry stakeholders, and litigants before the CRB's Copyright Royalty Judges (CRJs).

Since June 2017, members of the public have been able to use eCRB, which is the online filing and case management system for the CRB. The CRB frequently assesses whether the user experience with eCRB can be enhanced. At this time, attorneys representing participants in CRB proceedings, and *pro se* and other participants, can register for access to eCRB to file documents, to distribute documents, to receive electronic delivery of documents from the CRB, and to review prior case documents. Claimants to royalty funds for cable, satellite or other licenses, can register to file claims through eCRB. In addition, members of the public can register to file comments in response to any CRB requests for comments published in the Federal Register. Anyone is able to view unrestricted documents through the public case search feature without registering.

Live proceedings, such as hearings before the CRJs, generally may be attended by the public, except during restricted sessions. Live proceedings before the CRJs are reported in transcripts that (following the delay required in the contract with the reporting service) are placed in eCRB for online access. During the pandemic and now (while a new courtroom is under design and construction), proceedings have been held online. During online hearings, the CRB has authorized a YouTube channel for the public to listen to the audio portion of the hearings, except when the hearings are in restricted session.

The Library's Retention, Recruitment, and Relocation Authority Legislative Request:

- **You have requested the authority to pay recruitment, relocation, and retention bonuses of up to 25% of starting salary for senior, executive positions at the Library. Can you provide a little more insight into this request?**

Answer:

Recruiting and retaining knowledgeable, experienced, and professional staff is fundamental not only to the basic operation of the Library, but also to achieving the Library's goals of serving Congress, expanding access to Library collections, and providing superior customer service to facilitate lifelong learning and use of the Library. The legislative proposal highlights disparities among benefits available to executive branch and certain legislative branch executives and the Library's senior officials. In order for the Library, as an employer, to remain competitive with other agencies that are recruiting from similar talent pools (let alone with the private sector), the Library strives to offer comparable pay. While other agencies can offer bonuses and cover relocation costs to attract executive leadership, experienced managers, and high-level technical expertise to public service, a nuance in pay regulations inhibits the Library from offering these same benefits. The Library's legislative proposals package further details the specific legal authorities at issue.

- **How important is this to the Library?**

Answer:

This is a critically important legislative request. As noted, attracting and maintaining staff expertise is key to successfully executing the Library's mission and to achieving its strategic goals. The Library endeavors to remain relevant as a cultural and educational resource throughout the nation, and internationally, which necessitates recruitment of innovators and individuals to fill capability

gaps arising from evolving user needs. Therefore, accomplishing pay parity is crucial to demonstrate the Library's commitment to investing in future talent and in acknowledging the fundamental role staff play in responding to the requests of all the Library's customers – from Congress, copyright holders, the blind and print disabled, to the entire American public that uses the invaluable resources of the Library.

- **Like much of the federal government, it's critical that the Library remains competitive and is successfully attracting high caliber talent especially as it continues its enterprise-wide modernization. Can you speak to the Library's current efforts to attract 21st century talent?**

Answer:

The Library of Congress has taken several actions to attract and retain a 21st century workforce, and this work remains underway. One strategic action was creating a Hiring Modernization multi-year initiative to optimize the efficiency and effectiveness to attract a highly qualified and diverse staff for the Library's job opportunities. This is one of the agency's highest priorities, and as such it has executive support and high levels of collaboration across the Library.

The Library's Human Capital Directorate established Talent Recruitment and Outreach (TRO), a new division designed to 1) manage agencywide early-career pipeline programs through its Internship and Fellowship section and 2) establish a Talent Recruiting section to establish programming to recruit talent for hard-to-fill positions; develop relationships with key connectors outside of the Library; and analyze opportunities to leverage technology to manage the Library's brand in the minds of both active and passive job-seekers.

The Library expanded use of recruitment and outreach technologies to include platforms such as LinkedIn, which has more than 850 million members and is used weekly by over 49 million active job-seekers. We created a new job alert subscription service, which has gained 6000+ subscribers since its inception in 2022. The Library also leverages new technologies offered by the Office of Personnel Management's new Agency Talent Portal, which enables the Library to source from 1.5 million public-service minded job-seekers.

The Library also promotes early-career opportunities, internships and fellowships through online platforms such as Handshake, which is the primary career source for colleges and universities. We also use social media such as Instagram, Facebook, and Twitter. We established strategic relationships with faculty and staff at colleges and universities through targeted outreach to more than 800 faculty members. These efforts have begun to yield results with the numbers of total applicants for some student programs more than doubling. The Library has leveraged relationships with White House Initiatives on Advancing Educational Equity, Excellence, and Economic Opportunity through Historically Black Colleges and Universities (WHI/HBCU), on American Indian and Alaska Native Education (WHI/AIANE), and on Hispanic-Serving Institutions (WHI/Hispanic Initiative) to promote the Library's internship opportunities regularly to a national audience of students, faculty, and alumni. These relationships will be helpful to address areas of underrepresentation through targeted recruitment.

Post-Pandemic Library Operations:

- **The pandemic officially ended on May 11, the day after this oversight hearing. What is the Library's current operational status? Are employees fully back to working on-site?**

Answer:

The Library has been fully open to researchers and visitors for two years. Over a year ago, remaining staff working remotely full time transitioned to a hybrid schedule that includes on-site work. There are no restrictions to on-site operations based on health conditions, and these activities are supported by the full complement of staff.

The amount of time staff have the option to telework has increased due to the implementation of technology that improved efficiency. The maximum number of days of allowed telework has been determined for each individual based on both their job description and specific work assigned. The number of staff working on-site on any day can vary widely but the number of staff teleworking on some days is double or more compared to before the pandemic. Telework ultimately remains optional and is not available to all staff based on their assigned work.

- **How much longer should visitors expect to need timed entry passes?**

Answer:

The Library plans to continue a timed-entry pass system for the foreseeable future, similar to the entry-model of the Smithsonian National Museum for African American History and Culture. Building on data collected over the past two years, a timed-entry pass system allows the Library to successfully manage building capacity limits for life safety and egress purposes, minimize extreme peaks and valleys in visitation, and swiftly communicate with visitors in emergency and non-emergency situations, to include when special Congressional and other events arise at the last minute. In addition, timed-entry passes expand visitor data collection to improve strategic decision-making. As exhibitions and public spaces are periodically closed throughout the Visitor Experience Master Plan construction efforts, life safety capacity limits can be successfully managed through the timed-entry system.

Similar to the Capitol Visitor Center tour booking system, the Library makes same day passes available. The Library continues to offer 6,000 timed-entry passes per day, allowing for a potential annual visitation of 1.5 million individuals, with approximately 20% of the daily offering (1,200 passes) released for same-day visitors and walk-up guests.

- **In April, the Library launched a new pilot program which allows visitors to access the floor of the Main Reading Room. This is particularly noteworthy and exciting as floor access to this gorgeous room was previously restricted to researchers. How is this pilot going so far?**

Answer:

The Library launched the pilot following report language from Congress in the explanatory statement accompanying the 2023 Consolidated Appropriations Act that encouraged the Library to enhance public access to the Main Reading Room. The pilot involves the floor of the Main Reading Room being open for viewing 11 hours per week, from 10:30 to 11:30 a.m. and from 2 to 3 p.m. on Tuesdays through Fridays, and from 5 p.m. to 8 p.m. on Thursday evenings as a part of our open house event, Live! At The Library. The experience is only available during certain hours to minimize disturbance to researchers and also to balance the research functions of the reading room with the desire to allow greater public access. The experience is staffed by the Visitor Engagement Office. Staff allow groups of 40 enter the space in 5-minute increments. Average visitation to the room is 378 individuals per hour. To date, the Library has welcomed more than 30,000 visitors to walk onto the floor of the Main Reading Room since the pilot launched on March 28, 2023. The pilot is scheduled to run through September. Per the comments

received in daily visitor surveys, visitor responses to the experience are overwhelmingly positive and many express appreciation for the opportunity. Anecdotally, some researchers have expressed concerns to reading room staff on site about photography and noise; however, signage upon entry to the reading room alerts researchers to the possibility of photography during visitor hours. The Library maintains staff onsite to help maintain a balance between creating a quiet environment for researchers while also allowing visitors to enjoy the beauty of the Main Reading Room. A more formal assessment of researcher feedback will begin in June, and we look forward to launching that process. As always, the Library will continue to seek to provide a high-level of service to our researchers and to minimize any disturbances.

- **How is the Library ensuring that the researchers who use the Main Reading Room are not impacted?**

Answer:

Managers and staff are onsite daily to ensure a positive experience for researchers and visitors alike, and we are assessing the model to find the right balance for each group during the pilot. Staff discuss issues and complaints and collaborate frequently to improve the experience.

Visitor Engagement Office staff manage the experience at all stages – including exterior line management and reminders of visitor guidelines, as well as interior management of noise levels and room oversight to ensure that visitors do not stray from their prescribed pathways. Visitor staff meet regularly with Reading Room staff to discuss areas for improvement, and the experience is regularly adjusted to ensure minimal researcher impact.

- **Do you envision making visitor access to the floor of the Main Reading Room permanent?**

Answer:

Remaining responsive to Congress's request to explore ways to make the room more accessible to the general public, the Library is using the pilot to do a thorough assessment of the impact on researchers, while refining the visitor experience, assessing staffing and scheduling, and acting to minimize disturbances. At the conclusion of the pilot, an informed decision will be made based on the aforementioned data.

General Library IT Modernization:

- **I was pleased to learn that the Library hired its first ever comptroller in January 2022. Can you tell us about the comptroller's role and plans to help the Library's efforts to strengthen its project cost and schedule management practices?**

Answer:

The Comptroller reports to the Chief Financial Officer (CFO) and provides leadership, policy direction, guidance, and review for the accounting operations, financial reports, and disbursing operations within the Financial Services Directorate (FSD). As a principal advisor to the CFO, the Comptroller provides advice and recommendations on a broad range of financial, internal control, and financial systems issues. The Comptroller ensures sound fiscal audits for the Library of Congress, fiduciary audits for funds held in trust by the Library, and audits for several other legislative branch agencies. The Comptroller also oversees and manages resolution of outstanding financial audit findings. As an expert in accounting, the Comptroller additionally advises on cost

management as FSD builds capabilities in this area.

Current areas of focus for the Comptroller include a comprehensive review and update to internal controls and financial management regulations, filling any gaps, documentation of the Library's financial reporting processes, upgrading skill sets through training, and reconfiguring staff to add expertise in critical areas. The Comptroller has prioritized filling six accountant and four financial management specialist positions, with staff coming on board now to add capacity in financial reports and accounting operations.

- **Both the GAO and the Library's OIG have urged the Library to establish and implement an enterprise-wide plan for both developing and maintaining project schedules and cost estimating and management. What is the status of those Library-wide plans?**

Answer:

The Library absolutely agrees with the audit findings, and we are working to improve our cost-estimating and project scheduling practices agency wide. Our efforts are being spearheaded in two areas: by the FSD; and by the OCIO for technology projects.

FSD is collaborating closely with cost analysts in OCIO and program staff in service units across the Library. FSD is working to develop new policies and procedures to govern the development of Lifecycle Cost Estimates, Independent Cost Estimates and costing best practices.

In OCIO, we have significantly increased our project management capacity, and we are now able to ensure compliance with the processes and procedures required to meet government IT project and program management standards more effectively than ever before, including GAO cost estimation and scheduling management best practices. OCIO is also implementing sophisticated cost estimation and project scheduling software that will allow for the increased use of applications necessary for accurate cost estimation and forecasting.

For technology, we have defined and begun implementing several process changes to meet project scheduling best practices based on OIG project scheduling recommendations and the GAO Schedule Assessment Guide. These changes include the use of Integrated Master Schedules (IMS) for large projects and programs, capturing project baselines, and conducting Critical Path Analysis. OCIO's Quality Review program, including project phase gates and a monthly quality control (QC) review process, ensures current scheduling best practices are consistently followed. We are also developing formal program management practices and procedures, which will provide further guidance for Program IMS's, including resource leveling and Work Book Schedule-level cost estimates.

FSD is establishing a cost management team and hiring Cost Management Analysts who will focus on strengthening our cost estimation practices enterprise wide. Once matured, FSD will oversee the policies and procedures for two comprehensive cost estimating processes to provide Library leadership with a validated view of expected project costs. Library service units will work with OCIO to establish project Lifecycle Cost Estimates, and the FSD cost management team will provide projects with an Independent Cost Estimate, serving as a third party to validate estimates outside the acquiring organization. FSD will also construct and monitor cost accumulation models to provide evidence-based cost information to Library management. Historical cost information will help enable data-driven decision making and the development of stronger cost estimates.

- **Can you provide us with an update to the implementation of the Library's five-year plan, which was established in 2021, to mature Library IT project management practices?**

Answer:

We are making great progress with our Project Management Office (PMO) Execution Roadmap, our plan to implement higher-order management for Library IT projects. The roadmap was updated based on the latest Directional Plan for the OCIO, and includes 78 total milestones, focused on seven key domains of Library IT project management work, including stakeholder communication, cost management and schedule management. To date, we have completed 48 of the milestones, and we are on track to complete the roadmap as planned in FY2025.

At this time, the Library can effectively track IT contracts and non-personnel IT expenses, as well as actual staff labor hours for IT projects, and we have implemented the industry-leading SEER cost estimating tool to provide reliable cost analysis for complex programs and large projects. We have also established standardized project chartering and scheduling best-practices, and a PMO quality review program, including project phase gates and a monthly quality control review process, to ensure those practices are being consistently implemented.

With this new foundation in place, we are continuing to mature the practices that ensure our larger, more complex IT programs are managed effectively. We are also working to implement Earned Value Management (EVM), a methodology that integrates schedule, costs, and scope to measure actual project performance against planned performance, for large IT projects.

- **The Government Accountability Office had 107 recommendations for the Library in its 2015 critical report. Subsequently, the Library and the OCIO have worked hard to address those recommendations, closing 105 of the 107 recommendations, with the final two recommendations relating to IT project cost and schedule management. Can you update us on the status of those two remaining recommendations?**

Answer:

We have been working diligently to address the two remaining GAO IT recommendations. 31 of the 78 milestones in the Library's PMO Execution Roadmap are specifically related to enhancing IT cost and schedule management, which will help us close out the GAO recommendations. We have already completed 21 of those milestones.

We have implemented the SEER cost-estimating tool, established standardized tracking of actual IT contract costs and Library-wide IT labor reporting, and integrated disparate cost estimating practices. We have also implemented the Steelray Project Analyzer tool, which expedites delivery of high-quality project schedules, established standardized guidance for Library integrated master schedules for IT programs and incorporated critical path analysis methodology into the Library's PMO processes.

That work has helped us close 24 OIG recommendations relating specifically to cost and schedule management. With the additional PMO support funded in FY2023, and assuming the continued availability of necessary resources, we anticipate being able to submit evidence that we fully meet GAO Cost Estimating guidelines by the first quarter of FY2024, and the GAO Schedule Assessment Guide by the second quarter of FY2024.

- **While the work of both the Library's OCIO and Financial Services Directorate is critical to successful Library project cost and schedule management so too is each individual business unit. Can you speak to how the Library's various business units**

collaborate with the OCIO and Financial Service Division on these efforts?

Answer:

Proper project management is an agency-wide priority. Building on the GAO and OIG IT recommendations, we have made great progress refining our project management processes and procedures for technology efforts. We have established a portfolio governance model that includes dedicated IT governance boards for each Library business unit, with representation from OCIO and the business unit leadership. These governance boards act as a steering committee for business-facing IT activities, including project cost and schedule management. The boards meet monthly to review and refine plans based on progress, funding availability, and lessons learned. OCIO and FSD work with each business unit to ensure resources for planned IT activities are appropriately identified, accounted for within budget plans and monitored throughout their lifecycle. Through this model, the Library collaboratively makes decisions and seeks consensus regarding the prioritization of individual projects and program components that contribute to achieving success for Library-wide and business unit specific initiatives.

The PMO office in OCIO also facilitates a monthly Library-wide Program & Project Management (PM) Collaborative to advance and nurture PM best practices across the agency. Each discussion is intended to provide valuable information for Project Managers and encourage Library-wide face-to-face collaboration among peers. The PMO also plans and implements monthly process and tool updates which are announced during the PM collaborative and via email to all PMO constituents.

- **More specifically, how is project management responsibility shared between OCIO, Financial Service Directorate, and the individual business units?**

Answer:

With the Library's centralized IT management approach, OCIO collaborates closely with FSD and the Library's business units to ensure proper IT project management, following the Library's Project Management Life Cycle (PMLC), which is based on GAO guidance and industry best practice. The OCIO PMO serves as a centralized authority for ensuring Library IT projects are effectively selected, resourced, and managed in a consistent manner across all service units. Building on the successes with technology project management, OCIO is working with FSD to mature Library cost estimation processes more broadly. As part of this maturation process, Library of Congress Regulation (LCR) 5-310 on Project Management is being updated to codify FSD's role as the Library's independent reviewer of cost estimates for large projects as recommended in the GAO cost estimation guidelines.

Lastly, OCIO and FSD have been working with service unit leadership to standardize project management and expand the understanding and use of established best practices.

- **I understand the Library has been working to overhaul WebTA, the system used to track payroll costs. Can you tell us more about this?**

Answer:

WebTA, our current time and attendance system, is reaching the end of its service life in 2024, and will not be supported by its manufacturer after that. We have posted a public Request for Proposal (RFP) to replace WebTA with a completely new time and attendance system. We expect to award a contract for a new system in July 2023, and it will take several months to implement the new system, migrate data, and transition Library employees.

- **What kind of benefits has the Library seen from the updated WebTA system?**

Answer:

We will not know the full capabilities of the new time and attendance system until a final contract selection has been made. However, we will keep the Committee informed of the benefits to be achieved upon execution of a contract.

- **It's clear the Library is working hard to mature its enterprise-wide project schedule and cost estimation practices. What challenges remain for the Library to address?**

Answer:

Managing the introduction of extensive new practices like this is always challenging, especially across Library service units, which have unique and specialized business practices and workflows. The Library has made good progress, notably with our critical IT initiatives, and we are providing more transparency and oversight for Library projects than ever before. We know we have more work to do to ensure we consistently meet GAO standards and best practices.

With our Project Management Office firmly established in the OCIO, we are working now to scale up and provide repeatable and sustainable processes for our more complex and larger IT programs and non-technical initiatives. Library-wide, FSD is establishing a cost management team and creating processes for coordination across Library business units, incorporating new policies with best practices and procedures. As we move to these enterprise-wide practices, we have to train more people and socialize these more advanced project management methods. We are also working to on-board new subject matter experts, and fully configure and integrate the tools we have acquired to support cost estimating and project scheduling work.

All of that is challenging, but we are committed to ensuring we use Library resources wisely and efficiently, and improving project management will remain one of our top priorities, especially cost estimating and scheduling practices.

USCO Modernization:

- **The development of the Enterprise Copyright System, which includes the Copyright Offices' four major modernization initiatives: Registration, Recordation, Public Records, and Licensing, is a top priority of both the Copyright office and the OCIO. Can you give the Committee an update and is the Enterprise Copyright System development on track?**

Answer:

The Enterprise Copyright System (ECS), which is being developed by the Copyright Office in partnership with the OCIO, is on track and continues to achieve major milestones. OCIO has adopted a continuous development strategy for the Library's critical IT systems and is working to keep them updated going forward. The ECS is an easier-to-use enterprise IT system that is efficient, accessible, and integrated with other Library and Copyright Office systems. It is comprised of four major applications and will provide better access to the Copyright Office's public services, make historical public records available online via digitization, and ensure up-to-date, efficient practices and processes.

Registration

Registration is the most complex of the Copyright Office's services and there is a lot of public interest in the success of the new ECS registration component. The Library and the Copyright Office have made considerable progress on both the external (public) and internal (staff) components of the system. We anticipate the registration system design and functional capabilities will leverage knowledge and experience obtained from the Recordation system discussed below, and we aim to have key components in a limited pilot by the end of calendar year 2024. Work on the registration component will extend beyond FY2024 and will move into continuous development in future years. Our long-term plan is to expand group registrations with the ambitious goal of retiring the legacy eCO Registration system by the end of calendar year 2026. The Copyright Office and OCIO are prioritizing resources working on the registration component to ensure we meet that goal.

Recordation

The Recordation system has been highly successful. It was the first ECS component fully released to the public, enabling electronic recordation of documents under section 205 of title 17. Starting with voluntary pilot users in April 2020, we have used feedback from active users to refine and improve the system's features and functionality, which in turn has allowed us to significantly increase users. Full online access was provided to the public in August 2022, allowing the transfers of copyright ownership to be completed digitally for the first time. We are now incorporating additional user feedback and building new functionality to process notices of termination. We anticipate the recordation component will move into continuous development in FY2024.

Public Records

The second ECS application to be released publicly was a pilot for the new Copyright Public Records System (CPRS). This system provides advanced search functionality and an improved interface for Copyright public records (which includes post-1978 registration and recordation records). The CPRS will replace the existing online public catalog legacy system (known as Voyager), and will provide access to copyright public records from both the current system and the new ECS currently under development. In December 2022, the Copyright Office released an initial set of over 240,000 historical registration application cards into CPRS and they are continuing to add more historical records. We anticipate that this component too will move into continuous development in FY2024.

Licensing

The Licensing application will replace legacy systems and automate manual processes to enable more efficient examination of licensing documents and to eliminate duplication. Over the past two years, the Copyright Office has developed user experience design and initial automated workflows for licensing processes. In FY2022, we completed functionality that provides online access to enter Statements of Account, and integrated our systems with Pay.gov to accept debit and credit cards. Development work continues, focusing on migrating the statement of account examination processes to ECS and migrating all royalty accounting processes onto the Library's Financial Management System. The new licensing processes will move into continuous development in spring 2024.

- **In June, the Copyright Office will mark one year since the Copyright Claims Board officially opened its doors, providing an alternative forum to Federal court for small copyright claims. How has the implementation of the Copyright Claims Board gone in its first year?**

Answer:

The implementation of the Copyright Claims Board (CCB) has gone very smoothly in its first year of operations. The CCB will celebrate its one-year anniversary on June 16, 2023, and is on track to receive close to 500 claims in its first year. The geographic and size diversity of claimants and respondents as well as types of copyrighted works implicated show that the CCB has increased access to lower cost and more efficient copyright dispute resolution.

The CCB was set up so that parties can hire an attorney if they wish but also can represent themselves, and over 70% of parties, including both individuals and businesses, have taken advantage of this option. The CCB supports *pro se* filers through its online filing interface, standardized discovery process, handbook, and front-line support from Copyright Claims Attorneys through both public inquiries and the compliance review process. And, if a party opts to retain legal assistance, the CCB has created a directory of law schools and pro bono organizations available to provide support.

The statute offers claimants an opportunity to choose a “smaller claims track,” where they have a lower maximum damages potential for an even more streamlined process. Approximately 40% of all claimants have chosen this option. The CCB is also authorized to handle court referrals and has already issued a final determination in such a case. Finally, the CCB has worked well to facilitate settlements between parties, and some claims have already been resolved through settlement.

- **How is the Copyright Office balancing the added responsibilities of the Copyright Claims Board with the ongoing Enterprise Copyright System project and its other priorities?**

Answer:

As recognized by this question, the Copyright Office has a number of responsibilities and priorities. The Copyright Office is guided by its Strategic Plan (2022-2026) which identifies four goals of copyright for all, continuous development, impartial expertise, and enhanced use of data. The Copyright Office has achieved many milestones this past year – including the launch of the CCB as well as progress on ECS development -- and these achievements contribute directly to the Copyright Office’s success in delivering services to the public. This has involved new rulemakings for ECS as new functions and capabilities are established and implemented and comprehensive rulemaking efforts to create and establish the operations of the CCB, all of which resulted in an increase in staff workload.

When passed, the Copyright Alternative in Small-Claims Enforcement (CASE) Act did not include any specific appropriations for the Copyright Office to hire staff or build the technology necessary for the establishment and operation of the CCB; such resources were added later in the following fiscal year. Resources, including financial support and staffing, are needed for continuous IT development efforts for ECS as well as for maintaining the CCB operations. The CCB itself was staffed prior to the Copyright Office knowing the public demand for its services; it is already experiencing a need for additional support staff.

Technology is an important element of the CCB’s operations and critical to the fulfilment of its mission. The CASE Act’s intent was to create a low-cost, virtual tribunal for smaller copyright claims. Prior to the launch of the CCB, the Copyright Office created a website that guides claimants and respondents through the process, as well as an electronic filing and docketing

system. The website provides technological and substantive content to help parties navigate a CCB case, including a user-friendly handbook, streamlined standard discovery requests, pro bono resources available to parties, and other informational tools. The electronic filing and docketing system, eCCB, was designed to be far more user-friendly than most previously existing legal filing options. The ongoing success of the CCB depends on the ability of the Copyright Office to maintain and update its technological foundation. The effectiveness of eCCB requires continuous review of the current system design and capabilities.

Financial support for the ongoing modernization initiative to build the ECS was initially funded as part of the FY2019 budget and continues through FY2024. Given that work to modernize Copyright Office IT systems and services is still underway, continued fiscal support will be needed as the Copyright Office begins to maintain the ECS as part of continuous IT development efforts. It is important to update and improve IT systems on an ongoing basis and not repeat the experience of having to overhaul severely outdated legacy systems.

Congressional Research Service:

- **The Library recently received the results of the Office of Personnel Management's 2022 Federal Employee Viewpoint Survey, which serves as a tool for employees to share their perceptions regarding critical topics including their work experiences, their agency, and leadership. How are the Library and its individual business units working to better understand employee survey answers and improve overall employee satisfaction?**
 - **What other methods does the Library, and its business units use to gauge employee satisfaction?**

Answer:

The Library's Human Capital Directorate (HCD) has actively engaged with the service units on the 2022 Federal Employee Viewpoint Survey (FEVS). HCD visualized the FEVS data in Tableau (a visual analytics platform) to help service units interpret their data, share the data with staff, and take action. The Tableau visualizations include trend comparisons for past FEVS data and provide information for any work area with 10 or more respondents. HCD conducted numerous briefings and presentations (including meetings with union leadership); is facilitating follow-up actions including data workshops, focus groups, and whiteboard brainstorming; and will administer follow-up pulse surveys and advisory groups or meet to address questions about FEVS upon request. During the odd-numbered years, when FEVS is not administered—including 2023—the Library administers its own all-staff survey using a subset of FEVS questions to continue gauging employee satisfaction and clarify areas where improvement is needed.

In the Congressional Research Service (CRS), bargaining unit employees may provide feedback, including feedback about employee satisfaction, through the Congressional Research Employees Association (CREA), their exclusive representative. There are several regular opportunities where CREA representatives and management engage. CRS is partnering with a senior advisor in the Office of the Librarian, who is working with CRS to conduct a barrier analysis, and to implement focus groups to discuss areas of improvement and provide staff from across CRS with an opportunity to candidly offer feedback. The feedback will be anonymized and aggregated, and information about who is participating will not be made available to CRS management. The focus groups have been advertised and employees are currently able to register to attend sessions of their choice. Based on the barrier analysis findings, there will be focus groups for four demographic groups, African-American/Black employees, Asian employees, Hispanic employees, and employees with disabilities. Complementing that effort will be sessions for all permanent staff broken out by senior management,

other management and supervisory staff, and non-management staff. The sessions are scheduled May 30-June 14, 2023. Future focus groups will be scheduled as needed to ensure all CRS staff who wish to participate have the opportunity to do so. Finally, CRS regularly evaluates data including attrition and retention, and staff development and training information.

- **IRIS, the five-year strategic initiative to modernize CRS' critical systems has experienced delays due to several cancelled contracts and vendor issues. Can you give the Committee a detailed update on where this project currently stands?**

Answer:

The initial approach for the Integrated Research and Information System (IRIS) was focused on the industry leading Méthode publishing platform, which could capture the entire CRS workflow in one tool. Following an extensive planning phase and a user pilot in 2020, testing proved Méthode could not fully meet CRS review and editing requirements, and development was stopped in February 2021.

CRS worked closely with the OCIO to develop an alternative approach, that leverages the Microsoft 365 Platform to provide custom applications for authoring and publishing (A&P), a content management system (CMS), and congressional relationship management (CRM-A). These new applications are being closely integrated with an upgraded CRS.gov website, an industry leading semantic taxonomy system, an advanced Text Analysis Program (TAP) and other research and analysis tools to support CRS operations.

The new IRIS applications, and Microsoft 365, are being tested now, and are scheduled to be rolled out to CRS staff widely by the end of 2023. As a major IT program for the Library, IRIS applications will be maintained in continuous development following their implementation, which will ensure that they are regularly updated to stay current with evolving technology and user requirements.

- **When should Congress and CRS staff expect to start seeing deliverables on this project?**

Answer:

CRS is working closely with OCIO to test the major IRIS applications now. There are user pilots planned for this summer, and the full suite of tools is expected to be rolled-out CRS-wide by the end of 2023.

Senator Ossoff

In the most recent fiscal year, non-retirement attrition at CRS was double the annual average from 2009 – 2021 at CRS.

- 1. Please provide the number of non-attrition retirement separations from CRS in FY2022 and so far for FY2023.**

Answer:

FY2022: 39 and FY2023: 27 (full details in worksheet “Senate Q 1”).

- 2. Are you concerned about the attrition rate at CRS? If so, what actions have you taken?**

Answer:

CRS closely examines attrition and retention data generally to discern trends, detect any concerns, and make decisions about resource allocation, and at a granular level to evaluate individual circumstances. In 2022, CRS experienced an expected bump in attrition following two years of lower than normal separations. This was anticipated given the known delayed retirements during the pandemic, some staff who relocated during maximum telework flexibilities as part of the Library response to the pandemic who did not wish to return to the Washington, DC area, and employees who desired more flexible telework than CRS permitted. CRS is exploring more robust use of targeted, currently available retention incentives.

- 3. Are there similar increases in non-retirement attrition in other service areas of the Library of Congress?**

Answer:

In general, the Library experiences low non-retirement attrition year to year. Like employers across the federal government and within the private sector, certain job fields are in high demand which creates a very competitive market. We are more likely to see attrition in those highly-specialized, high-demand areas, such as federal contracting and information technology. The Library has proposed a legislative initiative to the Rules Committee this Congress to help maintain and improve our ability to compete for talent as well as retain a high-quality work force for Congress and our public users. We look forward to opportunities to work with the Congress on this legislative initiative.

- 4. Please provide the Committee the following attrition data for employees who have departed in the last five years, including year-to-date data for FY2023:**
 - length of service at CRS,
 - race/ethnicity,
 - gender,
 - type of separation (i.e., retirement or non-retirement), and
 - division or office of CRS from which they left.

Answer:

Response provided in the attached spreadsheet “Senate Q 4”.

Since FY2018, CRS has been appropriated funds to modernize its legacy IT systems as part of a multi-year, multi-project initiative for a new integrated research and information system, known as “IRIS.”¹

1. Has CRS deployed IRIS to all staff for use? If not, please describe the current implementation status and when staff will have IRIS access?

Answer:

The initial approach for IRIS was focused on the industry leading Méthode publishing platform, which could capture the entire CRS workflow in one tool. Following an extensive planning phase and a user pilot in 2020, testing proved Méthode could not fully meet CRS review and editing requirements, and development was stopped in February 2021.

CRS worked closely with the OCIO to develop an alternative approach, that leverages the Microsoft 365 Platform to provide custom applications for authoring and publishing (A&P), content management (CMS), and congressional relationship management (CRM-A). These new applications are being closely integrated with an upgraded CRS.gov website, an industry leading semantic taxonomy system, an advanced Text Analysis Program (TAP) and other research and analysis tools to support CRS operations.

The new IRIS application and Microsoft 365, are being tested now, and are scheduled to be rolled out to CRS staff widely by the end of 2023. As a major IT program for the Library, IRIS applications will be maintained in continuous development following their implementation, which will ensure they are regularly updated to stay current with evolving technology and user requirements.

2. Through IRIS, has CRS been able to create new tools and systems to “enhance personalization of content and alert for congressional users” as stated in the FY2018 CRS budget request?

Answer:

The CRS.gov site enhancement that is being completed in line with IRIS development maintains personalization options currently available on CRS.gov, including personalized topic subscriptions, saved searches, streamlined place-a-request, and event registration.

During planning for the CRS.gov website redesign, CRS and OCIO conducted interviews with congressional staff, CRS users, and other stakeholders, which made clear that enhanced accessibility, discoverability and other user-experience improvements were a higher priority for users over additional personalization functionality. With the transition to the Microsoft 365 platform, CRS and OCIO will explore new opportunities to more easily connect and collaborate with congressional users moving forward.

3. Through IRIS, has CRS been able to create a “more effective search engine with faced search” as stated in the FY2018 CRS budget request?

Answer:

Yes. Under IRIS, CRS.gov has been redesigned, and is being transitioned to new IT hardware. As part of this effort, the current search engine for CRS.gov is being updated, and integrated

¹ <https://www.appropriations.senate.gov/imo/media/doc/060717-Congressional-Research-Service-Statement.pdf>

with an industry leading taxonomy tool, which significantly enhances the way CRS products are tagged and categorized for search. The update will also add advanced search functionality, such as predictive auto-complete for search terms, and improved relevancy for search results.

In 2022, CRS worked with stakeholders in Congress and CRS to identify detailed requirements for a next-generation search engine for CRS IT systems. Building on that research, CRS is working with OCIO to acquire an enterprise search platform that will integrate with the entire suite of CRS IT systems and applications, providing the latest in search technology for congressional users on CRS.gov, and CRS staff accessing internal content. We expect to have a contract in place to start work on implementing the new search engine by the end of FY2023, and plan to have it operational by the end of FY2024.

4. Through IRIS, has CRS been able to create “new content management and authoring systems” as stated in the FY2018 CRS budget request?

Answer:

Yes, when the IRIS applications are deployed, they will leverage the Microsoft 365 platform to provide new authoring, publishing and content management applications for CRS.

5. Through IRIS, has CRS been able to “better capture, digitize, and catalog institutional memory, including work products and supporting materials, for future CRS staff” as stated in the FY2018 CRS budget request?

Answer:

Yes, when the IRIS applications are deployed, they will be significantly more integrated than the legacy tools they are replacing, and will connect closely with the CRS Research Portal, a space used for internal collaboration and work management. Taken together as a suite of tools built on a common platform, IRIS will allow CRS to better capture, digitize, and catalog institutional memory, including work products and supporting materials, for future CRS staff.

6. If not, why has CRS been unable to deploy all or portions of IRIS?

Answer:

The roadmap for IRIS development has always envisioned delivery to CRS staff in 2023. The initial funding for the effort was received relatively late in FY2018, and used to support contracted development efforts in FY2019. IRIS has been managed as an Agile IT development project, which allowed a smooth transition from the initial plan for the on-premises Méthode platform to the cloud-based Microsoft 365 platform suite of tools that are being delivered to CRS staff this year.

Senate Committee on Rules and Administration Questions for the Record "Senate Q 1"

1. Please provide the number of non-attrition retirement separations from CRS in FY2022 and so far for FY2023

CRS Non-retirement Separations by Division

Fiscal Year/Division	# of Separations
2022	39
AMERICAN LAW DIVISION	7
DOMESTIC SOCIAL POLICY DIVISION	4
FOREIGN AFFAIRS, DEFENSE AND TRADE DIVISION	8
GOVERNMENT & FINANCE DIVISION	2
KNOWLEDGE SERVICES GROUP	3
OFFICE OF ADMINISTRATIVE OPERATIONS	2
OFFICE OF LEGISLATIVE INFORMATION SERVICES	3
OFFICE OF PUBLISHING	1
OFFICE OF THE COUNSELOR TO THE DIRECTOR	2
OFFICE OF THE DIRECTOR CONGRESSIONAL RESEARCH SERV	1
RESOURCES, SCIENCE AND INDUSTRY DIVISION	6
2023	27
DOMESTIC SOCIAL POLICY DIVISION	5
FOREIGN AFFAIRS, DEFENSE AND TRADE DIVISION	7
GOVERNMENT & FINANCE DIVISION	2
KNOWLEDGE SERVICES GROUP	4
OFFICE OF ADMINISTRATIVE OPERATIONS	1
OFFICE OF LEGISLATIVE INFORMATION SERVICES	3
OFFICE OF THE COUNSELOR TO THE DIRECTOR	1
RESOURCES, SCIENCE AND INDUSTRY DIVISION	4
Grand Total	66

Total Permanent CRS employees as of 09/30/2022: 569

Total Permanent CRS employees as of 05/06/2023: 566

Senate Committee on Rules and Administration Questions for the Record "Senate Q-4"

4. Please provide the Committee the following attrition data for employees who have departed in the last five years, including year-to-date data for FY2023:

Employee #	Fiscal Year	Position/Official Title	Gender	ERI_INQ_Conversion	NOA Code	CIS Service	Division
189	2018	ATTORNEY ADVISER (GENERAL)	Male	White	302 - RETIREMENT VOLUNTARY	40	AMERICAN LAW DIVISION
190	2018	LIBRARIAN (LAW)	Female	White	317 - RESIGNATION	3	AMERICAN LAW DIVISION
191	2018	INFO TECH SPECIALIST (STADMIN)	Male	White	353 - TERMINATION APPT IN	3	OFFICE OF INFORMATION MANAGEMENT AND TECHNOLOGY
192	2018	ADMINISTRATIVE SUPPORT	Female	White	302 - RETIREMENT VOLUNTARY	17	OFFICE OF INFORMATION MANAGEMENT AND TECHNOLOGY
193	2018	TECHNICAL INFORMATION SPECIALIST	Female	Black or African American	302 - RETIREMENT VOLUNTARY	46	OFFICE OF CONGRESSIONAL INFORMATION AND PUBLISHING
194	2018	TECHNICAL INFORMATION SPECIALIST	Female	Black or African American	302 - RETIREMENT VOLUNTARY	42	OFFICE OF CONGRESSIONAL INFORMATION AND PUBLISHING
195	2018	DOCMNT SVCS SPECLST	Female	Black or African American	302 - RETIREMENT VOLUNTARY	18	OFFICE OF ADMINISTRATIVE OPERATIONS
196	2018	TECHNICAL INFORMATION SPECIALIST	Female	Black or African American	302 - RETIREMENT VOLUNTARY	42	OFFICE OF CONGRESSIONAL INFORMATION AND PUBLISHING
197	2018	LIBRARIAN	Female	Asian	302 - RETIREMENT VOLUNTARY	50	KNOWLEDGE SERVICES GROUP
198	2018	SOCIAL SCIENCE ANALYST	Female	Asian	317 - RESIGNATION	3	DOMESTIC SOCIAL POLICY DIVISION
199	2018	GRANTS MANAGEMENT SPECIALIST	Female	White	317 - RESIGNATION	7	OFFICE OF ADMINISTRATIVE OPERATIONS
200	2018	ATTORNEY ADVISER (GENERAL)	Female	American Indian or Alaska Native	302 - RETIREMENT VOLUNTARY	0	OFFICE OF THE DIRECTOR CONGRESSIONAL RESEARCH SERV
201	2018	ATTORNEY ADVISER (GENERAL)	Female	White	302 - RETIREMENT VOLUNTARY	6	AMERICAN LAW DIVISION
202	2018	COUNSELOR TO THE DIRECTOR	Female	White	302 - RETIREMENT VOLUNTARY	11	OFFICE OF THE COUNSELOR TO THE DIRECTOR
203	2018	TECHNICAL INFORMATION SPECIALIST	Male	Black or African American	302 - RETIREMENT VOLUNTARY	35	OFFICE OF CONGRESSIONAL INFORMATION AND PUBLISHING
204	2018	STATISTICIAN	Female	Asian	353 - TERMINATION APPT IN	0	DOMESTIC SOCIAL POLICY DIVISION
205	2018	SUPERVISORY TECHNICAL INFORMATION SPEC	Male	White	302 - RETIREMENT VOLUNTARY	40	DOMESTIC SOCIAL POLICY DIVISION
206	2018	SOCIAL SCIENCE ANALYST	Male	White	352 - TERMINATION APPT IN	8	DOMESTIC SOCIAL POLICY DIVISION
207	2018	SOCIAL SCIENCE ANALYST	Female	White	352 - TERMINATION APPT IN	7	DOMESTIC SOCIAL POLICY DIVISION
208	2018	PROGRAM ANALYST	Female	White	353 - TERMINATION APPT IN	7	OFFICE OF ADMINISTRATIVE OPERATIONS
209	2018	PROGRAM ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	23	OFFICE OF ADMINISTRATIVE OPERATIONS
210	2018	FOREIGN AFFAIRS ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	38	FOREIGN AFFAIRS, DEFENSE AND TRADE DIVISION
211	2018	MANAGEMENT SPECIALIST	Female	White	302 - RETIREMENT VOLUNTARY	38	FOREIGN AFFAIRS, DEFENSE AND TRADE DIVISION
212	2018	SOCIAL SCIENCE ANALYST	Female	White	317 - RESIGNATION	2	FOREIGN AFFAIRS, DEFENSE AND TRADE DIVISION
213	2018	ATTORNEY ADVISER (GENERAL)	Female	White	317 - RESIGNATION	1	AMERICAN LAW DIVISION
214	2018	LIBRARIAN (LAW)	Male	White	317 - RESIGNATION	0	AMERICAN LAW DIVISION
215	2018	ATTORNEY ADVISER (GENERAL)	Female	White	317 - RESIGNATION	14	AMERICAN LAW DIVISION
216	2018	ATTORNEY ADVISER (GENERAL)	Female	White	317 - RESIGNATION	3	AMERICAN LAW DIVISION
217	2018	ATTORNEY ADVISER (GENERAL)	Female	White	317 - RESIGNATION	27	AMERICAN LAW DIVISION
218	2018	PUBLIC AFFAIRS SPECIALIST	Female	White	317 - RESIGNATION	0	OFFICE OF THE DIRECTOR CONGRESSIONAL RESEARCH SERV
219	2018	SOCIAL SCIENCE ANALYST	Female	White	317 - RESIGNATION	7	DOMESTIC SOCIAL POLICY DIVISION
220	2018	SUPERVISORY SOCIAL SCIENCE ANALYST	Female	White	317 - RESIGNATION	0	RESOURCES, SCIENCE AND INDUSTRY DIVISION
221	2018	LIBRARIAN	Female	White	302 - RETIREMENT VOLUNTARY	20	OFFICE OF CONGRESSIONAL INFORMATION AND PUBLISHING
222	2018	SUPERVISORY LIBRARIAN (KNOWLEDGE AND T	Male	White	317 - RESIGNATION	3	KNOWLEDGE SERVICES GROUP
223	2018	SOCIAL SCIENCE ANALYST	Female	White	317 - RESIGNATION	1	DOMESTIC SOCIAL POLICY DIVISION
224	2018	EDITOR	Male	White	317 - RESIGNATION	12	OFFICE OF CONGRESSIONAL INFORMATION AND PUBLISHING
225	2018	FOREIGN AFFAIRS ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	32	FOREIGN AFFAIRS, DEFENSE AND TRADE DIVISION
226	2018	ADMINISTRATIVE SUPPORT ASSISTANT	Female	White	302 - RETIREMENT VOLUNTARY	29	OFFICE OF THE COUNSELOR TO THE DIRECTOR
227	2018	HEAD, CONGRESSIONAL SERVICES SECTION	Female	White	302 - RETIREMENT VOLUNTARY	25	FOREIGN AFFAIRS, DEFENSE AND TRADE DIVISION
228	2018	LIBRARIAN (RESEARCH SPECIALIST)	Male	White	302 - RETIREMENT VOLUNTARY	0	AMERICAN LAW DIVISION
229	2019	ATTORNEY ADVISER (GENERAL)	Male	White	352 - TERMINATION APPT IN	18	KNOWLEDGE SERVICES GROUP
230	2019	SUPERVISORY LIBRARIAN (REFERENCE SERV)	Male	White	302 - RETIREMENT VOLUNTARY	42	AMERICAN LAW DIVISION
231	2019	ATTORNEY ADVISER (GENERAL)	Male	White	302 - RETIREMENT VOLUNTARY	11	AMERICAN LAW DIVISION
232	2019	ATTORNEY ADVISER (GENERAL)	Female	Black or African American	330 - DEATH	13	OFFICE OF ADMINISTRATIVE OPERATIONS
233	2019	ADMINISTRATIVE SUPPORT ASSISTANT	Female	White	317 - RESIGNATION	1	OFFICE OF ADMINISTRATIVE OPERATIONS
234	2019	ADMINISTRATIVE SUPPORT ASSISTANT	Female	Hispanic or Latino	317 - RESIGNATION	2	OFFICE OF CONGRESSIONAL INFORMATION AND PUBLISHING
235	2019	VISUAL INFORMATION SPECIALIST	Male	Asian	317 - RESIGNATION	34	KNOWLEDGE SERVICES GROUP
236	2019	LIBRARY TECHNICIAN (INFORMATION AND TE	Female	White	302 - RETIREMENT VOLUNTARY	41	OFFICE OF CONGRESSIONAL INFORMATION AND PUBLISHING
237	2019	TECHNICAL INFORMATION SPECIALIST	Male	Black or African American	302 - RETIREMENT VOLUNTARY	39	OFFICE OF CONGRESSIONAL INFORMATION AND PUBLISHING
238	2019	ADMINISTRATIVE SPECIALIST	Female	Black or African American	302 - RETIREMENT VOLUNTARY	44	OFFICE OF ADMINISTRATIVE OPERATIONS
239	2019	PROGRAM SPECIALIST	Male	Black or African American	302 - RETIREMENT VOLUNTARY	42	OFFICE OF THE DIRECTOR CONGRESSIONAL RESEARCH SERV
240	2019	TECHNICAL INFORMATION SPECIALIST	Female	Black or African American	302 - RETIREMENT VOLUNTARY	47	OFFICE OF CONGRESSIONAL INFORMATION AND PUBLISHING
241	2019	LIBRARIAN (RESEARCH SPECIALIST)	Female	Black or African American	302 - RETIREMENT VOLUNTARY	15	GOVERNMENT & FINANCE DIVISION
242	2019	PROGRAM SPECIALIST	Female	Asian	302 - RETIREMENT VOLUNTARY	15	OFFICE OF ADMINISTRATIVE OPERATIONS

242	2019	ATTORNEY ADVISER (GENERAL)	Female	White	317 - RESIGNATION	2	AMERICAN LAW DIVISION
243	2019	SUPERVISORY SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	34	RESOURCES.SCIENCE AND INDUSTRY DIVISION
244	2019	SOCIAL SCIENCE ANALYST	Male	White	317 - RESIGNATION	7	GOVERNMENT & FINANCE DIVISION
245	2019	SOCIAL SCIENCE ANALYST	Female	White	317 - RESIGNATION	1	RESOURCES.SCIENCE AND INDUSTRY DIVISION
246	2019	ATTORNEY ADVISER (GENERAL)	Female	Black or African American	302 - RETIREMENT VOLUNTARY	28	AMERICAN LAW DIVISION
247	2019	LIBRARIAN (RESEARCH SPECIALIST)	Male	White	302 - RETIREMENT VOLUNTARY	39	FOREIGN AFFAIRS.DEFENSE AND TRADE DIVISION
248	2019	ATTORNEY ADVISER (GENERAL)	Male	Asian	352 - TERMINATION APT IN	13	AMERICAN LAW DIVISION
249	2019	CONGRESSIONAL RELATIONS SPECIALIST	Female	Black or African American	307 - FULL RETIREMENT STATUS-VOLUNTARY	1	OFFICE OF THE COUNSELOR TO THE DIRECTOR
250	2019	DOCUMENT ANALYST	Female	Black or African American	317 - RESIGNATION	20	RESOURCES.SCIENCE AND INDUSTRY DIVISION
251	2019	SOCIAL SCIENCE ANALYST	Female	Hispanic or Latino	317 - RESIGNATION	1	OFFICE OF ADMINISTRATIVE OPERATIONS
252	2019	ECONOMIST	Female	White	307 - FULL RETIREMENT STATUS-VOLUNTARY	35	RESOURCES.SCIENCE AND INDUSTRY DIVISION
253	2019	PROGRAM SPECIALIST	Female	Black or African American	307 - FULL RETIREMENT STATUS-VOLUNTARY	12	FOREIGN AFFAIRS.DEFENSE AND TRADE DIVISION
254	2019	SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	34	RESOURCES.SCIENCE AND INDUSTRY DIVISION
255	2019	SUPERVISORY SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	11	FOREIGN AFFAIRS.DEFENSE AND TRADE DIVISION
256	2019	BIOLOGICAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	38	DOMESTIC SOCIAL POLICY DIVISION
257	2019	SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	22	RESOURCES.SCIENCE AND INDUSTRY DIVISION
258	2019	PHYSICAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	32	RESOURCES.SCIENCE AND INDUSTRY DIVISION
259	2019	ECONOMIST	Male	White	302 - RETIREMENT VOLUNTARY	35	FOREIGN AFFAIRS.DEFENSE AND TRADE DIVISION
260	2019	ATTORNEY ADVISER (GENERAL)	Female	White	352 - TERMINATION APT IN	11	AMERICAN LAW DIVISION
261	2019	ATTORNEY ADVISER (GENERAL)	Male	Asian	317 - RESIGNATION	3	AMERICAN LAW DIVISION
262	2019	ATTORNEY ADVISER (GENERAL)	Female	White	352 - TERMINATION APT IN	1	AMERICAN LAW DIVISION
263	2019	ATTORNEY ADVISER (GENERAL)	Female	Asian	352 - TERMINATION APT IN	5	AMERICAN LAW DIVISION
264	2019	SUPERVISORY ATTORNEY	Female	White	317 - RESIGNATION	0	RESOURCES.SCIENCE AND INDUSTRY DIVISION
265	2019	SOCIAL SCIENCE ANALYST	Female	Asian	317 - RESIGNATION	0	FOREIGN AFFAIRS.DEFENSE AND TRADE DIVISION
266	2019	SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	11	RESOURCES.SCIENCE AND INDUSTRY DIVISION
267	2019	SOCIAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	35	GOVERNMENT & FINANCE DIVISION
268	2019	LIBRARIAN (INFORMATION AND TE	Female	Black or African American	302 - RETIREMENT VOLUNTARY	40	OFFICE OF PUBLISHING
269	2019	SOCIAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	30	GOVERNMENT & FINANCE DIVISION
270	2019	TECHNICAL INFORMATION SPECIALIST	Male	White	317 - RESIGNATION	1	KNOWLEDGE SERVICES GROUP
271	2019	FRSN APT ANAL	Male	White	317 - RESIGNATION	9	GOVERNMENT & FINANCE DIVISION
272	2020	LIBRARIAN (DATA AND RECORDS MANAGEMENT	Female	Black or African American	302 - DEATH	14	OFFICE OF ADMINISTRATIVE OPERATIONS
273	2020	PROGRAM SPECIALIST	Female	White	317 - RESIGNATION	0	AMERICAN LAW DIVISION
274	2020	ATTORNEY ADVISER (GENERAL)	Male	White	317 - RESIGNATION	5	GOVERNMENT & FINANCE DIVISION
275	2020	ECONOMIST	Male	White	317 - RESIGNATION	2	GOVERNMENT & FINANCE DIVISION
276	2020	SOCIAL SCIENCE ANALYST	Male	Black or African American	302 - RETIREMENT VOLUNTARY	40	GOVERNMENT & FINANCE DIVISION
277	2020	ADMINISTRATIVE SUPPORT ASSISTANT	Female	White	302 - RETIREMENT VOLUNTARY	45	OFFICE OF THE DIRECTOR CONGRESSIONAL RESEARCH SERV
278	2020	SOCIAL SCIENCE ANALYST	Female	Asian	302 - RETIREMENT VOLUNTARY	42	OFFICE OF LEGISLATIVE INFORMATION SERVICES
279	2020	SR ADVISOR TO DIR AND SR SPEC (Female	Asian	302 - RETIREMENT VOLUNTARY	0	GOVERNMENT & FINANCE DIVISION
280	2020	ADMINISTRATIVE SUPPORT ASSISTANT	Female	White	302 - RETIREMENT VOLUNTARY	15	OFFICE OF PUBLISHING
281	2020	SOCIAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	14	GOVERNMENT & FINANCE DIVISION
282	2020	LIBRARIAN (RESEARCH SPECIALIST)	Female	White	302 - RETIREMENT VOLUNTARY	2	RESOURCES.SCIENCE AND INDUSTRY DIVISION
283	2020	ECONOMIST	Male	White	302 - RETIREMENT VOLUNTARY	31	RESOURCES.SCIENCE AND INDUSTRY DIVISION
284	2020	ATTORNEY ADVISER (GENERAL)	Male	Black or African American	302 - RETIREMENT VOLUNTARY	5	DOMESTIC SOCIAL POLICY DIVISION
285	2020	DOCUMENT ANALYST	Female	White	317 - RESIGNATION	41	OFFICE OF THE DIRECTOR CONGRESSIONAL RESEARCH SERV
286	2020	SOCIAL SCIENCE ANALYST	Female	White	352 - TERMINATION APT IN	15	RESOURCES.SCIENCE AND INDUSTRY DIVISION
287	2020	LIBRARIAN (RESEARCH SPECIALIST)	Female	White	352 - TERMINATION APT IN	2	RESOURCES.SCIENCE AND INDUSTRY DIVISION
288	2020	COMMUNICATIONS SPECIALIST	Female	Black or African American	352 - TERMINATION APT IN	1	RESOURCES.SCIENCE AND INDUSTRY DIVISION
289	2020	LIBRARIAN (RESEARCH SPECIALIST)	Female	Black or African American	352 - TERMINATION APT IN	9	AMERICAN LAW DIVISION
290	2020	CONTRACT SPECIALIST	Female	White	352 - TERMINATION APT IN	2	GOVERNMENT & FINANCE DIVISION
291	2020	SOCIAL SCIENCE ANALYST	Female	White	317 - RESIGNATION	3	DOMESTIC SOCIAL POLICY DIVISION
292	2020	LIBRARIAN (LAW)	Male	White	302 - RETIREMENT VOLUNTARY	3	AMERICAN LAW DIVISION
293	2020	SOCIAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	33	FOREIGN AFFAIRS.DEFENSE AND TRADE DIVISION
294	2020	ATTORNEY ADVISER (GENERAL)	Female	Black or African American	302 - RETIREMENT VOLUNTARY	15	RESOURCES.SCIENCE AND INDUSTRY DIVISION
295	2020	ATTORNEY ADVISER (GENERAL)	Male	White	317 - RESIGNATION	0	RESOURCES.SCIENCE AND INDUSTRY DIVISION
296	2020	ATTORNEY ADVISER (GENERAL)	Female	White	302 - RETIREMENT VOLUNTARY	16	RESOURCES.SCIENCE AND INDUSTRY DIVISION
297	2020	LIBRARIAN (RESEARCH SPECIALIST)	Female	White	317 - RESIGNATION	9	OFFICE OF ADMINISTRATIVE OPERATIONS
298	2020	SOCIAL SCIENCE ANALYST	Male	White	352 - TERMINATION APT IN	1	AMERICAN LAW DIVISION
299	2020	SOCIAL SCIENCE ANALYST	Female	White	352 - TERMINATION APT IN	7	AMERICAN LAW DIVISION
300	2020	ADMINISTRATIVE OFFICER	Female	White			
301	2021	SUPERVISORY ATTORNEY	Male	White			
302	2021						

302	2021	CLERICAL ASSISTANT	Male	Black or African American	302 - RETIREMENT VOLUNTARY	21	OFFICE OF ADMINISTRATIVE OPERATIONS
304	2021	ECONOMIST	Male	White	317 - RESIGNATION	5	OFFICE OF THE DIRECTOR CONGRESSIONAL RESEARCH SERV
306	2021	FOREIGN AFFAIRS ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	10	FOREIGN AFFAIRS/DEFENSE AND TRADE DIVISION
307	2021	LIBRARY TECHNICIAN (CATALOGING)	Female	Black or African American	302 - RETIREMENT VOLUNTARY	38	KNOWLEDGE SERVICES GROUP
308	2021	SOCIAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	18	DOMESTIC SOCIAL POLICY DIVISION
309	2021	CONGRESSIONAL RELATIONS SPECIALIST	Male	White	302 - RETIREMENT VOLUNTARY	42	OFFICE OF THE COUNSELOR TO THE DIRECTOR
310	2021	SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	17	RESOURCES/SCIENCE AND INDUSTRY DIVISION
311	2021	ECONOMIST	Female	White	302 - RETIREMENT VOLUNTARY	46	RESOURCES/SCIENCE AND INDUSTRY DIVISION
312	2021	TECHNICAL INFORMATION SPECIALIST	Male	Black or African American	302 - RETIREMENT VOLUNTARY	35	OFFICE OF THE COUNSELOR TO THE DIRECTOR
313	2021	ECONOMIST	Male	Black or African American	302 - RETIREMENT VOLUNTARY	14	FOREIGN AFFAIRS/DEFENSE AND TRADE DIVISION
314	2021	LIBRARY TECHNICIAN (INFORMATION AND TE	Male	Black or African American	302 - RETIREMENT VOLUNTARY	27	KNOWLEDGE SERVICES GROUP
315	2021	ATTORNEY ADVISER (GENERAL)	Female	Asian	317 - RESIGNATION	1	AMERICAN LAW DIVISION
316	2021	LIBRARIAN	Female	Asian	317 - RESIGNATION	3	KNOWLEDGE SERVICES GROUP
317	2021	TECHNICAL INFORMATION SPECIALIST	Female	White	317 - RESIGNATION	2	OFFICE OF LEGISLATIVE INFORMATION SERVICES
318	2021	ECONOMIST	Female	Asian	317 - RESIGNATION	0	DOMESTIC SOCIAL POLICY DIVISION
319	2021	ATTORNEY ADVISER (GENERAL)	Male	White	352 - TERMINATION APPT IN	1	AMERICAN LAW DIVISION
320	2021	ECONOMIST	Male	White	352 - TERMINATION APPT IN	20	FOREIGN AFFAIRS/DEFENSE AND TRADE DIVISION
321	2021	SOCIAL SCIENCE ANALYST	Male	White	317 - RESIGNATION	3	FOREIGN AFFAIRS/DEFENSE AND TRADE DIVISION
322	2021	ECONOMIST	Male	White	317 - RESIGNATION	6	FOREIGN AFFAIRS/DEFENSE AND TRADE DIVISION
323	2021	SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	18	RESOURCES/SCIENCE AND INDUSTRY DIVISION
324	2021	FOREIGN AFFAIRS ANALYST	Female	White	317 - RESIGNATION	3	DOMESTIC SOCIAL POLICY DIVISION
325	2021	SUPERVISORY SOCIAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	30	FOREIGN AFFAIRS/DEFENSE AND TRADE DIVISION
326	2021	FRIGN AFF ANAL	Male	White	332 - TERMINATION APPT IN	0	GOVERNMENT & FINANCE DIVISION
327	2021	PROGRAM SPECIALIST	Male	White	302 - RETIREMENT VOLUNTARY	0	FOREIGN AFFAIRS/DEFENSE AND TRADE DIVISION
328	2021	RESOURCES/SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	13	OFFICE OF LEGISLATIVE INFORMATION SERVICES
329	2021	ECONOMIST	Male	Asian	317 - RESIGNATION	9	GOVERNMENT & FINANCE DIVISION
330	2021	SOCIAL SCIENCE ANALYST	Male	Asian	317 - RESIGNATION	2	GOVERNMENT & FINANCE DIVISION
331	2021	SOCIAL SCIENCE ANALYST	Female	White	352 - TERMINATION APPT IN	15	DOMESTIC SOCIAL POLICY DIVISION
332	2022	SOCIAL SCIENCE ANALYST	Male	White	317 - RESIGNATION	6	DOMESTIC SOCIAL POLICY DIVISION
333	2022	ATTORNEY ADVISER (GENERAL)	Male	White	317 - RESIGNATION	9	AMERICAN LAW DIVISION
334	2022	LIBRARIAN (ACQUISITION AND COLLECTIONS	Female	White	302 - RETIREMENT VOLUNTARY	44	KNOWLEDGE SERVICES GROUP
335	2022	SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	4	RESOURCES/SCIENCE AND INDUSTRY DIVISION
336	2022	LIBRARIAN	Male	White	302 - RETIREMENT VOLUNTARY	2	RESOURCES/SCIENCE AND INDUSTRY DIVISION
337	2022	LIBRARIAN	Male	White	317 - RESIGNATION	3	RESOURCES/SCIENCE AND INDUSTRY DIVISION
338	2022	SOCIAL SCIENCE ANALYST	Male	White	352 - TERMINATION APPT IN	2	FOREIGN AFFAIRS/DEFENSE AND TRADE DIVISION
339	2022	SOCIAL SCIENCE ANALYST	Female	White	352 - TERMINATION APPT IN	1	DOMESTIC SOCIAL POLICY DIVISION
340	2022	SOCIAL SCIENCE ANALYST	Male	White	317 - RESIGNATION	4	RESOURCES/SCIENCE AND INDUSTRY DIVISION
341	2022	LIBRARY TECHNICIAN (INFORMATION AND TE	Female	White	332 - TERMINATION APPT IN	6	KNOWLEDGE SERVICES GROUP
342	2022	LIBRARY TECHNICIAN (INFORMATION SERVC	Male	White	302 - RETIREMENT VOLUNTARY	41	AMERICAN LAW DIVISION
343	2022	ADMINISTRATIVE LIBRARIAN	Male	White	302 - RETIREMENT VOLUNTARY	10	KNOWLEDGE SERVICES GROUP
344	2022	SUPPLY LIBRARIAN (RESEARCH SPECIALIST)	Female	Asian	302 - RETIREMENT VOLUNTARY	30	RESOURCES/SCIENCE AND INDUSTRY DIVISION
345	2022	LIBRARIAN	Female	White	302 - RETIREMENT VOLUNTARY	35	RESOURCES/SCIENCE AND INDUSTRY DIVISION
346	2022	SOCIAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	13	RESOURCES/SCIENCE AND INDUSTRY DIVISION
347	2022	SOCIAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	17	DOMESTIC SOCIAL POLICY DIVISION
348	2022	CARTOGRAPHER	Male	White	302 - RETIREMENT VOLUNTARY	9	OFFICE OF PUBLISHING
349	2022	SUPERVISORY LIBRARIAN (TECHNICAL SERA	Male	Asian	302 - RETIREMENT VOLUNTARY	16	KNOWLEDGE SERVICES GROUP
350	2022	TECHNICAL INFORMATION SPECIALIST	Female	Black or African American	302 - RETIREMENT VOLUNTARY	52	OFFICE OF LEGISLATIVE INFORMATION SERVICES
351	2022	TECHNICAL INFORMATION SPECIALIST	Female	White	317 - RESIGNATION	2	OFFICE OF LEGISLATIVE INFORMATION SERVICES
352	2022	SOCIAL SCIENCE ANALYST	Male	White	332 - TERMINATION APPT IN	2	DOMESTIC SOCIAL POLICY DIVISION
353	2022	LIBRARIAN	Female	White	352 - TERMINATION APPT IN	4	RESOURCES/SCIENCE AND INDUSTRY DIVISION
354	2022	LIBRARIAN (RESEARCH SPECIALIST)	Female	White	352 - TERMINATION APPT IN	2	RESOURCES/SCIENCE AND INDUSTRY DIVISION
355	2022	CONGRESSIONAL RELATIONS SPECIALIST	Female	White	317 - RESIGNATION	4	OFFICE OF THE COUNSELOR TO THE DIRECTOR
356	2022	ATTORNEY ADVISER (GENERAL)	Female	Asian	352 - TERMINATION APPT IN	5	AMERICAN LAW DIVISION
357	2022	ECONOMIST	Male	White	350 - DEATH	34	FOREIGN AFFAIRS/DEFENSE AND TRADE DIVISION
358	2022	COMMUNICATIONS SPECIALIST	Female	White	317 - RESIGNATION	4	OFFICE OF THE DIRECTOR CONGRESSIONAL RESEARCH SERV
359	2022	SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	12	FOREIGN AFFAIRS/DEFENSE AND TRADE DIVISION
360	2022	SOCIAL SCIENCE ANALYST	Female	American Indian or Alaska Native	317 - RESIGNATION	2	RESOURCES/SCIENCE AND INDUSTRY DIVISION
361	2022	SOCIAL SCIENCE ANALYST	Male	White	317 - RESIGNATION	7	GOVERNMENT & FINANCE DIVISION
362	2022	TECHNICAL INFORMATION SPECIALIST	Female	Hispanic or Latino	317 - RESIGNATION	0	OFFICE OF LEGISLATIVE INFORMATION SERVICES

363	2023	EDITOR	Male	White	317 - RESIGNATION	16	OFFICE OF PUBLISHING
364	2022	LIBRARIAN (METADATA AND ARCHIVE MANAGE	Female	White	317 - RESIGNATION	4	KNOWLEDGE SERVICES GROUP
365	2022	PUBLIC AFFAIRS SPECIALIST	Female	White	302 - RETIREMENT VOLUNTARY	17	OFFICE OF THE DIRECTOR CONGRESSIONAL RESEARCH SERV
366	2022	ATTORNEY ADVISER (GENERAL)	Female	White	307 - FULL RETIREMENT STATUS VOLUNTARY	54	AMERICAN LAW DIVISION
367	2022	SOCIAL SCIENCE ANALYST	Female	White	352 - TERMINATION APT IN	2	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
368	2022	ATTORNEY ADVISER (GENERAL)	Female	White	317 - RESIGNATION	4	AMERICAN LAW DIVISION
369	2022	CONGRESSIONAL RELATIONS SPECIALIST	Male	Hispanic or Latino	330 - REMOVAL	30	OFFICE OF THE COUNSELOR TO THE DIRECTOR
370	2022	LIBRARIAN (RESEARCH SPECIALIST)	Female	White	302 - RETIREMENT VOLUNTARY	45	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
371	2022	LIBRARIAN (RESEARCH SPECIALIST)	Female	White	302 - RETIREMENT VOLUNTARY	4	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
372	2022	LIBRARIAN (RESEARCH SPECIALIST)	Female	White	302 - RETIREMENT VOLUNTARY	33	RESOURCES,SCIENCE AND INDUSTRY DIVISION
373	2022	FOREIGN AFFAIRS ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	34	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
374	2022	LIBRARIAN (RESEARCH SPECIALIST)	Female	White	317 - RESIGNATION	21	GOVERNMENT & FINANCE DIVISION
375	2022	SOCIAL SCIENCE ANALYST	Male	White	307 - FULL RETIREMENT STATUS VOLUNTARY	13	RESOURCES,SCIENCE AND INDUSTRY DIVISION
376	2022	SOCIAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	13	DOMESTIC SOCIAL POLICY DIVISION
377	2022	SOCIAL SCIENCE ANALYST	Female	Asian	302 - RETIREMENT VOLUNTARY	3	RESOURCES,SCIENCE AND INDUSTRY DIVISION
378	2022	ATTORNEY ADVISER (GENERAL)	Female	White	352 - TERMINATION APT IN	3	AMERICAN LAW DIVISION
379	2022	SOCIAL SCIENCE ANALYST	Female	White	317 - RESIGNATION	3	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
380	2022	LIBRARIAN (RESEARCH SPECIALIST)	Female	Native Hawaiian or Other Pacific Islander	352 - TERMINATION APT IN	4	RESOURCES,SCIENCE AND INDUSTRY DIVISION
381	2022	SUPERVISORY PROGRAM SPECIALIST	Female	Black or African American	302 - RETIREMENT VOLUNTARY	31	AMERICAN LAW DIVISION
382	2022	SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	0	DOMESTIC SOCIAL POLICY DIVISION
383	2022	LIBRARIAN (LAW)	Female	White	317 - RESIGNATION	5	AMERICAN LAW DIVISION
384	2022	TECHNICAL INFORMATION SPECIALIST	Female	Black or African American	302 - RETIREMENT VOLUNTARY	40	OFFICE OF LEGISLATIVE INFORMATION SERVICES
385	2022	SUPERVISORY HUMAN CAPITAL PROGRAM SPEC	Female	White	352 - TERMINATION APT IN	12	OFFICE OF ADMINISTRATIVE OPERATIONS
386	2022	MANAGEMENT ASSISTANT	Female	White	317 - RESIGNATION	1	OFFICE OF ADMINISTRATIVE OPERATIONS
387	2022	ATTORNEY ADVISER (GENERAL)	Male	White	317 - RESIGNATION	5	AMERICAN LAW DIVISION
388	2022	LIBRARIAN (REFERENCE AND INSTRUCTION)	Female	Black or African American	352 - TERMINATION APT IN	3	RESOURCES,SCIENCE AND INDUSTRY DIVISION
389	2022	SOCIAL SCIENCE ANALYST	Female	White	352 - TERMINATION APT IN	1	KNOWLEDGE SERVICES GROUP
390	2022	SOCIAL SCIENCE ANALYST	Female	White	317 - RESIGNATION	7	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
391	2022	LIBRARY TECHNICIAN (INFORMATION AND TE	Female	Black or African American	302 - RETIREMENT VOLUNTARY	31	KNOWLEDGE SERVICES GROUP
392	2022	SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	18	GOVERNMENT & FINANCE DIVISION
393	2022	SOCIAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	38	GOVERNMENT & FINANCE DIVISION
394	2022	SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	11	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
395	2022	ATTORNEY ADVISER (GENERAL)	Female	White	317 - RESIGNATION	6	AMERICAN LAW DIVISION
396	2022	SOCIAL SCIENCE ANALYST	Female	Asian	302 - RETIREMENT VOLUNTARY	33	DOMESTIC SOCIAL POLICY DIVISION
397	2022	SOCIAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	3	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
398	2022	FOREIGN AFFAIRS ANALYST	Female	Hispanic or Latino	302 - RETIREMENT VOLUNTARY	34	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
399	2022	TECHNICAL INFORMATION SPECIALIST	Female	White	317 - RESIGNATION	1	OFFICE OF LEGISLATIVE INFORMATION SERVICES
400	2022	SOCIAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	19	DOMESTIC SOCIAL POLICY DIVISION
401	2022	ATTORNEY ADVISER (GENERAL)	Female	Black or African American	302 - RETIREMENT VOLUNTARY	21	AMERICAN LAW DIVISION
402	2023	SUPERVISORY SOCIAL SCIENCE ANALYST	Female	White	352 - TERMINATION APT IN	8	DOMESTIC SOCIAL POLICY DIVISION
403	2023	SUPERVISORY SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	12	RESOURCES,SCIENCE AND INDUSTRY DIVISION
404	2023	SOCIAL SCIENCE ANALYST	Female	White	317 - RESIGNATION	8	DOMESTIC SOCIAL POLICY DIVISION
405	2023	LIBRARIAN (LAW)	Female	White	302 - RETIREMENT VOLUNTARY	8	OFFICE OF LEGISLATIVE INFORMATION SERVICES
406	2023	SUPERVISORY ECONOMIST	Female	White	307 - FULL RETIREMENT STATUS VOLUNTARY	13	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
407	2023	FOREIGN AFFAIRS ANALYST	Male	White	307 - FULL RETIREMENT STATUS VOLUNTARY	31	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
408	2023	SUPERVISORY LIBRARIAN (ACQUISITION AND	Female	White	302 - RETIREMENT VOLUNTARY	13	KNOWLEDGE SERVICES GROUP
409	2023	SOCIAL SCIENCE ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	12	RESOURCES,SCIENCE AND INDUSTRY DIVISION
410	2023	LIBRARIAN (CATALOGING AND METADATA)	Female	Asian	302 - RETIREMENT VOLUNTARY	14	RESOURCES,SCIENCE AND INDUSTRY DIVISION
411	2023	LIBRARIAN (LAW)	Female	White	302 - RETIREMENT VOLUNTARY	1	KNOWLEDGE SERVICES GROUP
412	2023	SOCIAL SCIENCE ANALYST	Female	White	302 - RETIREMENT VOLUNTARY	22	GOVERNMENT & FINANCE DIVISION
413	2023	HIGH APT ANAL	Male	White	302 - RETIREMENT VOLUNTARY	10	RESOURCES,SCIENCE AND INDUSTRY DIVISION
414	2023	LIBRARIAN (LAW)	Female	Black or African American	302 - RETIREMENT VOLUNTARY	4	OFFICE OF LEGISLATIVE INFORMATION SERVICES
415	2023	FOREIGN AFFAIRS ANALYST	Male	White	302 - RETIREMENT VOLUNTARY	38	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
416	2023	PROJECT MANAGEMENT COORDINATOR	Female	Black or African American	302 - RETIREMENT VOLUNTARY	43	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
417	2023	LIBRARIAN	Female	Hispanic or Latino	352 - TERMINATION APT IN	9	OFFICE OF LEGISLATIVE INFORMATION SERVICES
418	2023	SOCIAL SCIENCE ANALYST	Female	White	317 - RESIGNATION	1	DOMESTIC SOCIAL POLICY DIVISION
419	2023	TECHNICAL INFORMATION SPECIALIST	Female	White	302 - RETIREMENT VOLUNTARY	36	OFFICE OF LEGISLATIVE INFORMATION SERVICES
420	2023	SUPERVISORY SOCIAL SCIENCE ANALYST	Female	White	317 - RESIGNATION	4	DOMESTIC SOCIAL POLICY DIVISION
421	2023	LIBR B US & IND	Female	White	352 - TERMINATION APT IN	5	KNOWLEDGE SERVICES GROUP
422	2023	ECONOMIST	Male	White	317 - RESIGNATION	14	DOMESTIC SOCIAL POLICY DIVISION

423	2023	SOCIAL SCIENCE ANALYST	Male	White	350 - DEATH	19	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
424	2023	PROGRAM SPECIALIST	Female	Black or African American	352 - TERMINATION APPT IN	7	OFFICE OF ADMINISTRATIVE OPERATIONS
425	2023	SOCIAL SCIENCE ANALYST	Male	White	317 - RESIGNATION	11	RESOURCES,SCIENCE AND INDUSTRY DIVISION
426	2023	SOCIAL SCIENCE ANALYST	Female	White	317 - RESIGNATION	8	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
427	2023	SUPERVISORY SOCIAL SCIENCE ANALYST	Female	Asian	302 - RETIREMENT VOLUNTARY	32	FOREIGN AFFAIRS,DEFENSE AND TRADE DIVISION
428	2023	ECONOMIST	Female	White	317 - RESIGNATION	13	GOVERNMENT & FINANCE DIVISION

Senator Cruz**I. Directions**

Please provide a wholly contained answer to each question. A question's answer should not cross-reference answers provided in other questions. Because a previous witness declined to provide any response to discrete subparts of previous questions, they are listed here separately, even when one continues or expands upon the topic in the immediately previous question or relies on facts or context previously provided.

If a question asks for a yes or no answer, please provide a yes or no answer first and then provide subsequent explanation. If the answer to a yes or no question is sometimes yes and sometimes no, please state such first and then describe the circumstances giving rise to each answer.

If a question asks for a choice between two options, please begin by stating which option applies, or both, or neither, followed by any subsequent explanation.

If you disagree with the premise of a question, please answer the question as-written and then articulate both the premise about which you disagree and the basis for that disagreement.

If you lack a basis for knowing the answer to a question, please first describe what efforts you have taken to ascertain an answer to the question and then provide your tentative answer as a consequence of its reasonable investigation.

To the extent that an answer depends on an ambiguity in the question asked, please state the ambiguity you perceive in the question, and provide multiple answers which articulate each possible reasonable interpretation of the question in light of the ambiguity.

II. Questions

1. On September 30, 2022, the Library of Congress hosted the post-investiture celebration of Associate Justice Ketanji Brown Jackson to the United States Supreme Court. The Library's Deputy Director of Communications, William Ryan, noted, "Justice Ketanji Brown Jackson asked through the offices of the Supreme Court if her post-investiture celebration could be held at the Library. Given our close working relationship with the Supreme Court, we are happy to accommodate the request. It is a private event and is privately funded." In promoting the event, the Library announced the following: "[t]he event will feature musical performances by the Duke Ellington School of the Arts Concert Choir, Patrick Lundy and the Ministers of Music, and the Smithsonian Jazz Masterworks Quartet."

- a. How much did Justice Jackson's post-investiture celebration cost?

Answer:

As noted in our public communication at the time of the event, Justice Ketanji Brown Jackson asked through the offices of the Supreme Court if her post-investiture celebration could be held at the Library. Given our close working relationship with the Supreme Court, we were pleased to be able to accommodate the request.

The event was co-sponsored by the Library and Supreme Court and therefore, the Library provided necessary support without any administrative fees, as is typical for co-sponsored events. The Law Library of Congress covered the cost of printing programs (totaling \$558.64) through its Various Donors gift fund, not appropriated funding. All of the musical groups performed at no cost.

b. Which groups, companies, entities or individuals paid for the event? Please list every entity or person that paid any portion of the event's cost.

Answer:

The Law Library used gift funds to pay for programs (totaling \$558.64) but made no other payments to cover the event. The Library is unaware of any payments from other parties.

c. Is the Library of Congress planning to offer celebrations for all future justices, or only those who request it?

Answer:

As an organization that works closely with the Supreme Court, we are always eager to maintain a collegial relationship with our institutional partners. Accordingly, the Library of Congress was pleased to be able to co-sponsor such an event as requested by the Supreme Court, and we would similarly work to accommodate any future requests by the Supreme Court.

Further, the Law Library enjoys a close relationship with the Supreme Court per 2 USC 137 and has hosted a variety of public and private events with the Supreme Court in connection with many justices over the years. For example, the Library of Congress and the Law Library co-host the Court Fellows Program with the Supreme Court annually. The event is held in the Coolidge Auditorium of the Thomas Jefferson Building (this venue is used for all events with a large audience), and in recent years, the Library hosted lectures featuring Associate Justices Clarence Thomas (2018), Sonia Sotomayor (2019), Neil Gorsuch (2020), and Stephen Breyer (2022).

Senator Hagerty

Dr. Hayden, the Copyright Royalty Board sets the rates and terms for mechanical royalties for the use of songs in digital interactive streaming, like Spotify and Amazon Music. The “Phonorecords III” decision sets the rates for mechanical royalties for the 2018 to 2022 period. I understand that the decision was complicated by drawn-out litigation, but we are now 5 years past the issuance of the decision, and publishers and songwriters are still waiting for the Copyright Royalty Board to issue an initial determination.

- **Do you have a sense of when an initial determination for Phonorecords III is coming out?**

Answer:

The Copyright Royalty Judges (CRJs) issued the initial determination, after remand, on May 23, 2023. (The CRJs issued their initial determination, prior to appeal and remand, on January 27, 2018. On August 7, 2020, the U.S. Court of Appeals for the D.C. Circuit vacated and remanded (in part) the subsequent Final Determination. Thereafter, the CRJs commenced the adversarial post-remand proceedings required by the D.C. Circuit.)

The initial determination, after remand, contains several appendices, including one appendix that consists of regulatory provisions to be published in the Federal Register and the Code of Federal Regulations. The regulations are necessary for implementation of the rates and terms determined in the CRJs’ opinion. It is expected that the regulations will be published as historical regulations in an appendix to 37 C.F.R. part 385, Rates and Terms for Use of Nondramatic Musical Works in the Making and Distributing of Physical and Digital Phonorecords, indicating an effective period from January 1, 2018, through December 31, 2022.

- **The CRB issued a ruling on Phonorecords III in July of 2022; what has caused the delay in issuing an initial determination?**

Answer:

After the Copyright Royalty Board (CRB) issued its July 2022 ruling in Phonorecords III, the CRJs were required to resolve disputes among the parties regarding regulatory provisions needed to implement the rates and terms of Phonorecords III, as detailed below. Only after resolving those disputes could the CRJs issue the initial determination after remand in Phonorecords III. Determinations of the CRB, such as rate-setting determinations, are ruled upon by all three CRJs, sitting as a panel. When the Initial Ruling and Order After Remand issued on July 1, 2022, it was signed by Chief CRJ Barnett, and the other two CRJs. Chief CRJ Barnett had returned from retirement on an interim basis, following the departure earlier that year of Chief CRJ Feder. Upon the CRB’s return after the Independence Day federal holiday, Chief CRJ Barnett had reentered retirement, and Chief CRJ Shaw joined the CRB.

As indicated above, regulatory provisions consistent with the Initial Ruling were required as part of the initial determination. Thus, in the Initial Ruling and Order After Remand, the remand participants were ordered to file agreed upon regulatory language within 10 days of issuance of the Initial Ruling. In the absence of an agreed submission, those parties were required to file separate submissions not later than 15 days from the issuance of the ruling. The parties agreed to some regulatory provisions but disagreed as to others. Accordingly, through the remainder of July and into the beginning of August, the parties filed separate submissions and respective replies, regarding the needed regulatory provisions.

In November 2022, the CRJs had fully considered the submissions of the Phonorecords III parties concerning the disputed regulatory provisions, and prepared an order that was entered on November 10. The order addressed the prior disputes, and required the parties once more to file a joint submission of regulatory provisions that would embody, among other things, the rulings set forth in the opinion of the appeals court (the D.C. Circuit), and the CRJs' order of November 10. On November 30, 2022, the parties filed their joint submission, as required by the order of November 10, in which they provided joint regulatory language as to matters no longer in dispute, and applied the binding rulings of the D.C. Circuit and the CRJs. Nevertheless, the parties identified an issue that remained in dispute, specifically whether the CRJs should adopt in the Phonorecords III regulations certain so-called Total Content Cost (TCC) rates or the TCC rate discussed in the Initial Ruling. This dispute related to nine offerings made by interactive streaming services.

During the latter half of 2022, the CRB was already heavily focused on two other proceedings – Phonorecords IV, involving many of the same parties as Phonorecords III, and the allocation phase of a proceeding to distribute a large amount of cable television royalties for the years 2014-2017, i.e., Distribution of Cable Royalty Funds, Docket No. 16-CRB-0009 CD (2014-17) (“Cable TV Royalty Proceeding”). A hearing had to be held in the Cable TV Royalty Proceeding because the initial determination is due in August 2023. After ruling on various motions and making numerous preparations (including a final prehearing conference held on March 16), the evidentiary portion of the allocation hearing in, which took place over 20 days, beginning on March 20, and ending on April 20, 2023, with closing arguments scheduled for June 12, 2023. On April 26, 2023, six days after the close of the evidentiary hearing in the Cable TV Royalty Proceeding, the CRJs issued an order in Phonorecords III resolving the aforementioned remaining issue related to the rates and terms. The CRB then had an opportunity to prepare in final form the detailed regulatory provisions that take account of the complex nature of the Phonorecords III proceedings.

On May 23, 2023, the CRJs issued the initial determination in Phonorecords III after remand, with the necessary appendix of regulatory provisions.

The CRJs think it appropriate – particularly given the final question below – to emphasize that numerous matters are always pending before the CRB. Specific to the present question, and as noted above, the CRB was also attending to the Phonorecords IV and cable royalty allocation proceedings. The impact of those two proceedings on the CRB's schedule and its human resources, during the pendency of the Phonorecords III remand, is set forth in further detail below. By August 2022, the CRB's activities were heavily concentrated on Phonorecords IV, in order to have new rates and terms in place by the end of the year. As in the case of all Phonorecords proceedings, the rates and terms of Phonorecords IV would have significant economic effect. Deliberations and rulings on prehearing motions, and other preparations, were made for a lengthy hearing that was scheduled to commence in September 2022. Earlier in the year, many Phonorecords IV parties had reached a settlement as to some of the rates and terms at issue (subpart B), following a rejection by the CRJs of a first partial settlement. Ultimately, on the eve of the scheduled hearing, the parties in Phonorecords IV reached a settlement as to the remaining rates and terms (subparts C and D), but that settlement was nevertheless subject to objections and public comments, as well as the consideration of the CRJs, before rates and terms were set by the end 2022. The rates and terms were published in the Federal Register on December 30, 2022, with an effective date of January 1, 2023 (87 Fed. Reg. 80448), and are now subject to pending motions.

Additionally, during this period, the CRB was administering the legally and economically complex Cable TV Royalty Proceeding, involving six participant groups, described above. In particular, the CRJs were reviewing written testimony, supervising the pre-hearing process and resolving pre-hearing motions, in order to conduct a hearing in early 2023.

As noted above, once the hearing in the Cable TV Royalty Proceeding concluded, the CRB was able to finalize and to issue the Phonorecords III Initial Determination After Remand, including the regulatory provisions.

- **What can Congress do to help the CRB operate rate proceedings more efficiently and timely, particularly when a decision is appealed?**

Answer:

The CRB has not indicated that any statutory change is necessary to help it operate in a more efficient and timely manner. The CRB is appreciative of the fact that Congress removed the cap on staffing to support the CRJs. Indeed, for the first time since the CRB was established in the mid-2000s, during FY2022 the CRB increased its total personnel by hiring an economist and a paralegal specialist. Consequently, by the end of FY2022, the CRB had increased its human resources from six persons to eight, i.e., three CRJs, two attorneys, one economist, one paralegal specialist, and one program support specialist (for administrative assistance). The CRB was also using the services of one contract paralegal. The CRB, although not a part of the Copyright Office, relies on the Copyright Office for many budgetary and other administrative functions. At present, the CRB is in the process of selecting one more paralegal specialist, and needs to hire an attorney. Due to the recent retirement of the CRB's senior attorney, the CRB is currently operating with only one attorney, and its total roster of personnel has dipped to seven (including the three CRJs), plus one contract paralegal.

The CRB's assessment is that to operate in a more efficient and timely manner, it will need to increase its staffing with respect to attorneys, while keeping total CRB personnel under one dozen individuals. Such increased staffing would prove useful on a routine basis, and especially when remands or other events occur that require greater flexibility. The CRB is grateful for the Senate's ongoing support with respect to CRB staffing requirements, and seeks its continued support as the CRB evaluates the need for additional staff resources to support its activities.

As I'm sure you are aware, last month, artificial intelligence was used to clone the voices of two artists—Drake and The Weeknd—to produce a song that went viral on social media.

- **What is the Copyright Office doing to prevent infringement of copyrights and protect the voices and likenesses of professional performers?**

Answer:

Rights to the voices and likenesses of performers are generally protected by state law rather than copyright law, including laws providing a right of publicity, privacy protections, and remedies for misappropriation. In certain cases, performers may be able to secure trademark protection when their name is used to indicate the source of goods or services used in commerce.

The Copyright Act does not give the Copyright Office authority to take enforcement action, with the limited exception of the Copyright Claims Board (CCB), which was created by the Copyright Alternative in Small-Claims Enforcement (CASE) Act. Rather, the Copyright Office works within its statutory authority to create and interpret regulations regarding Title 17, provide guidance and resources about the scope of copyright protections to the public, and

advise the legislature and executive branch agencies to provide expertise and support for enforcement activities. For instance, the Copyright Office provides specialized advice on the federal government's STOPfakes initiative and coordinates with the Department of Justice to provide impartial copyright advice to courts.

Under the Copyright Act, copyright owners and other private actors have the authority to bring enforcement actions. Moreover, although the vast majority of copyright enforcement actions are brought by private parties, the Department of Justice is authorized to bring enforcement actions for willful copyright infringement under certain circumstances specified by the Copyright Act.

Finally, pursuant to the CASE Act, the Copyright Office established the CCB to provide a voluntary tribunal for the efficient and user-friendly resolution of certain copyright disputes that involve claims up to \$30,000 per proceeding. The CCB provides parties with an alternative to the high costs of litigating copyright claims of lower economic value in federal court.

- **How does maintaining complete records of copyrighted works, performances, and likenesses by AI systems help prevent infringement of copyrights and protect the voices and likenesses of professional performers?**

Answer:

As part of its current AI initiative, the Copyright Office has been meeting with stakeholders, holding public listening sessions, and gathering information about best practices and policy proposals regarding AI-generated works. The cutting-edge questions around these issues are a priority for the Copyright Office, and the Copyright Office will issue a Notice of Inquiry seeking public comment on AI and copyright later this year.

The Copyright Office understands that some copyright stakeholders seek a legal requirement for companies to maintain records of, and disclose, the inputs they use to train AI systems. Such a requirement could allow rightsholders to verify whether an AI tool was trained on their works. The legal implications of the use of copyrighted works is the subject of ongoing private litigation. As part of its AI initiative, including the upcoming comment period, the Copyright Office intends to provide a comprehensive analysis of training, record-keeping, copyrightability, and other legal and policy issues related to generative AI and copyright.