



THE LIBRARIAN OF CONGRESS

May 22, 2018

The Honorable Rodney Frelinghuysen
Chairman
Subcommittee on the Legislative Branch
Committee on Appropriations
U.S. House of Representatives
HT-2 Capitol Building
Washington, DC 20515

Dear Chairman Frelinghuysen:

I am pleased to present an Implementation Plan pursuant to the Consolidated Appropriations Act, 2018, P.L. 115-141. The enacted legislation states that "the Librarian of Congress, in consultation with the CRS Director, shall establish and maintain a public website containing CRS Reports and an index of all CRS Reports contained on the website." Furthermore, the explanatory statement directs "within 60 days of enactment of this act CRS, in consultation with the Library of Congress, shall provide to the relevant oversight Committees, including the House and Senate Appropriations Committees, a plan for making these reports available by the end of Fiscal Year 2018, well as any associated cost estimates."

My staff and I are committed to the successful implementation of the publication directive. The plan outlines how the Library will effectively and efficiently support and conduct the tasks required to develop and launch a website that meets all the criteria required by law, in a manner consistent with the intent of Congress, by the statutory deadlines.

I hope you will find this report informative and I look forward to answering questions.

Respectfully submitted,

A handwritten signature in cursive script that reads "Carla Hayden".

Carla Hayden
Librarian of Congress

Enclosure



Public Access to Congressional Research Service Reports

Implementation Plan

Submitted by Dr. Carla Hayden

Librarian of Congress

May 21, 2018

EXECUTIVE SUMMARY

On March 23, 2018, the President signed into law the Consolidated Appropriations Act, 2018, P.L. 115-141. The enacted legislation directs the Librarian of Congress, in consultation with the CRS Director, to establish and maintain a public website containing CRS reports. The legislation further authorizes and encourages the CRS Director to make additional written products available for publication on the website, and requires the CRS Director to report annually on such efforts. The Library is committed to the successful implementation of the publication directive and presents this plan to the congressional oversight committees in support of this initiative.

Developed in consultation with CRS, this Implementation Plan builds upon the statutory requirements of the publication directive and provides a high-level overview of how the public website will be developed and deployed. In presenting this plan, the Library in consultation with CRS aims to ensure that its implementation approach appropriately aligns with the requirements of the enacted legislation.

This plan describes the implementation of the publication directive within the framework of the content to be included on the public website; the technology to support its development; the personnel resources needed to prepare for its launch; and a communications strategy to help Congress, the public, and Library/CRS staff understand the intended scope, purpose, and use of the public website.

This plan also presents targeted milestones and timelines for the completion of key tasks to meet the requirements set forth in the enacted legislation. Further, this plan provides a summary of assumptions and constraints that should be considered as part of the implementation of the public website so as to help mitigate risks.

Finally, this Implementation Plan serves as a foundation to support the public website in the long term while recognizing that the current priority is continued progress toward the initial public release of CRS reports by the statutory deadline.

TABLE OF CONTENTS

Executive Summary	i
1. Introduction	1
1.1. Background	1
1.2. Project Scope.....	2
2. Implementation Overview	3
2.1. Functional Requirements	4
2.2. Content Migration.....	5
2.3. Implementation Schedule.....	7
2.4. Personnel and Technology Costs and Requirements	8
3. Assumptions, Constraints, and Risks.....	9
3.1. Assumptions.....	9
3.2. Constraints.....	11
3.3. Risks.....	12
4. Post-Launch Maintenance and Development.....	13
5. Communications Strategy	14
5.1. Public Website	14
5.2. Congressional Staff.....	15
5.3. CRS Staff	15
6. Conclusion.....	15
Appendix A. Mock-up of CRS Public Website: Search Results	16
Appendix B. CRS Report Mock-ups for Public Website.....	17

I. INTRODUCTION

The Consolidated Appropriations Act, 2018, directs the Librarian of Congress, in consultation with the CRS Director, to establish and maintain a public website containing CRS reports. The legislation further authorizes and encourages the CRS Director to make additional written products available for publication on the website, and requires the CRS Director to report annually on such efforts. This Implementation Plan outlines how the Library will effectively and efficiently support and conduct the tasks required to develop and launch a website that meets all the criteria required by law, in a manner consistent with the intent of Congress, by the statutory deadlines.

Throughout the plan the Library has, as applicable, deliberately included excerpts from or references to the enacted legislation to ensure common understanding and interpretation of the publication directive. The statutory language has been the basis for identifying and specifying the requirements of the project as described in the Implementation Plan. Staff members from across the Library have contributed to the formulation of this plan through a concerted and committed effort to help ensure a successful implementation of a public website for CRS reports.

I.1. Background

Starting in January 2018, the CRS Deputy Director held a series of informal discussions with CRS staff to gain input on how to best implement the proposed public release directives and address related considerations. Nearly 50 CRS staff participated in these sessions, which identified issues that helped prepare CRS to meet the public release requirements. Subsequently, the CRS Director established a working group consisting of CRS staff from its research divisions, Congressional Services Section, Publishing Office, and Review Office. A representative of the Library's Office of the Chief Information Officer (OCIO) also serves on the group as the technical lead. The CRS Deputy Director and senior officials from OCIO also consulted with officials from the Government Publishing Office to discuss technical issues relating to potential public release directives.

Known formally as the Public Release Working Group, its members have been meeting weekly and have thoughtfully considered options surrounding implementation of public release of CRS reports. The group's initial work was targeted on confirming and validating its understanding of the scope of the project as defined by the statutory requirements. The working group has sought to implement those requirements in a way that incorporates the day-to-day operational and policy considerations that factor into the preparation of CRS reports.

Those considerations have included the process by which CRS publishes reports and archives products. The group also has engaged in a review of how authorship and author contact information is listed on CRS reports, recognizing that the enacted legislation affords the CRS Director discretion on the treatment of such information.

The group has undertaken its work in accordance with the deadlines provided for in the enacted legislation. Specifically, the law requires the CRS Director to provide the Librarian of Congress with all information necessary for the Library to begin initial operation of the website within 90 days of enactment. Upon meeting that requirement, the Library of Congress will have an additional 90 days to prepare the website for public access, with the possibility of an extension of up to 90 additional days in the event of technical delays.

The explanatory statement accompanying the law additionally requires CRS, in consultation with the Library, to provide to the relevant oversight committees, including the House and Senate Appropriations Committees, a plan for making CRS reports available by the end of Fiscal Year 2018, as well as any associated cost estimates, within 60 days of enactment. This Implementation Plan is submitted in fulfillment of that requirement.

1.2. Project Scope

The overall scope of the project is determined by the enacted legislation which defines a CRS report “as any written CRS product, including an update to a previous written CRS product,” consisting of a CRS report or a CRS “Authorization of Appropriations Product and Appropriations Product” which is available on CRS.gov. Reports, as defined in the legislation, do not include material prepared in response to congressional requests for confidential analysis or research which is not available for general congressional access on CRS.gov.

For the initial public release, the Library will make CRS’s R-series of “active” reports available on the public website in PDF format, as suggested in the explanatory statement accompanying the legislation, with exceptions as described in section 3.2 of this plan.¹ The initial release will also include CRS’s Appropriations Status Table (AST), anticipated to be in HTML as an exception to the PDF format due to the current functionality and use of the AST content.

Active reports are those products that CRS presents as current and relevant to the legislative agenda. Active products also may include historical reports that help provide context to current legislative developments. CRS currently maintains approximately 2,700 active R-series reports.

The publication directive specifically mandates that the public website is to be “updated contemporaneously, automatically, and electronically, to include each new or updated CRS report released on or after” the date on which the Library makes the website available for public access. The Library and CRS will ensure that every CRS report that is published or updated once the public website is active will be so included. Additionally, it is anticipated that the publication of new and updated reports on the public website will be able to be made simultaneously with publication on CRS.gov.

¹ CRS’s R-series of reports have unique product codes that begin with “R,” “RL,” and “RS.” “RL” and “RS” products are reports CRS previously classified as *long* (more than six pages) and *short* (less than six pages), respectively. CRS discontinued that designation with the launch of its Authoring and Publishing (A&P) system in December 2008. Reports published subsequently were classified as R-series reports.

The Library and CRS are additionally committed to presenting the full inventory of reports appearing on CRS.gov on the public website as soon as is practicable, with an estimated 500 of the current inventory available when the website goes live.

This estimate represents the number of active reports published or anticipated to be published since the enactment of the legislation on March 23, 2018, and serves as a benchmark for the initial release of the public website. Active reports not available at launch will be added as expeditiously as reasonably possible thereafter with the full migration targeted for completion by Spring 2019. (See the projected schedule in section 2.2 of this plan.)

2. IMPLEMENTATION OVERVIEW

The Library's approach to the implementation of the public release of CRS reports is guided, in part, by the statutory deadlines described in section 1.1 of this plan. Due to the time frame for launching the public website, the Library will implement this plan using a method that is consistent with a common development paradigm used to launch products quickly to meet project deadlines without compromising product quality and users' needs. This development approach is known as a "minimum viable product" (MVP).

MVP is a development technique in which a new product or website is developed with sufficient features to satisfy initial project requirements. The MVP methodology minimizes product development risk because additional features are based on actual user feedback following launch rather than based only on assumptions about user preference made prior to launch.

The Library's OCIO has adopted the MVP principle for the development of the new public website and for reprogramming CRS's existing Authoring and Publishing (A&P) system to support the production of CRS reports for public access. In doing so, OCIO will create a new website using the same technology that currently delivers CRS reports on CRS.gov. This includes plans to modify the A&P system currently used to publish content to CRS.gov to support a dual publishing process to publish reports to both the public and congressional websites effective on the go-live date of the public release.

For the public website, OCIO will build out a new virtualized infrastructure that will replicate portions of the current CRS.gov system that are used to deliver CRS reports. The Library will stand up new servers, in accordance with required security controls, that will be completely separate from those accessed by congressional staff. The public website will be accessed via <https://www.congress.gov/crsreports/>.

The website will use a simple, Google-like search page and include the same search sorting, faceting, and display mechanisms used on CRS.gov. (See Appendix A for a mock-up of a Search results page for the public website.) Content updates to the public website will be integrated into the existing publishing process for CRS.gov so that the content and search results will be consistent across both the public and the congressional websites once all content is migrated for the public release.

This approach, including the reuse of technology implemented on CRS.gov, will help reduce the development time, cost, and unknowns, and in turn, help the Library launch a website by the statutory deadline. Furthermore, the MVP methodology will allow the Library to launch a site in a way that will support the likely development of future enhancements after the initial website is made available to the public.

2.1. Functional Requirements

The MVP developed by the Library will meet all of the functional requirements defined in the enacted legislation. Thus, the public website and its repository of CRS reports will be made available to the public with the following features and functionality:

- Published products will be in PDF format, with exceptions such as the AST, which is anticipated to be published in HTML.
- Published products will be identifiable as new, updated, or archived with the version number specified. For new and updated products, the designation will appear in the footer of the last page of published reports along with the version number and product code (e.g., RXXXXX).²
 - Updated reports also will be identified as such with “Updated” appended to the report’s cover page inline before the Cover Date.³ (See CRS Report mock-ups in Appendix B.)
 - Archived reports will be designated as such directly on the public website as opposed to on the actual report given that CRS’s current method for archiving products is de-coupled from the previously referenced A&P tool used to publish content.
- Published products will include the disclaimer language as provided for in the legislation.
- Published products will be searchable, sortable, and downloadable, including in bulk.
- Products will be published to the public website contemporaneously to occur near simultaneously with the publishing of reports to CRS.gov, with the possible exception of the AST, updates of which may occur on a set schedule (e.g., daily).

Another aspect of development for the public release of CRS reports pertains to the treatment of author information on published products. As referenced earlier in this plan and as provided for by the statutory language, the CRS Director has the discretion to “remove the name or any contact information for any employee of CRS” from the published reports.

² The Library intends to modify the congressional version of CRS reports to include the same product information in the footer as will appear in the public version.

³ The Library also intends to add “Updated” to the cover of the updated versions of reports for congressional distribution.

In consideration of that option, the names and titles of report authors will be displayed only on the last page of the public version of reports as depicted in the mock-up in Appendix B. Furthermore, author phone numbers and email addresses will not be included on the public version of reports. Author contact information will be retained on the version for Congress, so that congressional clients may still easily find how to contact them.

2.2. Content Migration

As noted in section 2 above, OCIO intends to modify the CRS A&P tool to support the publishing of CRS R-series reports to the public website. OCIO estimates that the new version of the A&P tool will become available for use in mid-August 2018, in the weeks before the expected launch date of the public website.

The Library and CRS also are planning to republish a limited number of existing CRS reports for inclusion on the public website with the initial launch. Specifically, CRS expects to have populated the public website with R-series reports newly published or updated since enactment of the Consolidated Appropriations Act, 2018. It is estimated that there will be approximately 500 such reports (this assumes that this volume of reports can be processed within the short period of time available between the release of the updated A&P tool and the launch of the public website).

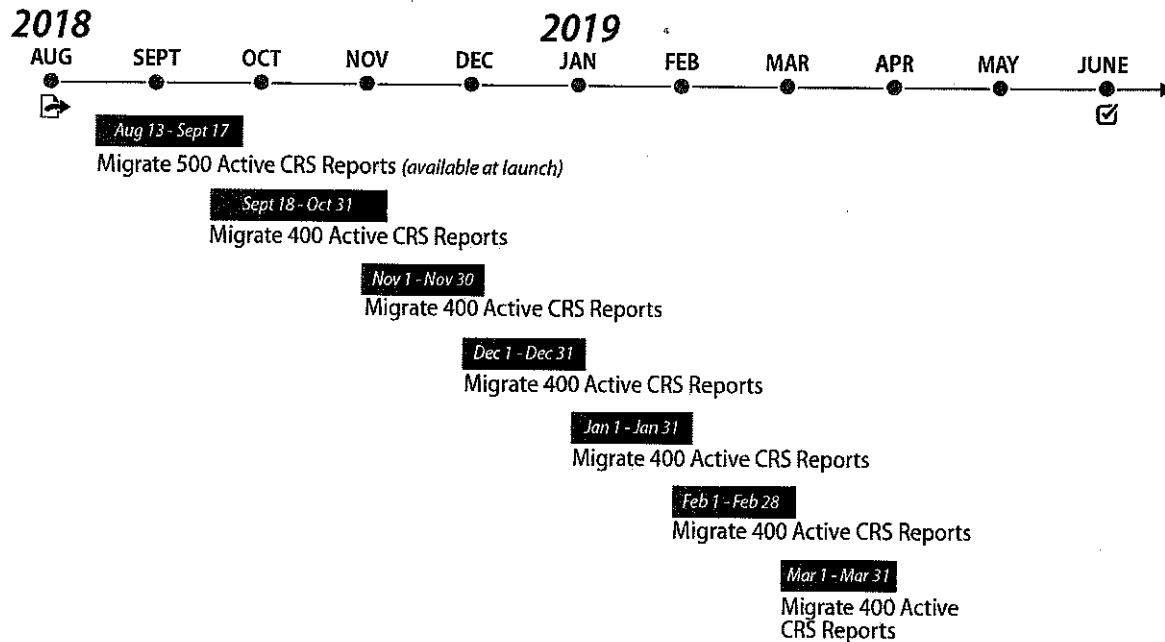
CRS will then make publicly available all remaining R-series reports published since the beginning of the 115th Congress in January 2017 (i.e., active reports newly published or updated between January 3, 2017, and March 22, 2018). Thereafter, CRS will republish the remaining active R-series reports (i.e., those published prior to January 3, 2017).

In order to republish the active reports, CRS staff will have to manually process each product using the A&P tool referenced above. As depicted in the following figure, it is estimated that CRS's entire catalog of active R-series reports will be publicly available in Spring 2019, with exceptions as described in this plan.⁴ Subsequent to development of the initial version of the public website, however, the Library's OCIO plans to explore options for automating the content migration process, which could expedite the presentation of reports and other material on the public website.

⁴ CRS staff will be republishing R-series reports retroactively while also publishing newly written and updated reports prospectively to both the congressional and public websites. The process to prepare and publish report files will draw mostly on the same resources. Thus, this may affect the pace at which the backlist of R-series reports will become available on the public website.

CONTENT MIGRATION Timeline

Existing R-series products will be republished and migrated to the public website on an ongoing basis with an estimated 400 reports becoming available each month after the initial public release. The full migration is targeted for completion in Spring 2019.



While CRS is committed to providing full access to its reports as described in this Implementation Plan, the above schedule may be subject to change or may need to be adjusted if there are unanticipated resource and time considerations.

2.3. Implementation Schedule

The Library's projected schedule for the implementation of the public website for CRS reports is as depicted in the below table. The information should be viewed in consideration of the assumptions, constraints, and risks described in section 3 of this plan.

Task Name	Duration	Start	Actual Start	Finish
Equal Access to CRS Reports	180 days	3/23/2018	3/23/2018	9/18/2018
Plan	60 days	3/23/2018	3/23/2018	5/21/2018
Prerequisites	31 days	4/30/2018	4/30/2018	5/30/2018
Planning	54 days	3/29/2018	3/29/2018	5/21/2018
Hardware Setup and Configuration	70 days	4/16/2018	4/11/2018	6/24/2018
Assessment & Authorization (A&A) Activities	100 days	4/16/2018	4/11/2018	7/24/2018
Development Activities	128 days	3/30/2018	3/30/2018	8/4/2018
Website	128 days	3/30/2018	3/30/2018	8/4/2018
(Authoring & Publishing) A&P Updates	128 days	3/30/2018	3/30/2018	8/4/2018
Deployment	30 days	8/1/2018	NA	8/30/2018
Staging	10 days	8/1/2018	NA	8/10/2018
Production	20 days	8/11/2018	NA	8/30/2018
Website Critical Path	161 days	3/23/2018	3/23/2018	8/30/2018
STATUTORY DEADLINE	180 days	3/23/2018	3/23/2018	9/18/2018

Assuming the Library maintains the above schedule, the targeted launch date for the public website is September 18, 2018.

2.4. Personnel and Technology Costs and Requirements

The successful implementation of the public release of CRS reports will depend on the availability of appropriate personnel resources as well as the availability of the hardware needed to support the website development and launch. The below table captures labor and software costs with regard to OCIO's support on the project. (Note: The Library does not anticipate any additional hardware costs because the public release will be supported within the existing virtualized hardware environment.)

Cost Item	Estimated Cost		Estimated Total Cost
	FY 2018	FY 20xx	
Planning Non-Personnel Costs: Contract Labor	\$0.00	\$0.00	\$0.00
Planning Non-Personnel Costs: Non-Labor	\$0.00	\$0.00	\$0.00
Planning Govt. Full-time Equivalents (FTEs) Count (OCIO only):	0.00	0.00	0.00
Planning Govt. FTEs Cost (OCIO only):	\$0.00	\$0.00	\$0.00
Sub-Total Planning Costs (including Govt. FTE)	\$0.00	\$0.00	\$0.00
Development, Modernization, and Enhancement (DME) Non-Personnel Costs: Contract Labor	\$0.00	\$0.00	\$0.00
DME Non-Personnel Costs: Non-Labor	\$0.00	\$0.00	\$0.00
DME Govt. FTEs Count (OCIO only):	8.80	0.00	8.80
DME Govt. FTEs Cost (OCIO only):	\$1,377,298.56	\$0.00	\$1,377,298.56
Sub-Total DME (including Govt. FTE):	\$1,377,298.56	\$0.00	\$1,377,298.56
Operations and Maintenance (O&M) Non-Personnel Costs: Contract Labor	\$0.00	\$0.00	\$0.00
O&M Non-Personnel Costs: Non-Labor *	\$136,171.52	\$0.00	\$136,171.52
O&M Govt. FTEs Count (OCIO only):	0.00	0.00	0.00
O&M Govt. FTEs Cost (OCIO only):	\$0.00	\$0.00	\$0.00
Sub-Total O&M Costs (including Govt. FTE):	\$136,171.52	\$0.00	\$136,171.52
Total Govt. FTE Counts (OCIO only):	8.28	0.00	8.28
Total Govt. FTE Costs (OCIO only):	\$1,377,298.56	\$0.00	\$1,377,298.56
Total Non-Personnel Costs:	\$136,171.52	\$0.00	\$136,171.52
Total Cost (including Govt. FTE Costs):	\$1,513,470.08	\$0.00	\$1,513,470.08

* Note: this non-labor cost is to purchase additional licenses for the Endecca search engine.

In addition to OCIO's work on the public release project and its personnel and hardware needs, CRS also anticipates that the implementation of the project will draw on resources from the Publishing and Editorial Resources Section (PUB) of its Office of Congressional Information and Publishing. As the central publishing office for CRS, PUB staff will play a critical role in preparing and republishing existing content to the public website and publishing new content after its launch.

Estimated personnel costs associated with current PUB staff's time to prepare for the launch of the public website are as outlined below. In addition to PUB's current staffing, the CRS Director has approved two temporary positions in PUB for not-to-exceed, six-month appointments. Those estimated costs also are shown below.

Cost Item	Estimated Hours	Personnel Costs
Permanent FTEs (16)	4160	\$77,975.20
Temporary Staff on Six-Month Appointments (2)	2080	\$68,036.40
Totals	6240	\$146,011.60

As the project progresses, it is possible that additional resources may be needed to support the launch of the public website and during the months after its release.

3. ASSUMPTIONS, CONSTRAINTS, AND RISKS

The implementation of projects of this magnitude and scale comes with inherent assumptions, constraints, and risks. This section seeks to provide an overview of several assumptions the Library has made in the planning of this project, as well as related dependencies, while presenting what the Library knows at this time to be constraints and risks. The Library is providing this information to help set expectations for the implementation of this plan and to develop a mutual understanding of possible areas of concern.

3.1. Assumptions

The following assumptions and dependencies have been extracted from the Consolidated Appropriations Act, 2018 of which the Library has taken into consideration in this Implementation Plan.

Law Section Reference	Assumption and Dependency Description
(b)(1)	Establishment and maintenance of a free, public website containing CRS Reports and an index of all reports on the website.
(a)(1)	"CRS product" means any final written work product of CRS containing research or analysis in any format that is available for general congressional access on the CRS congressional Intranet.

Law Section Reference	Assumption and Dependency Description
(a)(2)(A)	<p>"CRS Report" means any written CRS product, including an update to a previous written CRS product, consisting of—</p> <ul style="list-style-type: none"> (i) a Congressional Research Service Report; or (ii) a Congressional Research Service Authorization of Appropriations Product and Appropriations Product, which is available for general congressional access on the CRS congressional Intranet. <p>Derived Assumption:</p> <p>"CRS Reports" are those products that are published and presented as reports on the CRS congressional intranet. CRS designates these products as "R-series" reports (i.e., R, RL, RS).</p>
(a)(2)(B)	<p>"CRS Report" does not include—</p> <ul style="list-style-type: none"> (i) any CRS product that is determined by the CRS Director to be a confidential product or service because it was prepared in response to a congressional request or requests for confidential analysis or research and is not available for general congressional access on the CRS congressional Intranet; (ii) any Congressional Research Service Report or any Congressional Research Service Authorization of Appropriations Product and Appropriations Product reported or produced before the effective date of this Act which, as of such effective date, is not available for general congressional access on the CRS congressional Intranet; or (iii) a written CRS product that has been made available by CRS for publication on a public website maintained by the GPO Director (other than the Website) or the Library of Congress. <p>Derived Assumption:</p> <p>A. "CRS Products" that are not initially included are:</p> <ul style="list-style-type: none"> a. Insights b. Infographics c. Sidebars/Legal Sidebars d. In Focus e. Testimony
(b)(1)(C)	The Librarian of Congress may not charge a fee for access to the Website.
(b)(4)	The Librarian of Congress may publish other information on the Website.
(b)(5)	The Librarian of Congress and the CRS Director may use additional techniques to make CRS Reports available to the public, if such techniques are consistent with this section and any other applicable laws.

Law Section Reference	Assumption and Dependency Description
(b)(6)	<p>The CRS Director is encouraged to make additional CRS products that are not confidential products or services available to the Librarian of Congress for publication to the public website, and the Librarian of Congress is encouraged to publish such products on the public website.</p> <p>Derived Assumption:</p> <p>Subsequent to the presentation of CRS reports on the public website, the CRS Director plans to take steps to make other written products that appear on the CRS congressional website available to the Library for inclusion on the public website.</p>
n/a	A "version" is defined as any published change to a report.
n/a	All reports will start with existing current version number; as version 1 is defined as New and all subsequent versions are categorized as Updated.
n/a	The Appropriations Status Table (AST) has clickable links to Congress.gov (aka LIS) and those links will remain operational.
(b)(2)(A) (b)(2)(B) (c)(1)(A)	CRS Reports will no longer be made "non-distributable."
n/a	The term "index" is synonymous with search results.

3.2. Constraints

Constraints associated with the public release effort are as follows:

- Time is a constraint in that the required time frame for the project will affect its overall development and implementation as well as the number of reports that will be available on the public website on day one of its launch.
- Resources are a constraint in terms of competing priorities and projects for some of the staff involved with the public release effort.
- CRS is constrained by certain product types that are in the R-series but nevertheless do not fall within the categories of content to be included on the public website. For example, Experts Lists are exclusively designed to present author contact information for congressional clients and do not contain research material. As such, Experts Lists will not be included on the public website. Additionally, author contact information appearing in products with content such as Key Policy Staff tables may be handled in the same manner as author contact information on the back of CRS reports.

- The public website will display CRS reports in PDF format with the exception of CRS's Appropriations Status Table (AST). The AST is expected to retain its current HTML format to provide links to related CRS reports. In taking this approach, however, CRS may be constrained by the frequency with which it will be able to post updated AST content to the public website. Based on current planning, AST updates likely will occur on a set schedule that is timely (e.g., daily).
- Another constraint is how current business processes will be affected by the production of public versions of reports. For example, CRS has processes for publishing technical corrections to reports and for archiving reports that might need to be reevaluated or modified given public release requirements.
- CRS uses various subscription databases as part of conducting research and analysis to prepare CRS products. License agreements for some of those services may stipulate that data and information only may be shared with congressional audiences. Thus, CRS may have to revisit the terms of such agreements to provide for broader access, which may result in additional costs.
- When considering other products to include on the public website after its initial launch (see section 4 on future development), there may be constraints associated with CRS Insights as that product line was designed to be HTML-only with a 90-day product life cycle before moving to archived status. Although CRS Insights are not a factor for the implementation of the public website for launch this fiscal year, the Library has included the CRS Insights in this plan as they may become pertinent as CRS looks to add additional content to the public website at a later time.

3.3. Risks

Risks may be categorized as operational and technical. With regard to operational risks, there may be a perception that the public release of CRS reports may affect the manner in which CRS carries out its work in service to Congress. Likewise, there may be a perception that congressional staff will interact with CRS in different ways, to include the use of the public website in lieu of CRS.gov.

The Library and by virtue CRS understands that the enacted legislation is not intended to change the core mission of CRS to serve Congress. The communications strategies described in section 5 of this plan are intended to foster understanding among CRS staff, congressional clients, and the public about the publication directive and thereby minimize operational risks that may compromise the successful implementation of this plan.

Technical risks also are a factor in the implementation of this plan. Although the implementation approach summarized in section 2 has been deemed the most viable option, there is a level of risk involved. Specifically, the approach requires the setup of Windows servers in configurations not currently used outside of CRS.gov for Library of

Congress websites. The approach also requires using an existing publishing platform to publish CRS products to the public website with unknowns as to the volume of reports the system will be able to process efficiently.

Additionally, the Library has purchased Search licensing for a maximum of 500,000 search queries per day. If the public site exceeds that threshold, additional licenses must be purchased.

Other known risks at this time are as follows:

- The time period between the enactment of law and the deployment of the system could cause a backlog of CRS reports that need to be republished.
- The project's schedule may be affected due to resource and scheduling contentions with other development projects in progress involving the A&P system.
- Without a limit on the number of products a user can download or the potential of a "launch or a viral surge," the system could become overwhelmed on day one of launch of the public website.
- Integration with Data Center hosting could cause delays or require rework.
- The inability to procure and launch hosting resources could cause delays.
- The inability to complete security assessment and authorization (A&A) of the public website and supporting systems and obtain an authorization to operate (ATO) for the new environment could delay launch.
- The inability to stand up development and beta test environments within the given timeline could affect the schedule.
- Uncertainty about pricing for the Endeca search engine is a risk.
- Work on CRS's Integrated Research Information System (IRIS) and resource contentions surrounding that in relation to the public release effort could delay one or both projects.

4. POST-LAUNCH MAINTENANCE AND DEVELOPMENT

The enacted legislation encourages the CRS Director to make additional CRS products that are not confidential products or services available to the Librarian of Congress for publication on the website. Because of the development approach described in section 2 of this plan, the Library should be positioned to present additional website content in the future, such as In Focus products.

To accommodate post-launch maintenance and development of the public website and the A&P tool used to publish content to it, the Library can employ processes currently in place whereby technical developers and system owners will collaborate on the testing and deployment of future changes. With regard to sustaining maintenance of the system, the Library may need to reassess the staffing requirements and provide additional support.

5. COMMUNICATIONS STRATEGY

CRS plans to implement a robust communications strategy to ensure that Congress, CRS and other Library employees, and other stakeholders have accurate information about the public release effort and continued opportunities to provide feedback. As previously noted, CRS started early in the process to provide its staff with opportunities to discuss the public release effort through informal discussions held by the CRS Deputy Director, regular working group meetings, and other venues. This type of direct engagement will continue to be a key aspect of the CRS communications strategy and will be supplemented by frequently asked questions (FAQs), emails, and other communications. Details about specific plans are below.

5.1. Public Website

In consultation with the Library, CRS will aim to develop an FAQ to help the public understand what material the public website contains, as well as the role of CRS and the scope of its work. Additional FAQs may be developed specifically for internal stakeholders, including Library employees and congressional users. CRS will develop the FAQ in collaboration with Library employees who directly interact with the public, including staff from the Law Library who work on Congress.gov and Library Services.

In addition to FAQs, CRS, in consultation with the Library, will develop a statement to post on the public website to provide context to and information about the reports included in the collection. The following is a draft statement as a representative example.

About This Collection

This collection provides the public with access to research products produced by the Congressional Research Service (CRS) for the United States Congress. By law, CRS works exclusively for Congress, providing timely, objective, and authoritative research and analysis to committees and Members of both the House and Senate, regardless of political party affiliation. As a legislative branch agency within the Library of Congress, CRS has been a valued and respected resource on Capitol Hill for more than a century.

The products in this collection were created for the sole purpose of supporting Congress in its legislative, oversight, and representational duties. New products are regularly produced to anticipate and respond to issues of interest to Congress on a timely basis. As these issues develop, so do our products, which may be updated to reflect new information, developments, and emergent needs of Congress. The products are not designed to provide comprehensive coverage of the academic literature or address issues that are outside the scope of congressional deliberations. They are marked as “new,” “updated,” or “archived” to indicate their status.

In 2018, Congress passed a law directing the creation of this site and ending the legal requirement prohibiting CRS from providing its products to the public. In response, CRS immediately started work to ensure all products required under this new law would be available at launch, as well as work to add as many additional products as possible (see the FAQ for details and a timeline on the distribution of additional products).

CRS Support for Congress

By law, CRS staff are available only to assist Congress and respond to congressional requests. Congressional staff who access this site from the Capitol Hill intranet are encouraged to contact CRS through the CRS Home Page at www.crs.gov. Reference and technical support for the public can be requested via the Library's [Ask a Librarian page](#).

5.2. Congressional Staff

CRS will implement an outreach campaign to Congress regarding CRS services and the use of CRS.gov in the context of the public website. This may be undertaken in several ways, including updates on CRS.gov, and emails to congressional users, as well as programming and trainings. CRS may also collaborate with congressional offices to develop a coordinated educational effort.

5.3. CRS Staff

CRS will continue to proactively engage staff leading up to and following the launch of the public website. This will be accomplished in numerous ways, including:

- Continued coordination among CRS's Public Release Working Group
- Continued informal dialogue and discussions (e.g., "Brown Bags") with CRS staff
- Collaboration among the CRS management team
- Written updates and informational pieces (e.g., FAQs) posted to the CRS intranet site and emailed to staff

6. CONCLUSION

In summary, the Library submits this Implementation Plan after consideration of the best approach for accomplishing the goals of the public release effort within the time period specified in the Consolidated Appropriations Act, 2018. The Library looks forward to feedback from the oversight committees, and welcomes comments and suggestions regarding the implementation of this plan.

APPENDIX A. MOCK-UP OF CRS PUBLIC WEBSITE: SEARCH RESULTS

Congressional Research Service
Informing the legislative debate since 1914

CONGRESS.GOV

HOME APPROPRIATIONS STATUS TABLE ABOUT CRS

Search CRS Reports

Search Within Results [3] results for: **patent infringement vehicle**

GO

DOWNLOAD PAGE RESULTS DOWNLOAD FIRST 100 RESULTS

Include full text Relevance

Refine These Results

Clear All Refinements

Topics

☐ Law and Justice (1)

Authors

☐ Yeh, Brian T (1)

☐ Lanza, Emily M (1)

Dates

	Patent Litigation Reform Legislation in the 114th Congress R43979 Brian T. Yeh, Emily M. Lanza View other versions of this report	Feb 08, 2016
	Patent Reform: Judicial Developments in Areas of Legislative Interest R41090 John R. Thomas View other versions of this report	Jan 05, 2011
	The Leahy-Smith America Invents Act: Innovation Issues R42014 John R. Thomas View other versions of this report	Jan 15, 2014

Disclaimer:
These documents were prepared by the Congressional Research Service (CRS). CRS serves as nonpartisan shared staff to congressional committees and Members of Congress. It operates solely at the behest of and under the direction of Congress. Information in a CRS Report should not be relied upon for purposes other than public understanding of information that has been provided by CRS to Members of Congress in connection with CRS's institutional role. CRS Reports, as a work of the United States Government, are not subject to copyright protection in the United States. Any CRS Report may be reproduced and distributed in its entirety without permission from CRS. However, as a CRS Report may include copyrighted images or material from a third party, you may need to obtain the permission of the copyright holder if you wish to copy or otherwise use copyrighted material.

Legal | Accessibility | Help | Contact Us | External Link Disclaimer | USA.gov

LIBRARY OF CONGRESS Copyright

APPENDIX B. CRS REPORT MOCK-UPS FOR PUBLIC WEBSITE

New Report



**Congressional
Research Service**

Informing the legislative debate since 1914

Delegates to the U.S. Congress: History and Current Status

May 1, 2018

Congressional Research Service

www.congress.gov/crsreports

R40555

CRS REPORT
Prepared for Members and
Committees of Congress

Delegates to the U.S. Congress: History and Current Status

Table 1. Statutes Providing for Territorial Representation in Congress

Territory	Statute	Year
Alaska	34 Stat. 169	1906
District of Columbia	84 Stat. 848	1970
Virgin Islands	86 Stat. 118	1972
Guam	86 Stat. 118	1972

Source: "Non-voting delegates to the House," *Congressional Record*, vol. 124 (October 3, 1978), p. 33287; P.L. 110-229.

Author Information

Christopher M. Davis
Analyst on Congress and the Legislative Process

Acknowledgments

This report builds on earlier reports on territorial delegates prepared by Andorra Bruno, former colleague Paul Rundquist, the late William H. Tansill, and Betsy Palmer.

Disclaimer

This document was prepared by the Congressional Research Service (CRS). CRS serves as nonpartisan shared staff to congressional committees and Members of Congress. It operates solely at the behest of and under the direction of Congress. Information in a CRS Report should not be relied upon for purposes other than public understanding of information that has been provided by CRS to Members of Congress in connection with CRS's institutional role. CRS Reports, as a work of the United States Government, are not subject to copyright protection in the United States. Any CRS Report may be reproduced and distributed in its entirety without permission from CRS. However, as a CRS Report may include copyrighted images or material from a third party, you may need to obtain the permission of the copyright holder if you wish to copy or otherwise use copyrighted material.

Updated Report



Delegates to the U.S. Congress: History and Current Status

Updated May 4, 2018

Congressional Research Service
www.congress.gov/crsreports
R40555

CRS REPORT
Prepared for Members and
Committees of Congress

*Delegates to the U.S. Congress: History and Current Status***Table 1. Statutes Providing for Territorial Representation in Congress**

Territory	Statute	Year
Alaska	34 Stat. 169	1906
District of Columbia	84 Stat. 848	1970
Virgin Islands	86 Stat. 118	1972
Guam	86 Stat. 118	1972

Source: "Non-voting delegates to the House," *Congressional Record*, vol. 124 (October 3, 1978), p. 33287; P.L. 110-229.

Author Information

Christopher M. Davis
Analyst on Congress and the Legislative Process

Acknowledgments

This report builds on earlier reports on territorial delegates prepared by Andorra Bruno, former colleague Paul Rundquist, the late William H. Tansill, and Betsy Palmer.

Disclaimer

This document was prepared by the Congressional Research Service (CRS). CRS serves as nonpartisan shared staff to congressional committees and Members of Congress. It operates solely at the behest of and under the direction of Congress. Information in a CRS Report should not be relied upon for purposes other than public understanding of information that has been provided by CRS to Members of Congress in connection with CRS's institutional role. CRS Reports, as a work of the United States Government, are not subject to copyright protection in the United States. Any CRS Report may be reproduced and distributed in its entirety without permission from CRS. However, as a CRS Report may include copyrighted images or material from a third party, you may need to obtain the permission of the copyright holder if you wish to copy or otherwise use copyrighted material.

