

# **Annual Report of the Congressional Research Service of the Library of Congress for Fiscal Year 2014**

**to the Joint Committee on the Library  
United States Congress**

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## **I. CRS SERVICE TO CONGRESS**

The Congressional Research Service (CRS) serves Congress by providing comprehensive and reliable legislative research and analysis that is timely, objective, authoritative, and confidential through all stages of the legislative process. Completing its 100th year of service in FY2014, CRS takes pride in its tradition of informing Congress by providing substantive analytical support for public policy issues and legislative proposals, tailored confidential memoranda, and personal consultations and briefings to address pressing issues on the congressional agenda. This report summarizes selected CRS milestones in legislative assistance for FY2014 and highlights forward-looking management initiatives to streamline operations and explore new ways to improve efficiency.

### **LEGISLATIVE SUPPORT TO CONGRESS**

The year was marked by challenges in domestic public policy including the federal debt and deficit, banking and financial regulation, the Keystone XL Pipeline, hydraulic fracturing, unaccompanied alien children, drought in the Southwest, and the 2014 farm bill. Equally challenging were foreign policy decisions concerning conflicts in the Middle East, international trade, the Ebola outbreak in western Africa, and relations with Russia, China, and alliances in Asia.

For all public policy issues, Congress could rely on the authoritative, objective, timely, and confidential support that CRS offered at each stage of the legislative process. Going forward, the CRS research planning process identified and anticipated 140 policy issues that may be on the agenda for the First Session of the 114th Congress.

### **INDICATORS OF CRS PERFORMANCE AND PRODUCTIVITY**

In FY2014 Members and committees received analysis and information from CRS through nearly 593,000 requests for products and services, including approximately 62,000 requests for custom analysis and research. In addition, approximately 7,500 congressional participants attended more than 200 CRS seminars, institutes, and training sessions.

By the end of the fiscal year CRS produced more than 1,000 new reports and other online products, including about 160 Insights, new short-form analyses of the key issues. During congressional searches for information on the Services Web site, CRS products were opened and viewed more than 656,000 times. CRS analysts summarized more than 6,000 bill versions for Congress.gov and the Legislative Information System. CRS served 100 percent of Member and standing committee offices. The following table provides more details of CRS performance.

## **FY2014 CRS SERVICE TO CONGRESS: A SNAPSHOT**

The following are selected data on products and services provided to Congress during FY2014. These data are derived from the CRS request management system, Web metrics application, and other applications that measure output. CRS support for Congress also comes in the form of personal client interactions that may not always be captured by these systems.

### **PRODUCTS AND PROGRAMS**

Custom Responses	
Confidential Memoranda	2,955
In-person Briefings, Consultations and Testimony	4,525
Telephone Responses	26,658
Email Responses	24,187
Background and Miscellaneous	3,175
Total Custom Responses	61,500
New CRS Reports and other General Distribution Products	1,099
CRS Reports and other Product Updates	2,534
Bill Summaries in LIS/Congress.gov	6,027
Seminars, Institute, Training Participation by Clients	7,529
Total Products Prepared and Program Participation	78,689

### **WEB ACTIVITY**

Client Page Views on CRS.gov	2,250,054
CRS Report and General Distribution Product Views	656,405
Appropriations Status Table Views	54,868
Legal Sidebar Views	41,050
Find an Analyst Page Views	7,594
Video Views (Video Briefs and Recorded Events)	4,663
MyCRS Subscriptions (approximate active users at year end)	2,300

### **OTHER DATA**

CRS Reports and Product Titles Available at Year End	9,687
Member/Standing Committee Offices Provided Custom Services <sup>1</sup>	100%

<sup>1</sup> Percentage for which at least one custom service was provided during the year, rounded to the nearest one percent.

## **OUTLINE OF THIS REPORT**

Highlights of FY2014 analysis are presented in the following pages in the context of issues faced by Congress. A description is then presented of new management initiatives. Because this year is noteworthy as a time of anniversary celebrations, the report includes an appendix on the centennial activities of CRS. The report concludes with appendixes providing background information on CRS services and products, CRS organizational structure, and staff and budget data for the year.

## II. LEGISLATIVE SUPPORT TO CONGRESS

CRS support for Congress in FY2014 took place throughout all stages of the legislative process and across the full range of active public policy issues. CRS assisted in examining the nature and extent of problems facing Congress; identified and assessed policy options; assisted with hearings on policy proposals and on implementation of existing policies; supported congressional review of nomination and treaties; and provided products, consultations, and briefings to address issues on the legislative agenda.

Below are highlights of CRS support for Congress in FY2014.

### MAJOR ISSUES OF THE YEAR

***The Budget, Debt, and Deficit.*** Throughout the year CRS provided analytical support on numerous policy issues related to the federal debt and deficit. Early in the year CRS assisted lawmakers during the continuing congressional debate over the FY2014 federal budget, including broad analysis of budget trends and the impact of recent legislation, as well as the impact of the Budget Control Act of 2011 (P.L. 112-25) on federal spending. Later in the year Congress considered legislation addressing certain provisions of the Act, specifically the reductions to spending implemented as part of the sequestration process and the potential consequences of reaching, and not raising, the debt limit. CRS experts provided ongoing support to the congressional debate on efforts to achieve short- and long-term fiscal goals through analysis of the long-term sustainability of the debt and deficit.

***Taxation.*** As Congress developed a comprehensive draft tax reform plan, CRS analysts prepared background memoranda and provided briefings describing and analyzing elements of the draft reform proposal. They supported lawmakers on a number of corporate tax-related proposals, particularly international corporate migration and provided answers to questions such as how far the corporate rate could be reduced, what corporate revenue raisers existed, how businesses would change their structure in response to reform, and how American multinational corporations avoid taxes. As Congress began debate on temporary tax preferences (“tax extenders”), CRS analyzed the revenue, distributional, and macroeconomic effects of various legislative proposals to extend all or a portion of these provisions. Experts assisted with taxation of the energy sector by helping identify mechanisms to offset the high front-end cost of renewable energy and infrastructure projects. CRS attorneys advised on 501(c)(4) organizations, taxation of Internet sales, and corporate inversions.

***Banking and Financial Regulation.*** Congress devoted considerable attention to oversight of the administrative implementation of the Dodd-Frank Wall Street Reform and Consumer Protection Act (P.L. 111-203). CRS experts addressed numerous state and federal enforcement actions against, and legal settlements with, financial institutions stemming from their mortgage servicing and mortgage-backed securities activities. Legal experts also assisted during congressional deliberations on the reauthorization of the Export-Import Bank and addressed the digital currency Bitcoin in anticipation of hearings on the issue.

***Government Procurement.*** Government procurement is a topic of perennial interest to lawmakers, given the magnitude of federal spending on procurement contracts. CRS attorneys provided continuing assistance including products and briefings on important court decisions, small business contracting, domestic content restrictions, and the impact of an impending shutdown on government contracts. CRS experts addressed the roll-out of HealthCare.gov and the President's plan to increase the minimum wage for contractor employees. CRS also assisted with concerns about Buy America, project labor agreements, and strategic sourcing.

***The Middle East.*** Teams of CRS experts responded to congressional requests for assessments of policy options to address conflicts in Syria and Iraq. Among the concerns were challenges posed by the radical jihadist terrorism group, the Islamic State (ISIS/ISIL); sectarian and ethno-based regional pressures potentially fragmenting Iraq; and diverse human rights threats. CRS also assessed other problems including disposal of Syria's chemical weapons, foreign fighters in Iraq and Syria, and the roles of key regional actors such as Turkey, Iran, the Gulf States, and global U.S. partners. In other areas of the Middle East CRS helped Congress monitor and interpret the armed conflict in Gaza between Israel and the Palestinian Hamas, assisted with proposed legislation including sanctions on Iran, and explored the possible future of Iran's nuclear program and implications of Iranian military involvement in Iraq and Syria. Experts also assessed deteriorating political and security crises in Libya, supported hearings on the Benghazi attacks, and provided in-depth analysis on diplomatic security issues.

***Relations with Russia, China, and Alliances in Asia.*** Congress drew on CRS expertise to help navigate through the pro-Russia uprising in eastern Ukraine, assess actions Congress could take against Russia, and explore other elements of U.S.-Russian relations, including Iran's nuclear program, Russia's opposition to U.S. and NATO missile defense plans in Europe, and Moscow's backing of the Assad regime in Syria. CRS helped Members interpret China's willingness to partner with the United States in addressing global challenges, from economic crises to climate change, nuclear nonproliferation, and terrorism. Analysts also assessed China's human rights record and evaluated whether Chinese economic policies and cyberintrusions complicate U.S. efforts to help U.S. firms stay globally competitive.

Given China's emergence and other challenges, U.S. relations with formal allies in Asia (Australia, Japan, New Zealand, Philippines, South Korea, and Thailand) and elsewhere (including Indonesia, Malaysia, Singapore, Taiwan, and Vietnam) remained areas of focus in legislative and oversight activity. To assist with these matters, CRS assessed the administration's implementation of its strategy of rebalancing to Asia and the Pacific and addressed U.S. economic and security priorities including the proposed Trans-Pacific Partnership, nuclear cooperation, and North Korea's nuclear and missile programs. Other CRS support focused on the realignment of U.S. Marines from Okinawa to Guam, environmental and food security issues, and humanitarian assistance and disaster relief to victims following the impact of Typhoon Yolanda in the Philippines.

***Foreign Affairs and Defense Budgets.*** CRS analysts covering the defense and international affairs budgets continued to provide support on budget and appropriations topics during a particularly unusual fiscal year. Experts responded to requests on the government shutdown and produced new analysis on funding levels for FY2014. They continuously examined in depth the FY2015 budget request and appropriations activity. Given the range of conflicts around the

world, CRS analyzed the potential impact of sequestration-mandated reduced spending on issues associated with U.S. defense policy, spending priorities, and overseas military operations, especially in the Middle East. CRS also assessed issues stemming from reauthorization of the Defense Production Act.

***International Trade and Economics.*** A major focus for Congress during FY2014 was keeping track of the status and progress of international free trade agreements under consideration. CRS assisted Congress as lawmakers monitored negotiations of the Trans-Pacific Partnership (TPP), the comprehensive free trade negotiation among the United States and eleven Asia-Pacific nations. CRS also actively supported Congress during the second year of negotiations of the U.S.-EU Transatlantic Trade and Investment Partnership (T-TIP) and helped assess the role of U.S. Trade Promotion Authority (TPA) in U.S. trade policy.

***Ebola.*** While not a new global health phenomenon, the outbreak of Ebola in western Africa became a key international concern due to its rapid spread, the growing number of victims, and bleak outlook for containment. Through assessments of the diverse health, economic, and political impacts of Ebola threats posed to Africa, the international community, and its potential introduction into the United States, CRS analysts responded to widespread congressional inquiries and analyzed the reprogramming of Department of Defense funding for President Obama's directive to deploy U.S. troops to help countries fighting to control the virus. CRS experts also analyzed federal efforts to develop, test, and deploy medical countermeasures domestically and internationally; federal, state, and local medical response capabilities; and potential international travel restrictions.

***Religious Freedom and Health Care.*** Among the contentious issues before the 113th Congress, the Patient Protection and Affordable Care Act (ACA, P.L. 110-48), and in particular its requirement that employers provide contraceptive coverage, were of considerable interest. Employers with religious objections to contraception objected that the requirement infringed on their First Amendment right to freedom of religion and the protections afforded by the Religious Freedom Restoration Act of 1993 (P.L. 103-141). Although the ACA provided a religious conscience exemption, CRS attorneys played a critical role, following the Supreme Court decision in *Burwell v. Hobby Lobby*, in keeping Congress informed as the issue evolved and addressing the confusion regarding how this exemption applied, who was covered under it, and whether coverage encompassed all persons who objected on religious grounds to providing contraceptive coverage.

***Unaccompanied Alien Children.*** The year saw an unprecedented influx of immigrant children, primarily from El Salvador, Guatemala, and Honduras, which raised complex and competing humanitarian concerns and immigration control issues. CRS experts assisted Members in both chambers by answering questions to address the escalating problem, including providing numbers and demographic, socioeconomic, and geographic characteristics of the children; their reasons for coming to the United States and conditions in their home countries; and the responses of federal and other levels of government to their arrival. CRS helped explore which federal agencies have responsibility for the custody of the children, types of immigration relief available, and mechanisms to expedite the processing of the children. Attorneys provided advice on numerous legal issues including the basis for asylum, the right to counsel, access to state-issued ID, in-state tuition, and financial aid by unlawfully present aliens.

**Poverty.** Because this year marked the 50th anniversary of the nation's War on Poverty launched by President Lyndon Johnson, there was focused congressional attention on the 43.5 million Americans living in poverty and heightened interest in analyzing how poverty can be addressed. CRS identified and analyzed programs and policies to alleviate poverty, with attention to their costs, participants, and effects. Two new reports provided insight: One identifying recurring themes in policy debates in the past, the other discussing poverty through both the minimum wage and federally funded earnings supplements such as the earned income tax credit.

**Employment and Training.** As Congress considered and ultimately enacted the Workforce Innovation and Opportunity Act (WIOA, P.L. 113-128), which reauthorized many programs and activities included under the Workforce Investment Act (WIA, P.L. 105-220), CRS analyzed and briefed Congress on issues including benefits for dislocated workers, program operations and designs, funding allocation procedures, the relationship among varied federal education and training programs, and program performance measures. CRS also reviewed, analyzed, and commented on reauthorization proposals under consideration in both chambers. Attorneys advised lawmakers on the National Labor Relations Act ( 29 U.S.C. Sec. 151) and the organizing effort of student athletes at Northwestern University.

**Regulations and Rulemaking.** CRS provided consultation, presentations, and written products to Congress as it focused on the issuance and implementation of rules promulgated by federal agencies. Much of this assistance involved explaining and evaluating the executive orders and statutory requirements that govern the rulemaking process, analyzing proposals that would change that process, identifying and tracking particular regulations from specific agencies or statutes, and examining specific types of regulations such as "major" or "economically significant" regulations.

**Assistance with the Legislative Process.** CRS experts specializing in legislative process helped Members and staff understand complex congressional rules and practices related to the consideration of legislation from initial introduction through enactment of laws. Of particular note was assistance to Senate offices concerning methods for changing Senate rules or their interpretation, including both changes adopted at the beginning of the 113th Congress and actions characterized as the "nuclear option" that reinterpreted the application of the Senate's cloture rule.

**The 2014 Farm Bill.** After more than two years of legislative debate, Congress enacted the Agriculture Act of 2014 (P.L. 113-79) in February 2014. The new law replaces the 2008 farm bill, eliminates "direct payments" to farmers, and reinstates a new form of farm safety net. CRS support spanned the various legislative proposals in policy areas including farm commodity support, conservation, trade, rural development, nutrition, credit, energy, livestock, horticulture and organic agriculture, and research. Committees and Members called on CRS to explain the intricacies of current farm and food policy and to help identify and analyze policy issues. In addition to providing a suite of reports, tailored briefings, and seminars on related policy issues, CRS experts explained how the farm bill fits into the overall budgetary situation, how legislative proposals were scored, and how sequestration and budget agreements affect farm bill spending.

**Supplemental Nutrition Assistance Program (SNAP).** The farm bill also reauthorized SNAP and related nutrition programs. CRS helped lawmakers understand competing proposals and

explained the implications of compromise positions reflected in current law, such as how the changes in benefit calculation law can be expected to impact SNAP recipients in particular states. To inform congressional discussion of changes in policies related to the SNAP employment and training program CRS experts contributed background and analysis on how work requirements operate in other federal programs.

***Veterans Issues.*** CRS analysts supported Congress as it enacted the Veterans Access, Choice, and Accountability Act of 2014 (P.L. 113-146) by assisting conference committees in both chambers as they negotiated differences, producing written products on topics such as wait times at VA facilities, defining the population of veterans who use VA health services, reporting on satisfaction with services at VA facilities, and describing options for veterans to obtain health care outside the VA system. CRS experts kept Congress abreast of policy changes at the VA that contributed to the claims backlog and the VA plan to eliminate the backlog. The Service also provided information to Members as they responded to thousands of constituent requests pertaining to service delivery needs: health care, employment, education, housing, and social services.

***Preventing Sex Trafficking and Strengthening Families.*** As Congress considered bills to combat human trafficking touching on child welfare, federal foster care and adoption, law enforcement, and criminal justice, CRS helped define the population to whom the sex trafficking policies would apply, amend criminal justice policy to obstruct trafficking, and develop policy to provide penalties for knowingly advertising offers of commercial sex acts. CRS also modeled iterations of a new incentive structure payment that would more accurately gauge state performance regarding achieving permanency for children through adoption or legal guardianship. Near the end of the fiscal year the President signed into law the Preventing Sex Trafficking and Strengthening Families Act (P.L. 113-183).

***Keystone XL Pipeline.*** Congressional debate on the merits and potential risks of the Keystone XL Pipeline continued throughout the fiscal year. CRS assisted Congress with analytical reports and support for floor action on several bills in the House that would address the Keystone XL Pipeline and the State Department's authority to approve or deny permits, including bills that would legislatively approve the project, obviating the need for a Presidential permit. A bill including this approach, along with numerous other energy-related provisions, passed the house in September 2014.

***Drought.*** Recurrent drought and periodic flooding challenge water resource managers and affect the management of federal infrastructure and related resources. The severe drought in the Southwest forced federal water supply facilities to reduce and in some cases suspend water deliveries. CRS assisted Congress as it considered responses to the drought, which affected much of the West, particularly California and Texas, with written reports, memoranda, and briefing papers on drought conditions. Experts also held numerous briefings and workshops for various state delegations and other lawmakers interested in drought response.

***Surface Transportation.*** The law authorizing federal highway and public transportation programs was scheduled to expire at the end of the fiscal year. Because federal taxes dedicated to these programs do not generate sufficient revenue to support the current level of spending, Congress was focused on exploring ways to attract private capital to build transportation

infrastructure. CRS analysis emphasized that private financing is feasible for a relatively small number of transportation projects, and that most projects will continue to require public funding. Congress was unable to resolve the financial issues and instead approved an eight-month extension of existing surface transportation programs.

***Hydraulic Fracturing.*** Within the past several years wells drilled with the use of hydraulic fracturing have turned North Dakota into the country's second-largest oil-producing state. Most production areas are not served by long-distance pipelines, and the oil must be transported to refineries in railroad tank cars. A number of high-profile accidents, some causing fatalities, prompted Congress to address the risks of transporting oil by rail. CRS experts supported several congressional committees investigating the situation, helped Members understand emergency measures and proposed regulatory action by the Federal Railroad Administration, the Pipelines and Hazardous Materials Administration, and the Surface Transportation Board. CRS attorneys briefed Congress on the use of chemical additives in hydraulic fracturing and chemical disclosure requirements as well as requirements imposed by the National Environmental Policy Act (NEPA, 42 U.S.C. Secs. 4321-4347).

## **FOREIGN RELATIONS, DEFENSE, AND TRADE**

***Authorization for the Use of Force and War Powers.*** Ongoing concerns of lawmakers about the legislative basis for overseas counterterrorism-related operations were elevated in mid-2014 after the start of U.S.-led military operations in Iraq and later Syria. Members of Congress have raised questions about the continued applicability of the 2001 Authorization for the Use of Force (AUMF, P.L. 107-40), enacted after the September 11, 2001, terrorist attacks, including concerns about whether the authorization should be amended or repealed. Many questions arose about presidential authority to undertake such actions and the potential applicability of provisions in the War Powers Resolution to limit use of U.S. armed forces without congressional authorization. CRS analysts and attorneys supported congressional hearings and considerations of legislative proposals by examining the law concerning congressional authorization of the use of force, allocation of war powers between Congress and the President, and proposals affecting the detention and trial of persons captured in the conflict with Al Qaeda.

***Africa.*** CRS analysts assisted congressional monitoring and oversight of threats throughout Africa, including attacks by radical jihadist terrorist groups and armed civil conflicts in the Central African Republic, South Sudan, and elsewhere. Analysts examined the roots and impacts of these crises and resulting security challenges; they also addressed evolving U.S. policies regarding application of U.S. power to prevent and address genocide and other mass atrocities. Beyond these ongoing conflicts, CRS supported congressional interest in U.S.-African trade and investment cooperation, proposals relating to electrification in Africa, oversight of the Obama Administration's Power Africa Initiative, and understanding of key policy issues in the Administration's September 2014 U.S.-African Leaders Summit.

***Latin America and the Caribbean.*** Congress called on CRS throughout the year on a wide range of policy issues pertaining to Latin America and the Caribbean. These included requests for analyses in preparation for oversight hearings on such issues as overall U.S. interests in Latin

America, the nature and extent of Iranian influence there, challenges to democracy in Venezuela and elsewhere, and energy partnerships and opportunities.

*Asia.* CRS kept lawmakers informed regarding development of democracy in other nations, a long-standing congressional concern. As India conducted the largest democratic exercise in history in May, CRS evaluated the impact of the election on U.S. political, economic, and security relations. In part because the new prime minister's party maintains a Hindu nationalist ideology, CRS analyzed the status of religious freedom in India. As Indonesia chose its second directly elected president since 1998, continuing the nation's transition from dictatorship to democracy, Congress sought to evaluate the impact on U.S. interests. CRS experts analyzed how Indonesia's size and economic vibrancy influence issues such as trade and investment, liberalization, nonproliferation, maritime security, and human rights. CRS also assisted with political and military issues related to Pakistan, security and economic issues resulting from the military coup in Thailand, and political reform in Burma.

*Arms Control and Nonproliferation.* Congress called on CRS experts for assistance on a broad range of nuclear and conventional arms control and proliferation issues, including destruction of Syria's chemical weapons; Russian noncompliance with the Intermediate Nuclear Forces (IMF) Treaty; the International Atomic Energy Agency safeguards for countries pursuing nonmilitary nuclear programs; civilian nuclear cooperation agreements with Taiwan, Vietnam, and South Korea; and the nuclear force structure under the New Strategic Arms Limitation (START) Treaty. Experts reported on options and strategies to implement the Department of Defense's plan to produce plutonium cores of nuclear weapons, analyzed the implications of both U.S. arms sales to foreign countries and worldwide arms transfers, consulted with lawmakers on the application of the Arms Export Control Act (P.L. 94-329) to countries like Jordan and Ukraine, and examined implications of the Administration's decision to sign the Ottawa Treaty prohibiting the use of land mines.

*Cybersecurity.* CRS analysts assisted Congress by shaping concepts and issues surrounding defense-related cybersecurity threats. Attorneys organized seminars on pending cybersecurity legislation including information sharing, liability, Department of Homeland Security authorities, and criminal penalties for hacking. Experts analyzed proposed cybersecurity bills and Department of Defense and intelligence community cyber programs.

*Military Procurement and Defense Acquisition Reform.* During debate over FY2015 defense authorization and defense appropriation CRS continued to provide analysis on weapon-related issues including the proposed retirement of Air Force A-10 aircraft, the Navy's 30-year shipbuilding plan, and the cost of nuclear weapons. Analysts provided expert testimony on multi-year acquisition programs, the Navy's UCLASS unmanned aerial vehicle, and the replacement of Coast Guard cutters, as well as Department of Defense weapon systems cost overruns and general efficiencies in acquisition practices. CRS also assisted with the oversight process as Congress addressed the Department of Defense use of government contractors to support military operations overseas.

*Military Health.* Congress remains concerned about issues related to health care provided to military service members, military retirees, veterans, and their dependents and survivors. Years of overseas deployments in theaters of war have resulted in cases of amputations, brain injuries,

and stress injuries. Many congressional concerns centered on assessing the adequacy of providing specialized benefits for such combat injuries in an era of budget constraints. In response, CRS examined issues related to post-traumatic stress disorder and other mental health problems in the military, and the interface between active duty TRICARE and veterans VA health care.

***Intelligence.*** Some of the intelligence issues CRS addressed this past year included evaluating the need to balance the level of intelligence activities with difficult budget choices in an era of budget reductions as well as understanding the dimensions of the complex relationship between Congress and the intelligence community and periodic disagreements about reporting certain covert actions and other intelligence activities. To assist with these matters CRS experts provided an extensive series of congressional briefings on topics including the evolution of intelligence community oversight, creation of intelligence community oversight committees, the role of the Director of National Intelligence, and the intelligence community budget programs and process.

## **DOMESTIC SOCIAL POLICY**

***The Affordable Care Act and Health Care Reform.*** Congress continued to examine and debate key issues related to the Patient Protection and Affordable Care Act (ACA, P.L. 111-148 as amended). CRS experts provided overviews of the law's provisions and analysis of relevant federal regulations, guidance, and other administrative policies regarding private insurance (e.g., operation of health insurance exchanges), public programs (e.g., Medicaid expansion), and health delivery issues. CRS addressed implementation of the ACA (e.g., new programs and grants, financing, the impacts on stakeholders), and analyzed legislative proposals that would modify or repeal ACA. Assistance with legal challenges included the law's provisions addressing health care fraud and abuse and response to the Supreme Court's decision in the *Hobby Lobby* case. Information professionals maintained a collaborative center by monitoring health reform issues and compiling current and emerging legislation and litigation resources.

***Federal Health Insurance Programs.*** Congress enacted legislation to maintain Medicare physician payments at current levels and extended or modified several Medicare and Medicaid programs and the Children's Health Insurance Program (CHIP). Throughout the process CRS analysts evaluated proposed policies and prepared legislative support documents to identify the impact of incentives and structural changes in payment on providers, beneficiaries, and the federal budget. CRS experts provided analytic support to lawmakers on physician quality measurement and on implications of measurement issues such as the risk adjustment of quality measures for patient-level characteristics across the Medicare program.

***Federal Pensions.*** Congress called on CRS as it continued to explore ways to reduce the federal deficit by altering federal retirement systems, including the Civil Service Retirement System (CSRS), the Federal Employees' Retirement System (FERS), and smaller federal pension systems. CRS supported these efforts by analyzing legislative proposals related to federal pensions, comparing the proposals to current law, examining alternative federal

retirement policy options, and assisting with congressional hearings. CRS also addressed financing retirement benefits for U.S. Postal Service employees.

***Retirement Income Security.*** Retirement security issues continue to be concerns for Congress. CRS experts compiled information on participation by U.S. workers in retirement plans and on U.S. household retirement wealth holdings. They assisted as Congress undertook efforts to modify the interest rates that pension plans use to calculate the value of the plans' liabilities, evaluated proposals to increase or change the structure of premiums that pension plan sponsors pay to the Pension Benefit Guaranty Corporation (PBGC), and interpreted the complexities of multiemployer-defined benefit pension plans, some of which are scheduled to expire at the end of 2014. CRS also analyzed the effect that the insolvency of some multiemployer defined benefit pension plans would have on the PBGC's multiemployer insurance program.

***Unemployment Compensation.*** Unemployment insurance continued to be a focus of congressional attention as overall unemployment rates declined but remained high in many states. Demand for benefits remained elevated as the December 2013 expiration date for Emergency Unemployment Compensation (EUC08) benefits approached and passed. During this period CRS consulted with lawmakers and analyzed numerous proposals, including those to extend the temporary unemployment insurance (UI) provisions and proposals to prohibit people from concurrent receipt of Social Security Disability Insurance (SSDI) benefits and UI benefits. Experts also addressed UI provisions contained in the Bipartisan Budget Act of 2013 (P.L. 113-67), and supported congressional committees as they constructed measures to provide payments of unemployment compensation for federal employees following the government shutdown.

***The Federal Disability Program (SSDI).*** As Congress expressed concern about the financial condition of the SSDI, which is projected to be exhausted in calendar year 2016, lawmakers scheduled a series of hearings for which CRS experts provided background and technical information on trust fund exhaustion. CRS outlined various short-term options to avoid the exhaustion of the trust fund and provided both legislative and analytical support during development of a new SSDI integrity bill.

***Older Americans Act.*** CRS assisted Congress as it reauthorized the Older Americans Act Amendments of 2006 (P.L. 109-365) that expired at the end of FY2011. Analysts and information professionals provided consultation, authored memoranda, and reported on various topics such as home-delivered and congregate nutrition services, statutory funding formulas, and appropriations. They also provided bipartisan briefings and assisted during congressional hearings and committee markups.

***Elementary and Secondary Education Act.*** As lawmakers considered legislation to amend and extend the Elementary and Secondary Education Act (originally enacted in 1965, P.L. 89-10, and most recently amended and reauthorized by the No Child Left Behind Act of 2001, P.L. 107-110), CRS provided analytical support for development and refinement of proposals to alter the grant-making approaches, the funding allocation procedures, and the education accountability provisions enacted under the No Child Left Behind Act. Analysts and attorneys also worked to clarify the nature and extent of federal support of the Common Core State Standards Initiative.

***Student Financial Aid and Privacy of Data.*** CRS supported Congress as Members contemplated comprehensive Higher Education Act (P.L. 89-329) reauthorization proposals, adjustments to student loan repayment benefits, and changes to the campus-based aid programs. Support included simulating the effects of various changes to the federal need analysis formula, analyzing alternative student loan refinancing policy options, and estimating the effects of making changes to income-based student loan repayment benefits. Experts also prepared a compendium of federal student loan forgiveness and repayment benefits and examined the relationship between federal student aid and college prices. CRS attorneys were consulted on whether the privacy of student data is sufficiently protected under the Family Educational Rights and Privacy Act of 1974 (20 U.S.C. Sec. 1232g).

## **GOVERNMENT AND THE ECONOMY**

***Appropriations.*** A CRS interdivisional team of analysts produce annual appropriation reports and respond to cross-cutting appropriations requests. The team also maintains and updates the online Appropriations Status Table, which Congress relied upon during the government shutdown of October 2013 to keep track of the various efforts and resolve the legislative impasse over funding for FY2014. Analysts provided close consultative support on issues ranging from procedural questions on how to navigate the impasse, to the history of funding gaps and shutdowns, to the operating status of individual agencies and programs. CRS attorneys advised lawmakers on appropriations law, the federal budget, debt limit, and retroactive pay for furloughed government employees, as well as the impact of a funding lapse on implementation of the Affordable Care Act.

***Legislative Branch Appropriations.*** CRS continued to provide research and information assistance as Congress considered the annual legislative branch appropriations acts. Support included research on challenges in estimating the cost of individual congressional activities, advice to offices on administering the Member Representational Allowance, comparison of legislative branch and total discretionary budget authority, and analysis of staffing levels and policies as well as issues related to legislative branch appropriations, such as structure, cost of various programs, history, and funding.

***Budget Process.*** Congress drew on CRS expertise as it examined issues related to the budget process, including understanding the relationship between congressional actions and funding gaps, the impact of budgetary control mechanisms on consideration of current budgetary legislation, and continuing resolutions. Analysts assisted with issues related to the Bipartisan Budget Act of 2013 (P.L. 113-67) when Congress considered measures to bring spending transparency such as the Digital Accountability and Transparency Act (DATA Act, P.L. 113-101).

***Federal Reserve and Monetary Policy.*** Throughout the year CRS experts prepared and maintained a portfolio of written products analyzing issues related to monetary policy and Federal Reserve actions and supported hearings and markups. Among the congressional efforts for which lawmakers called on CRS were legislation to subject the Federal Reserve to an audit by the Government Accountability Office and to require a study of the Federal Reserve's reserve

requirements, and confirmation of a new Federal Reserve chair and governors, as well as hearings addressing large-scale asset purchases (“quantitative easing”), and regulation of large financial firms.

***Systemic Risk and Too-Big-to-Fail Financial Institutions.*** CRS supported legislation and congressional oversight as Congress deliberated the problem of too-big-to-fail financial institutions and other sources of systemic risk. Among the issues debated by lawmakers for which CRS assistance was sought were whether financial reform legislation would be sufficient or whether additional or alternative policy approaches were needed, and what actions would be needed to place a moratorium on the designation of “systemically important financial institutions” and exempt large insurers from bank capital standards.

***Housing Finance.*** The Federal Housing Administration (FHA), together with Fannie Mae and Freddie Mac, have continued to dominate the mortgage market, with less lending being done by the private market than in the recent past. As Congress examined this situation and introduced legislation to address its concerns in both chambers, CRS economists and legislative attorneys assisted Members with reform of the mortgage finance system, including preparation of written products analyzing options regarding the future disposition of Fannie Mae and Freddie Mac, the possible reform of FHA, and other mortgage market issues.

***Congressional Administration.*** Efficient administration and management of the legislative branch are essential to Congress in carrying out its legislative, oversight, and representational responsibilities. Throughout the year CRS research in this area focused on Member demographics, congressional mass communication and mailings, commemorative works in the District of Columbia, technology management in Congress, congressional service tenure, staff pay, and managing congressional offices during lapses in appropriations. CRS experts provided briefings on a range of topics including administrative processes, congressional ethics, government information creation and dissemination, and casework. Attorneys from the Service provided advice on the constitutional foundation for oversight activities, tools for conducting oversight, limitations on congressional authority to access information, and application of the Fifth Amendment privilege against self-incrimination in congressional proceedings.

***Federal Pay and Personnel.*** CRS experts provided Congress with briefings and written analysis on a range of issues related to the management and administration of the federal workforce. Support included assistance with various appointment authorities, position classification standards and qualification requirements for selected positions, federal pay schedules, pay adjustment processes, locality pay adjustments over time, freezes on pay rates, critical pay authority, and performance awards and other types of awards and incentives. Other assistance included analyses covering the workforce characteristics of selected departments and agencies, policies governing furloughs, reductions in force, hiring flexibilities and removal procedures, telework, and approaches for recruiting and retaining an effective information technology and cybersecurity workforce.

***Federal Grants Management.*** The current federal fiscal situation has led to renewed congressional interest in grants management, specifically unobligated balances in expired grants accounts, pre- and post-award oversight, transparency, and the design and inherent mechanics of specific federal grants. CRS analysts prepared new products on the effect of funding delays on

federal grants management, delayed close-out of federal grants, and issues concerning grants transparency in implementing certain provisions of the Digital Accountability and Transparency Act of 2014 (P.L. 113-101). They helped develop ideas and conceptualized strategies for improving the performance and oversight of federal grants and supported hearings with numerous consultations, reviews of draft legislation, and production of confidential memoranda.

***Government Information Policy.*** Congress regularly consulted with CRS regarding access to and protection of government information. CRS experts reported on the legal framework related to the protection of classified information, legal access to federal records, the collection and retention of presidential records, criminal prohibitions on the publication of classified information, and public access to data generated by federally funded research. Analysts answered requests seeking data on Freedom of Information Act (FOIA, 5 U.S.C. Sec. 552) processing and policies and the creation and operations of the federal government's more than 1,000 federal advisory committees, which provide the public an opportunity to participate in the policymaking process.

***Campaign Finance and Election Reform.*** Congress called on CRS expertise as both chambers held hearings on the enforcement of campaign finance law and a proposed constitutional amendment that would permit Congress and the states to strengthen regulation of campaign finance. CRS research supported a markup of legislation to require electronic filing of Senate campaign finance reports, as well as enactment of legislation eliminating public financing of presidential nominating conventions. Congress consulted CRS analysts as it held hearings on voter registration issues, improving election administration, examining the recommendations of the Presidential Commission on Election Administration, and military and overseas voting. CRS also assisted during congressional consideration of proposed changes to the Voting Rights Act (P.L. 89-110) in light of recent Supreme Court decisions.

***Census Bureau, Apportionment, and Redistricting.*** CRS legal and policy experts prepared analyses and provided briefings as lawmakers addressed concerns related to Census Bureau operations and appropriations, 2020 decennial census plans and testing, the American Community Survey, and the redistricting process. Specific issues of interest included the need to control decennial census costs, Member and public perceptions of the American Community Survey, and redistricting in relation to the Voting Rights Act.

***Executive Branch Organization.*** Congress called on CRS to analyze legislative proposals to reassign executive branch statutory functions, alter agency leadership arrangements, and rearrange the federal bureaucracy. These efforts included background research and analysis concerning proposals to abolish agencies and functions and to reduce the size of the federal government. CRS assistance included evaluation of alternative approaches to interagency coordination of policymaking and implementation in such areas as national security and homeland security as well as refinement of proposals for the creation of national commissions and similar temporary study panels whose task would be to examine policy issues and developments.

***Judicial Selection and Confirmation.*** CRS assisted the Senate as it addressed the judicial appointment process and issues related to administration and appropriations levels for the judiciary. A team of information professionals tracked judicial nominations using the CRS

internal judicial nominations database. The database enables CRS to quickly respond to congressional inquiries about the status of current and past judicial nominations as well as provides statistics and accompanying analysis related to the judicial appointment process.

***Inspectors General.*** Members of Congress consulted with CRS on numerous occasions seeking information related to federal inspectors general (IGs), including the appropriation levels provided to IG offices, the law enforcement authorities provided to IG investigative employees, and the ability of IGs to access the information they need to perform their oversight duties. CRS also testified before a Senate subcommittee on IGs' use of social media and how such technologies might assist IG and congressional oversight capabilities.

***U.S. Postal Service.*** The Postal Service's financial difficulties and concurrent cost-cutting and proposed service reductions have heightened congressional interest in postal policy and the role the Postal Service may play in the 21st century. Lawmakers regularly sought assistance from CRS on a broad range of Postal Service operations, including postal finances, post office closures, employee pensions and health care, number of days needed for mail delivery, services provided, and pending postal reform legislation.

***Emergency Management.*** CRS analysts provided disaster-related support throughout the year, with a focus on assisting Members whose districts and states were affected by wildfires, the Napa Valley earthquake, and Hurricane Isabelle. Experts fielded a high volume of questions related to the implementation of the Sandy Recovery Improvement Act of 2013 (P.L. 113-2), FEMA disaster declarations, cost-shares, preliminary damage assessments, public assistance, individual and household assistance, and the impact of the Budget Control Act of 2011 (P.L. 112-24) on the provision of federal funding for disasters.

***Flood Insurance.*** Congress worked closely with CRS as it addressed the impact of the implementation of provisions of the Biggert-Waters Flood Insurance Reform Act of 2012 (P.L. 112-141) that would gradually eliminate subsidies for certain National Flood Insurance Program (NFIP) premiums. CRS experts consulted with lawmakers as they developed legislation that would ease the impact of NFIP premium rate increases while at the same time providing for the future financial solvency of the NFIP. Congress ultimately enacted the Homeowners Flood Insurance Affordability Act (P.L. 113-89).

***Security Clearances and Background Investigations.*** Congress showed particular interest in security clearance and background investigation following the unauthorized disclosure of classified information by a former NSA contractor and the September 2013 shooting at the Washington Navy Yard and sought to increase protection of government information and facilities. Among the issues for which lawmakers sought assistance were key components of security clearance investigations, the role of contracted background investigators in the security clearance process, and ongoing developments in security clearance reform. CRS investigated administrative recommendations and legislative proposals including changes to federal investigative standards, proposed regulatory changes governing the designation of national security positions, and the increased use of "continuous evaluation" technology.

## RESOURCES, INDUSTRY, AND THE ENVIRONMENT

***Crude Oil and Petroleum Products: Supply and Prices.*** Much of the energy debate in Congress focused on proposals to increase domestic production and federal revenue payments by opening more federal areas to oil and natural gas development. Lawmakers also debated energy efficiency legislation, oil and natural gas exports, and oil imports from Canada through the Keystone XL Pipeline and other cross-border pipelines. These issues resulted in hundreds of calls for CRS briefings, consultation, and analytical work.

***Liquefied Natural Gas and Crude Oil Exports.*** Throughout the year CRS experts responded to a wide variety of requests regarding issues of liquefied natural gas (LNG) and crude oil exports. Assistance included exploring the potential of exporting an increased supply of slight, sweet crude oil, which is generally less suited for processing at U.S. Gulf Coast refineries, and evaluating the possibility of amending the prohibition that current statutes place on this exportation.

***Electric Utilities.*** CRS provided Congress with analyses of major issues facing the electric utility sector, specifically the implications of environmental regulations, industry infrastructure concerns, fuel prices, reliability, physical security, and cybersecurity. Assistance included support for confirmation hearings for new Federal Energy Regulatory Commissioners and assistance during congressional debate about electricity policy. CRS specialists provided analyses both in anticipation of congressional needs and in response to requests.

***Propane Shortages.*** A combination of high agricultural use, infrastructure limitations, and cold weather led to severe propane shortages and high prices in parts of the Midwest. Congress called upon CRS experts to help understand the nature of the supply crisis as well as the role of federal agencies in regulating propane transportation and options for potentially increasing supply. CRS provided market perspectives, regulatory analysis, and support for Congress in its oversight of the federal agencies involved.

***EPA's Proposed Clean Power Plan.*** One of the most controversial initiatives to curb greenhouse gases was EPA's proposal to control CO<sub>2</sub> emissions from existing power plants, with each state required to set emissions rate goals through whatever options it chooses. CRS addressed a wide variety of requests for assistance with the EPA proposal including analysis of the impacts on different industries and different regions; the carbon intensity of different fuels; power dispatch options; policy choices for EPA, states, and Congress; and legal analyses of the statutory foundation of the proposal.

***Defining the "Waters of the United States."*** The Army Corps of Engineers and EPA jointly proposed a rule defining the scope of waters protected under the Clean Water Act (generally codified as 33 U.S.C. Secs. 1251-1387). The proposal revises regulations that have been in place for 25 years, responds to 2001 and 2006 Supreme Court rulings that interpreted the regulatory scope of the Act more narrowly than previously, and creates uncertainty about the precise effect of the Court's decisions. CRS provided extensive support for Congress in helping to understand the scope and potential implications and in assisting Members who offered legislative options largely seeking to block the rule.

***Reform of the 1976 Toxic Substances Control Act.*** Decades of experience implementing and enforcing the Toxic Substances Control Act (15 U.S.C. 2601 et seq.) have demonstrated both strengths and weaknesses and have led to reform proposals from both chambers. CRS supported these efforts to develop legislation involving such issues as chemical testing, international trade, regulatory policy, and state versus federal roles.

***Watershed Management.*** CRS continued to assist Congress with water resource management concerns in the Apalachicola-Chattahoochee-Flint, Colorado, Columbia, Klamath, Missouri, Mississippi, Rio Grande, Sacramento, and San Joaquin River watersheds. Much of CRS assistance concerned conflicts among different water users and the intersection of the federal Endangered Species Act (P.L. 93-205, U.S.C. Secs. 1531-1544) with management of federal water resources infrastructure such as dams and diversion facilities. CRS also continued to assist Congress with information on aquatic ecosystem restoration, such as efforts to restore the Chesapeake Bay, the Everglades, the Great Lakes, and the Bay-Delta.

***Federal Water Infrastructure.*** CRS analysts assisted lawmakers with the budget, appropriations, programs, and policy issues of the Bureau of Reclamation and the U.S. Army Corps of Engineers. Of interest to Congress is what role the federal government should play in water resource development and support, given fiscal constraints. Congress has been concerned about aging infrastructure, water supply, and hydropower development, although earmark restrictions limited site-specific authorizations and appropriations. CRS provided support during all stages of consideration of the Water Resources Reform and Development Act of 2014 (P.L. 113-121) and provided testimony on proposed legislation to coordinate federal R&D that influences how the energy sector uses water and how the water sector uses energy.

***International Environmental Issues.*** Working collaboratively, several CRS divisions provided support to Congress on efforts to amend the Lacey Act (Act of May 25, 1900, Secs. 3, 31 Stat. 187) to address the illegal importation of wood products, consider new regulations and potential changes in law to lower the ivory trade worldwide, and assist with legislation that would implement the Administration's National Strategy to Combat Wildlife Crime. CRS experts analyzed the impact of potential melting of Himalayan glaciers and the effects on water supplies in Asia, as well as the environmental and security issues surrounding construction of dams on the Mekong River. CRS also hosted a seminar and wrote a report on poaching in Africa and possible connections between militant groups such as Boko Haram and the illegal wildlife trade.

***Science and Technology.*** CRS analysts testified and provided in-depth analysis of efforts to ensure chemical facility security, monitored federal investment in homeland security R&D, and supported lawmakers during consideration of a complex set of cybersecurity bills. Experts assisted Congress by tracking activities regarding the National Aeronautics and Space Administration in its attempts to foster development of a private-sector human space flight capability. CRS also assessed and analyzed funding mechanisms as Congress began reauthorization of the America COMPETES Act of 2010 (P.L. 111-358); examined the role of the federal government in supporting science, technology, engineering, and mathematics (STEM); investigated administration initiatives to foster technological innovation; and supported efforts to spur investment in domestic biomedical and pharmaceutical capacity.

***Telecommunications and the Internet.*** Telecommunications and Internet technology were also of interest to Congress. CRS assisted policymakers on a range of issues, including auctioning valuable digital spectrum and using the proceeds to reduce the federal deficit, regulation of satellite television service, and regulatory aspects of the debate over access to and use of the nation's broadband infrastructure. Attorneys analyzed issues related to net neutrality, prohibition of advertisements for illegal child trafficking on the Internet, and restricting the republication of photos taken with the expectation of privacy.

## LAW AND JUSTICE

***Constitutional Law.*** CRS attorneys continued to update the Senate document, *The Constitution of the United States of America: Analysis and Interpretation* to reflect the work of the Supreme Court. CRS also held a symposium to celebrate the centennial edition of the treatise, with outside speakers addressing a variety of constitutional topics of importance to Congress. (See Appendix A of this report for more details.)

***Elections.*** In response to congressional interest in Supreme Court decisions invalidating campaign finance regulation, particularly the ruling in *McCutcheon v. Federal Election Commission*, CRS kept lawmakers apprised of the Court's jurisprudence, the constitutionality of legislative options, and implications of various approaches to amending the Constitution. Following the Court's decision in *Shelby County v. Holder*, which invalidated the Voting Rights Act (P.L. 89-110) coverage formula for preclearance, CRS supported efforts in both chambers to introduce legislation that would establish a new coverage formula.

***Recess Appointments.*** The President's exercise of his power under the Recess Appointments Clause has been a perennial source of tension between the executive and legislative branches. CRS attorneys kept Congress informed during the Supreme Court's determination of the constitutionality of three recess appointments made by the President to the National Labor Relations Board. In *NLRB v. Noel Canning*, the Court maintained the balance between the two branches by neither totally restricting the President's power nor dismissing the role of the Senate's parliamentary practices.

***Separation of Powers.*** CRS attorneys responded to questions about the President's authority to limit or delay enforcement of federal law. They focused on the Administration's reliance on prosecutorial discretion to limit the enforcement of the federal marijuana prohibition, to curtail enforcement of immigration laws, and to delay the implementation of various provisions of the Affordable Care Act. The attorneys analyzed the extent of the President's authority to act unilaterally by executive order and the ability of Congress to establish new procedures and requirements to limit that presidential authority.

***Civil Rights.*** CRS legal experts provided analytical assistance on a broad range of civil rights issues, including legislative support regarding discrimination on the basis of sex, sexual violence at institutions of higher education, strengthening pay discrimination laws, discrimination concerning sexual orientation and gender identity, employment discrimination, discrimination in schools, and religious exemptions under anti-discrimination laws.

***Ethics.*** Congress called on CRS legal expertise concerning “insider trading,” public financial reporting, and the implementation of the Stop Trading on Congressional Knowledge Act of 2012 (the STOCK Act, P.L. 113-7). Legislative attorneys also advised on the application of the Hatch Act (5 U.S.C. Sec. 1501 et seq.) to various positions in the federal workforce as well as “independent counsels” and the congressional role in appointing an independent counsel or special prosecutor.

***Federal Property Management.*** Legislative attorneys advised on issues related to the management and disposal of real and personal property owned by federal agencies. Due in part to federal spending constraints, lawmakers showed particular interest in public-private partnerships, which permit federal agencies to rely upon the private sector to finance certain costs associated with maintaining or disposing of federal property.

***Gun Control and the Second Amendment.*** CRS kept Congress informed of the lower court judicial decisions related to the Second Amendment and firearms laws. Attorneys continued to provide support to congressional offices in understanding federal proposals that would mandate background checks for private firearms transactions as well as interpret federal laws related to law enforcement officials and carrying a concealed firearm.

***Privacy.*** Also pertaining to firearms, attorneys tracked administrative actions to amend medical privacy regulations to facilitate sharing of mental health records for firearms background checks. In addition, attorneys conducted briefings and prepared written products addressing legal issues related to the occurrence of high-profile commercial data breaches, e.g., Target, Neiman’s, Michaels.

***Abortion and Reproductive Health.*** CRS attorneys addressed numerous issues on abortion and reproductive health, including the validity of state laws that restrict the availability of abortion-inducing drugs, laws that restrict admitting privileges or doctors at abortion facilities, and proposed legislation that would likely affect the availability of abortion. They also reported on the constitutionality of state fetal heartbeat laws and whether the federal government can require companies to provide health coverage for contraceptives if the coverage violates the religious beliefs of the companies’ owners.

***Food Safety and Labeling.*** Congressional concern over the Food and Drug Administration’s regulation of foods such as cheese and alcoholic beverages prompted CRS legal experts to increase their coverage of food law, as well as analyze the current legal issues regarding the labeling of food.

***Transportation Law.*** Transportation law attracted considerable interest among Members of Congress. Lawmakers consulted with CRS attorneys on numerous issues, such as funding a high-speed rail project, aircraft noise abatement and airport development, overhaul of the Highway Trust Fund, the Highway Traffic Safety Agency’s vehicle recall authority, implementation of REAL ID drivers’ license standards, operation of the federal government’s “No Fly” list, and the integration of unmanned aerial vehicles (“drones”) into civilian airspace.

***Indian Affairs.*** CRS addressed a range of Indian law issues, but two issues dominated the discussions: Cherokee Freedman litigation, for which attorneys outlined the background and status of the litigation, and the administrative process for acknowledging groups as Indian tribes,

for which attorneys explained the proposed regulations issued by the Department of the Interior that would change the process for acknowledgment.

***Criminal Law and Procedure.*** As Congress considered reauthorization of the Violence Against Women Act (P.L. 103-322), which addresses violent crime through grants to state, tribal, and local governments, nonprofit organizations, and universities, CRS legal experts provided legal analysis of criminal jurisdiction provisions for tribes contained in the proposed reauthorization. Attorneys also undertook an extensive research effort to identify and quantify the number of federal criminal provisions in the U.S. code.

***Intellectual Property.*** Congress called on CRS legal expertise as it considered the potential impact of patent litigation reform legislation. Attorneys analyzed proposed changes to certain aspects of patent litigation, including fee-shifting, heightened pleading requirements, discovery procedures, and demand letters. They described current federal and state laws protecting trade secrets from theft and espionage, analyzed bills that would strengthen such protection, and reviewed a Supreme Court decision that directs attention to the potential for new copyright legislation.

***Same-Sex Marriage.*** Following the Supreme Court's decision in *United States v. Windsor*, CRS legislative attorneys kept Congress informed with written products analyzing the numerous legal challenges to state restrictions on same-sex marriage.

***Marijuana Legalization and Federalism.*** Ongoing efforts of states to legalize marijuana for medical and recreational purposes have prompted lawmakers to request CRS assistance. Besides addressing the fundamental question of how the Controlled Substances Act (21 U.S.C. Secs. 301 et seq.) interacts with state laws, CRS attorneys have addressed such concerns as whether banks can provide marijuana businesses with financial services, whether marijuana-related businesses can be publicly traded, whether bankruptcy protections apply to failed marijuana enterprises, and how the federal government has utilized civil forfeiture as a means of enforcing federal law.

***Sexual Assault in the Military.*** Incidents of sexual assault by U.S. service members and their resolution by the U.S. military justice system continued to generate congressional interest in military discipline and whether, in particular, it resulted in justice for sexual assault victims. CRS assisted as Congress considered legislation to adjust how court-martials are convened under the Uniform Code of Military Justice and legislation to modify the ability of a commander serving as the military convening authority for a court martial to provide clemency to service members convicted of sexual offenses. Attorneys also supported lawmakers as they reviewed the Department of Defense's initial implementation of initiatives to address sexual assault in the military.

***International Law.*** CRS legal experts answered numerous inquiries regarding congressional oversight of international agreements entered by the United States. Attorneys advised lawmakers on proposed U.S. ratification of several treaties, including the Convention on the Rights of Persons with Disabilities; on whether the 10th Amendment constrains the treaty-making power of the federal government; and on possible models for an international war crimes tribunal to address the situation in Syria.

### III. MANAGEMENT INITIATIVES

CRS initiated a number of management improvements in FY2014, including continuing development of diversity in the Service's product line, Web site enhancements, a pilot study to develop greater use of infographics, accomplishments in the legislative information system, and innovation in staff support.

#### PRODUCT AND SERVICE ENHANCEMENTS

*Insights.* CRS increased the diversity of its product line by establishing a new product type, the CRS Insight, a short, Web-only product designed to present timely information, research, data, and analysis. The purpose of this product is to add flexibility of delivery to Congress in response to client feedback asking for shorter, more succinct products that are published quickly in response to fast-moving public policy issues. It joins the previously introduced Legal Sidebar, which presents legal information and analysis.

*Use of Geographic Information Systems.* CRS increased its capacity to apply geographic information systems (GIS) in public policy analysis with the addition of a second GIS analyst. The Service has in place a small team of GIS analysts and information professionals and a robust workflow process to provide GIS services. Besides being able to extract new information by combining disparate data sets, GIS has the potential to succinctly communicate the results of public policy analysis and to visually display complex concepts that have geographical relationships. Toward the end of FY2014, CRS participated in a Library-wide project to develop a geospatial infrastructure that will enable the Service to offer interactive maps to Congress. The goal is to link static maps within CRS products to fully interactive maps that allow clients to zoom in to view details of interest and to turn on and off data layers to visualize the resulting differences.

*Infographics.* An infographic working group was established in February 2014 to consider methods by which presentation and delivery of image-based content could be improved. Although image-based content (e.g., tables, graphs, maps) produced by CRS is typically embedded into written products, the infographics working group concluded that CRS would benefit from the creation of a new product line devoted to stand-alone, high-quality "infographics," which present complex information in a condensed visual form that may be easily understood by the user without the need for an accompanying written product. A pilot study to develop this potential new product line was in the planning stages at the end of FY2014.

*New Workflow for Editing CRS Reports.* Near the end of the fiscal year, CRS hired three new editors in the Publishing and Editorial Resources Section as part of plans to provide increased levels of editorial support. The Service began to implement a workflow model for the editorial review of new reports based on a pilot to test substantive editing of new reports at earlier stages to yield positive results to the content, quality, and presentation of report products without adversely affecting the timeliness and delivery of products to Congress. Divisions have flexibility in deciding at what stage to request editorial assistance for each new report.

## WEB SITE IMPROVEMENTS

CRS enhanced the design of the CRS Web site home page by introducing a new, vertical layout that provides Congress a contemporary aesthetic appearance with more space for content and for expanding product lines. The key usability feature is “scrolling,” rather than “clicking.” With advances in technology and increased use of mobile touch-screen devices, scrolling often has been replaced with “swiping.” Today’s CRS.gov home page is stylized to the modern user’s preference, which has evolved from clicking, which prompts a new page to load, to loading more content on the same page in an information feed. As a result, CRS has more real estate with which to highlight portions of its site such as “Hot Topics” and “Of Note,” while retaining its search-focused and mobile-first philosophy.

Other new features have been introduced to enhance the visual presence of the CRS home page. Graphic images in the “Of Note” section display related visual content for the respective products highlighted. Icons next to product titles have been added to distinguish the types of products CRS offers. A video carousel at the foot of the home page scrolls horizontally to highlight CRS videos. A similar horizontal scroll has been added to issue pages to highlight CRS experts who have authored products on these issues and are available for consultation.

## CONGRESS.GOV ACCOMPLISHMENTS

As part of the Library’s multi-departmental team, CRS contributed to continuing development and daily operations of the next generation legislative information system platform and services, Congress.gov. This work is a significant component of Project One, a multi-year Library-wide strategy. Congress.gov will replace two legacy legislative information systems (LIS and THOMAS) with a single, modern one. CRS provides data analysis, subject matter expertise consultation, system testing, user testing, coordination of data partner relationships, and support for congressional users and data partners. CRS also continues to support the use of the Congress-only LIS until equivalent capability is fully developed for the new Congress.gov.

In late September 2014 the beta label was removed from Congress.gov. It is now considered the official Web site for U.S. federal legislative information. Specific accomplishments this fiscal year included addition of nominations data, extending the Legislative Collection so that it dates from 1973 forward; addition of the Congress.gov resources portal; introduction of individual accounts and the ability to save searches; a House Committee video landing page and committee video profile pages; improved advanced search and browse functionality; ability to search the *Congressional Record* by speaker; and improved FAQs as well as “about” pages explaining the site’s content and how to use it.

## PROGRAM PLANNING

*CONAN Centennial.* On September 23, 2014, CRS sponsored a symposium celebrating the centennial of *The Constitution of the United States of America: Analysis and Interpretation*, S. Doc. 112-9, popularly known as *The Constitution Annotated*, or CONAN. The Constitution

Annotated is prepared by legal scholars in CRS for Members of Congress and congressional staff, and it is also made available to the public. The centennial was attended by some of the Nation's most eminent scholars, legal practitioners, and jurists, including Justice Ruth Bader Ginsburg. The symposium focused on three inter-related subjects: the role of the Supreme Court in shaping constitutional law; the relationship between Congress and the Supreme Court in our democracy; and the importance of an informed society about the work of the Supreme Court. The symposium was in partnership with other departments of the Library and included a display that highlighted some of the Library's important artifacts relating to the Supreme Court and Congress. (See Appendix A.)

***New Member Seminar.*** CRS began planning for the New Member Seminar that occurred at the start of the 114th Congress. Co-sponsored with the U.S. House of Representatives, the program is entitled "Legislative Issues and Procedures, The CRS Seminar for New Members," and is held in Williamsburg, Virginia. CRS worked with the House Administration Committee to select topics and speakers most useful to newly elected Members, and continued planning and logistical activities to ensure a successful seminar. Grant funding was secured to cover the cost of the event (see Appendix B).

***Other Seminars and Symposiums.*** Two other notable events were the Domestic Social Policy's Centennial Seminar, "Policy Analysis for Congress in the 21st Century," a panel discussion on the role of policy analysis in informing the legislative debate, and a symposium on Senate rules changes. At the latter event CRS experts, a former parliamentarian, and past Secretaries of the Senate discussed the impact of these changes with senior Senate staff in attendance. The program was followed by numerous briefings and seminars tailored to Member and staff needs.

## **NEW SUPPORT FOR CRS STAFF**

***Research Assistants.*** Following an extensive workforce composition study, CRS developed a three-grade research assistant career ladder position (GS-7 through GS-11) to support the CRS analytical workforce. Research assistants are responsible for collecting and analyzing data, preparing descriptive written material, and sustaining momentum on in-depth research projects. This analytical support allows analysts more time to devote to highly analytical, complex congressional products and direct interaction with clients.

CRS advertised vacancies for eleven research assistants for short-term appointments not to exceed three years to allow budget flexibility and encourage continual in-flow of new ideas and skill sets. The new research assistants started to report in August 2014 and all were on board by October 2014. CRS will evaluate the effectiveness in implementing this support for the analytical workforce and determine the need for future postings.

***Lync.*** CRS implemented Microsoft Lync 2013 to enhance staff ability to collaborate, communicate, and share information. Lync provides instant messaging capabilities so staff can connect for quick consultations on critical issues before Congress, confirm the availability of colleagues, and create virtual meeting rooms so staff can attend meetings from their desktops or

while on offsite telework. Lync also enables desktop sharing, application sharing, and audio and video conferencing.

**OneNote.** With the launching of Lync, CRS simultaneously introduced Microsoft OneNote to improve staff ability to organize notes and research materials. Staff use OneNote to organize notes and ideas in a free form electronic notebook. Notebooks, which can be shared with colleagues, consist of chapters and pages with notes consisting of freehand text, pictures, audio and video files, copies of Web site content, or hyperlinks and references to citations. OneNote's search capabilities allow users to quickly find information contained across all pages and chapters.

**Best Practices in Testifying.** A working group of CRS experts drew on years of testimony experience to prepare best practices for testifying before Congress. Included are guidelines for preparation of written testimony, practice, and anticipating questions of all kinds that will better equip analysts and attorneys for the congressional hearings at which they are asked to appear as expert witnesses.

## APPENDIXES

### A. FY2014: THE CRS CENTENNIAL YEAR

Congress created the Legislative Reference Service (the forerunner of CRS) in July 1914. Throughout calendar year 2014 CRS celebrated its 100th anniversary by marking and recognizing congressional achievements and the years of service CRS provided to Congress.

#### CENTENNIAL CONFERENCE

The most significant event was the centennial conference held on July 16 with support from the Library of Congress and the United States Association of Former Members of Congress. The conference, entitled “The First Branch, Challenges of Governance in a Global Era,” included four panel discussions with former Members of Congress, a former Director from both the Office of Management and Budget and the Congressional Budget Office, and a senior fellow from the Brookings Institution. Senior CRS staff moderated each of the four panels. The CRS Director hosted a reception in the Jefferson Building Great Hall following the conference.

Former Senators Trent Lott and Paul Sarbanes and former Representatives David Obey and Daniel Lungren sat on the panel, “How Congress Functions: Perspectives and Observations.” Walter J. Oleszek, senior specialist in American national government, moderated the panel. Congress has been the subject of public criticism from its very beginning. Some have called it, for example, broken, dysfunctional, and overly partisan. But Congress may be functioning as the Founding Fathers intended: making laws is a complicated process replete with conflict. Lawmakers represent the clashing views of over 300 million people, and they oversee a huge executive establishment. To assess the different perspectives of the Congress, the four Members addressed two questions: (1) Is today’s Congress broken, and, if so, why? and (2) If Congress needs some repair and renewal, what kind and how do we achieve those changes?

The Conference’s second panel focused on various crises in the Middle East. Former Senator Richard Lugar and former Representatives Howard Berman and Lee Hamilton drew upon their collective years of experience to analyze what role the United States should play in this troubled region. The panel discussed at length various policy choices facing Congress and the President, such as the utility of military intervention and how to promote moderation and democratic governance in an area torn by religious, sectarian, and tribal warfare. Jeremy M. Sharp, specialist in Middle East policy, moderated the panel.

The two afternoon panels discussed the economy and aging in the United States. Former Senator Kit Bond, former Representatives Bart Gordon, Jim Moody, and Zach Wamp, and Peter Orszag, vice chairman of Citigroup and former Director of the Office of Management and Budget and of the Congressional Budget Office participated in the session “America’s Place in the Global Economy: What’s Next?” In the context of the impact on the U.S. economy of technological progress, growing globalization, and the financial crisis in recent decades, panelists shared their insights on whether the landmark economic legislation passed by Congress has kept pace with economic change. They considered recent accomplishments of Congress and the major

economic threats to future prosperity and discussed what important unfinished business Congress faces and how policymakers could apply the lessons from these landmark measures in the future. Marc Labonte, CRS specialist in macroeconomic policy, moderated the panel.

The final panel, “Demography as Destiny: Implications of Aging for the United States,” had the benefit of insights from former Representatives Melissa Hart, Barbara Kennelly, and Jim McCrey; and William H. Frey, senior fellow in the Metropolitan Policy Program at the Brookings Institution. Sharmila Choudhury, research manager of the Income Security Section of CRS moderated the panel. This panel explored several questions on the implications of aging for the United States: (1) How can Congress take action to produce a long-term plan to stabilize entitlement spending? (2) How can Congress reach consensus on appropriate fiscal reform? (3) What previous models of congressional action are worthy of emulation?

The conference closed with a keynote speech by former Speaker of the U.S. House of Representatives Dennis Hastert, on “Objective Analysis and Legislative Power: CRS, Congress and the Future.” The Speaker reflected on his tenure in Congress, spoke about four characteristics that are key to success in Congress — purpose, passion, persistence and patience — and the critical role research plays in the legislative process. CRS made recordings of each session available to Congress via the Web site CRS.gov.

Complementing the conference were four major research-related events sponsored by individual divisions in CRS: a committee print, a panel discussion on policy analysis, a symposium on the publication of *The Constitution of the United States of America: Analysis and Interpretation*, and a history of CRS.

## **COMMITTEE PRINT**

The Legislative Reorganization Act of 1970, which significantly expanded the role of CRS, directs CRS to both respond to congressional inquiries and to prepare research and analysis in anticipation of specific congressional needs. In keeping with this charge and in commemoration of the centennial, the Government and Finance Division prepared a compendium of 22 reports, which the Senate Committee on Rules and Administration issued as the committee print “The Evolving Congress.” (S. Prt. 113-60). CRS designed the compendium to inform Congress on the domestic and international challenges that lie ahead, as well as to assess the future character of the institution and its policymaking process. The CRS goal was to enrich this debate by examining how and why Congress evolved to where it is today.

## **CONSTITUTION ANNOTATED SYMPOSIUM**

Under the larger umbrella of the CRS centennial, the Service invited Members of Congress and professional congressional staff to a symposium celebrating the centennial of the publication of *The Constitution of the United States of America: Analysis and Interpretation*, which CRS prepares for Congress at the request of the Librarian of Congress.

The program included four panels and a special session with Associate Justice Ruth Bader Ginsburg. The panels and participants were: (1) “The Role of the Supreme Court Over the Past 100 Years” with professors David Bernstein (George Mason University School of Law), Mark Tushnet (Harvard University) and Risa L. Goluboff (University of Virginia School of Law). Ms. Goluboff served as moderator. (2) “The Relationship between Congress and the Court” with professor Rachel E. Barkow (New York University School of Law), Walter Dellinger (partner, O’Melveny & Myers, LLP), The Honorable Thomas B. Griffith (Judge, U.S. Court of Appeals for the D.C. Circuit), and John C. Harrison (University of Virginia School of Law). Peter J. Smith, associate dean, The George Washington Law School, moderated the panel. (3) Senior research scholar in law, journalist in residence and lecturer in law, Linda Greenhouse (Yale Law School) moderated the panel “Translating the Constitution,” with Lyle Denniston (National Constitution Center), professor Lee Epstein (Washington University School of Law), and Jeffrey Rosen (National Constitution Center). (4) Irving Gornstein, executive director of the Supreme Court Institute and visiting professor of law (Georgetown University Law Center) moderated the closing panel “The Future of the Constitution.” Joining the professor were Lisa S. Blatt, (Arnold & Porter, LLP), Paul D. Clement (Bancroft PLLC), Neal Katyal (Hogan Lovells), and Maureen E. Mahoney (Latham & Watkins, LLP).

In the middle of the day, Jeffrey Rosen of the National Law Center discussed with Associate Justice Ginsburg the importance of constitutional literacy, civic education, and the role of the judiciary in our democracy.

## **PANEL DISCUSSION**

The Domestic Social Policy Division organized and sponsored a panel discussion for CRS employees called “Policy Analysis for the 21st Century.” The panel consisted of three former and one current senior House and Senate staff members who played key roles in congressional policymaking over the last twenty or more years. In speaking about the role of policy analysis in informing the legislative debate, the panelists used examples from previous Congresses and addressed how the use of policy analysis by Congress has changed over time. They spoke in detail about the widely varied ways in which CRS has been integral to the legislative policymaking process.

The panel members were Beth Buehlmann, former Republican education policy director of the Senate HELP and House Education and Workforce Committees; Ron Haskins, former Republican staff director for the House Ways and Means Subcommittee on Human Resources; Wendell Primus, currently senior policy advisor to House Minority Leader Nancy Pelosi and former Democratic staff director for the Joint Economic Committee, chief economist for the House Ways and Means Committee and Democratic staff director of the Human Resources Subcommittee; and Bobby Vassar, former Democratic chief counsel for the House Judiciary Subcommittee on Crime.

## **HISTORY OF CRS**

To mark the 100th anniversary CRS prepared a brief history, *CRS at 100*. The document describes the context in which Congress first created CRS and how with congressional support CRS evolved to provide the research and analysis it does today. The history highlights the current and former Directors and several former employees who serve as illustrative examples of how CRS staff provide significant support to Congress or contribute to CRS operations daily. In another section CRS employees provide their perspective on CRS core values and how CRS serves Congress today.

CRS employees, drawing on CRS archives, put together a small exhibit reflecting CRS work over the years and the environment in which CRS worked. The exhibit displayed an array of products prepared for Congress — from reports to committee prints — and showed how services have evolved. Photographs, research resources, and desk equipment traced the time when CRS occupied makeshift offices in the Main Reading Room and Great Hall in the Jefferson Building to the move to the Madison Building in the early 1980s. The exhibit reflected the evolution from manual typewriters to personal computers and from paper newspaper and magazine clips to an array of sophisticated databases. Two employees from the Library's Junior Fellow Program helped create the exhibit.

## **COMMEMORATIVE TREE**

Centennial activities concluded with the planting of a commemorative tree. At the request of James H. Billington, the Librarian of Congress, the Architect of the Capitol received approval from the Speaker of the House of Representatives and the Chairman of the Senate Rules and Administration Committee to plant a commemorative tree on the grounds of the Jefferson Building. The tree stands as a living tribute not only to former and current CRS employees but also to the Members of the 63rd Congress who first created the Legislative Reference Service, the predecessor to CRS, and to Members of each subsequent Congress who continue to work with CRS on a daily basis.

## **STAFF ACTIVITIES**

In addition to the programs described above there were other employee events. These ranged from an all-staff photograph (the first since 1948) to a public service project at the Capital Area Food Bank to a CRS night at a Nationals game and at a Wizards game and several staff picnics. These social events gave employees an opportunity to get to know one another better and celebrate their accomplishments.

**SUPPORT FOR THE CENTENNIAL**

The centennial events were possible with congressional appropriations and the generous support of former Senators Connie Mack III and Dennis DeConcini and former Representatives Kenneth E. Bentsen Jr., William D. Delahunt, Thomas J. Downey, Bart J. Gordon, Amory Houghton Jr. and Bart Stupak; the Bipartisan Policy Center, Congressional Federal Credit Union, Henry Luce Foundation, and The William and Flora Hewlett Foundation.

## **B. FY2014 BUDGET, RESOURCES, AND OTHER FUNDING**

In FY2014 CRS had an appropriation of \$105.35 million available for expenditure. More than 88 percent of the fiscal year's expenditures supported staff salaries and benefits.

In this fiscal year CRS received a total of \$583,926 from nonprofit foundations in support of nonpartisan, objective, and confidential seminars for Members of Congress and their staff. Of this total, \$3,155 was for the Senate Floor Procedure: Recent Developments and Current Issues, held February 10, 2014; \$72,004 was for the CRS Centennial Symposium, held July 16, 2014; \$12,002 for the CONAN Symposium, held September 23, 2014; \$410,000 for the CRS New Member Seminar Grant Fund; and \$86,765 for the Evolving Congress Series, scheduled for 2015.

## C. WORKFORCE MANAGEMENT AND STAFF DEVELOPMENT

CRS implemented comprehensive workforce efforts that aligned skills and expertise to best meet client demands, grow capacity and talent in targeted areas, strengthen staff competencies and expertise, improve performance management, and foster an inclusive and engaging work environment.

### RECRUITMENT AND SELECTION

The Library's merit selection and selective placement processes were utilized to fill critical positions, and the government-wide Presidential Management Fellows Program (PMF) was used to support succession planning efforts. CRS also applied a range of flexible hiring options to meet short-term and intermittent staffing requirements, including the Volunteer Internship Program, the Law Clerk Program, volunteer CRS retiree appointments, and temporary appointments. In addition, CRS took steps to add areas of specialization to maximize the allocation of resources supporting Congress and its staffs. Finally, CRS consistently applied diversity outreach efforts to expand the pool of high-quality applicants.

***Merit Selection.*** CRS filled fifty-seven positions in FY2014: thirty-eight permanent hires and nineteen indefinite appointees. Forty-four of the permanent/indefinite positions were filled with external candidates and the remaining thirteen positions were filled through internal promotions or reassignments. Thirty-six of the permanent/indefinite selectees were female (63 percent) and sixteen were minorities (28 percent), including seven internal candidates who received promotions. The thirty-eight permanent hires included eleven managerial or supervisory positions (one deputy associate director, three section research managers, and seven section heads). The remaining twenty-seven permanent hires included nine policy analysts, four information professionals, three information technology specialists, two editors, two legislative analysts, and seven infrastructure or administrative support positions. Among the nineteen indefinite appointments, nine were filled with research assistants, two were filled with Presidential Management Fellows appointed as policy analysts, three were information professionals, two were information technology specialists, two were infrastructure or administrative support positions, and one was a year-long management placement.

***Succession Planning.*** CRS has used the PMF Program regularly since 1997. In FY2014 the Domestic Social Policy Division identified and filled two entry-level policy analyst positions in the public health arena using the PMF Program: one female analyst in health policy and one female analyst in health care financing. These selectees began their two-year PMF fellowships in summer 2014 and may be eligible for conversion to permanent positions in summer 2016, contingent upon availability of funding and successful job performance.

***Short-term and Intermittent Staffing.*** CRS used a variety of cost-effective methods to address short-term and intermittent staffing requirements, including the following:

- The Volunteer Internship Program: CRS placed forty-two volunteer interns, including twenty females (48 percent), in the research divisions to develop their research skills by participating in the legislative process. Approximately one-third of these interns had

already obtained graduate degrees, while the remainder was pursuing either graduate or undergraduate degrees.

- **The Law Clerk Program:** Three law clerks, including two females (67 percent), were assigned to the American Law Division to develop their legal research skills. These law clerks had completed at least two years of law school.
- **Volunteer CRS Retirees:** Nine retired CRS employees, including two females (22 percent), shared their collective expertise and institutional knowledge in public policy analysis with their former colleagues.
- **Temporary appointments:** Three female employees were temporarily appointed to infrastructure positions to meet short-term staffing requirements.
- **Student Development Placement Programs:** CRS placed one female student from the Charles B. Rangel Graduate Fellowship Program and two female students from the Library of Congress Junior Fellows Program.
- **American Political Science Association Congressional Fellowship Program:** CRS placed one female in the Foreign Affairs, Defense, and Trade Division, marking the second consecutive year of CRS's participation in this program.
- **Other Fellowships and Exchange Assignments:** The Foreign Affairs, Defense, and Trade Division hosted four officers via the United States Air Force Fellows Program, including two females (50 percent), as well as one male officer via the U.S. Department of the Army Development Program. The Resources, Science, and Industry Division hosted one female via the USDA Executive Potential Program.

***Diversifying Areas of Specialization.*** New areas of specialization were established to maximize the allocation of staff expertise and resources and to build research and information management services. Research assistant and digital services librarian positions were established for this purpose. Research assistants were hired to support analysts in data collection, manipulation, and analysis. Research assistants also assisted management in developing CRS products. The digital services librarian position was established to support CRS's reference and information services. Incumbents in this position will support staff in developing Web-based information services and helping to develop, implement, and manage digital services projects. (No digital service librarians were hired in FY2014; however, hiring will begin for the position in FY2015.)

***Diversity Efforts.*** CRS consistently applied diversity outreach efforts in recruiting candidates for positions. These outreach efforts included using a pool of minority recruitment sources to advertise permanent and temporary positions and partnering with organizations that extend support to under-represented groups. For example, CRS partnered with the Charles B. Rangel International Affairs Program for the third year, resulting in the temporary placement of the Charles B. Rangel Scholar mentioned above. CRS recruited applicants with disabilities through the Library's Selective Placement Program, placing one female employee with disabilities. CRS utilized its long-standing student diversity internship program to expose undergraduate and graduate students to the work of CRS and its mission. Seven interns were placed throughout the Service to work on meaningful and substantive research and projects.

CRS prepared a diversity report for FY2012 and FY2013 to highlight efforts to improve and sustain a diverse and inclusive workforce through targeted recruitment strategies; special relationships with minority-serving institutions and organizations; and participation in Library-sponsored programs and initiatives to enhance diversity in professional and administrative positions throughout the Service. The report also provided CRS workforce demographic data compared to the federal civilian labor force to highlight similarities and differences between the two workforces and help inform future efforts supportive of a diverse and inclusive workforce by focusing attention on areas where the Service excels, as well as areas where improvement is needed.

## **PERFORMANCE MANAGEMENT**

CRS continued to implement a comprehensive performance management program, focusing on initiatives to streamline operations, enhance staff performance and organizational effectiveness, and assess program outcomes. Also, use of the supervisors' portal continued to provide a one-stop source of information on performance management activities, resources, and guidance.

*Promotion Process Enhancements.* The promotion process was streamlined to remove unnecessary steps in assessing employees' work, and guidelines were updated to ensure all managers provided the same level of documentation in support of promotion recommendations.

*Performance Management Ratings Analysis.* CRS conducted a performance ratings analysis over a three-year period to identify similarities and inconsistencies in the distribution of ratings across the Service. The analysis supports the expectation that, at minimum, the majority of staff perform at the Fully Successful level.

*Senior Level Performance Assessment System Certification.* In support of certification for the Library's senior-level performance assessment system, senior level performance plans were modified to incorporate measurable results that align to strategic goals and consider employee and or client/stakeholder feedback. Plans also incorporated measures to hold senior-level supervisors accountable for employee performance management.

## **STAFF TRAINING AND PROFESSIONAL DEVELOPMENT**

CRS provided a comprehensive range of professional development and training opportunities to strengthen staff performance and broaden their competencies and expertise. With a shift toward more experiential training and development, CRS leveraged in-house expertise to customize training in order to allow for more enriched, meaningful experiences. CRS also supported short-term professional development opportunities with external organizations to enhance staff ability to support the work of Congress through special assignments.

*Supervisory Development.* The following supported supervisory development.

*Onboarding Plan.* An onboarding plan was developed and implemented for orienting and acclimating new supervisors. Covering the first year, the plan provided baseline focus areas, information, and resources to expose to all supervisors. The plan also captured and conveyed the level of support and training needed to appropriately and consistently orient supervisors to the Service. Periods of activity were divided into suggested timeframes to easily manage and spread the wealth of information each new supervisor needed to know and learn.

*Supervisor's Roundtable Discussions.* A set of roundtable discussions was offered on a wide range of challenges and opportunities supervisors face while leading and supervising staff. The staff-led roundtable topics supported peer-driven discussions that were engaging, meaningful, and relevant to day-to-day supervisory responsibilities; e.g., the application of emotional intelligence in dealing with workplace issues.

*Leadership Development Framework.* In support of its evolving Leadership Development Framework, CRS introduced three customized leadership development courses to strengthen critical competencies for successful research management and supervision: coaching, conflict resolution, and effective communication. The courses are scheduled to begin February 2015.

*Staff Professional Development.* Staff professional development included the following.

*Core Curriculum for Research Staff.* CRS offered new analysts and legislative attorneys a core curriculum on CRS writing and presentations. The writing courses provided a logical framework to writing analytical reports for Congress and offered mechanisms for managing the writing process. The presentation course gave staff effective tools for communicating information orally to a variety of congressional audiences. Additional courses in the curriculum included sessions and/or seminars on the federal budget and legislative processes.

*"Hot Topics."* CRS continued its "hot topic" discussions. The discussions focused on opportunities for staff to improve the execution of their work, focusing on areas such as data visualization and effective presentations. Additionally, monthly sessions were held on using geographic information systems to enrich and add dimension and depth to analysis.

*Mentoring Program.* The CRS mentoring program pairs new staff with experienced CRS colleagues to provide advice and guidance. Mentees and mentors met regularly throughout the year. Ten information sessions were offered to mentees to learn more about CRS operations, policies, and procedures. Mentees also participated in "cafe sessions" to learn of their colleagues' best practices in supporting Congress, such as in the session, "My First Year at CRS." Ninety mentors and mentees participated in the mentoring program.

*Special Assignments.* CRS partnered with external organizations to provide staff with short-term assignments in their respective issue areas and/or to support committee work in Congress. These assignments enhanced analysts' ability to support the Congress by broadening their network of contacts to gain access to information and executive branch officials and expanding their expertise in specialized and distinct issue areas.

## **STAFF RETENTION**

Staff turnover remained low in FY2014. The overall attrition rate for the Service was 5.3 percent, a decrease from the 6.3 percent at the end of the previous fiscal year. Among the analysts/attorneys, the attrition rate was 4.3 percent, a 51 percent decrease from the previous fiscal year. The attrition rate for the information specialists was 9.3 percent, which was a 29 percent increase from the previous fiscal year. Despite overall low attrition, CRS continued to use exit interviews as a tool to help measure employees' overall satisfaction and work experiences and identify opportunities for improvement.

***Exit Interviews.*** CRS continued to conduct voluntary exit interviews that proved to be useful in gauging staff engagement and informing the effectiveness of CRS's workforce management activities. For the thirty-two permanent employees who separated from CRS during FY2014, exit interviews were conducted with twenty-one, for a 66 percent participation rate. Of these separating employees, twenty-two retired, eight left to accept other employment, and two relocated for personal reasons. As was true for previous fiscal years, the overwhelming majority of employees who participated in an exit interview were generally unequivocal about recommending CRS as a good place to work, with nineteen of the twenty-one employees expressing this view. Staff suggested that CRS continue to explore ways to remain nimble in order to provide the best support to Congress. Staff also offered that CRS should continue its efforts to develop electronic products that meet the current needs of Congress and congressional staff.

## **D. TYPES OF CRS SUPPORT TO CONGRESS: RESEARCH SERVICES AND PRODUCTS**

Throughout FY2014 CRS provided Congress with analysis, research, and information to support its policymaking needs in the formats described below.

### **CONGRESSIONALLY DISTRIBUTED PRODUCTS PROVIDING RESEARCH AND ANALYSIS ON LEGISLATIVE ISSUES**

*Reports for Congress.* Reports for Congress, analyses, or studies on specific policy issues of congressional legislative interest, are often prepared to address issues raised in numerous congressional inquiries. Reports clearly define issues in legislative contexts. The basic requirements of these and other CRS written products are relevance, authoritativeness, objectivity, and nonpartisanship. Analysts define and explain technical terms and concepts, frame the issues in understandable and timely contexts, and provide appropriate, accurate, and valid quantitative data. A summary appears on the first page of most reports. Shorter report formats include fact sheets, FAQs, In Brief products, and CRS Experts lists. CRS reports are available online to the congressional community. Active reports are updated as events occur for issues that are of ongoing interest to Congress and are archived when they no longer reflect the current legislative agenda. These archived products remain available to Congress (searchable) to provide background and historical context.

*Congressional Distribution Memoranda.* These memoranda are prepared when the interest of a relatively small number of congressional readers is anticipated or when the transiency of the issue and the product make its inclusion as a listed CRS Report inappropriate. If an issue becomes important to a larger congressional audience, the product may be recast as a CRS Report for Congress.

### **ELECTRONICALLY ACCESSIBLE PRODUCTS AND SERVICES**

*CRS Web Site.* The CRS Web site displays CRS products that are listed by current legislative issue and are accessible through online searching. The site also provides access to CRS reports and analyses of annual appropriations legislation. New this year is a Web-only product, the CRS Insight, a succinctly written analysis addressing fast-moving public policy issues. Also offered are a guide to legislative procedures, online registration for CRS seminars, and information on other services. The Web site also includes links to constituent services-related information as well as legislative, legal, and basic resources for work in congressional offices. Other Web products developed in the last few years include Legal Sidebars, brief legal analyses of current topics; DVDs of CRS recorded seminars; a Twitter feature showcasing new CRS work (CRS4Congress); and a CRS mobile-friendly application to view contents of CRS reports. In operation since the 104th Congress, the CRS Web site is accessible only to House and Senate offices and other legislative branch agencies.

***Appropriations.*** CRS experts working on appropriations continued to provide comprehensive legislative analysis and tracking for the twelve regular Senate and House bills. In FY2014 they also assisted Congress with continuing resolutions, supplementals, and the budget resolution. The Service also provides access to a CRS appropriations status table for tracking legislation.

***On the Floor.*** On the Floor, a weekly compendium of CRS products relevant to scheduled or expected floor action in the House and Senate, is available on the CRS Web site and by email subscription to all Members, committees, subcommittees, and congressional staff. All bills and related CRS products listed on this page are linked to the bills themselves on their Bill Summary & Status pages and are linked to the products on the CRS Web site. On the Floor is updated throughout the week as needed.

***CRS Programs Electronic Mailing List.*** Launched in FY2001, this email notification system provides subscribers with descriptions of upcoming CRS programs and links to online registration forms.

## **RESPONSES TO INDIVIDUAL MEMBERS AND COMMITTEES**

The Service also responds to requests for custom services from Members and committees and their staff. Frequently this is done by CRS analysts in the form of confidential policy and legal analyses, usually in memorandum format; consultations in person, by phone, or by email; and briefings on virtually all legislative and policy issues, each tailored to address specific questions directed to CRS by a requesting Member, committee, or their staff.

***Confidential Memoranda.*** Confidential memoranda are prepared to meet a specific congressional request and are often designed to meet the needs of the congressional reader with a high level of expertise in a given topic. These memoranda are prepared for the use of the congressional requester, and CRS does not distribute them further unless the recipient gives permission. The memorandum format is often used by CRS attorneys, for example, to respond to highly focused inquiries about the legal implications of statutory provisions, proposed legislation, or executive actions.

***Individual Staff Briefings.*** Individual or group staff briefings constitute another form of tailored response to congressional inquiries. CRS staff provide in-person briefings to Members and committees on specific policy issues. These briefings, for example, might focus on bills in formulation, foreign or domestic policy issues before Congress, the legislative process, congressional operations, or general orientations to CRS services and products.

***Telephone and Email Responses.*** Telephone and email responses to inquiries are a vital element in CRS interactions and consultations with Congress. CRS experts are directly accessible by phone or email; on a given day the Service responds to numerous calls and emails and provides information that may range from a statistic or a name to a short briefing or an interactive discussion analyzing alternatives for response to an issue. CRS goals in these instances are to provide expertise, ease of access, and personalized immediate response.

***Briefing Books.*** Briefing books may be prepared for use by congressional delegations (CODELs) traveling abroad and are collections of materials that support specific purposes of a

congressional trip. They may contain a variety of materials — maps, selected products such as CRS reports, and brief tailored written work, which can contain background and current issues regarding U.S. relations with specific countries on the trip, as well as questions Members might ask when meeting with government and other officials.

## **SEMINARS, INSTITUTES, AND OTHER PROGRAMS**

*Seminars.* CRS conducted numerous seminars for Members and staff on a wide variety of issues of interest to Congress. Highlights of the year included the following public policy seminars: “Mortgage Market Reform and Other Housing Issues: A CRS Open House,” “The Future of the Voting Rights Act,” “Tax Provisions Expiring in 2013,” “The American Community Survey (ACS): Overview and Data Searches,” “The Cost of Nuclear Weapons: Program and Budget Issues for Congress,” “Basics of Capital Regulation and Financial Risk,” “Disasters 101: Introduction to Emergency and Disaster Response for Congressional Staff,” “U.S. Efforts to Strengthen Health Systems,” “Security Clearances & Access Controls: Securing Government Information and Facilities,” “Surface Transportation Reauthorization: What Follows MAP-21?,” “Terrorism Risk Insurance: Overview & Current Legislation,” “Payments in Lieu of Taxes and Secure Rural Schools: Background and Options,” “EPA Regulation of Greenhouse Gas Emissions from Existing Electric Generating Units (Power Plants),” “Export-Import Bank Reauthorization: Issues for Congress,” “Open House on the Federal Workforce: Issues Before Congress,” and “The ‘Islamic State’ (ISIL/ISIS) Crisis and U.S. Strategy.”

There were also several public policy issues presented in a series of seminars. Five seminars were held on defense acquisitions. Additionally, a series of three programs on FY2015 budget issues for Congress was held, including sessions on the defense, international affairs, and research & development funding.

*Legislative and Budget Process Institutes.* CRS continued to provide legislative and budget process institutes. Congressional staff became acquainted with the practice of legislative procedures and the congressional budget process at a series of increasingly complex “institutes” held at regular intervals during the course of the year. In FY2014 CRS staff conducted twelve introductory institutes on legislative procedure and resources. Three advanced legislative institutes were held for congressional staff and two advanced legislative process series were held for both the House and Senate. Additionally, CRS staff conducted six introductory programs on legislative concepts in conjunction with the House Learning Center. Seminars on budget process, offered in fifteen sessions, provided congressional staff with an integrated overview of how federal budgeting works as well as a more advanced look at separate aspects of the process. State and District Institutes, offered four times during FY2014, were specifically tailored to the needs of staff working in Members’ home state offices. Three sessions on grants work in a congressional office were offered to Capitol Hill staff engaged in constituent services.

*Legal Programs.* For nearly three decades CRS has offered continuing legal education credits through its Federal Law Update to Members and congressional staff. The program consisted of twelve sessions offered over two weeks in both the spring and fall. CRS attorneys provided updates on important issues of law and policy directly related to the legislative agenda.

Through close collaboration with the Law Library of Congress, CRS co-sponsored a series of programs for congressional staff on legal research. Topics included using print and electronic sources to conduct legislative history and statutory research, and a general introduction to legislative research. Sixteen programs were held during FY2014.

***Visiting Dignitaries.*** Establishing and expanding country-specific expertise and relationships is another activity CRS supports. Toward this end, specific policy briefings were held with representatives from Trinidad & Tobago, a multi-regional economic group, Israel, Cambodia, Vietnam, the European Union, Germany, Albania, France, Britain, Ukraine, Kazakhstan, and Iceland. In addition, CRS supported three delegations of visiting Members of Parliament and parliamentary staff for the House Democracy Partnership (HDP). Countries participating in the HDP during FY2014 were Afghanistan, Georgia, Indonesia, Kenya, Kyrgyzstan, Liberia, Mongolia, Pakistan, Peru, and Timor-Leste.

***Orientations and Briefings.*** Twelve programs were offered to various organizations that sponsored congressional fellows. CRS staff prepared introductory orientations on CRS services, legislative process, and policy-specific briefings. Among the organizations represented were the American Association for the Advancement of Science, American Political Science Association, Congressional Black Caucus Foundation, Congressional Hispanic Caucus Institute, National Oceanic and Atmospheric Association, Charles B. Rangel International Affairs Program, U.S. Army, U.S. Navy, U.S. Marine Corps, and Robert Wood Johnson Foundation.

An additional seventeen orientations on CRS services were held for new congressional staff, and sixty-five briefings were conducted for incoming congressional interns and volunteers. Numerous other briefings were held privately for congressional offices and fellowship groups.

## **LEGISLATIVE SUMMARIES AND LEGISLATIVE DATA ENHANCEMENTS**

***Legislative Summaries.*** The Legislative Analysis and Information Section (LAIS) in CRS is required by statute to write and publish summaries of all legislation introduced in the U.S. Congress. These authoritative summaries are used by lawmakers, policymakers, academics, and members of the public who are seeking accurate, objective, nonpartisan descriptions of both new and amended federal legislation. The summaries are published widely, including through LIS (the Legislative Information System), THOMAS, beta.congress.gov, and such services as Lexis and CQ.

Legislative analysts review and examine legislation to determine its meaning and effect on current law. They then draft summaries of the legislation as introduced and write more detailed analyses of any subsequent action versions of the legislation.

CRS continues to work with a Library-wide team to ensure that the transition to the new Congress.gov Web site iteratively encompasses all the capabilities found in the legacy LIS. Congress.gov achieved a significant milestone by transitioning out of beta form during FY2014.

***Legislative Data Enhancements.*** LAIS legislative information specialists enhance the usability and interactivity of status information by linking the relevant pages of the *Congressional Record* (e.g., debate, Member introductory remarks, and amendments). They also

ensure the integrity of legislative data transmitted by the House, Senate, and GPO for LIS, THOMAS, and beta.congress.gov. These information specialists also manage CRS Congressional Data functions, adding, updating, and ensuring the integrity of data essential to the CRS client relationship management system.

LAIS further enhances bill records by adding such bill information as short titles, related bills, explanatory notes, and subject terms.

## **OTHER SERVICES**

*Multimedia Products and Services.* CRS provided a variety of multimedia products and technical assistance in support of its service to Congress. These included producing DVDs of CRS seminars, public policy briefings, and special events that congressional staff can request from the CRS Web site. Included were five programs from a day long symposium on the CRS centennial, and three programs dealing with recent Senate floor procedure developments. Other special events videotaped as part of the CRS centennial included five sessions from the Constitution Annotated symposium and a seminar on domestic policy analysis for Congress. CRS compiled a total of seventeen video programs as DVDs during the year. The project of short videos exploring core concepts of key issues was continued and included topics such as Bitcoin, Conflict in Africa, and a review of new CRS products for Congress. Twenty-four videos were posted at the CRS Web site which included these short videos along with a selected number of seminar briefings. CRS continued to provide two hours of television programming each weekday on the Senate closed-circuit television system. There were six legacy interviews recorded of outgoing CRS employees. Throughout the year short video clips of various floor and committee actions were also assembled for legislative procedure briefings and the New Member orientation.

## E. CRS ORGANIZATIONAL STRUCTURE

CRS has adopted an interdisciplinary and integrative approach as it responds to requests from Congress. The Service seeks to define complex issues in clear and understandable ways, identify basic causes of the problems under consideration, and highlight available policy choices and potential effects of action. CRS is organized into the following divisions and offices to support the analysis, research, and information needs of Congress.

### DIVISIONS

***American Law Division.*** The American Law Division provides Congress with legal analysis and information on the range of legal questions that emerge from the congressional agenda. Division lawyers work with federal, state, and international legal resources in support of the legislative, oversight, and representational needs of Members and committees of Congress. The Division's work involves the constitutional framework of separation of powers, congressional-executive relations and federalism. It includes the legal aspects of congressional practices and procedures and the myriad questions of administrative law, constitutional law, criminal law, civil rights, environmental law, business and tax law, and international law that are implicated by the legislative process. In addition, the Division prepares *The Constitution of the United States of America: Analysis and Interpretation* (popularly known as The Constitution Annotated).

***Domestic Social Policy Division.*** The Domestic Social Policy Division offers Congress research and analysis in the broad area of domestic social policies and programs. Analysts use multiple disciplines in their research, including program and legislative expertise, quantitative methodologies, and economic analysis. Issue and legislative areas include education and training, health care and financing, Social Security, public and private pensions, welfare, nutrition assistance, housing, immigration, drug control, crime and criminal justice, labor and occupational safety, unemployment and workers' compensation, and other issues related to children and families, persons with disabilities, the aged, the poor, and veterans.

***Foreign Affairs, Defense, and Trade Division.*** The Foreign Affairs, Defense, and Trade Division is organized into seven regional and functional sections that follow critical worldwide security, political, and economic developments for Congress. These include U.S. relations with individual countries, regional trends, and transnational issues such as terrorism, refugees, and other humanitarian crises, global health, nonproliferation, and global institutions such as the United Nations. The Division also addresses U.S. foreign aid programs, strategies, and resource allocations, State Department budget and functions, international debt, public diplomacy, and legislation on foreign relations. Research responsibilities include national security policy; military strategy; conflict dynamics; intelligence; U.S. and foreign weapons systems; military operations; defense acquisition; military compensation, health, and social issues in the military; the defense budget; cybersecurity in the defense and intelligence areas; and U.S. military bases. Key international economic developments as well as the roles and responsibilities of international financial institutions are also examined, as are trade-related legislation, policies, programs, and U.S. trade performance and investment flows. Attention is also given to trade negotiations and agreements, export promotion, import regulations, and tariffs.

***Government and Finance Division.*** The Government and Finance Division's work focuses on the organization, structure, operations, and management of Congress and its support agencies as well as the congressional budget and appropriations process and the legislative process. Among the financial issues covered by the Division are banking, financial institutions, insurance, mortgages, and securities, as well as taxation, public finance, fiscal and monetary policy, and the public debt. Other research addresses the interaction between taxes and interest rates and macroeconomic policy. In addition, the Division responds to requests on the organization, management, and funding of the federal executive and judicial branches, judicial and executive branch nominations, government personnel and the civil service, the presidency and vice presidency, and government information policy and privacy issues. The Division is responsible for policy work in the areas of intergovernmental relations and forms of federal aid, federalism, statehood and U.S. territories, and the District of Columbia. Also covered are economic development, federal planning for and response to emergencies, disasters, and acts of terrorism in the United States; survey research and public opinion polls; the census; reapportionment and redistricting; elections; and campaign finance, lobbying, and political parties.

***Knowledge Services Group.*** The Knowledge Services Group's information professionals respond to congressional requests and partner with CRS analysts and attorneys in providing authoritative and reliable information to Congress. They write descriptive products and contribute to analytical products in policy research areas, support analysts and Congress by finding solutions for their information needs, recommend new research strategies and resources, and create customized products in a variety of formats. Information professionals identify, evaluate, and recommend authoritative research materials in print and digital formats; evaluate, acquire, and maintain data and geospatial information; and provide or coordinate specialized training on the use of information resources. They also provide direct support to Congress in congressional reading rooms and research centers.

***Resources, Science, and Industry Division.*** The Resources, Science, and Industry Division covers an array of legislative issues for Congress involving natural resources and environmental management, science and technology, and industry and infrastructure. Resources work includes policy analysis on public lands and other natural resources issues, environment, agriculture, food, fisheries, energy, and minerals. Science coverage includes policy analysis on civilian and military research and development issues, information and telecommunications, space, earth sciences, and general science and technology. Support on transportation and industry issues includes policy analysis on transportation and transportation infrastructure issues, industrial market structure and regulation, and sector-specific industry analysis.

## **RESEARCH SUPPORT**

***Office of Congressional Information and Publishing.*** The Office of Congressional Information and Publishing facilitates and enhances congressional access to timely and authoritative legislative information and CRS public policy expertise. In close consultation with CRS authors, the Office edits, provides graphics and production support for, and publishes CRS reports and related products. It organizes, analyzes, and publishes legislative information, including summaries of all pending legislation, provided through the Congress.gov system, the

Legislative Information System (LIS), and THOMAS. The Office also works in partnership with other Library units, the Clerk of the House of Representatives, the Secretary of the Senate, the Government Publishing Office, and other legislative branch offices to ensure accurate, timely, and complete access to legislative information. It has a major role in legislative branch initiatives to develop, operate, and maintain legislative systems. The Office develops innovative tools to improve the understanding of legislative documents, responds to congressional queries about the use and content of the legislative information systems, and maintains authoritative Member and staff data for the handling of research requests to CRS.

***Office of the Counselor to the Director.*** The Office of the Counselor to the Director examines and defines policy and legal questions and issues affecting all aspects of the Service, and serves as the principal legal and policy advisor to the CRS Director, Deputy Director, and other senior management officials. The Office develops and coordinates matters relating to internal CRS policies, particularly as they affect the Service's relationships with congressional clients and other legislative support agencies, and ensures that the Service complies with applicable guidelines and directives contained in the Reorganization Act. Additionally the office has responsibility for managing the receipt and assignment of congressional requests for CRS services that come into the Service through the Congressional Services Section, and supports outreach to congressional clients.

***Office of Finance and Administration.*** The Office of Finance and Administration oversees the financial, procurement, and administrative programs of the Service. This includes coordinating the strategic planning, preparing the budget request, formulating and executing the financial operating plan, performing contracting and procurement actions, and supervising the Service's interaction with the Library in performing these functions and other operations.

***Office of Information Management and Technology.*** The Office of Information Management and Technology provides the information management capabilities and support required for CRS research and legislation-related activities, communications, and service to Congress. This includes planning, procurement, development, operations, security, and maintenance of the information technology infrastructure and systems required to support the CRS mission. The Office is also responsible for the overall information architecture and maintains information resources by identifying, assessing, acquiring, organizing, preserving, and tracking materials.

***Office of Workforce Management and Development.*** The Office of Workforce Management and Development manages the Service's ability to attract, develop, and retain quality talent needed to respond to the dynamic research, analysis, and information needs of Congress. The Office provides a comprehensive package of services and programs to support and strengthen CRS human capital capabilities. These services and programs extend to the areas of staffing and workforce planning as well as performance management, training and development, and staff recognition. The office is also responsible for data management and analysis, workforce flexibilities, and personnel security. The Office serves as liaison and collaborates with other Library offices on human resource management issues and initiatives.