

Librarianship at the Government Accountability Office: GAO Products and Center for Library Science Initiatives to Improve Discoverability – Transcript of audio

Welcome to the conference. My name is Nicole Willis. I will be the MC for this event. Let us start off with a presentation by the research librarian from the Center for library science at the U.S. Government accountability office. The title and presentation is librarianship at the Government accountability office, GAO products and Center for library service science initiatives to improve discoverability. For the Q and A, please add your questions into the chat and send them either to all participants or to all analysts. I will monitor and facilitate questions during and at the end of the talk. The talk is being recorded and will be made available shortly thereafter. Okay, Nicole, the room is yours.

Thank you, Helen. My name is Nicole Willis, I am a research librarian at the U.S. Government accountability office. Thank you for taking the time out of your day to join me. Today, I will be talking about GAO products and current and past initiatives to improve discoverability for users. For the sake of maintaining connectivity and to try to make sure that my computer does not freeze during the presentation, I will be turning my camera off while going through the slides. As Helen said, please add any questions you may have into the chat and I will be happy to answer them as well. I will get started now. As I said, I will be talking a bit about GAO products as well as center for libraries science initiatives to improve discoverability for our users. The presentation will be split up in that way. First I will start with a brief introduction to the U.S. Government accountability office. For those of you that may not know what kind of work we do, GAO is a non-partisan audit agency that provides Congress, the heads of executive agencies on the public with timely, fact-based nonpartisan information used to improve government and save taxpayers billions of dollars. I work is done at the rest of congressional committees or subcommittees or it is statutorily required by public laws or community reports. GAO is run by the Comptroller General of the United States as will be discussed further. Library practice at GAO is housed within the center for library science or CLS. CLS is one of six centers in the applied research and methods team. This is one of 15 teams that works on various engagements throughout the year. An engagement is the audit project itself. It goes through several stages and reviews and is what results in a GAO product. These mission teams perform audits such as defense abilities and management, physical infrastructure, healthcare and so on. The other centers contain specialists in various topics such as statistics, methodology, data assigned, actuarial science, economics and more. Tiered specialists from each center our staff to work with teams to learn their expertise to their project. A team may need a data analyst to analyze data that they received from an agency for their engagement. CLS is comprised of our library director, research librarians, acquisitions librarians, electronic resource librarian, and library technician. Our work is spread across the agency operations and audit work. This includes literature and background searches, reference services, acquisitions, taxonomy, cataloging, database management, collection development, and other projects. Librarians take on various projects throughout each fiscal year to improve library operations such as updating standards of practice, analyzing library metrics, and other things. As you can see, the library's work is very broad in the agency. I will be talking about tran07's various products and we can find them. The nature of work that CLS does within GAO makes collaboration essential. In terms of products and product accessibility, CLS collaborates with information systems and technology services or IST S, web services group, publishing, information management, records and privacy and public affairs to ensure that GAO and other government entities and the public have access to GAO's taxpayer-funded research and products. The sheer number of products that GAO has produced can make management and distribution quite complex. To give context on how many products are published each year. From 2017 to 2021 there was nearly 6500 products published. In 2021, there were over 1100 products. Over GAO's

100 year history, a huge number of products have been released. They are not all alike so GAO catalogs them based on their content. Here we have on the public website how GAO organizes its products based on five contact types. Reports and testimonies, bid protests, appropriations law, other legal function, and other. When any of these five contact types are selected, sub categories will auto populate. That produces more specific sub types to filter to search results through. As you can see, there are quite a lot a product types listed. I will give a brief explanation of each. First, we have the report. The report is GAO standard auto product. This is the product you have come across are used in research. The report is released at the end of an engagement to communicate the results of analyst work. They vary in length and include a cover page, the request letter, highlights page and often times several appendices. As well as contact information for those that worked on the project and recommendations that GAO has made . Next we have the testimony. These products are released after a GAO director testifies at a community hearing on the results of ongoing or completed work. These documents are prepared as a formal written statement to the community prior to the hearing. This is an example of a report. On the left, that highlights that it is a report. In the same general region on the right, you have an example of a testimony. They look quite similar but that is one way you can identify what type of product it is. Continuing on, we have the comment letter which is exactly what it sounds like. There are letters published for comment on various things like drafts issued by other auditing agencies. Memorandums are memo formatted documents including CG decisions are Comptroller General decisions, interpretation of federal policies, and also GAO investigative reports. Then we have other product which is a category used to describe those products that don't fit neatly into the other categories we previously just went over such as any sort of special publications the agency releases, guidance, or priority recommendations letters conducted under CG authority as routine non-audits. Moving on to the next larger content type bucket, we have bid protest. Before I get into these bid protest products, I will explain about what a bid protest is. A bid protest is filed when a party interested in a government contract believes that an agency has violated procurement law or regulation in the solicitation for goods and services or in the word of the contract. As acquisitions, laws and regulations dictate how federal agencies are the to award their contracts. That being said, a protest decision is conclusion that GAO comes to regarding a protest filed. If protests are dismissed for any reason, then GAO will not publish a decision and this includes if the agency takes corrective action or if a protester chooses to withdraw their protest prior to GAO reaching their decision. A bid protest docket is the list of the proceedings and filings of a bid protest with the agency. Here we have an example of a bid protest decision. As you can see it looks different from the report and that the structure is different. This isn't a cover page. You can see in the highlighted red circle that the decision makes it clear what kind of product it is. Onto the third content bucket type, we have appropriations law. As mentioned, GAO does deal with appropriations law . Appropriation decisions referred to legal decisions issued by Q&A GAO General Counsel on the use of and accountability for public funds including ruling on potential violations of appropriations law. Anti-deficiency act reports are issued by agency heads as well as the mayor of DC to the Comptroller General at the same time that they are submitted to the president and to Congress. They are made available on GAO's public website. These are categories under appropriation law because the anti-deficiency act provides a framework for the use of appropriations. Moving along, we have the fourth bucket content type on the website which is other legal function. Other legal function as a category that encompasses types of products that don't fit neatly into other categories of legal products. The first is the federal agency major role report. These reports are letters that GAO issues to comment on recent exposure drafts issued by other auditing standards setting organizations. For reference, GAO is an audit standard-setting organization and others exist around the country as well as internationally. The second is the federal vacancy reform act products which include the federal vacancy violation letter and federal vacancies violation report. Both of these products refer to the federal vacancies reform act of 1998 which established requirements for temporarily filling positions and executive branch agencies

that typically require presidential appointment and Senate confirmation. GAO issues these letters to the president and Congress reporting on violations of the act's time violations and issues decisions on agencies compliant with the act when requested by Congress. We will continue on with other legal function which are legal reports, testimonies, other decisions and other written products. These are pretty self-explanatory as a legal report is a report issued by legal staff. A legal testimony is a testimony by legal staff. Legal other written products are those products released by General Counsel that don't fit neatly into these other categories. Other decision refers to decisions published that are not either been protest decisions or appropriation decisions as these have their own categories that they fall into. So now on to the last larger content type bucket, we have other. At the moment, this encompasses the media that GAO releases. These products are produced by our public affairs staff. The videos are poorly focused on work that GAO has formally or is currently working on and these often feature engagement staff who will talk about their teams work in the agency as a whole. Podcasts are what we call the watchdog report and they feature much of the same material as the videos do including staff, interviews, and educational material. Before I move on to where you can find all of these products, I want to briefly touch upon how GAO is adapting to the changing information environment. As we all know, the way people seek information changes, the way they expect information to be presented also changes with that. Thinking about optimizing engagement. The GAO is considering the ways that we can use our adapting formatting. The anti-fraud resource was recently released. It is a visually engagement website that advances understanding on how public-sector fraud occurs and its wide-ranging impacts by providing tools and information in an accessible manner, the resource equips auditors and others to better understand fraud threats and how they can be combated through prevention and detection. This required extensive work by one of our senior librarians. In the GAO conceptual fraud model also referred to as GAO fraud ontology was developed by analysts, arm specialists, and an attorney. A senior librarian facilitated training which included ontology's and ushered team members on how to construct conceptual hierarchies and relationships. She consulted staff on how to write definitions in line with guidance. This interactive resource is just one example of how GAO is negotiating discoverability while considering the user first and foremost and another example of the collaborative work that the library engages in within the agency. That was an overview of all of the product categories currently available on tran07.gov. Now I will move on to how you can find these products on the website of self. This is good example of the video and podcast where you can see in the red circles. This is how you can figure out what type of product it is. Where can I find GAO products? This is the homepage . You can see recent reports and testimonies. This will list products that have recently been released by the agency. On the upper right you can also see the search function which I will focus on now. Here is the page for results on education. It was a term I picked to demonstrate what the results will look like. On the left, we can see the film there results options by topic and content type. I will focus on content type here. This is where we have our five content -type buckets where I provided information previously. Bid protest, appropriations law, other legal function and other highlighted around this red box. When I select each of these content types, these are the subtypes that populate that we discussed before. You can see in this red box all of the subtypes listed in which you can select these and narrow down the nearly 10,000 items that come up on the website into what type of that you may or may not be looking for. This is what a product page looks like when you click on it. This is a cybersecurity workforce report that was released. You can see all of the options below the title which includes highlights, recommendations, a link to the full report as well as the contacts. Below that we have the fast facts which is another type of summary of what is in the report. Moving forward, we have on the top of the perform advanced search function. This is just a typical basic search up here and then you will see the performance search function highlighted in red off to the right. This is the advanced search page which makes up most of the slide. You will see all of the different options here in line with these different drop-down boxes, currently it has must include keywords but if you were to select this it would drop

down multiple filter options. These options include, must include keywords, must not include keywords, or may include words which can act as like an or type of option. This has options to search the number of a report, agency acronym, agency name, director name, fast facts, full report, highlights of summary, job code, press release content, product number, recommendation, title and topic. Those are the filter options that are currently available in the advanced search. The website is always evolving and trying to improve. These things are being worked on at the moment. Lastly at the bottom of the page, you can see narrow by date. If you're looking for reports within a certain timeframe, you can filter that way as well. Moving forward, we have the featured topics section of the website which at the top, this ribbon that says GAO and you can see view topics underlined at the top. That is the standard ribbon across all of the websites. When you click on view topics, the first thing you will see are these feature topics. These are topics that GAO has chosen to feature because of their applicability to current issues.

We do have a question. How far back on the site to the reports go?

They go quite far back. Depending on when things were digitized, often times we will receive requests for older reports say from the 60s or 50s and those will be digitized. Once they are digitized, they will be put on the website to be searchable in the future. Any product that has been digitized would be put on the website and that could be quite old products in GAO's history.

That was a little bit about the featured topics. These are organized alphabetically. You can browse through them and look out at the different topics that you might be particularly interested in. When you do that, this is the agriculture and food topic and this is the page that you go to when you click on it. You have much of the same things you will have in the individual product pages and it is recommendations. This also has related topics drop-down menu as well as the contact. You will see right below that they have their recent reports organized right at the top. You can view more reports which you can see at the center of the slide as well as open recommendations. You can see the media that is involved in this topic. This acts as an overview of a certain topic.

I will read it out loud. I have some questions about the advanced search. I can type into the chat but -- maybe it is more for us. Nevermind. Go ahead and type into the chat, I am moderating it. I will do my best to thread the questions throughout the session.

No problem, thank you. This is another one of those options for browsing through topics rather than searching something specific. We have the view agencies options which involves an alphabetical list of agencies that GAO has audited or has products referencing. If you click on these agencies then you get a list very similar to the topics of reports that reference the agency's contacts and that type of information. This is another way to search for our products. That wasn't overview of the major ways to search for content. For the next portion of the presentation I will focus more on the second half of the overarching theme which is how the public website functions and areas for improvement and discoverability of products. A little bit about the website. For some initial information, the content management system recently implemented and currently being used is Drupal. There are 350,000 items index. There are several different owners from user focused work to technical work. The website is in flux, as I mentioned, with new products regularly added and older products uploaded to increase their discoverability. Updates are regularly rolled out to improve user experience and accurately reflected GAO's work. That being said, there are still several barriers to product discoverability on the public website. These barriers can be grouped into three major categories. Poor quality, indexing and metadata issues, and fulltext availability. Poor quality refers to scans that are difficult to read for a variety of reasons including missing pages or sections, out of order pages and PDFs, hard to read texts because of blurriness or bleeding of ink. This also includes original reports as some reports in our collection are difficult to read in their original form which then makes it scanning them more challenging. Indexing and metadata issues are also encountered on the public website. This includes product entries that have inaccurate publication dates, missing summaries or descriptions, inconsistencies in the way reports are scanned meaning that PDFs uploaded to the product entry on the

website may differ in some way from the information provided in the entry itself. To state this in other words, there might be a mismatch between the metadata and the product itself. Lastly, fulltext availability can be a very urgent discoverability. For example, website product entries made the missing links to the full text Thomas searching a product name might not bring up the entry and there is currently limited browsing and searching capability beyond keyword topic at agency.

That is a good segue. We are going to backtrack a little bit more, now that I have some of the questions together. This is more about advanced search. The first one is, I would like to understand how the different rows on the advanced search page interact if I have search terms in three different rows say using three different fields, is the system going to retrieve items that has any of these items? Is it together to put in different rows?

That is a good question. If we go back -- let me go back to the page, it might be easier. If we go back to hear, this is a page we were talking about, it depends on what filter option you use. If you use this must include keyword, must not include keywords or may include keywords in any of these buckets, that is kind of how you decide. Let's say that you have an agency acronym, you choose agency acronym in the drop-down menu and then put the acronym in the Fraser keyword section and then you go down and choose title, let's say, and put keyword and title. That will and those results. You will get that agency as well as a title that includes those keywords. That is an and to function there. If you were to put in an agency acronym in the first one and then go down to the second drop-down menu and choose must not include keywords, then whatever you put in the second phrase would then be not in the search. It might be USDA as the agency and then underneath in must not include keywords, whatever you choose. That will give you results that are not that keyword if that makes sense. His

since this is a similar parallel question, it sounds like I am angry but that is to be a thing about things in caps. If I must include, must not include or may include, is full text of a given item report being searched?

So, yes, if you don't include in any of those drop-down menus the highlights or summary. It is a little complicated and this is why the advanced surfaces being worked on as well. Let's say that the first one is must include these keywords, the second one is must not include. That is a not function. May include is like an or function. This would be like writing out a companion search of pink and water bottle or yellow, not a certain brand. It is the same kind of stringing together of terms if that makes sense but the drop-down kind of option can make that a bit confusing and that is why there are currently working groups and initiatives going on to improve the way that the advanced search can't function for researchers.

I think I'm getting it but I will make sure, this is the last of the questions. Can I put multiple phrases in a single search box? For example, black cat or green cat or yellow cat and these are in parentheses or do I put them in separate rows? Must I use quotation marks for phrases within a single search box?

So, we do use quotes in for phrases. I always put them in separate boxes. I know it is like the basic search option. If you put them in the basic search, it was search for each of those. I assume this would function the same way.

Separate questions, everyone, if you have any questions, add them to the chat.

Hopefully that answered your questions. We will go back to some of the various to discoverability. I went over this list of barriers. As I said, these things are constantly being addressed, the work is being done to improve the product discoverability for GAO's many different users. There are other things to balance. I Inc. that this next section will kind of address some of the issues that they are having in answering those previous questions and thank you for your questions as well. There are three major aspects of the collaborative work that goes into the public website with various agency groups working on their different complexities. These three collaborative work aspects are user needs Oma digitization, and content management. The first collaborative aspect I will go over is usernames. Because it has a wide range of users that comes to our website, the users have different needs that need to be accomplished with the same kind of search functions. These uses range from public users often wanting

to perform basic searches to academic, government, and general counsel or legal users who may be interested in advanced search. Some of the basic search functions, the public user is most likely interested in includes keyword or title searching, subject or topic browsing and fulltext searching. Advanced search capability for academic, government or general counsel users may include more specific terminology or jargon, commandline searching, search history recording and more extensive and specific filter options. These advanced options would help make finding specific information much easier for a user who knows what information they want or what kind of product they are looking for. Balancing the needs of these various users can be challenging as making options to robust can scare away the public user who may not know how to utilize these search capabilities and may be overwhelmed by them. In contrast, search functions that are to basic might not cut it for those more advanced users and they might find it unfit for their research needs. What is seemingly obvious way to combat these issues would be to provide both options for searching. Currently, as I said when we were going over the advanced search options, web services group are currently working collaboratively to do just that. With different teams representing the needs of the many different users, the website is being reimagined to meet each users unique needs. This does take time as information needs to be reorganized to be captured and all of the different categories and categories and user feedback which needs to be collected and implemented. Advanced search is one of those things we are working on in this group and to make it more intuitive and to capture all of our various products and options for searching as optimally as possible. Moving on to the second collaborative work aspect, we have digitization. First, the records and privacy team is picking back up a historical collection digitization project which began before the office closed for COVID-19. This is an ongoing digitization project at the agency. The historical collection project involves processing materials in the collection which are of historical importance for agency use. This may include historical building blueprints or a team project. The agency has involved to establish new teams, break up teams that were together in the past so there may be old paperwork that could be relevant to teams today or just of historical interest. While records and privacy are working to establish a contract for the actual digitization piece, they are busy at work going through rooms of materials, recording what they find insignificance in organizing the many boxes of documents into more palatable sections to work through. Although this work is not focused on public facing information, it does provide a great map of the steps and moving pieces involved in a digitization product in an agency this large including the need for contracted work. The time, the staff, power, money required to do this work is an important consideration. This project is in excellent example of wife digitizing historical documents is worthwhile for an agency. Although this project focuses exclusively on historical documents that are of value to the agency itself, there are also historical reports and legal documents that could be of interest to the public at large. A project to digitize these historically significant products would open the door to more interests in the history of GAO's work and provide useful context for our work today allowing users to see a broader picture of the agencies and programs audited and the changes they have gone through thanks to work and recommendations. Another digitization project that is not current but was completed previously is the B-decision digitization project. This project was created to digitize B-decisions and have them uploaded to internal databases and the public website. For the digitization process, contractors were hired and staff also digitized some records on our own. The records that were digitized by CLS itself were all uploaded to internal databases but the work by contractors have not all been uploaded through the appropriate channels. For little insight into what our process looks like at the moment, when my parents received a request for a particular decision that cannot be found on the public website. They need to search the internal database. When not located there, we search a webpage that contains a list of all of the scanned PDFs completed by contractors, organized by by what they are on. We will send the PDF to the requester as well as to information management so that it can be uploaded onto the website. This is how older and historical documents will be uploaded to the website. Not all of these decisions have

been scanned leading to a sort of ad digitization effort within the agency. When the steps taken don't result in finding a decision then the librarians wanted to look through our collection to find the requested product. Once that product is found in print version, librarians will take all of the necessary steps such as scanning, redact, sending it to the requester as well as through all of those appropriate channels to be uploaded to our internal databases into the website. This was a difficult process during the pandemic as access to the physical collection while at the building was close was limited. Librarians will need to plan ahead to be able to complete these requests for products that were exclusively in print. That meant that the request would take longer than typical to be completed. Although this was an issue that was specific to the current implications of the pandemic environment, it is an important reminder of the benefits of having a digitize collection. If these materials were available in digital form, then the users needs could have been addressed more efficiently and our work could have been done much more quickly in the process would have been smoother in general. I will move on to the last aspect of collaborative work which is content management. As previously mentioned in describing the public website there are currently 350,000 items, approximately indexed with items constantly being added as the agency puts out new products. New products have led to new products series creating a new challenge to establish political to adjust our current taxonomy and organizational principles to fit these series into either previously established type for new categories. Content is also managed by many different teams within the agency, which I've talked a little bit about when talking about collaboration. This includes IST yes, the public affairs team, records and privacy and all of the others I previously mentioned highlighted the importance of collaboration and establishing set processes for managing information. This is especially relevant when considering the different philosophies for retaining information from the records and library perspectives as records does have set protocols for how long documents are kept depending on their type insignificance. With such large numbers of both historical products and the over 100 year history and new products consistently being published, even keeping track of the vast amount of things that needs to be done can be daunting. A manageable and effective workflow needs to be established.

Generally speaking, how many request for publication does GAO handle each year?

Previously when talking about each year, I think 1100 products were released in 2021. Are you talking about request for copies of products or congressional requests for products?

No clarification yet but the person will get back to her shortly.

No problem. I will pause and see if we get clarification. Public requests for publication. We get quite a lot. The library keeps track of these through a system called service now. We create tickets for public requests. I would say we get multiple every day. Quantifying that in a year is a large number. I would say we get at least one a day for something that someone cannot find on the public website. Sometimes I can be there having difficulty searching. There are many reasons for why the public might request his publications. Generally speaking, we have an email through which we handle public requests and that email is monitored every day and we will get several emails each day. I want to highlight that this sort of process really does need to be manageable as each of our teams throughout the agency has a limited number of staff and changes would likely need to be made in workload distribution and task priorities to properly organize GAO's collection. Next, I want to highlight the current improvements being made to the internal information environment. These include a move to SharePoint which is a system that allows for more flexibility and technology and functionality that can be implemented. The tools hosted to make information sharing more efficient, and the creation of prototypes exemplifying design and architectural changes that could be made in the future to enhance the information environment. As a government agency, the library and all of the information environment contributors in other sectors of the agency are limited in what technology can be used and what enhancements can be implemented by the agency acquisition process as well as updates. These improvements to the internal information environment are promising for the actual website as well as it shows possibilities for enhancing the search experience. I

want to take a moment to discuss the former and ongoing library work and discoverability specifically. First, there was additional effort to scan the decisions and add them to the public website by our former librarian. Our former Lebron went to the documents to redact them and send them to management for upload to the website so that they would be discoverable to cool to our users. They worked on a review project ahead of the Centennial celebration last year. The review was a newspaper like publication that the agency released for many years. This project entailed scanning missing issues as well as grading records for these review issues to be uploaded to the website. Lastly, the library keeps a running list of any products that may be requested by users and are unable to be found in any versions whether print or digitized. We keep a list of various issues we found or have been reported by users in scans for awareness and also for correction efforts. If a poor scan has been uploaded and we have a copy in print edition, we will try to scan and upload a better version. Despite this work, the library still needs to find a way to keep this workflow of digitizing products that were not born digital. This would rely heavily on collaboration with all of the aforementioned teams within the agency as well as increase capacity to work on this task whether it comes from increased staff members or privatization of products. The public website is the portal through which users can access the wider way of work that is published. The extensive work that our teams accomplished will not be discoverable to these users without improved optimal search capabilities. In order to make these adjustments to the website, certain steps need to be taken, mainly research, collaboration, planning and implementation. Research should be done into how other government agencies are constructing their public websites for search capabilities. What can GAO do to improve and what filters are most commonly used by our user group should be questions we are asking. There are also research done into best practices for constructing search to reach the wide range of users that GAO caters to. There are many agencies with search options on their website so collecting information is a great option to find ways to improve the website. Next, a collaborative effort should be made between all of the previously mentioned teams including records and privacy, publishing, public affairs, web services group, and the Center for library science to establish an understanding of the former and ongoing work, bandwidth for taking on projects, and any challenges currently faced in a broader discoverability project. Who will take on what worked, what improvements are a priority? These are all things that need to be discussed among these different groups. The strategic plan should be established for these groups to work together and improving information services for the agency and for the public. This plan should focus on digitizing products and the channels which they will have to go through in order to reach upload and begin this process. What should we prioritize? How far back in our history and we want to digitize products from which I discussed earlier? They need to be worked through and made into a broader content management plan. Lastly, the plan would need to be implemented. While this may be costly and time-consuming, through implementation, the agency can better represent his products and make them discoverable to all of its users. In doing so, GAO can provide timely and accurate information to taxpayers. Thank you so much. Our statistics for fiscal year 22, GAO received 150 external requests for fulltext access to research and publications. That should give you a better number. Thank you. If you have any questions, please add them to the chat. That is the end of my presentation. Before addressing any more questions, thank you so much for spending your time this afternoon, listen to the presentation. I hope you have learned more about GAO's products and how you can use them and how we are working to make the library more efficient and function even better. If you have any questions, my contact information is up there and research questions, that is our email that we use. This is where we monitor requests from the public and other institutions.

We will leave some time for questions. If you wouldn't mind elaborating about the GAO watchdog report watchdog series. What are topics that you may have discussed more?

I don't know too much about upcoming topics because it is managed and produced by the office of Public affairs. This covers current topics that are of interest to the public in my cover past work that the GAO has done on issues that are in the news and other things. It often features directors who work on

specific engagements discussing what work they have done in certain topics. Any topic that GAO covers in the reports which is fair game for the podcast. They are quite short. I believe there less than 10 minutes. They're kind of bite sized introductions and the reports that have been released.

Give me five minutes, I will listen to them. We will have to end the presentation. Thank you for a fantastic talk. This presentation has been recorded and it will be made available soon. Up next is peeling the onion with fewer tears, enhancing discovery and access. In the other track is think like an archivist, a new paradigm for government information. Both talks will begin at 3:15 p.m. Eastern time. Thank you