

Finding Temporary Space

*IT Reengineering Front
Moves Forward*

Move Champions

RENEWALS

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REENGINEERING UPDATE

Preregistration Goes Live in eCO Service

Michael Burke

Nov. 15, 2005, was an historic day for the Copyright Office. At 8:30 that morning a link was added to the Copyright Office website that enables the general public to access an electronic application for a Copyright Office fee service. Through an online form and payment process, the new system allows application for preregistration, a new fee service enacted by Congress last April and implemented by the Office in just over 6 months. For 10 years the Office has been receiving electronic applications for registration through the CORDS System, but that service is email-based and limited to a small number of selected participants. In contrast, the eCO Service System is website-portal based and is available for any person or organization to use.

Preregistration provides additional copyright protection to individuals and industry groups that have experienced a pattern of predistribution infringement. The law allows the applicant to describe a work in progress and extends copyright protection to that work during the period prior to application for full registration. Because it is a work in progress, no deposit copy is required. The preregistration application is also simpler than a registration application, and the volume of this work is expected to be low. From Nov. 15, 2005, to Feb. 22, 2006, the Office has reviewed 115 applications and preregistered 86 works.

This first implementation of eCO Service for preregistration is a precursor to the electronic registration pilot scheduled

for implementation in April. Preregistration has fewer data fields, but they are not unlike those used in the application for registration. Help text is available to guide an applicant through the process and to understand individual fields. Applicants can choose to pay with a credit card, a bank account, or a Copyright Office deposit account. If they choose to use a credit card or bank account, they are temporarily transferred to the U.S. Treasury's *Pay.gov* service where they enter the information about their account and authorize payment. No credit card or bank account information is collected or stored in any Copyright Office system. Most preregistration applications thus far have been paid for with credit cards. Using a deposit

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Finding Temporary Office Space— a Brief History

Jeff Cole

On Feb. 13, 2006, the renovation of the Copyright Office's temporary space in Crystal City officially began. This major milestone was the culmination of a long and complicated process to acquire and design temporary space that began in August 2004. Key participants in the effort were the Copyright Office; the Library's Integrated Support Services (ISS), Facilities, Design, and Construction office (FD&C), and General Services Administration (GSA); and the landlords.

In August 2004, GSA offered the Office space in Bethesda Towers in Bethesda, Maryland. While the space met many of the requirements, the Office decided against accepting it because the Bethesda location would have meant much longer, more expensive commutes for a large portion of the staff. The Office requested that GSA look for other options. In January 2005, the Charles E. Smith Company offered space in Crystal Plaza 5 and 6 in Crystal City, Virginia. The space and location were satisfactory and FD&C did some preliminary design work. A tentative move-in date was set for December 2005.

In March 2005, GSA published a solicitation for space and identified three additional options—another building in Crystal City, an “office hotel” in downtown Washington, and the Waterfront complex in southwest Washington. After reviewing these other options, the Office confirmed its choice of Crystal Plaza 5 and 6. Design work on the space continued.

In April 2005, GSA notified the Copyright Office that the Charles E. Smith Company had proposed a different location in Crystal City, Crystal Park 5, due to a change of plans of another tenant. During May and June, FD&C worked on the design for Crystal Park 5, and in July submitted the completed space plan drawings. Shortly thereafter, GSA informed the Office that the Charles E. Smith Company had submitted its official offer.

To the Office's surprise, the offer was not for Crystal Park 5, but for Crystal Plaza 5 and 6—again due to a change of plans of another tenant.

In August 2005, FD&C completed design intent drawings for Crystal Plaza 5 and 6, and meetings were held with GSA, the Charles E. Smith Company, and the project architects and engineers. A new move-in date was set for March 2006. In September, another minor twist occurred when GSA proposed shifting some space from Crystal Plaza 5 to Crystal Plaza 6. After a site visit, the Office rejected the proposal because it would have split the processing divisions between two different buildings.

In September 2005, the Library signed occupancy agreements for Plaza 5 and 6, and GSA signed the lease for Plaza 5. In November, GSA signed the lease for Plaza 6. Preliminary cost estimates for renovating the space for temporary use were much higher than anticipated. Therefore, from September through December, FD&C worked closely with the project architects to revise the drawings to minimize changes to the existing space and reduce the cost of construction. As a result of these revisions, the start date for construction was delayed, in turn further delaying the projected move-in date to May 30, 2006. Contractors were asked to submit bids based on three construction schedules—8, 12, and 16 weeks—to

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IT Reengineering Front Moves Forward

Michael Burke

The Copyright Office is 29 months into a 46-month project to reengineer its information technology (IT) systems infrastructure. Now more than ever it is important to keep the vision, goals, and objectives of reengineering in sight and to make a renewed commitment to move forward with this challenging and promising work.

On Feb. 7 and 8, senior Copyright Office managers, process owners, reengineering front coordinators, pilot supervisors, and SRA staff met off site to take stock of where we are, what has been accomplished, and how, within the resources available, to achieve an integrated system that will effectively support the Copyright Office reengineering objectives.

A lot has been accomplished during the first two and a half years. While not without flaws, the pilots implemented last year have provided a taste of the future and have been a learning experience in how the Siebel software needs to be configured and sometimes customized to meet Copyright Office requirements. Implementing the new preregistration fee service solely as an electronic service was a key step forward. This was the Office's first use of a Web portal, open to the general public, to receive fee service requests and to accept online payment with a credit card or bank account through a link with the U.S. Treasury's *Pay.gov* system. The volume of transactions was as expected. Overall, the system needed relatively few refinements.

The pilots, and particularly preregistration, are a foundation for much of the system functionality yet to be built. They contain many of the logical system components, such as record service request, scan paper object, process payment, manage workflow, create electronic submission, receive electronic submission, tag and

apply cataloging rules, process correspondence, and deliver electronic information via the Web. Many of these fundamental building blocks need further adjusting and refining, and others still need to be built. But, through the introduction of these components, considerable headway has been made toward the new systems infrastructure.

Many topics were discussed at the off-site meeting, including commitment to the reengineering vision, recognition of budget constraints, the need to be cost conscious when defining requirements, and roles and responsibilities. The group also addressed building according to the "to be" environment and making effective use of the Siebel software. But the most important topics were communication, detailed requirements, and use of staff resources.

Communication

Reengineering is a major effort for the Copyright Office. There is much going on, and the many stakeholders involved need to know about progress, accomplishments, changes in schedule, decisions and how they were made, roadblocks encountered, what is working well, and what is not working so well. We need to share what we learn. Findings from the analysis and design within a process area need to be shared across the other process areas.

In addition, we must reach out to staff who will be using the new system in order to get their feedback and to prepare them for the future. Recommendations for improving communications put forward at the off-site meeting included:

- renewed promulgation of the reengineering vision through a variety of media
- biweekly meetings between Copyright Office and SRA senior managers to ensure that we are moving forward together
- regular meetings of the Change Control Board to assess well-defined needs to change the fundamental reengineering requirements
- monthly working sessions with the process owners and front coordinators to share findings and to address issues that are impeding progress
- a review of the purpose and effectiveness of all present recurring meetings surrounding the IT reengineering project

The group also agreed to make a written record of every meeting that includes who attended, issues discussed, decisions made, and action items.

Requirements

Probably the most challenging IT task of the reengineering project is articulating the requirements to a level of detail that can be configured into the Siebel software. The development phase of the project started with the fundamental requirements defined at a high level. Considerable time has been spent in discussions leading to the more detailed functionality that must be configured or built into the software to satisfy the fundamental requirements. This is not easy, particularly when the business process is also new and not yet in place.

Much thought has to go into how the new business process should work and what data it will need. Sometimes

it is necessary to build and demonstrate functionality to know that it will correctly support the business process. Using a commercial off-the-shelf product introduces constraints that must be assessed before custom code is written to achieve an objective. Custom code is expensive to build, and has future costs when new versions of the base software are released. Recommendations to facilitate the definition of detailed requirements included conducting initial meetings with Copyright Technology Office (CTO) staff and subject matter experts (SMEs) to define the requirements before bringing them to SRA; building and testing to the requirements in manageably sized portions, possibly involving several releases of the system within each pilot; focusing on the “to be” business processes and avoiding building to the “as is” environment; adhering to the “to be” business process procedure manuals; and standardizing the format for documenting detailed requirements.

Resources

The process owners, most of whom are either division chiefs or assistant chiefs, and the key staff involved in the reengineering project have many demands on their time. But there is a crucial need for their time and for the continuity of their participation as the experts in their respective process areas. As SMEs, they represent their colleagues in expressing the needs of the “to be” process, explaining the requirements within their area, reviewing source materials and design papers, and participating in the testing and final preparation of the system for pilot processing. The retreat group recommended that each process owner appoint a full-time process area administrator, a senior SME whose role will be to see that requirements are accurately defined by the SMEs. Using their expert knowledge of the work in the process area and input they have

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Move Champions Are the New Representatives in Town

Danielle Lestage

The team at Fox Relocation Management Corp. is very excited to work with the Copyright Office on its huge relocation endeavor. The team is working to create an exciting and, hopefully, fun atmosphere to help ease the stress of moving, and then moving again.

The Fox team is starting to work closely with FD&C Project Manager Tony Ramis, Copyright Office Facilities Coordinator Virginia Kass, and Business Process Reengineering Manager Jeffrey Cole as it learns about the important work that is done at the Copyright Office. So far, the team is working on a website to help with communications and will soon be meeting with 11 move champions who will work with the Fox team for their respective work area requirements.

The move champions will help Fox's team, but will also help staff through each step of the move process. Each division will have at least one move champion, who will provide staff with the latest move news together with details on where staff will move, when things will be happening, and where all other resources are throughout the move. Move champions will attend meetings with the move team to learn the latest about the move, any changes to the schedule, and other important details. If staff members have questions about any move item, the move champion should be the first person to consult. Or ask the Fox team, so the team can provide the answer.

At each step of the process, the move champion will be the most knowledgeable person to guide staff in areas including:

- Where groups will move
- How to use the website
- Move schedule details, including such details as when staff will move and start time
- How and when to pack
- Where staff will find packing crates and materials
- How to label, so everything ends up at the right place
- What to do with phones, PCs, and laptops
- What to do with plants and any other personal items currently in office space

Stay tuned to find out who your move champions are and more. Information will appear on the move website. ■

A Fox Relocation Management Corp. employee, Danielle Lestage is the senior project manager for the Copyright Office's move.

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received from staff, the SMEs will work with the SRA business analysts to document the requirements and to review the resultant design. Regular meetings within and across process areas will ensure that information is available when and where needed and that requirements that cross process area boundaries are synchronized. The process owner will retain responsibility for the accurate definition of the requirements and will provide the sign-off that attests that what SRA plans to build will meet the needs of the process area.

Applying this discipline and structure to the definition of requirements will result in a more efficient and effective use of everyone's time and will provide the process owners with the information they need to carry out their responsibilities.

Building and implementing a new system is neither easy nor comfortable. The Copyright Office has made great strides, and has reached important milestones as it moves toward the implementation of the reengineered business processes. As stakeholders on this journey, we must press on with the project tasks and activities and hold onto that vision of a Copyright Office providing top-notch service to the public through the effective use of technology. ■

[Preregistration, continued from page 1]

account to pay for preregistration is presently different than what is planned for full eService, but that will change in April so that online payment processing will be the same for all electronic fee services. Email and paper correspondence is supported, and users of the new system can check the status of their applications by logging onto the system through the Web portal.

Approval of a preregistration application results in two products from the system. In lieu of a paper certificate, applicants are sent an email certificate—a message that states all the facts provided in the application and gives the number assigned and the effective date. The system also produces a public record in MARC format that is needed for insertion into the Copyright Voyager database.

The decision to offer preregistration only online carried with it some risk that the public might experience browser incompatibility or other problems using the system. To mitigate that risk, the Public Information Office and the Copyright Technology Office collaborated on a procedure to handle telephone calls and email messages requesting assistance in using the new system. The procedure has been in place since the first day; however, there have been relatively few calls or messages.

eCO Service is the name of the new Copyright Office integrated processing system being built by SRA International using the Siebel software product. eCO Service will eventually support all Office services, as well as tasks and projects within the Office. It is a secure-server-based system that is in compliance with all Library of Congress security directives.

Making preregistration available through eCO Service demonstrates the way in which most Copyright services could be requested and processed in the future. It is an opportunity to learn what works and what doesn't in an online environment and to gain experience through a manageably sized workload. So far the system has performed well. Several improvements have been installed through two updates to the software since November. ■

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provide multiple cost options. Solicitations for bids for the construction were sent out on Dec. 23, 2005.

In January 2006, sealed bids were received. After a thorough review and evaluation period, GSA awarded the contract, based on a 16-week construction schedule, to Rand Construction Corporation, an Arlington, Virginia-based construction company with extensive experience in office space renovations in the Washington area.

Construction began on Feb. 13 and should be completed June 2. During the month of June, rental furniture will be installed. As this is written, the projected move-in date is July 5, 2006. ■

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