

March 16, 2016

Elizabeth A. Pugh  
General Counsel  
The Library of Congress  
101 Independence Ave., S.E.  
Washington, D.C. 20540-1040

Dear Ms. Pugh:

The purpose of this letter is to describe the steps I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Librarian of Congress.

As required by Library of Congress Regulation (LCR) 2023-4, "Financial Interests," I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to LCR 2023-8, "Review Procedure for Possible Conflicts of Interest, Disciplinary Actions". I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as an officer, director, trustee, general partner, or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

Upon confirmation, I will resign from my position with the Enoch Pratt Free Library of Baltimore City (the "Pratt Library"). For a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know the Pratt Library is a party or represents a party, unless I am first authorized to participate, pursuant to LCR 2023-8. In addition, pursuant to LCR 2023-4, for a period of two years after my resignation, I will not participate personally and substantially in activities that could result in the selection of the Pratt Library as a contractor for the Library of Congress.

Upon confirmation, I will resign from my position with the Baltimore Gas and Electric Company (BGE). For a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know BGE is a party or represents a party, unless I am first authorized to


participate, pursuant to LCR 2023-8. In addition, pursuant to LCR 2023-4, for a period of two years after my resignation, I will not participate personally and substantially in activities that could result in the selection of BGE as a contractor for the Library of Congress.

Upon confirmation, I will resign from my position with the Sheridan Library Advisory Board, Johns Hopkins University. For a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know the Johns Hopkins University is a party or represents a party, unless I am first authorized to participate, pursuant to LCR 2023-8. In addition, pursuant to LCR 2023-4, for a period of two years after my resignation, I will not participate personally and substantially in activities that could result in the selection of Johns Hopkins University as a contractor for the Library of Congress.

Upon confirmation, I understand that I may continue to volunteer on civic or cultural boards disclosed on my Nominee OGE Form 278e, in accordance with LCR 2023-3, "Outside Employment and Activities," but participation will be in an individual and personal capacity and unpaid. Accordingly, I will not identify my affiliation with the Library of Congress and I will recuse myself from any matters arising between these entities and the Library of Congress during my term as Librarian.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,



Carla D. Hayden