

THE LAW LIBRARY OF CONGRESS
STRATEGIC PLAN
FISCAL YEARS 2011–2016



Woodcut from the title page of the first Italian edition (Rome 1519) of the *Consulate of the Sea*, Law Library of Congress Rare Book Collection.



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VISUAL SUMMARY



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FROM THE LAW LIBRARIAN OF CONGRESS

The Law Library is proud to present its 2011–2016 Strategic Plan. We have taken the overall goals set out in the Library of Congress Strategic Plan as our inspiration and guide. Through our strategies, we seek to leverage and support the Library and our sibling service units' strengths by setting realistic, but ambitious, goals for ourselves. Although this strategic plan covers a discrete period of time, it is designed to position the Law Library for the long-term.

While we have pronounced this plan as “final,” we realize that the best approach is to be agile and innovative. We believe that this plan allows us to be just that.

We must specifically acknowledge the invaluable contribution of the Strategic Planning Team:

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Andrew Weber

We also take this opportunity to express our appreciation for the insightful and informative comments on the several iterations of this document that we received from colleagues, collaborators, supporters, and friends from across the Library and the globe.

Thank you for your careful consideration of our strategic plan and for helping us to achieve our goals in serving the Congress and our many other constituencies.

Roberta I. Shaffer
Law Librarian of Congress

THE LIBRARY OF CONGRESS 2011-2016 STRATEGIC GOALS

PROVIDE AUTHORITATIVE RESEARCH,
ANALYSIS, AND INFORMATION TO
THE CONGRESS.

ACQUIRE, PRESERVE, AND PROVIDE
ACCESS TO A UNIVERSAL COLLECTION
OF KNOWLEDGE AND THE RECORD
OF AMERICA'S CREATIVITY.

SUSTAIN AN EFFECTIVE NATIONAL
COPYRIGHT SYSTEM.

LEAD AND WORK COLLABORATIVELY
WITH EXTERNAL COMMUNITIES TO
ADVANCE KNOWLEDGE
AND CREATIVITY.

MANAGE PROACTIVELY FOR
DEMONSTRABLE RESULTS.

The mission of the Law Library of Congress is to provide Congress with comprehensive high-quality, timely, and innovative research on foreign, international, and comparative law, and a wide range of legal reference services.

THE STRATEGIC PLANNING PROCESS

With all the opportunities and challenges that face the Law Library and the specialized nature of its mission, it was decided in late 2009 to bring together fifteen members of the Law Library staff, representing each of its divisions and every level of expertise, to compose a Strategic Planning Committee that would directly address the unique position of the Law Library and envision a path for its future. The strategic plan presented here is intended to be a living and working document that will be revisited every few years, or as necessary, in order to provide clear and decisive steps to enable the Law Library to fulfill its mission to be achieved for today's generation and for those to follow.

Thought-provoking reading material relevant to the future trends in and visions of law libraries, law firms, digital content, and information management processes was provided to Committee members, and an outside strategic planning facilitator was retained. Over a period of four months, regular meetings were held to work through the process of creating a strategic plan. The process included brainstorming; addressing strengths, weaknesses, opportunities, and threats; engaging in a gap analysis; agreeing on guiding principles; and establishing goals, strategies and objectives that are specific, measurable, achievable, relevant, and time-bound. The group often divided into three smaller workgroups and always reunited for general consensus at each stage of the process. A number of draft versions of the Strategic Plan were generated for iterative reviews by the Strategic Planning Committee, Law Library Management Team, entire Law Library staff, and key internal and external stakeholders and constituents.

Although members of the Strategic Planning Committee came from different disciplines and backgrounds, there was a cordial collegiality and shared desire to look honestly and closely at the role of a law library in the twenty-first century. The themes that emerged were: preservation and maintenance of the collection regardless of format, accountability, efficiency of operations, customer-focus, exploitation of the most current technologies, retention and attraction of the best qualified staff, and coordination within the Library of Congress and with partners outside of the Library.

The Law Library of Congress recognizes that it must maintain seven cross-cutting and core competencies to achieve its mission today and for its long-term viability. These competencies are: collection acquisition; organization of information; access to content; creation of knowledge through research and analysis; preservation of information and knowledge; collaboration and knowledge sharing with a broad range of partners across sectors, disciplines, and life stages; and leadership through the development, adoption, and implementation of best practices. It is for these reasons that the Law Library of Congress undertook its strategic planning process and why it is committed to on-going strategic review.

This strategic plan is a collective achievement and is a testament to the Law Library of Congress staff's dedication and commitment to fulfill the mission of the Law Library of Congress.

OVERVIEW

Historical Context

The Law Library of Congress, the world's largest law library, was founded by an act of Congress in 1832 with the mission to serve the legal needs of the United States Congress and the Supreme Court. From its early days of 2000 volumes to its vast collection of nearly five million volumes or volume-equivalents today, the Law Library's mandate has expanded to serve the nation and the world in providing the depth and breadth of not only United States laws, legislation, and court decisions, but also legal documentation from over 260 current jurisdictions, as well as many former nations, colonies, and legal systems.

As the collection has expanded over time, the challenges of preservation, storage, and access greatly increased. Not only is law constantly growing and changing but also the formats demanded by those who access the Library are changing. Whereas the original Law Library consisted of bound volumes of printed text, the current collection now also includes journals, film, artwork, electronic books and documents, and microfilm. In recent decades, the once revolutionary storage media of microfiche has moved on into digital media, with new formats required every few years by researchers who want to download text and add their own value. Websites and digital formats have become ever more important as this is the means most people use to access the collection worldwide.



OVERVIEW

Mission

The mission of the Law Library of Congress is to provide Congress with comprehensive, high-quality, timely, and innovative research on foreign, international, and comparative law, and a wide range of legal reference services.

To accomplish this mission, the Law Library has assembled a staff of experienced lawyers trained both abroad and in the U.S., as well as law librarians, and amassed the world's largest collection of law books, primary and secondary sources, and other legal resources from all countries, now comprising nearly 2.5 million items in hard copy alone.

The Law Library is a center of legal research available to members of Congress and their staffs, the executive branch agencies, the judiciary, law practitioners and researchers, students, scholars, foreign government officials and the diplomatic corps, the business community, journalists, and curious and concerned citizens everywhere.

Comprehensive geographically, the collection also spans all periods of law, from the most ancient and primitive to the most contemporary and sophisticated. All systems of law—common, civil, customary, religious and socialist—are represented, as are all topics within the law. The Law Library is a repository for the complete record of American Law.

The Law Library of Congress conducts a variety of activities to meet its mission. They include developing the concept of a One World Law Library (OWLL); maintaining and expanding multi-jurisdictional legal databases; publishing the World Law Bulletin (WLB), the Global Legal Monitor (GLM), country studies, and comparative law reports; training on federal legal and legislative history research; providing expert witness testimony, briefings, and orientations; cultivating and refreshing foreign, international, and comparative law expertise; performing multinational and comparative legal analyses; consulting congressional members and their committees on foreign, comparative, and international legal developments; and providing reference assistance locating U.S. legal and legislative information and relevant print and Web resources.

As the nation's custodian of legal and legislative collections from almost all countries and legal systems of the world, the Law Library of Congress maintains, retrieves, preserves, and secures print and microform collections, and has just begun to collect electronic materials through a new copyright deposit regulation. The work of the Law Library includes the shelving of all incoming volumes and serials; filing of incoming loose-leaf updates, advance sheets, and pocket parts; weeding of superseded volumes; servicing any material requested; preparation for binding of newly collated volumes and identification of material to be digitized, microfilmed, boxed, or readied for long-term storage; and updating all Library of Congress regulations on the handling of the legal collection.

The Law Library of Congress foreign law specialists are a diverse group of foreign-trained attorneys whose primary jurisdictions include: Argentina, Brazil, Canada, China, the European Union, France, Germany, Greece, India, Iran, Israel, Japan, Lebanon, Mexico, New Zealand, Nicaragua, Russia, and the United Kingdom. Other jurisdictions are attended to by additional foreign-trained attorneys retained under special contract. In addition to foreign and comparative legal information services, the Law Library also provides research assistance and reference on United States federal and state legal issues to national and global constituents and advises constituents on efficient and effective research techniques.

The Law Library provides further research guidance and assistance through its website including electronic products such as the Century of Lawmaking for a New Nation, which provides access to historic legislative documents; Guide to Law Online, an authoritative portal of legal and legislative information websites; Legal Research and Collection Guides, which focus on legal research techniques, events and issues; and THOMAS, which provides research guidance in locating relevant documents and navigating contemporary legislative history material found in this legislative database.

Many American businesses and even some foreign governments rely on the Law Library to house copies of foreign and domestic legislation and view the Law Library as a rich and unique resource for this type of authoritative, authenticated legal information. For this reason, the Global Legal Information Network (GLIN) was established to support Law Library research and augment the collection of countries of strategic importance to the U.S. Congress. GLIN is an excellent example of intergovernmental cooperation and provides a good model for the future.

Ensuring accuracy, authenticity, and authoritativeness of legal documents is another challenge dealt with on a daily basis by the Law Library.

OUR ROAD TO THE FUTURE

The Law Library of Congress (LLC) will provide access to authentic, authoritative, current, and comprehensive information by using the latest technology, applying best practices, and maintaining an up-to-date collection of materials to meet the needs of its users.

Using a variety of formats and research techniques, law librarians will provide in-depth legal research and reference assistance as they navigate a range of research materials, both in print and electronic formats.

Recognizing the importance of preserving rare and unique collections and essential legal documents, the Law Library of Congress will continue to maintain and make accessible large collections acquired since the nineteenth century. While other public libraries may have discarded print materials in favor of online access, LLC will remain an invaluable and often unique resource for legal research because of the comprehensiveness and depth of its collections.

The Law Library of Congress will serve as the renowned archival repository for born-digital legal documents and publications, especially since many of these publications disappear into an electronic “black hole” after their initial appearance. The LLC will focus on strengthening its ongoing digital preservation program.

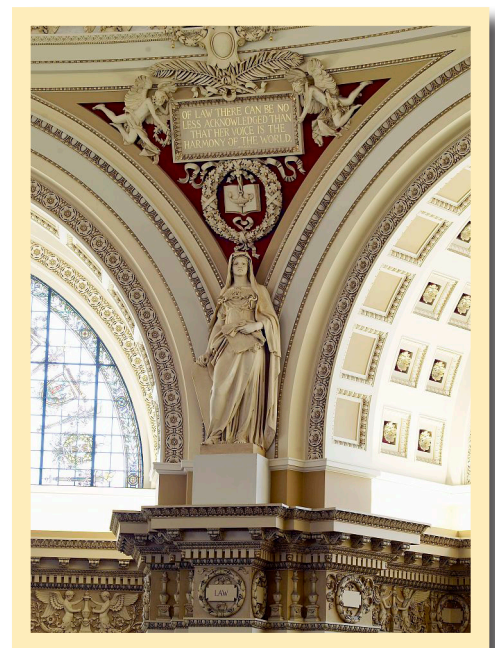
The Law Library of Congress will educate and train library users to be knowledgeable and skilled legal information consumers. Its information specialists will facilitate legal understanding and inspire and generate innovative thinking about how existing and emerging laws and legal systems that impact regional and global issues can advance the rule of law and the administration of justice worldwide.

We are on the cusp of a new era, which is marked by an information explosion and technological revolution. This has been changing the role of libraries and librarians, the research practices of lawyers, and legal publishing. It is of vital importance that we position ourselves and plan for the digital future.

Now, more than ever, lawyers and myriad other professionals affected by legal developments need the assistance of librarians in locating and using the materials from the overwhelming inventory of legal information available. Confronted with a changing array of competing information technologies, legal researchers must rely increasingly on librarians who have an expert’s blend of subject-specific knowledge, research savvy, and technological skills.

The Law Library of Congress will serve as a major facilitator of research on all global legal issues.

The Law Library of Congress acknowledges its dependencies on Library of Congress infrastructure support, as well as outside actors.



Main Reading Room. View of statue of Law by Paul W. Bartlett on the column entablature between two alcoves. Library of Congress Thomas Jefferson Building, Washington, D.C.

GUIDING PRINCIPLES

During the strategic planning process, certain agreed-on “givens” became apparent, and were accepted as guiding principles for the present and future Law Library of Congress. They are as follows:

- The Law Library of Congress is a unit within the Library of Congress and works with its internal peers to serve the Congress of the United States, other federal entities, the American people, and the world community by providing staff expertise and knowledge, collections, and services.
- Law as a discipline does not exist in a vacuum and is truly transdisciplinary in nature.
- Legal information must be freely available, easily accessible, and enable end-users to add their own value.
- To effectively meet the needs of legal research, information must be accurate, authoritative, and authentic, as well as current and retrospective.
- The Law Library of Congress recognizes the critical importance of knowing, understanding, and respecting the laws and legal systems of other nations of the world.
- Law libraries and access to legal information are key enablers of the “Rule of Law.”
- The increased globalization of human interaction creates a greater need to understand and have access to laws at all levels of authority, from the local to the global.
- Law plays a key role in bringing resolution to conflict and finding innovative solutions to social and economic problems.
- Preservation is of key importance because of the law’s disciplinary reliance on past precedents and the very specialized materials available only at the Law Library of Congress.
- The world looks to the United States as a leader in the information world and, as such, expects the U.S. to provide models, policies, and best practices for information access, authenticity, authority, and preservation.
- The Library of Congress and the Law Library of Congress strategic plans are in alignment.



Lobby to Main Reading Room.
Good Legislation mural by
Elihu Vedder. Library of Congress
Thomas Jefferson Building,
Washington, D.C.

STRATEGIC GOALS 2011 – 2016

Goal 1

Provide authoritative research, analysis, and information to the Congress; offer research and legal services to the U.S. Federal Courts and Executive Agencies; and provide reference services to the public.

Goal 2

Acquire, preserve, and provide access to a universal collection of legal knowledge.

Goal 3

Work collaboratively with internal and external communities to advance knowledge and creativity, meet common goals, and provide leadership and expertise.

Goal 4

Manage proactively for demonstrable results.

Lobby to Main Reading Room.
Government mural by Elihu Vedder.
Library of Congress Thomas
Jefferson Building, Washington, D.C.



Goal 1: Provide authoritative research, analysis, and information to the Congress; offer research and legal services to the U.S. Federal Courts and Executive Agencies; and provide reference services to the public.

Outcome: Members of Congress and congressional staff contact the Law Library of Congress first for foreign legal information and analysis as well legal research and reference services.

Strategy 1.

Ensure that the Congress is fully informed about the full range of services available from the Law Library, e.g., Law Library staff remains on call whenever Congress is in session.

Objectives:

- 1) Use multiple mediums to communicate with the Congress; including print and online outreach materials.
- 2) Target House and Senate committees for outreach concerning Law Library services.
- 3) Provide in-person briefings to the staff of new Members of Congress.

Strategy 2.

Enhance the Law Library of Congress website for congressional users.

Objectives:

- 1) Provide more opportunities for Members and congressional staff to directly connect with Law Library staff.
- 2) Provide information on how the Law Library can assist Members in responding to inquiries from their constituents.
- 3) Investigate new formats, such as video, to communicate services on the Website.

Strategy 3.

Collaborate with House and Senate support offices to communicate about Law Library services to Congress.

Objectives:

- 1) Work with congressional staff associations to have in-person briefings about the Law Library at monthly membership meetings.
- 2) Participate in House - and Senate - sponsored events, such as the Senate Services Fair.

Strategy 4.

Provide training on critical skills to end-users and staff, using in-person and distance learning techniques and technologies.

Objectives:

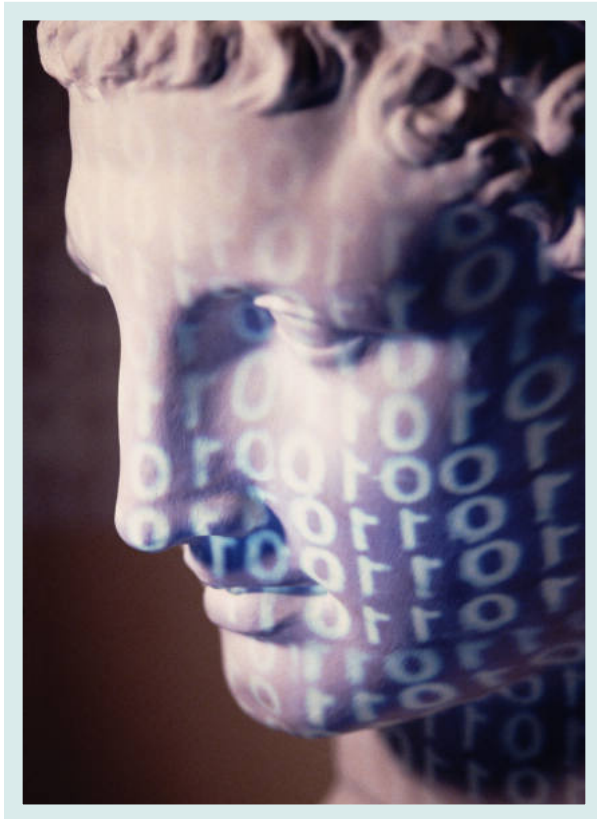
- 1) Conduct evaluation of training currently being provided to Law Library staff to identify additional training needs by June 30, 2011.
- 2) Provide targeted training to Law Library staff based on results of evaluation by September 30, 2012.
- 3) Develop training that places emphasis on unique research opportunities available via THOMAS and the Law Library's multijurisdictional legal databases by September 30, 2012.
- 4) Increase the number of users receiving Law Library training both at the Law Library and remotely by 50 percent by September 30, 2013.

Strategy 5.

Identify ways to increase global awareness of the Law Library's legal collections and the Library of Congress's law-related collections. Exploit technology for the innovative use of law to address global challenges.

Objective:

Annually offer programs, services, residential research opportunities, and products that showcase the law and law-related collections.



Strategy 6.

Commit to adopt industry standards and best practices while monitoring emerging trends and cutting-edge practices.

Objectives:

- 1) Update Law Library data contained on the public website by adding XML and RDF as available formats for all data and E Pub for published reports by September 30, 2015.
- 2) Conduct an ongoing review of all Law Library data contained on the public website and update as needed to ensure availability of data in relevant accepted industry standards by September 30, 2016.
- 3) Conduct annual reviews of industry standards to ensure compliance of Law Library data.

Strategy 7.

Use social networking technologies for the purpose of disseminating, receiving, and collecting information. By using standard unit metrics, demonstrate the depth of value and recruit loyal followers to support the Law Library brand by using standard web metrics.

Objectives:

- 1) Increase Law Library staff and partner active participation in Law Library social networking initiatives like Facebook and Twitter to 25 percent of all staff by September 30, 2011.
- 2) Add the Library of Congress web-sharing toolbar and links to our social sites to all Law Library websites by September 30, 2011.
- 3) Conduct annual reviews of new social networking opportunities and determine appropriateness for Law Library investment while aligning with Library of Congress partners.



Strategy 8.

Focus on Law Library programs and exhibits that lend themselves to social network aspects of public discourse.

Objective:

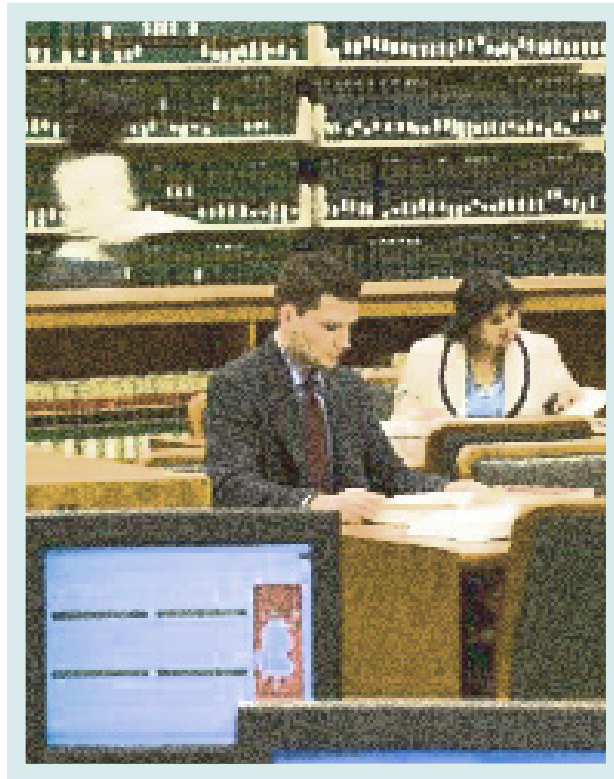
Produce four networked exhibits and four exclusively web-based programs by September 30, 2012.

Strategy 9.

Expand primary jurisdictional and subject matter legal research expertise within the Law Library.

Objective:

Utilizing consultants or part-time arrangements, and targeted recruitment internships with foreign-trained lawyers and subject experts, increase primary jurisdictional and subject matter coverage from twenty to thirty staff by September 30, 2014.



Goal 2: Acquire, preserve, and provide access to a universal collection of legal knowledge.

Outcome: Build and maintain the most current, comprehensive, secure, authentic, and authoritative law collection possible that serves the needs of the U.S. Congress and the Law Library's constituencies.

Strategy 1.

Identify best practices of high-performing, information-focused organizations and other relevant entities, and adopt those practices where possible.



Objectives:

- 1) Based on high-performing, information-based organizations worldwide, determine by September 30, 2011, the standards needed by the Law Library to build and maintain its collection.
- 2) Identify by September 30, 2011, policies, priorities, and benchmarks for obtaining materials for jurisdictions of importance to Congress and the Law Library's constituencies, and align the content of multijurisdictional legal databases to clearly support this objective.
- 3) Launch a pilot for LAW.GOV to demonstrate and evaluate THOMAS, multijurisdictional legal databases, and Native American "Sovereigns Within a Sovereign" by April 30, 2012, in state-of-the-industry formats.
- 4) Identify by September 30, 2012, the fifty least comprehensive jurisdictional collections and the actions necessary to bring the legal materials of these jurisdictions in line with the Law Library's policies, and target these foreign national entities and organizations for the purpose of populating and supporting multijurisdictional legal databases.
- 5) By September 30, 2013, adopt and implement actions and multijurisdictional legal database initiatives necessary to achieve our collection policy goals and the best possible service to Congress.

Strategy 2.

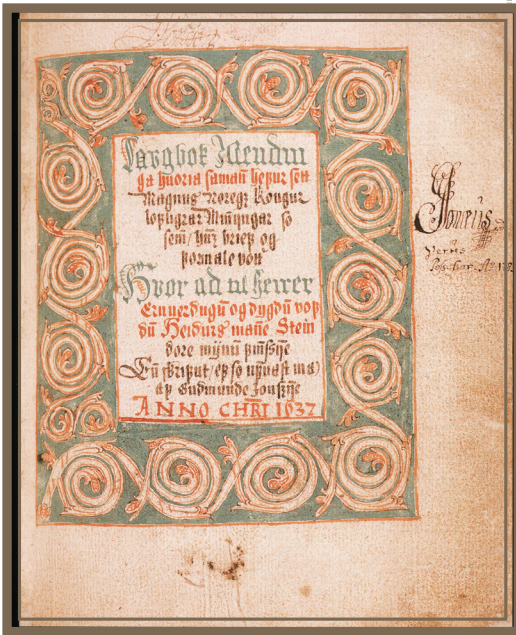
Develop and maintain the One World Law Library (OWLL) concept, using the latest digital technologies to make the world's laws and law-related materials accessible and usable over the Internet.

Objectives:

- 1) Launch OWLL pilot by September 30, 2014.
- 2) Use OWLL concept to build partnerships with other governments, U.S. agencies, the federal judiciary, the nonprofit sector, and academia.

Strategy 3.

Establish standards to make digital material easily accessible to all and for the long term.



Objectives:

- 1) Join Library-wide and intergovernmental committees engaged in digitization, e-deposit through Copyright, and acquisition of digitized materials by September 30, 2011.
- 2) Identify criteria for the preservation, authentication, and storage of digitized material by September 30, 2011.
- 3) Identify by June 30, 2011, those nations which the U.S. Congress considers of critical strategic interest and target participation in multijurisdictional legal databases to include more of these nations.
- 4) Develop and implement a plan to digitize and add all U.S. public laws between the 1st and 101st Congresses to the Library's legislative information management system by September 30, 2013.

*Lónsbók. Lögabók íslendinga huoria saman hefur sett
Magnus Noregs kóngur (1637).
Law Library of Congress Rare Book Collection.*

Strategy 4.

Work with stakeholders internally and externally to make material digitally available for the present and future generations. Conduct semiannual reviews of the progress in digitization and acquisition of digitized material.

Objectives:

- 1) Establish a quantitative electronic monitoring system that will report usage and changes in usage over time by September 30, 2012.
- 2) Double the amount of LLC material that is digitally available by September 30, 2015.

Strategy 5.

House high-value items in all formats.

Objective:

Secure rare material in a storage vault that meets environmental and collection security standards and is proximate to existing Law Library operations, by September 30, 2012.

Goal 3: Work collaboratively with internal and external communities to advance knowledge and creativity, meet common goals, and provide leadership and expertise.

Outcome: Build and maintain the most current, comprehensive, secure, and authoritative law collection possible that serves the needs of the U.S. Congress and the Law Library's constituencies.

Strategy 1.

Monitor and leverage opportunities to partner with other LC service units on the acquisition of materials and databases, and building staff expertise.

Objectives:

- 1) Identify ways that might provide more flexibility in the acquisition of resources by September 30, 2011.
- 2) Identify and prioritize the workflows and bottlenecks that produce the greatest resource inefficiencies by September 30, 2011.

Strategy 2.

Leverage Law Library interdependencies to maximize use of resources.

Objectives:

- 1) Secure one funded agreement with another governmental organization by September 30, 2011.
- 2) Secure one funded cooperative agreement with an academic organization by September 30, 2011.

- 3) Identify the types and required funding for programs, products, services, and supporters that would attract future donors to support the Law Library by September 30, 2011.

- 4) Annually increase donations/gifts to the Law Library by 20 percent over the previous year.



Strategy 3.

Leverage opportunities to partner with the House and Senate in the acquisition of databases.

Objective:

Identify and access significant legislative materials for digitization.

Strategy 4.

Expand primary jurisdictional and subject matter legal research expertise within the Law Library.

Objective:

1) Establish LAW.GOV as the vehicle for publishing standards for preparation and dissemination of digital legal materials, including metadata standards, research and development, and preservation standards by January 1, 2012.

2) Conduct assessment of LAW.GOV in terms of strategy and progress by January 1, 2012, and annually thereafter.



Decretum Gratiani (Venice, 1514),
Law Library of Congress Rare Book Collection.

Goal 4: Manage proactively for demonstrable results.

Outcome: Accountability across all business processes within the entire Law Library. The Law Library workforce has state-of-the-art skill levels and collective expertise so that the Law Library is positioned to attract and retain the best and brightest staff and collaborators.

Strategy 1.

Align performance requirements, performance plan, and position descriptions with the Law Library Strategic and Business Plans.

Configure task forces comprised of staff from management and divisions.

Objectives:

- 1) Audit all performance requirements, performance plans, and position descriptions by September 30, 2012.
- 2) Align performance requirements, performance plans, and position descriptions by September 30, 2013.
- 3) Rewrite/update performance requirements, performance plans, and position descriptions, working with the employee's union or guild to negotiate the implementation of revised performance requirements and plans, if needed, by September 30, 2014.
- 4) Implement any new or changed performance requirements, performance plans, or position descriptions. Institute a regular cycle of auditing, aligning, and updating. Configure task forces comprised of staff from management and divisions. Implement performance requirements, performance plans, and position descriptions by September 30, 2015.

Strategy 2.

Encourage openness, transparency, and accountability of goals, priorities, operations, and decisions and the sharing of ideas across the entire Law Library.

Objectives:

- 1) By September 30, 2011, formulate an Intranet Management Committee and survey Law Library staff to obtain feedback about the usefulness of and potential improvements to the Law Library Intranet.
- 2) By September 30, 2012, the Intranet Management Committee develops recommendations to the Law Library Management Team on specific improvements to the Intranet.
- 3) By September 30, 2013, implement at least 40 percent of the approved recommendations.
- 4) Continue monthly all-staff meetings and monthly brown-bag luncheons with the Law Librarian.
- 5) Foster and promote team cohesion at the division level, and have managers inform their divisions of the content of discussions and issues from managers' meetings.

Strategy 3.

Provide more opportunities for transnational and transdisciplinary interaction within the Law Library, within the Library of Congress, and within the greater global legal community using multiple methods of communication.

Objectives:

- 1) Identify three opportunities for scholars in residence by September 30, 2011, and fill them by September 30, 2012.
- 2) Identify six internship opportunities (outside LLC) by September 30, 2011, and fill at least three by September 30, 2012.
- 3) Identify six development details (inside LLC) by September 30, 2011, and fill at least three by September 30, 2012.
- 4) Identify three externships for Law Library staff by September 30, 2011, and fill at least two by September 30, 2012.

Strategy 4.

Provide more opportunities for establishing and maintaining professional contacts worldwide. Encourage social networking to establish, maintain, and engage professional networks worldwide.

Objective:

Establish a formal policy to streamline and unify the approval process for administrative leave for all staff to attend at least one mission-related conference or activity per fiscal year, starting January 1, 2011.

Strategy 5.

Provide more opportunities for staff training, innovation, and the sharing of ideas.

Objective:

Increase staff participation in professional and leadership opportunities within the Law Library and the Library of Congress as a whole.

Strategy 6.

Improve communication of mission to internal and external constituencies.

Objectives:

- 1) Provide Law Library staff engaged in outreach activities with necessary promotional resources by September 30, 2012.
- 2) Use social media and web-conferencing to convene meetings of geographically dispersed colleagues.

Strategy 7.

Improve the communication and execution of Law Library and Library of Congress staff incentive programs.

Objectives:

- 1) Post on all accessible means of communication the available incentive programs by January 1, 2011.
- 2) On an ongoing basis use the Law Library Intranet to post incentive recipients, as appropriate, beginning January 1, 2011.
- 3) Explore and implement additional incentives by September 30, 2012.

Strategy 8.

Improve Law Library services, products, workplace environment, and workflows to provide timely service and meet customer needs.

Objectives:

- 1) Participate in a Library-wide assessment of Law Library services, products, workplace environment, and workflows as an integrated system by September 30, 2011.
- 2) Redesign and implement physical changes to the Law Library Reading Room, to be integrated with the Law Library assessment by September 30, 2013.
- 3) Increase the amount of Law Library work product on Law Library websites to 50 percent by September 30, 2013.
- 4) Annually offer programs to facilitate curious and concerned citizens' access to and understanding of the work and work products of the U.S. Congress.

Strategy 9.

Operate at the level of excellence of a world-class, information-based organization.

Objectives:

- 1) Identify and assess the preservation referral process by September 30, 2011.
- 2) Implement a means to track workflow and materials circulation within the Law Library by September 30, 2012.
- 3) Identify the gaps in the ten jurisdictions most critical to Congress (the Law Library's "Ten Most Wanted List") and target for acquisition in the "best format for preservation" essential materials by September 30, 2013.
- 4) Inventory 50 percent of the collection by September 30, 2014.
- 5) Develop a plan to best utilize off-site storage and consortial arrangements by September 30, 2014.
- 6) Continue the classification of the remaining "LAW" volumes with the goal of reducing the backlog by 61,000 volumes every year until fully completed.

DELIVERABLES TIMELINE

2011

- Establish a formal policy to approve administrative leave for all employees to attend at least one mission-related conference or activity per fiscal year, starting January 1, 2011.
- Post on all accessible means of communication the available incentive programs by January 1, 2011.
- On an ongoing basis use the Law Library Intranet to post incentive recipients as appropriate, beginning January 1, 2011.
- Identify by June 30, 2011, those nations which the U.S. Congress considers of critical strategic interest and target participation in multijurisdictional legal databases to include more of these nations.
- Conduct evaluation of training currently being provided to Law Library staff to identify additional training needs by June 30, 2011.
- Establish a quantitative electronic monitoring system that will report usage and changes in usage over time by September 30, 2011.
- Join Library-wide and intergovernmental committees engaged in digitization, e-deposit through Copyright, and acquisition of digitized materials by September 30, 2011.
- Identify criteria for the preservation, authentication, and storage of digitized material by September 30, 2011.
- Participate in a Library-wide assessment of Law Library services, products, workplace environment, and work-flows as an integrated system by September 30, 2011.
- Increase Law Library staff and partner active participation in Law Library social networking initiatives like Facebook and Twitter to 25 percent of all staff by September 30, 2011.
- Add the Library of Congress web-sharing toolbar and links to our social sites to all Law Library websites by September 30, 2011.
- Based on high-performing, information-based organizations worldwide, determine by September 30, 2011, the standards needed by the Law Library to build and maintain its collection.
- Identify by September 30, 2011, policies, priorities, and benchmarks for obtaining materials for jurisdictions of importance to Congress and the Law Library's constituencies, and align the content of multijurisdictional legal databases to clearly support this objective.

2011 (contd.)

- Identify and assess the preservation referral process by September 30, 2011.
- Secure one funded agreement with another governmental organization by September 30, 2011.
- Secure one funded cooperative agreement with an academic organization by September 30, 2011.
- Identify the types and required funding for programs, products, services, and supporters that would attract future donors to support the Law Library by September 30, 2011.
- Identify the types and required funding for programs, products, services, and supporters that would attract future donors to support the Law Library by September 30, 2011.
- Identify the ways that might provide more flexibility in the acquisition of resources by September 30, 2011.
- Identify and prioritize the workflows and bottlenecks that produce the greatest resource inefficiencies by September 30, 2011.
- By September 30, 2011, formulate an Intranet Management Committee and survey Law Library staff to obtain feedback about the usefulness of and potential improvements to the Law Library Intranet.
- Identify three opportunities for scholars in residence by September 30, 2011 and fill them by September 30, 2012.
- Identify six internship opportunities (outside LLC) by September 30, 2011, and fill at least three by September 30, 2012.
- Identify six development details (inside LLC) by September 30, 2011, and fill at least three by September 30, 2012.
- Identify three externships for Law Library staff by September 30, 2011, and fill at least two by September 30, 2012.

2012

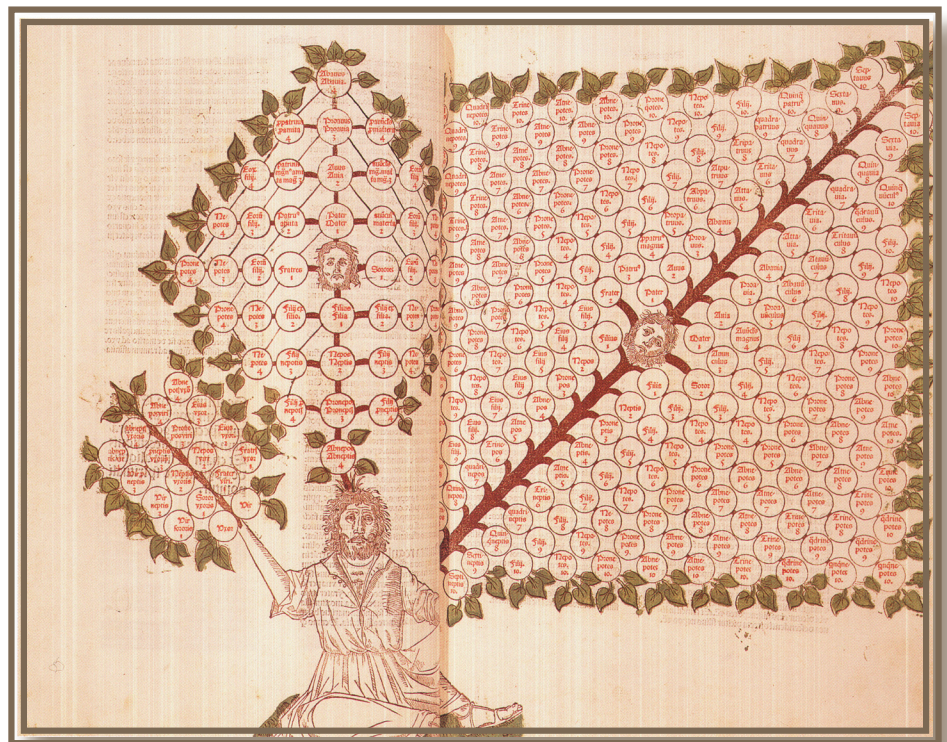
- Establish a quantitative electronic monitoring system that will report usage and changes in usage over time by September 30, 2012.
- Establish LAW.GOV as the vehicle for publishing standards for preparation and dissemination of digital legal materials, including metadata standards, research and development, and preservation standards by January 1, 2012.
- Conduct assessment of LAW.GOV in terms of strategy and progress by January 1, 2012, and annually thereafter.
- Launch a pilot for LAW.GOV to demonstrate and evaluate THOMAS, multijurisdictional legal databases, and Native American “Sovereigns Within a Sovereign” by April 30, 2012, in state-of-the-industry formats.
- Provide targeted training to Law Library staff based on results of evaluation by September 30, 2012.
- Develop training that places emphasis on unique research opportunities available via THOMAS and the Law Library’s multijurisdictional legal databases by September 30, 2012.
- Secure rare material in a storage vault that meets environmental and collection security standards and is proximate to existing Law Library operations, by September 30, 2012.
- Produce four networked exhibits and four exclusively web-based programs by September 30, 2012.
- Identify by September 30, 2012, the fifty least comprehensive jurisdictional collections and the actions necessary to bring the legal materials of these jurisdictions in line with the Law Library’s policies, and target these foreign national entities and organizations for the purpose of populating and supporting multijurisdictional legal databases.
- Implement a means to track workflow and materials circulation within the Law Library by September 30, 2012.
- Audit all performance requirements, performance plans, and position descriptions by September 30, 2012.
- By September 30, 2012, the Intranet Management Committee develops recommendations to the Law Library Management Team on specific improvements to the Intranet.
- Provide Law Library staff engaged in outreach activities with necessary promotional resources by September 30, 2012.
- Explore and implement additional incentives by September 30, 2012.
- Identify three opportunities for scholars in residence by September 30, 2011, and fill them by September 30, 2012.

2012 (contd.)

- Identify six internship opportunities (outside LLC) by September 30, 2011, and fill at least three by September 30, 2012.
- Identify six development details (inside LLC) by September 30, 2011, and fill at least three by September 30, 2012.
- Identify three externships for Law Library staff by September 30, 2011, and fill at least two by September 30, 2012.

2013

- Develop and implement a plan to digitize and add all U.S. public laws between the 1st and 101st Congresses to the Library's legislative information management system by September 30, 2013.
- Redesign and implement physical changes to the Law Library Reading Room to be integrated with the Law Library assessment by September 30, 2013.
- Increase the number of users receiving Law Library training both at the Law Library and remotely by 50 percent by September 30, 2013.
- Increase the amount of Law Library work product on Law Library websites to 50 percent by September 30, 2013.
- By September 30, 2013, adopt and implement actions and multijurisdictional legal database initiatives necessary to achieve our collection policy goals and best possible service to Congress.
- Identify the gaps in the ten jurisdictions most critical to Congress (the Law Library's "Ten Most Wanted List") and target for acquisition in the "best format for preservation" essential materials by September 30, 2013.
- Align performance requirements, performance plans, and position descriptions by September 30, 2013.
- By September 30, 2013, implement at least 40 percent of the approved recommendations.



Giovanni Crispo de' Monti, *Repetitio tituli de heredibus et de gradibus* (Venice, 1490),
Law Library of Congress Rare Book Collection.



Qur'an penned in 1152 by Mistafa al-Khatib. Library of Congress, African and Middle Eastern Division.

2014

- Inventory 50 percent of the collection by September 30, 2014.
- Develop a plan to best utilize off-site storage and consortial arrangements by September 30, 2014.
- Launch OWLL pilot by September 30, 2014.
- Utilizing consultants or part-time arrangements, and targeted recruitment internships with foreign-trained lawyers and subject experts, increase primary jurisdictional and subject matter coverage from twenty to thirty staff by September 30, 2014.
- Rewrite/update performance requirements, performance plans, and position descriptions, working with the employee's union or guild to negotiate the implementation of revised performance requirements and plans, if needed, by September 30, 2014.

2015

- Double the amount of LLC material that is digitally available by September 30, 2015.
- Update Law Library data contained on the public website by adding XML and RDF as available formats for all data and E Pub for published reports by September 30, 2015.
- Implement any new or changed performance requirements, performance plans, or position descriptions. Institute a regular cycle of auditing, aligning, and updating. Configure task forces comprised of staff from management and divisions. Implement performance requirements, performance plans and position descriptions by September 30, 2015.

2016

- Conduct an ongoing review of all Law Library data contained on the public website and update as needed to ensure availability of data in relevant accepted industry standards by September 30, 2016.

ONGOING

- Use multiple mediums to communicate with the Congress, including print and online outreach materials.
- Target House and Senate committees for outreach concerning Law Library services.
- Provide in-person briefings to the staff of new Members of Congress.
- Provide more opportunities for Members and congressional staff to directly connect with Law Library staff.
- Provide information on how the Law Library can assist Members in responding to inquiries from their constituents.
- Investigate new formats such as video to communicate services on the website.
- Collaborate with House and Senate support offices to communicate about Law Library services to Congress.
- Work with congressional staff associations to have in-person briefings about the Law Library at monthly membership meetings.
- Participate in House- and Senate-sponsored events, such as the Senate Services Fair.
- Annually offer programs to facilitate curious and concerned citizens' access to and understanding of the work and work products of the U.S. Congress.
- Annually offer programs, services, and products that showcase the LLC collections.
- Conduct annual reviews of industry standards for digital materials to ensure compliance of Law Library data.
- Conduct annual reviews of new social networking opportunities and determine appropriateness for Law Library investment while aligning with Library of Congress social networking strategies.

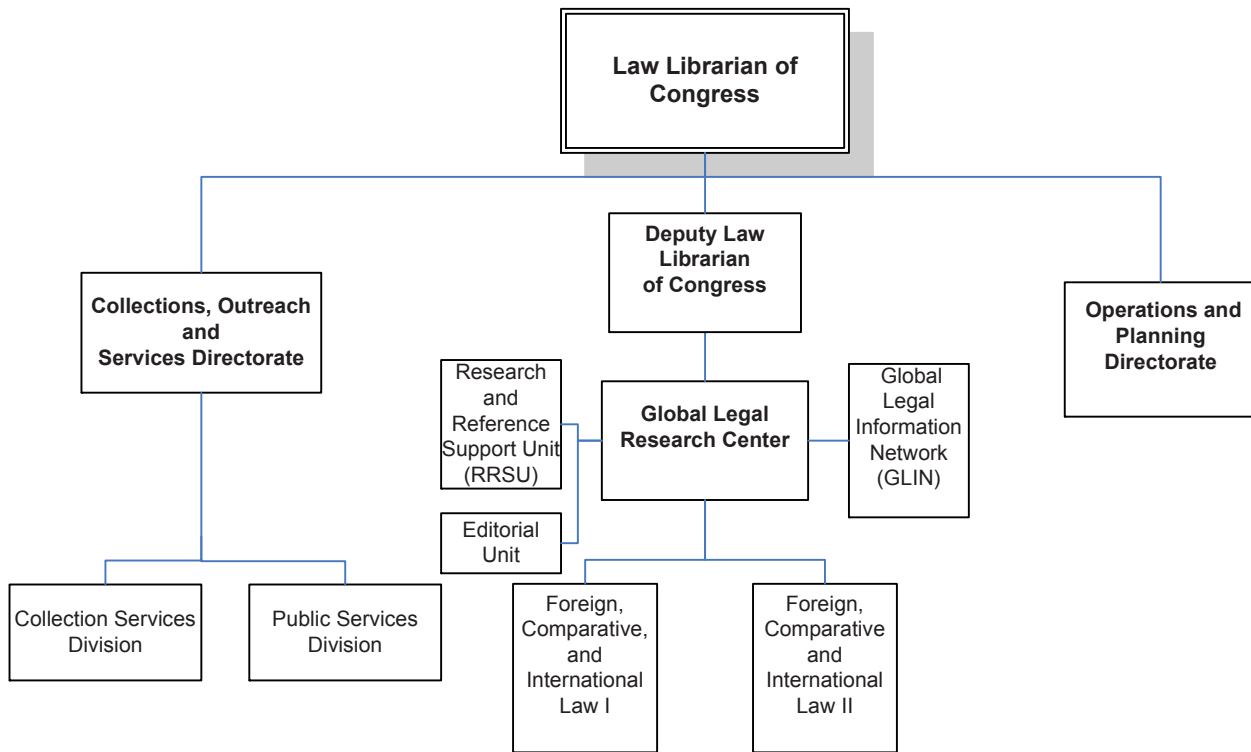


Certificate awarded in 1727 to Johann Georg Elsas for exemplary service as assistant game warden in Hanau, Germany, Law Library of Congress Rare Book Collection.

ONGOING (CONTD.)

- Use social media and web-conferencing to convene meetings of geographically dispersed participants.
- Continue the classification of the remaining “LAW” volumes with the goal of reducing the backlog by 61,000 volumes every year until fully completed.
- Use OWLL concept to build partnerships with other governments, U.S. agencies, the federal judiciary, the non-profit sector, and academia to develop Law Library virtual collections.
- Annually increase donations/gifts to the Law Library by 20 percent over the previous year.
- Continue monthly all-staff meetings and monthly staff brown-bag lunches with the Law Librarian.
- Foster and promote team cohesion at the Division level, and have managers inform their Divisions of the content of discussions and issues from managers’ meetings.
- Increase staff participation in professional and leadership opportunities within the Law Library and the Library of Congress as a whole.

LAW LIBRARY ORGANIZATION CHART



April 15, 2011



East corridor, Great Hall. Ceiling mosaic representing Law and naming Americans distinguished in law: Shaw, Taney, Marshall, Story, Gibson, Pinckney, Kent, Hamilton, Webster, Curtis.
Library of Congress Thomas Jefferson Building, Washington, DC. Creator: Highsmith, Carol M., 1946-, photographer.



THE LAW LIBRARY OF CONGRESS
101 INDEPENDENCE AVENUE, SE
WASHINGTON, DC 20540