



LIBRARY OF CONGRESS
STRATEGIC PLAN | Fiscal Years 2011 - 2016

THE LIBRARIAN'S LETTER

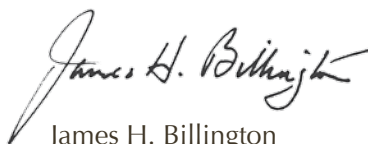
This Strategic Plan describes the Library of Congress' goals and strategies for serving the Congress and the American people. It is the result of our commitment — following the standard of the Government Performance and Results Act — to review and update our Strategic Plan at least once every three years. Managers and staff from all major units of the Library, representing different grades and levels of experience, participated in the Plan's development.

The strategic goals of the Library reflect our continued commitment to fulfilling the Library's historic, core mission. The Library's rich and diverse collections and services contribute uniquely to the nation and its democratic processes. We aim to sustain this level of value and excellence.

The strategic goals cut across all Library units and emphasize the synergies achieved by having the national library, the Congressional Research Service, the Law Library, the United States Copyright Office, and the National Library Service for the Blind and Physically Handicapped all in this single institution. In different but critical ways, each unit depends upon and supports the others.

Many of our primary strategies respond directly to the challenges (and opportunities) of exploding digital technology and the web. Our digital work adds to — without subtracting from — our traditional work with analog collections. To meet these challenges and take advantage of these opportunities, the Library will need to work collaboratively and innovate actively. Moreover, it will need a proactive management. With this in mind, we have included a new strategic goal specifically targeted at management issues and desired to bring about demonstrable results. This new management goal reflects the Library's continued commitment to the overarching management goals of the previous Strategic Plan.

The Strategic Plan reflects a Library of Congress staff that is committed to public service for an informed democracy. The vibrant and forward-looking spirit and the dedicated stewardship of the Library's staff shine a bright light on America's oldest federal cultural institution and help extend the breadth and depth of the nation's knowledge and creativity.



James H. Billington
The Librarian of Congress

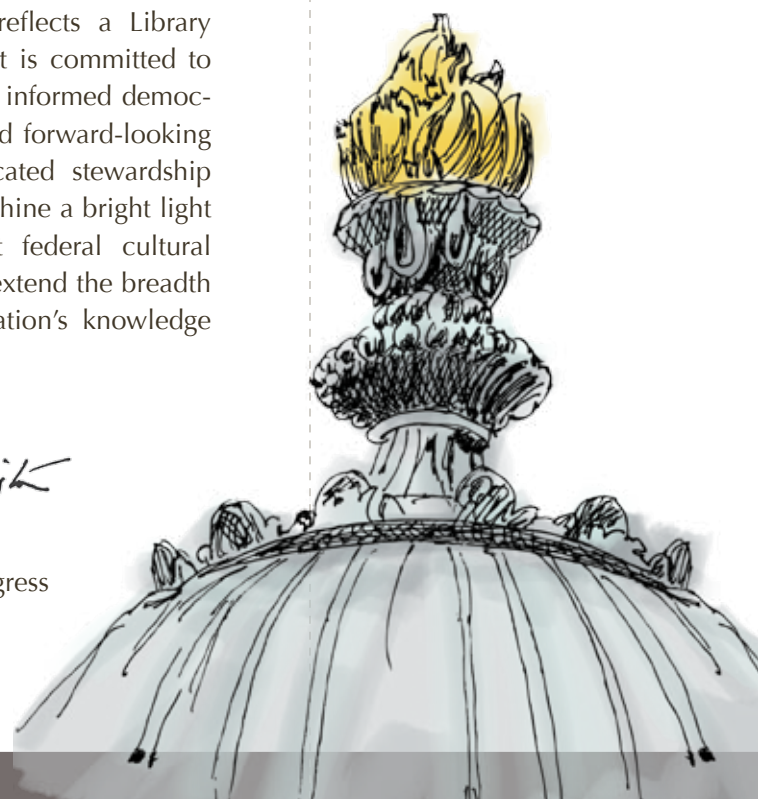




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MISSION

To support the Congress in fulfilling its constitutional duties and to further the progress of knowledge and creativity for the benefit of the American people.

The Congress established its Library in 1800 in order to best fulfill the duties given to it in the Constitution that was ratified eleven years earlier.

This mission holds true today — even as we broaden the ways in which the Library fulfills it. We have expanded from serving as mainly a reference and lending library for members of Congress to also providing research and policy analysis to Members, committees, and Congressional staff.

In the nineteenth century, when the Congress placed the national copyright function within the Library, it set the collections on a course to becoming the record of American creativity and a storehouse of the world's knowledge. With these actions, the Congress enabled the Library to serve a critical public need: the advancement of knowledge and creativity.

OUR ORGANIZATIONAL STRUCTURE

The Library of Congress is led by the Librarian of Congress. The Librarian is nominated by the President and confirmed by the Senate. There have been thirteen Librarians of Congress since the founding of the Library in 1800.

An Executive Committee, comprised of the heads of the major service units of the Library and chaired by the Librarian, sets overall Library policy and practices, and advises the Librarian. An Operations Committee, made up of the deputies of the service units and directors from the offices of the Librarian and Support Operations, addresses Library-wide operational matters.

The major organizational units of the Library:

Office of the Librarian

The Office of the Librarian has overall management responsibility for the Library and carries out certain executive functions of the Library. It includes the Office of the Chief Financial Officer, the Office of the General Counsel, the Congressional Relations Office, the Office of Communications, the Development Office, and the Office of Special Events and Public Programs.

Congressional Research Service

CRS serves the Congress by providing comprehensive and reliable legislative research and analysis that are timely, objective, authoritative, and confidential, contributing to an informed national legislature.

United States Copyright Office

The Copyright Office promotes creativity by administering and sustaining an effective national copyright system, most importantly for the registration of original works of authorship.

Law Library

Congress established its Law Library in 1832 to provide ready access to reliable legal materials. The Law Library has grown over the years to become the world's largest law library, with an international collection of more than 3 million volumes spanning the ages and covering nearly every jurisdiction in the world.

Library Services

Library Services develops and preserves the Library's uniquely rich and universal collections, which document the recorded history and creativity of the American people in almost all media and formats, and which record the world's knowledge in some 470 languages. It acquires, organizes, provides access to, maintains, secures, and preserves the largest library in the world.

Office of Strategic Initiatives

The Office of Strategic Initiatives supports the Library's mission in several ways: by directing the national program for long-term preservation of digital cultural assets; leading a collaborative institution-wide effort to develop consolidated plans for our digital future; and integrating the delivery of information technology services.

Support Operations

Support Operations is made up of several offices that provide essential infrastructure services to the entire Library. These include the Office of Opportunity, Inclusiveness and Compliance; Integrated Support Services (which has a variety of diverse responsibilities including space planning and utilization, occupational safety and health, records management, and more); Human Resources Services; the Office of Security and Emergency Preparedness; and the Office of Contracts and Grants Management.

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 strategic goals are complementary and interdependent, highlighting the value of having otherwise diverse programs collaborating within one organization — the Library of Congress.

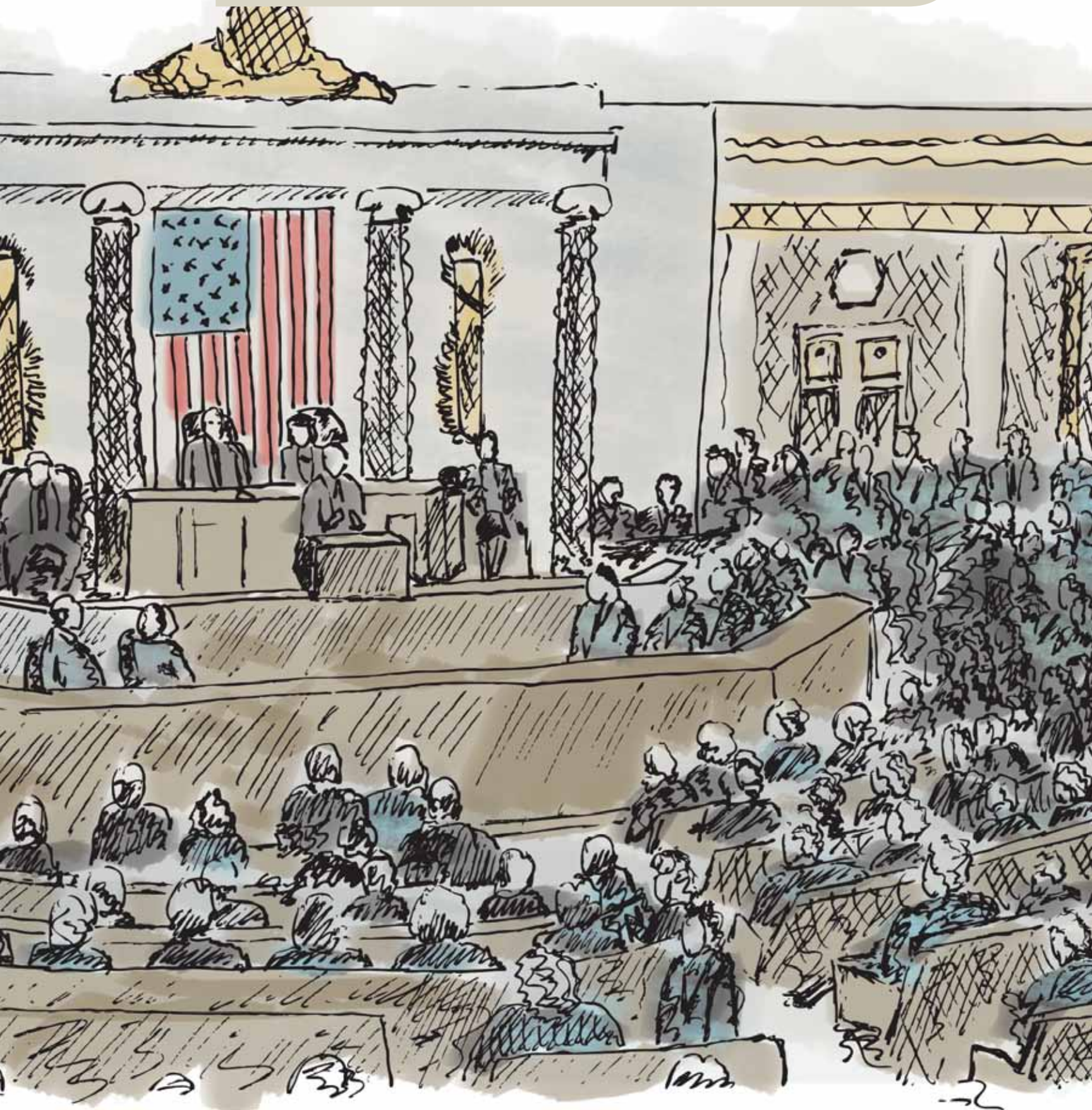
The Library's copyright work, for example, is central to our ability to build a collection, which is necessary for our research and policy analysis support to Congress. Furthermore, the intent of the copyright law and the balance it requires — between protecting individual creators and making their works available — provides broad public benefits by being administered in the Library of Congress.

The strategic goals of the Library are evident throughout the institution. Every service unit has responsibilities to achieve more than one goal, and successful implementation of each goal relies upon more than one service unit.

In the following sections, each strategic goal is described and its public benefit noted. The intended outcomes of each goal are listed. Results statements for each outcome indicate what it is we want to achieve by 2014. Finally, we identify the strategies we will use to achieve these results.

GOAL

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



The resources of the
Library of Congress
exist, first and foremost,
to help the United
States Congress fulfill
its constitutional
responsibilities. This is
the reason Congress
created its library
and the single most
important responsibility
the Library continues to
hold today.

The Library's collections and the broad and comprehensive expertise of its staff are used to daily inform the process of American democracy. Congressional Research Service analysts provide exhaustive research and compile evidence to ensure that the best possible materials and thinking on public-policy issues are available to Members and committees of the Congress. As these issues become increasingly complex and new issues require congressional attention, CRS adapts to align its resources and expertise to the current Congressional agenda. CRS works directly with Members and staff in a confidential manner. The resulting CRS products are not publicly released by the Library because they belong to Congress.

The Law Library of Congress provides Congress with comprehensive research on foreign, comparative, international, and U.S. law, and it also provides other legal reference services. By statute, the Law Library remains open and available to Members whenever either House is in session, at any hour.

Attorneys in the U.S. Copyright Office work closely with the House and Senate Judiciary Committees on national and international copyright matters. They provide nonpartisan analysis and legislative options on legal and policy issues before the Congress.

The Congress relies upon the Legislative Information System (LIS) in performing its responsibilities to legislate and conduct oversight, and on the THOMAS website as part of communicating with the American people and thereby strengthening our representational democracy.

The Congress regularly uses collections items such as maps in legislative business. Members and staff also have borrowing privileges at the Library.

The Congress also uses the Library's buildings for leadership caucuses and policy meetings.



PUBLIC BENEFIT

Congress has the services and resources to make informed decisions.

OUTCOMES AND RESULTS STATEMENTS

Products and services align to the Congressional agenda.

- Library websites, outreach, and educational offerings are designed to optimize users' ability to access research products, expertise, and services relevant to the Congressional agenda.
- The Library has acquired, organized, and improved access to information relevant to a broader range of areas aligned with the Congressional agenda.

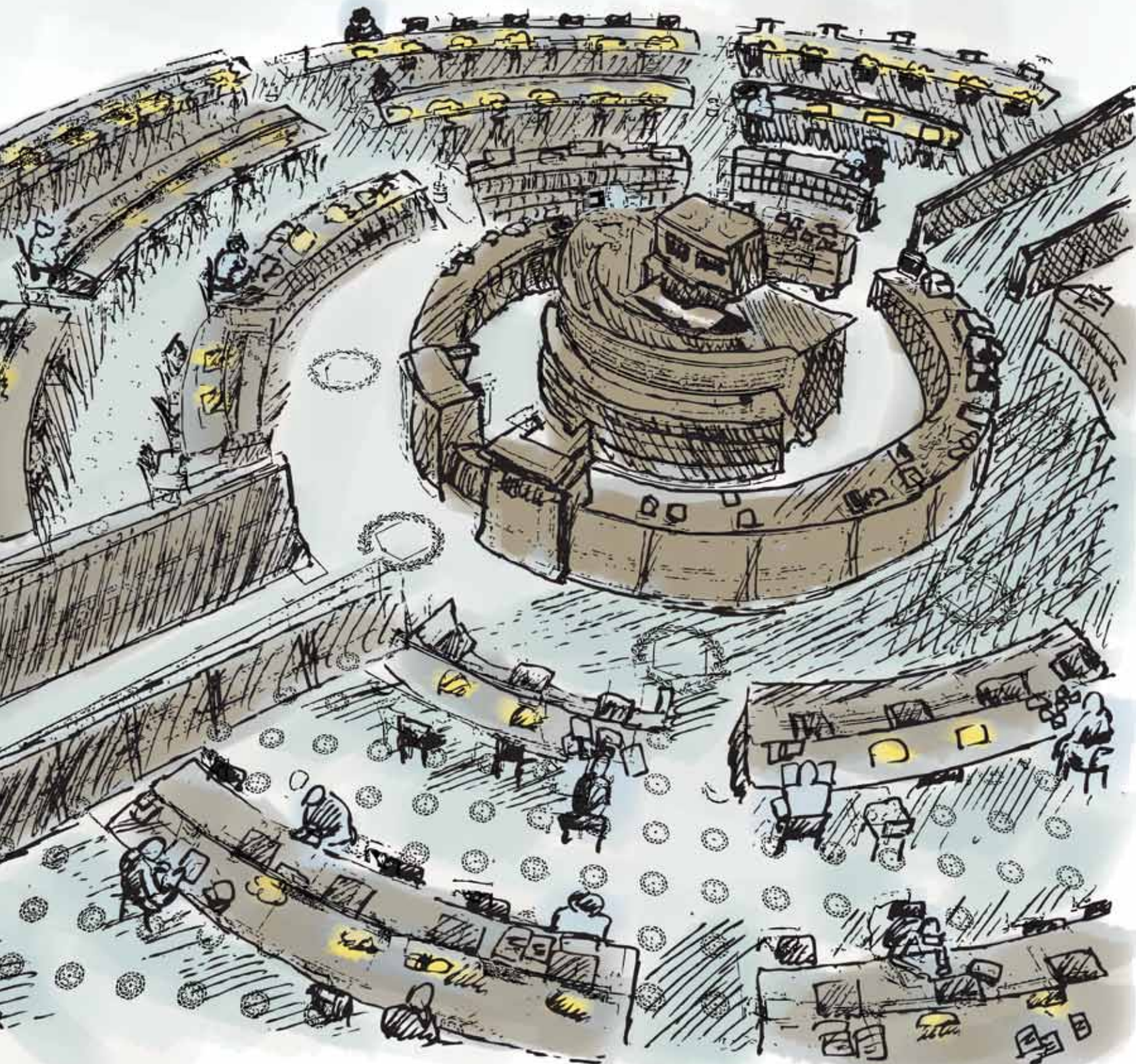
Products and services are provided in a timely and effective manner.

- The Library has implemented the next generation legislative information system platform and services.
- Library management information systems and client relationship management systems support improved timeliness, greater breadth and depth of coverage, and interdisciplinary collaboration.
- The Congress has more effective access (from fiscal 2010 baseline) to Library products and services via mobile devices.
- The number of Members and Congressional staff having received orientation/training in research, reference products, and services has increased.

STRATEGIES

- Develop effective methods of access to services and resources.
- Increase the Library's capability to provide authentic sources of information.
- Provide opportunities for staff to maintain expertise and awareness of current developments in subject areas and emerging technology.
- Expand Library staff knowledge of Congress.
- Anticipate the interests and needs of Congress.
- Enhance Library staff access to research tools and resources necessary to deliver authoritative expertise, research, and information services in a changing environment.
- Enhance communications with Congress on the resources, services, and unique benefits that the Library offers.
- Strengthen research partnerships that expand the Library's capacity to support the full range of Congressional needs.
- Evaluate awareness and provision of services to Congress.

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



The United States Congress has been the single greatest supporter of a library in the history of the world. The Library of Congress is the greatest repository of human knowledge ever assembled.

The Library of Congress collection now encompasses more than 145 million physical items. It contains the single largest and most comprehensive collection in many formats, including books, maps, movies, and sound recordings. Its manuscript collections contain unique items of significant historic importance.

The Library contains the closest approximation to a mint record of America's creativity, largely through materials received under the mandatory deposit provisions of the copyright law that require copies of American published works be submitted to the Library.

It also holds currently and historically important items from other nations and cultures around the world.

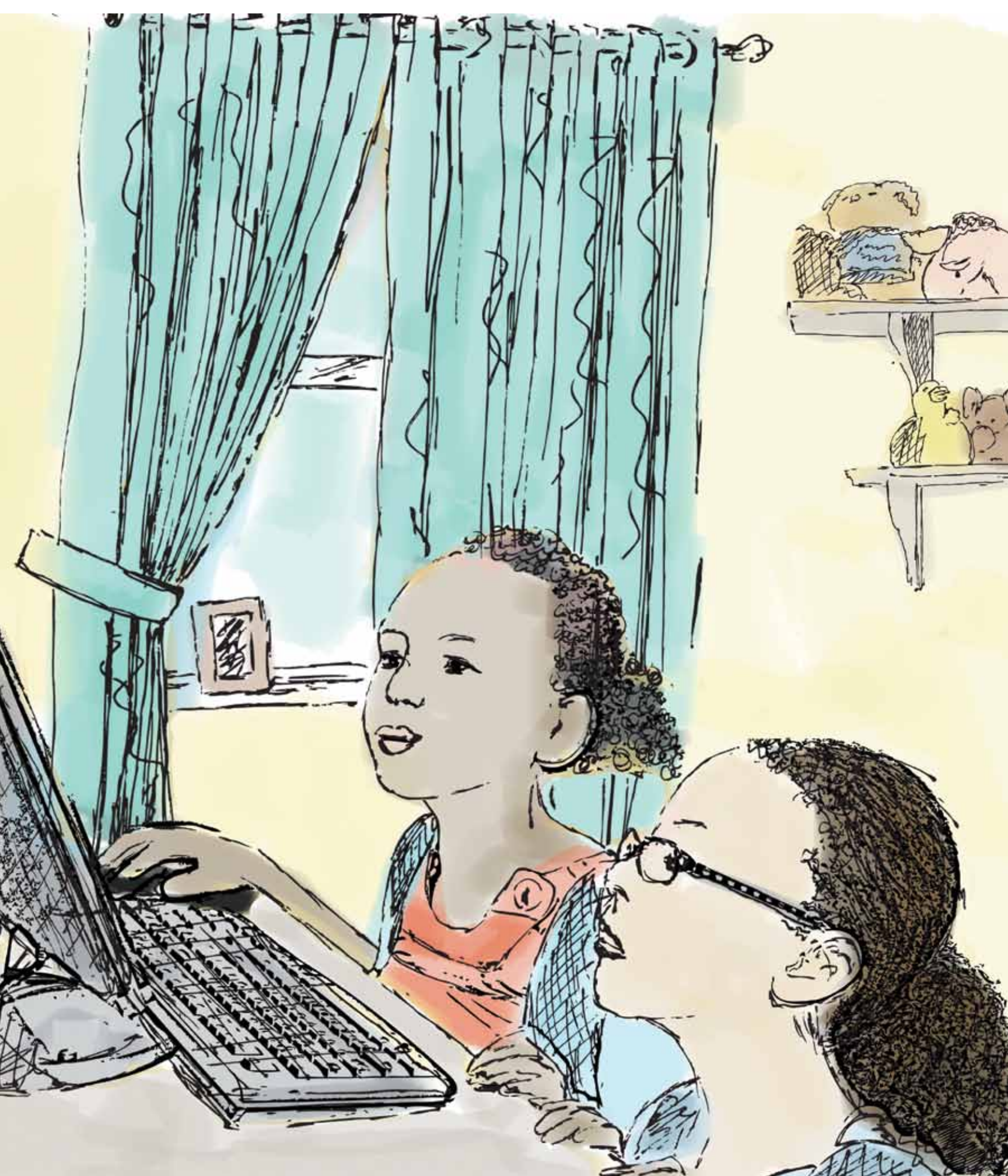
Sustaining this collection is a national imperative. The Library of Congress acquires, preserves and provides access to a unique collection that contains a massive amount of knowledge and creativity not found anywhere else.

Acquisitions

For those items that the Library of Congress has determined should be kept in the national collections for current and future generations, sustained collecting over time is a necessity. The value and usefulness of a run of journal issues, for example, is greatly diminished if there is even a small gap in acquisitions.

As mentioned, most of the Library's works by American authors and creators are collected under provisions of the copyright law. If a work is submitted for copyright registration, the Library may select that work for its collections. If it is not submitted for registration, the Library may separately demand copies of that published work.

Six overseas offices (in Rio de Janeiro, Cairo, New Delhi, Jakarta, Nairobi and Islamabad) acquire and catalog materials from important regions of the world where the book and information industries are not well-developed.



The Library acquires works through purchase, gift, and exchange. Curators and recommending officers constantly search for new items and newly discovered or newly available historic items that meet the Library's selection criteria.

Preservation

The Library of Congress does not discard collection items of enduring value. They are preserved so that future generations may use, learn from, and be inspired by them. All collection items degrade. The rate of degradation depends on an item's physical and chemical composition as well as the environment in which it is kept. The Library has a continual program of assessing the preservation status of collections items, treating items to extend their useful life, reformatting fragile items for service, and performing basic research and testing to develop new methods of preservation.

Research has established that holding collections in facilities with proper environmental conditions — such as low temperature, humidity, and light levels — is critical to preserving them. The Library has recently established an environmental monitoring program for its current collections areas and continues to pursue the construction of new, state-of-the-art storage facilities at Fort Meade, Maryland.

The Packard Campus for Audio Visual Conservation was opened in July 2007 and has greatly enhanced the Library's preservation efforts with collections of motion pictures and sound recordings.

Access

Access to the Library's physical, born-digital, and digitally converted collections and electronic databases is provided through reading rooms on Capitol Hill, interlibrary loan, and web-based search and discovery systems.

Reference subject and format specialists in reading rooms provide guidance to on-site researchers in using the Library's collections, as well as to related information resources held elsewhere. Reference questions submitted by off-site patrons are responded to each day.

The Library has been a leader in putting primary-sources online for worldwide education, learning, and research. Online primary source files number more than 19 million and have greatly expanded access to unique and historically important items and full collections.

PUBLIC BENEFIT

Congress and the American people have a national collection of knowledge that is valuable, usable, and easily accessible today and into the future.

OUTCOMES AND RESULTS STATEMENTS

Needed items are obtained for the collections.

- The Library adheres to collections policies, priorities, and standards for obtaining materials for disciplines and jurisdictions of importance to Congress and the Library's constituencies.
- The Library continues to increase its acquisition of electronic works through mandatory copyright deposit.
- The Library has expanded its capabilities to receive, authenticate, and store both new and existing forms of digital content.

The preservation status of the collections is continually improving.

- The Library has completed 25 percent of the material transfer to Ft. Meade Module 5.
- The Library has assessed, housed, stabilized, mass deacidified, bound, reformatted, or otherwise prepared over 20 million high value, high use, and/or at-risk items in all formats (from fiscal 2011 baseline).
- Digital preservation guidelines and best practices adopted by the Library and its partners reflect the latest research findings and industry trends and practices.

Users can easily access the full breadth of the Library's collections.

- The Library has launched a newly developed web presence.
- User satisfaction with their online experience has increased.
- Visitors to the Library benefit from an experience that collectively enhances their understanding and appreciation of the Library, its collections, and services.

STRATEGIES

- Analyze media and information trends including access, format, content, and preservation.
- Promote collaboration with external partners for acquiring, processing, and preserving the Library's collections.
- Enhance Library-wide knowledge of copyright and licensing practices.
- Increase methods of identifying and acquiring digital content.
- Establish workflows, systems, and processes to manage digital content effectively throughout its life cycle.
- Sustain acquisition of global physical collections.
- Increase collections maintained in environmentally appropriate storage for current and future physical collections.
- Identify and implement new and effective methods of preservation.
- Develop an institutional approach to rights management and methods to increase access to collections.
- Present a website that reflects the breadth — and underscores the quality — of the Library's collections.
- Increase the amount of digitized content available on the web.
- Provide access to collections in usable form.
- Monitor and evaluate gaps between customer needs and the Library's resources.
- Continually assess condition of collection items.
- Increase use of metadata from external sources.



The United States Constitution

(Article I, Section 8)

empowers Congress to

“Promote the Progress of
Science and useful Arts, by
securing for limited Times to
Authors ... the exclusive Right
to their ... Writings”

The Copyright Act achieves

this goal by vesting in authors

a set of exclusive rights and

by providing a carefully

calibrated legal framework for

the creation and dissemination

of creative works.

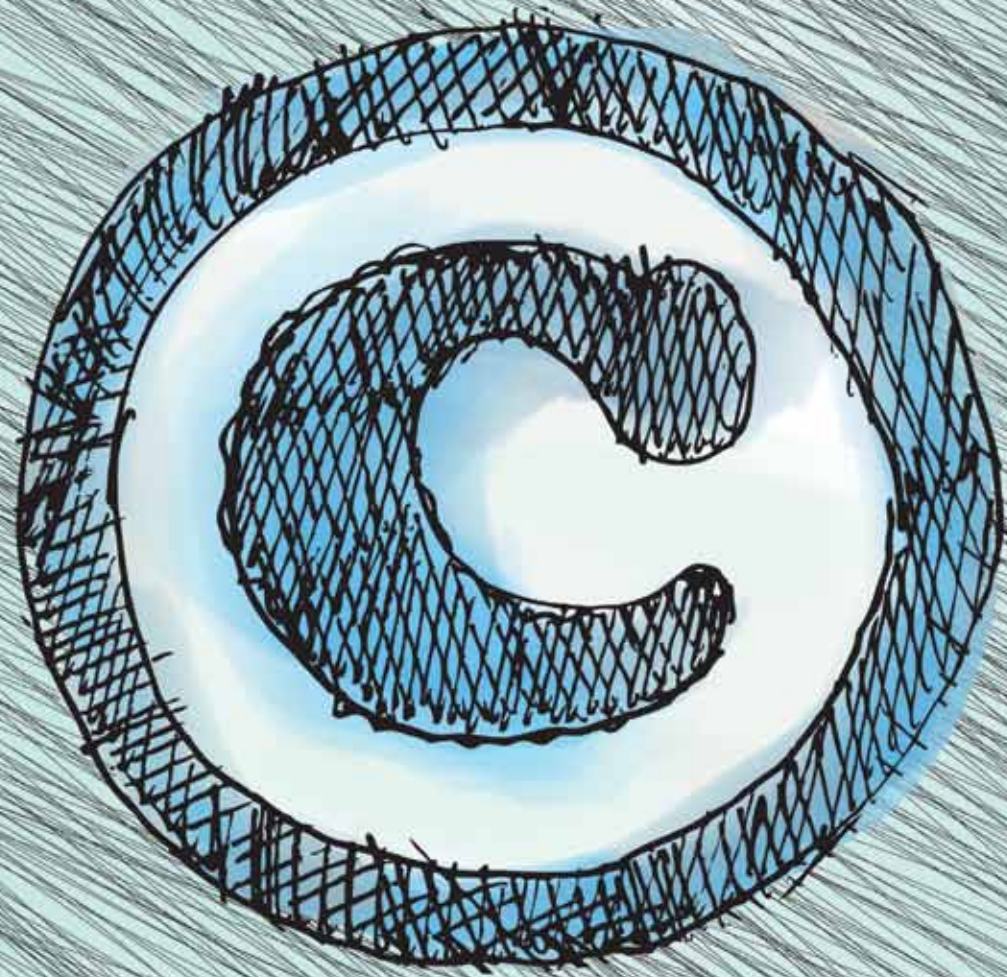
In the late 1860s, the Librarian of Congress began urging the transfer of copyright registration to the Library of Congress as a way of building the Library’s collections. The national copyright functions were transferred to the Library in 1870 primarily for this reason, but the public benefits of our administering the national copyright system go far beyond the sustaining of the Library’s collections.

The primary work of the United States Copyright Office is the examination and registration of works for purposes of copyright protection. The Copyright Office makes a threshold decision as to whether the work meets the legal standard of copyrightability and establishes the permanent record of copyright ownership. Works submitted for registration are available to the Library of Congress for its collections. The Copyright Office must maintain registered items for periods of time prescribed in federal regulations. For unpublished items, the retention period is the full term of copyright.

The Copyright Office is also an office of public record. Registrations, as well as transfers and other documents recorded with the Office, reflect the record of copyright ownership and the copyright status of creative works. These records are essential for users of copyrighted works. The Copyright Office is moving to make historical registration records available online.

The Copyright Office provides education materials and briefings to national and international audiences to explain the objectives of the U.S. copyright law and to engage in comparative analysis of the copyright laws of other nations.

The Copyright Office administers statutory licenses for cable and satellite systems using copyright works. A separate unit of the Library, the Copyright Royalty Board, establishes rates and disbursements of royalty fees.



PUBLIC BENEFIT

The national copyright system promotes creativity and sustains an important part of American economic and cultural life.

OUTCOMES AND RESULTS STATEMENTS

Expanded leadership on copyright education and analysis.

- The Library has provided continued leadership on copyright policy issues to the Congress, U.S. Government entities, and international organizations.
- The Library has completed the 1201 rulemaking No. 5.
- The Library has completed the pre-1972 Sound Recording report required by the fiscal 2009 Legislative Branch Appropriations Bill.

Timely, accurate, accessible public record of copyright registration, ownership and licensing.

- The Library has completed the digitization of all copyright card catalog records from 1923 to 1977.
- The Library has improved client interface and public records access for electronically-available copyright and licensing functions.

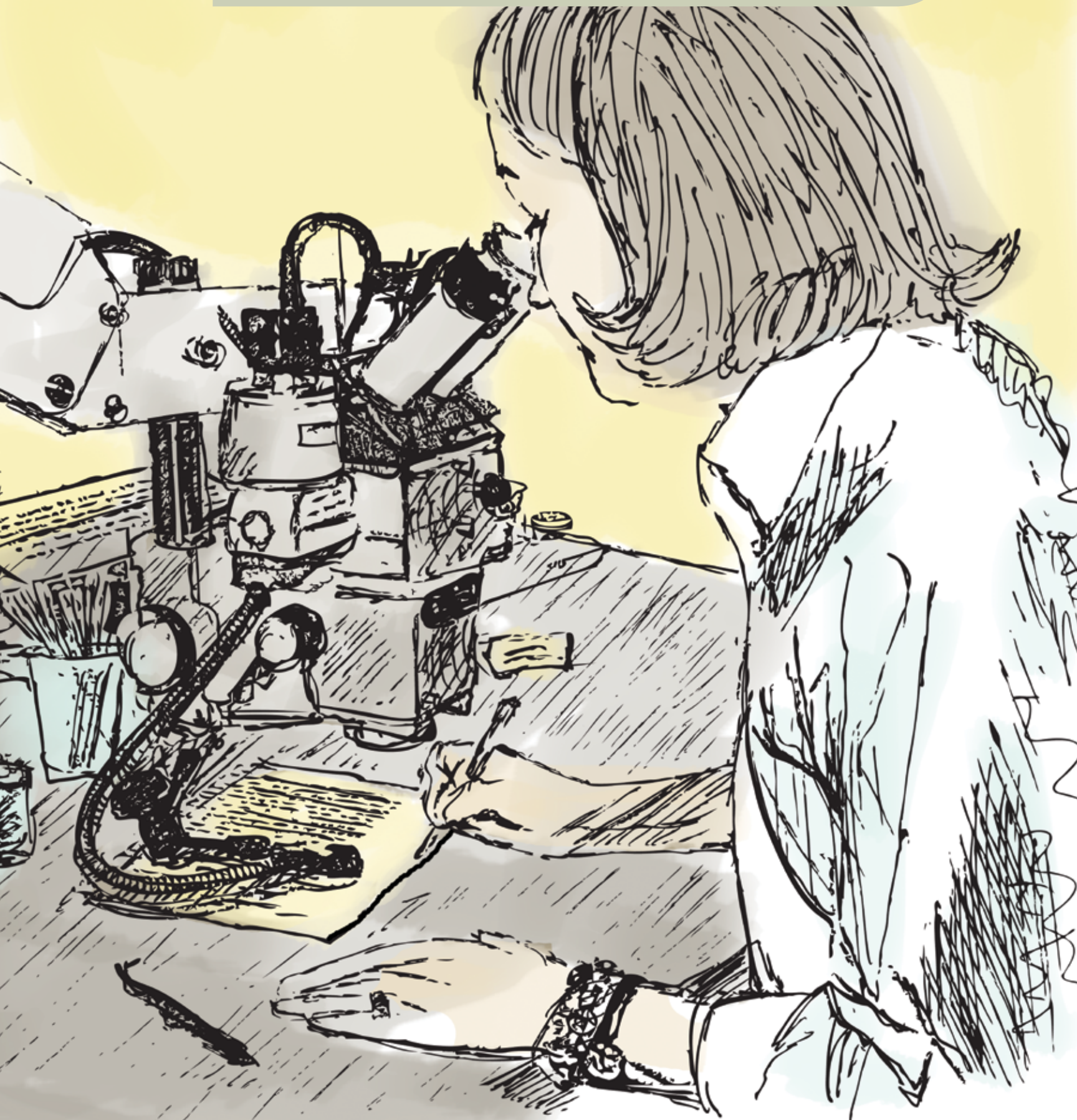
Effective administration of statutory licenses.

- The Library has effectively addressed proposed market alternatives for statutory licenses.
- The Library has fully implemented an online cable-license filing system.

STRATEGIES

- Engage external communities involved with changing technologies and industries relevant to copyright.
- Expand Copyright Office staff knowledge of current developments in copyright.
- Ensure staff have appropriate skill sets to evaluate new and emerging technologies.
- Establish workflows, systems, and processes to effectively manage copyright deposits throughout their life cycle
- Coordinate with other agencies to provide direct access to copyright registration information to facilitate enforcement of intellectual property rights at the borders.
- Improve processes and information technology infrastructure to ensure timeliness of copyright registration.
- Expand copyright education programs.
- Improve online access to current and historic information on copyright ownership and claims status.
- Improve access to electronic registration and filings.
- Increase capabilities to retain and retrieve copyright deposits.
- Increase public understanding of copyright.
- Evaluate how closely our internal processes for digital copyright deposit align with external technology capabilities and practices.
- Monitor and evaluate customer satisfaction with Copyright Office services.

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



The expertise gained in sustaining and caring for the largest collection in the world (and in many cases the largest individual format or subject collections in the world) and being a center of research and scholarship allows the Library to contribute uniquely to America's library, scholarly, and information communities.

The Library provides organizational leadership in these fields, contributes to the establishment of standards, and provides direct support services to these communities.

The Library's preservation research and testing work is shared worldwide with libraries and archives so they can advance the useful lives of their own collections. Its bibliographic records continue to be the standard that other institutions emulate and that serve the expanding needs of Congress and other users. The Library leads and collaborates in cooperative cataloging programs that share resources and records internationally.

In 1931, the Congress established the National Library Service for the Blind and Physically Handicapped in the Library. Serving more than 800,000 Americans who are unable to use traditional printed materials, the program annually circulates more than 24 million items. A major initiative is now under way to provide digital talking-book machines and digital cartridges to users.

In recent years, the Library has pioneered a number of joint efforts with other institutions to provide online access to significant collections. The World Digital Library is a cooperative project of the Library of Congress, the United Nations Educational, Scientific and Cultural Organization (UNESCO), and partner libraries, archives, and educational and cultural institutions from the United States and around the world. The project brings together, on a single website, rare and unique documents — books, journals, manuscripts, maps, prints and photographs, films, and sound recordings — that tell the story of the world's cultures. The site is intended for general users, students, teachers, and scholars. Another example of a collaborative effort is the development of a multi-jurisdictional legal database.

In 2000, the Congress established the National Digital Information Infrastructure and Preservation Program to develop a national strategy and network of partners to collect, preserve and make available significant digital content, especially information that is created only in digital form, for current and future generations.

Under the Teaching with Primary Sources program as authorized by Congress in 2005, the Library works with colleges and other educational organizations to deliver professional development programs for teachers to use the Library's digitized primary source materials to design challenging, high-quality instructions.

Other national preservation efforts are undertaken for motion pictures and sound recordings.



PUBLIC BENEFIT

The Library's experts and scholars serve as catalysts, innovators, and sustainers of progress in national and international efforts in librarianship, research, education and scholarship.

OUTCOMES AND RESULTS STATEMENTS

The Library actively seeks collaborative opportunities to meet common goals.

- The Library has developed and is maintaining critical library standards; has implemented the recommendations of the Library of Congress Working Group on the Future of Bibliographic Control; and has developed needed information description and data exchange tools.
- The Executive Committee annually evaluates major collaborations initiated and sustained by the Library to ensure continued alignment with common strategic goals.

The Library is sought out for leadership and expertise.

- The Library coordinates its conservation research with partners and other research facilities to:
 - o assure the quality and reproducibility of its research,
 - o reduce duplication of effort, and
 - o achieve maximum efficiency.
- The Library's leadership role and expertise will be frequently recognized through:
 - o adoption of Library standards, best practices, and guidelines, and
 - o third-party attestation (e.g. media, publication)
- The Library's rollout of the new digital talking book system (digital players and digital books) to blind and physically handicapped Americans is completed by the end of fiscal 2013.

STRATEGIES

- Regularly consult and stay engaged with key external communities.
- Perform ongoing outreach and assessments to ensure effective partnerships.
- Negotiate and obtain in-kind gifts and cost-sharing agreements from partner participants for collaborative digital projects.
- Advance programs to help other institutions preserve their collections.
- Promote programs to advance literacy and learning.
- Establish and maintain international library and archival standards.
- Create networks to effectively aggregate and offer comprehensive bodies of knowledge online.
- Develop and implement a process for external communities/institutions to evaluate the Library's effectiveness in collaborating with partners.



The diversity of the Library's complementary and interdependent programs brings great value to the Congress and the American people, and it also presents the Library with certain management challenges, particularly in the areas of human capital planning, facilities management, and IT infrastructure renewal.

The Library established a separate goal in order to ensure a constant focus on the management, innovation, and discipline required to meet challenges.

Many of the Library's service units face similar basic requirements in terms of infrastructure support. The Library will most effectively move forward if its different units move together to meet common needs and Library-wide priorities, while at the same time recognizing the truly unique and statutory requirements of individual programs.

The Library will manage proactively by setting clear priorities, by establishing measurable goals, and by providing clear assessments of progress in a transparent governance process. This will be particularly important in a constrained fiscal environment.

All Library programs depend heavily on information technology, human resources, financial support, facilities management, health and safety, security and emergency preparedness, and general logistical support to meet their objectives. This support must be able to continuously adapt to new program requirements.

Human capital management is essential to fulfilling the Library's mission. The Library requires an extraordinary range of expertise — policy experts in science and technology, finance, foreign affairs, domestic issues, and the workings of the Congress; curators proficient in diverse areas such as cartography, rare books, manuscripts, prints and photographs, recorded sound and motion pictures; attorneys with deep knowledge of copyright law and international comparative law; catalogers who provide bibliographic control for the Library's extensive collections; chemists, physicists, and conservators with expertise in materials science and preservation; and information technology specialists able to manage and provide access to large databases. Sustaining this expertise, and securing new expertise as the demands of the Congress and our patrons require, is essential to meeting our goals.



The emphasis on ensuring, nurturing, and educating staff about diversity at the Library is a significant strength that must be sustained. The Library's Office of Opportunity, Inclusiveness, and Compliance provides advice and guidance to Library directors, managers, supervisors, employees, and labor organizations on diversity management. The office also has recommended measures to gauge the success of diversity management and has initiated analyses to identify trends and proactively address issues for successful diversity management.

Three essential components drive our facilities management: creating and maintaining adequate storage facilities for preserving and safeguarding our collections; ensuring a consistent and proper work environment for our staff; and addressing life-safety matters in our buildings. The Library's three Capitol Hill buildings vary significantly in terms of age and structure and present challenges in all three areas. We address the challenges by relying on, and working closely with, the Architect of the Capitol on all facility matters.

The security of our staff, visitors, facilities and collections is of paramount importance. The Library of Congress and the United States Capitol Police (USCP) coordinate on policy and operational matters affecting Library security. The USCP has established a separate Library Division to implement Library and Capitol complex security standards and regulations.

Business continuity planning is required to support ongoing operations of the Congress and the Library in the event of an emergency.

A forward-looking information technology infrastructure that supports the Library's key business lines is essential for sustaining our role as a leader in librarianship, research, and scholarship. The Library will use enterprise architecture and information resource management models and best practices to determine the best way to incorporate digital technologies into the Library's processes and to provide immediate and convenient access to information in an increasingly networked world. Current efforts to enhance the effectiveness of such mission-critical systems as the Legislative Information System and THOMAS (online sources of legislative information) are examples of how we leverage technology to provide services and content to Congress and Library customers in the digital environment.

Our new governance structure will let the Library unify its priority online services. The Web Governance Board will set strategy, policies, and standards for the Library's web presence and submit any resource needs to the Information Technology Steering Committee for consideration. These efforts will improve the effectiveness of our web management.



PUBLIC BENEFIT

Lay groundwork for achievement of the Library's strategic goals

OUTCOMES AND RESULTS STATEMENTS

Infrastructure optimally supports accomplishment of the Library's strategic goals

- The Library's enterprise architecture is the authoritative operational and technical frame-of-reference that ensures proposed technology solutions meet identified business needs, thereby improving mission performance and accountability.
- The Library infrastructure fully supports both flexible workplace and off-site continuity of operations activities.
- The Library's strategic goals drive infrastructure annual performance plans.

Integrated planning and decision-making build transparency and accountability and set program priorities

- The Library's IT governance processes ensure that system development and maintenance projects proceed on schedule and use resources efficiently and in accordance with agreed-upon priorities.

Library-wide performance management processes set clear priorities and deliver results-oriented information

- Performance maintenance systems, such as individual performance plans, development plans, and staff training, are formally and explicitly tied to the Library's Strategic Plan and organizational annual plans.

Innovation is systematically promoted and implemented across the Library

- The Library has fully established its program to:
 - o solicit ideas for improving business processes and information tools for clients,
 - o review and prioritize the ideas,
 - o implement them where appropriate, and
 - o acknowledge and celebrate their benefit to the Library.
- The Library has staff development programs that support a collaborative and innovative culture.

STRATEGIES

- Refine the integration of planning and decision-making to improve governance.
- Continuously improve transparency and accountability.
- Better develop Library-wide understanding of performance management.
- Improve and fully integrate a Library-wide Human Capital Plan.
- Update the Library's comprehensive Facilities Plan.
- Implement an enterprise architecture program.
- Improve information technology governance and investment processes.
- Provide programs with needed infrastructure support .
- Foster an environment that encourages innovation and develop formal mechanisms that recognize and reward innovative initiatives.
- Monitor and evaluate effectiveness of support provided by the infrastructure.
- Evaluate effectiveness of Library-wide governance and performance management.
- Evaluate progress of Library-wide innovation efforts.



VALUES

The Library strives to exemplify four critical values in achieving its mission and goals.

SERVICE

Analyze the needs of the Congress and our other customers and strive to meet them. Look for new and creative methods to improve our services.

STEWARDSHIP

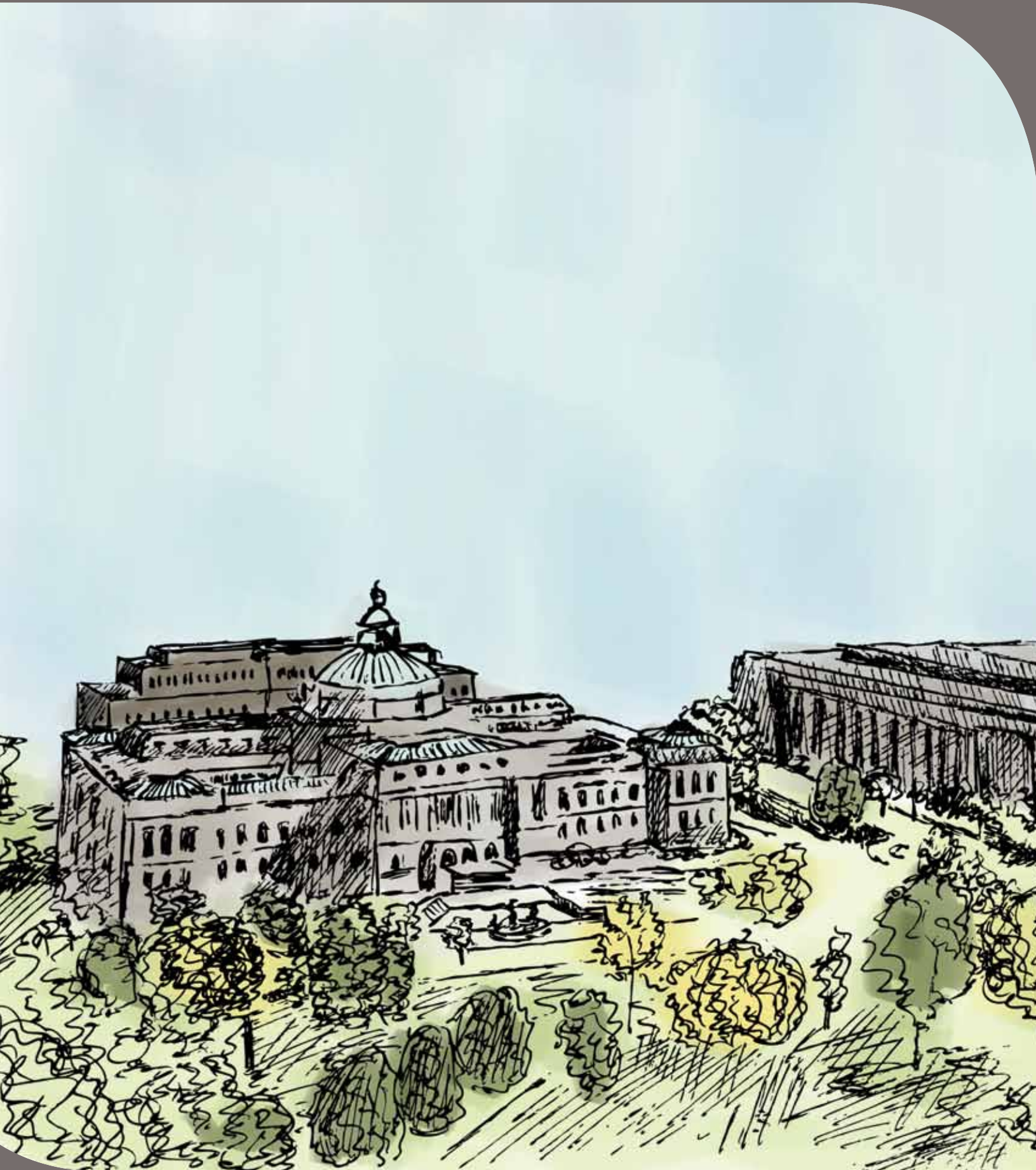
Build upon and preserve the Library's collections so that future generations can benefit from them as well.

EXCELLENCE

Ensure the highest quality in every aspect of our activities.

COLLABORATION

Encourage involvement of management, staff, customers, and stakeholders in the processes of planning, implementing, evaluating, and improving programs and activities. Collaborate to communicate clearly, consistently, and openly in a timely manner.



EXTERNAL FACTORS

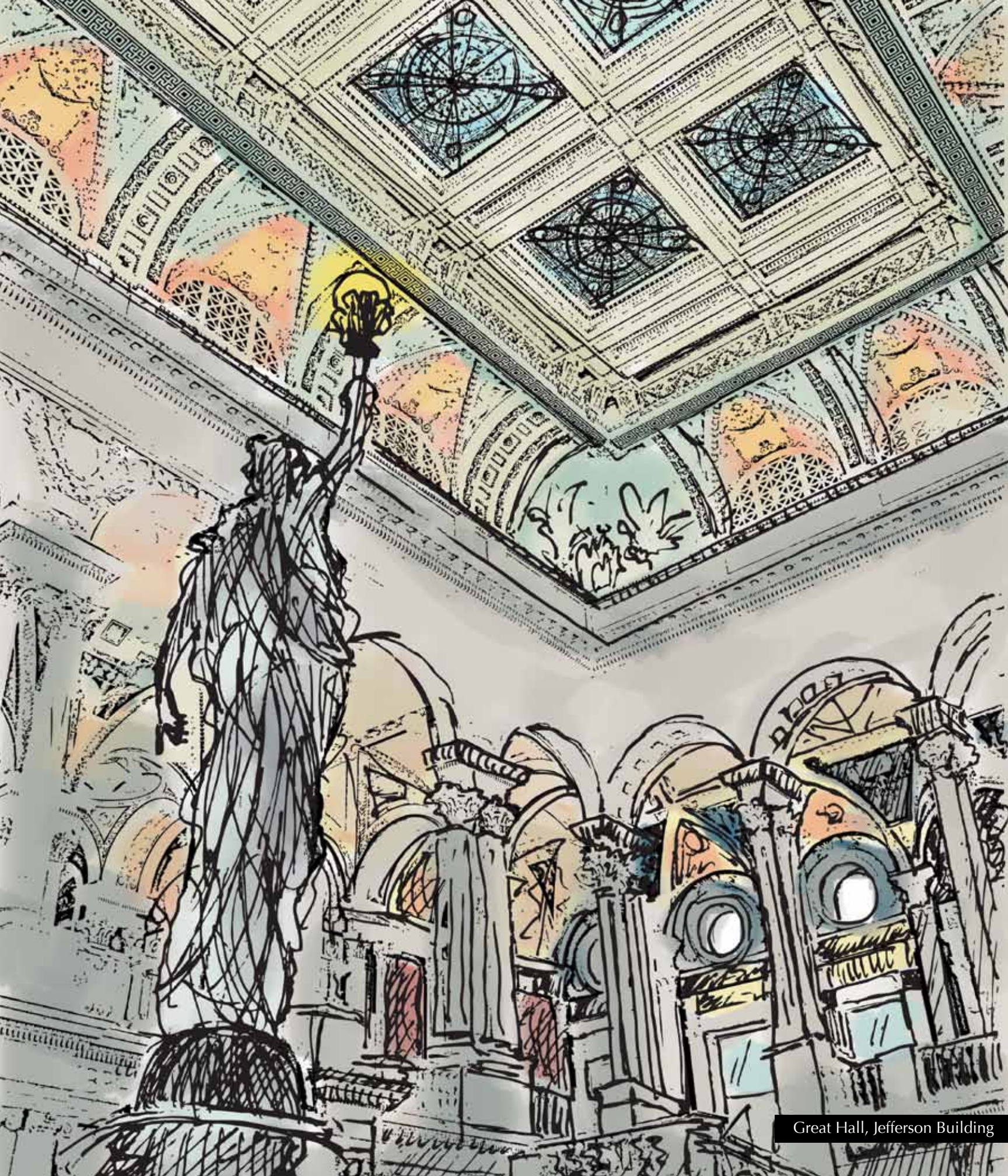
A number of external factors will influence the Library's ability and prospects to meet the goals in this plan.

These include the rate of change in the scope and volume of our work, particularly for the Congress.

We align our research and analytical work closely to the expected Congressional agenda. There are instances, however, when issues that were not anticipated demand significant attention from the Congress and, hence, from our analysts and lawyers. For example, the Deepwater Horizon spill in the Gulf of Mexico during the spring and summer of 2010 required rapid response and organization of analysts to address the many complex legal, scientific and policy issues related to that event.

Our means of acquisition, preservation, and access require sustained study and analysis. Works of creativity and scholarship are being developed, published and distributed in new, as well as traditional ways. New methods will continue to be developed—often unpredictably—and may require changes, additions, and adaptations to our policies and practices.

Finally, the resources made available to the Library will be affected by the overall federal fiscal environment. We will work to ensure the strength of our core services and to continually identify opportunities for efficiencies and savings among and within our programs.



Great Hall, Jefferson Building



LIBRARY OF CONGRESS

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