

# A LIBRARY FOR ALL

**THE FY2024-2028  
LIBRARY OF CONGRESS  
STRATEGIC PLAN**

**Building on the Digital Shift | Implications for the  
Future in the Library of Congress Strategic Plan  
National Diet Library | September 24, 2024**

**LIBRARY**  
LIBRARY  
OF CONGRESS



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# A LIBRARY FOR ALL

## THE FY2024-2028 LIBRARY OF CONGRESS STRATEGIC PLAN

Presenter: Mark Sweeney, Principal Deputy Librarian of Congress

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*Looking Back:*

The FY2019-2023 Library of Congress Strategic Plan

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The FY2024-2028 Library of Congress Strategic Plan

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Digital Initiatives

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Visitor Experience Initiative

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ENRICHING THE LIBRARY

# EXPERIENCE

*LOOKING BACK:*

THE FY2019-2023

LIBRARY OF CONGRESS STRATEGIC PLAN





ENRICHING THE LIBRARY

# EXPERIENCE

THE FY2019-2023  
LIBRARY OF CONGRESS  
STRATEGIC PLAN





## CONGRESS:

First and foremost, supporting intellectual freedom and democratic exchange

# OUR USERS





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First and foremost, supporting intellectual freedom and democratic exchange

## CREATORS:

Researchers, originators of new knowledge and scholarship, builders of cultural capacity, and copyright users and stakeholders

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## LEARNERS:

Those of any age who seek understanding and knowledge through the Library's digital and physical collections and services

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Researchers, originators of new knowledge and scholarship, builders of cultural capacity, and copyright users and stakeholders

## LEARNERS:

Those of any age who seek understanding and knowledge through the Library's digital and physical collections and services

## CONNECTORS:

External communities such as libraries, schools, and other groups and institutions that ultimately connect users to the Library

# OUR USERS





ENRICHING THE LIBRARY

# EXPERIENCE

THE FY2019-2023  
LIBRARY OF CONGRESS  
STRATEGIC PLAN

# DIGITAL STRATEGY



**The FY2019-2023  
Digital Strategic Plan  
of the Library of Congress**

Version 1.1.2; April 26, 2019

**LIBRARY**  
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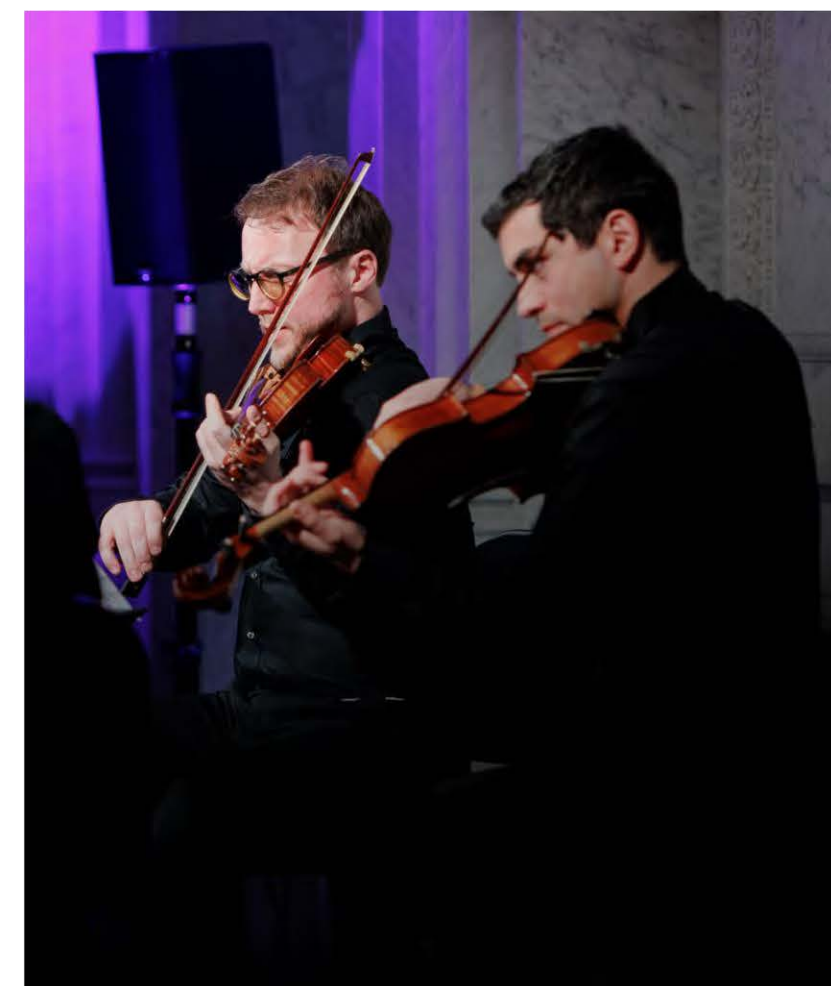
# A LIBRARY FOR ALL

THE FY2024-2028  
LIBRARY OF  
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STRATEGIC PLAN



# A LIBRARY FOR ALL

## THE FY2024-2028 LIBRARY OF CONGRESS STRATEGIC PLAN

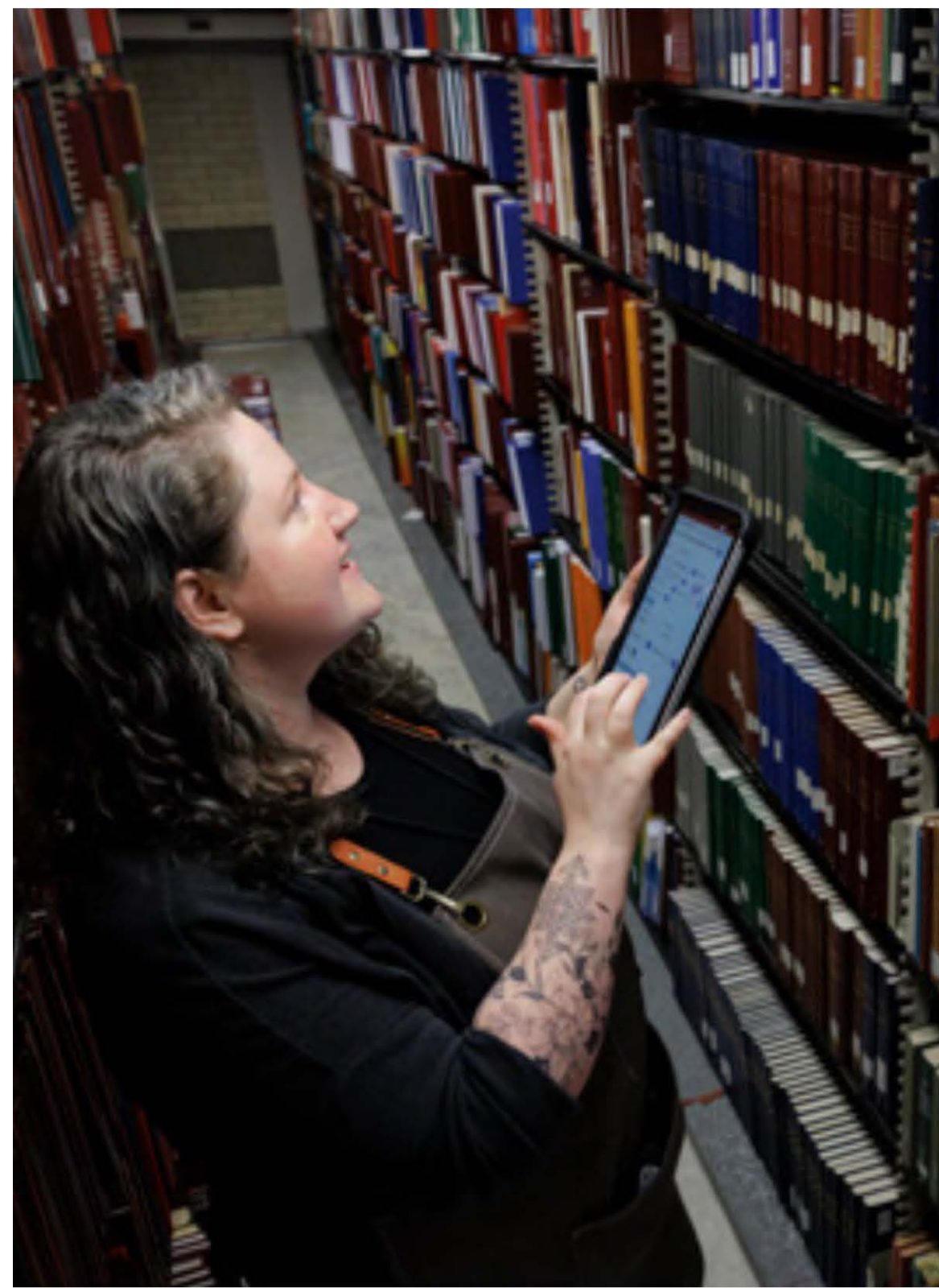




# OUR MISSION STATEMENT

## WHY WE EXIST

**Engage, inspire, and inform Congress and the American people with a universal and enduring source of knowledge and creativity.**





# OUR VISION STATEMENT

## ASPIRATIONAL FUTURE

**All Americans are connected to the Library of Congress.**





# MANY VOICES AND MANY SOURCES SHAPED OUR NEW PLAN





# STRATEGIC THEMES

EMERGED AS  
IMPORTANT TO EVERY  
PART OF THE LIBRARY

✓ Digitally Enabled

✓ User Centered

✓ Data Informed

✓ Inclusive & Welcoming

✓ Collaborations & Partnerships

✓ Community Engagement





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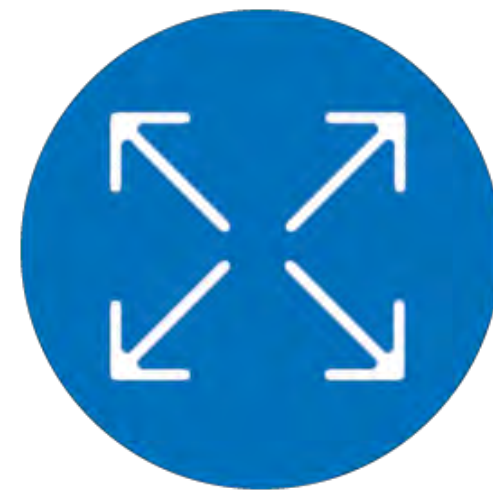






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# FY2024-2028 STRATEGIC GOALS



**Expand  
Access**



**Enhance  
Services**



**Strengthen  
Capacity**

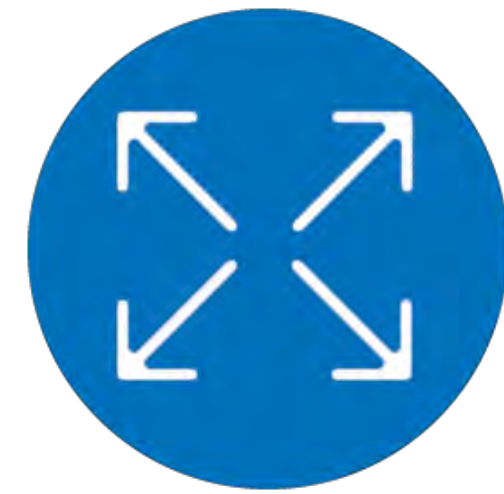


**Foster  
Innovation**





# GOAL #1



## EXPAND ACCESS

**Make our unique collections, experts, and services available when, where, and how our users need them.**

- Increase discoverability, availability, and accessibility
- Build and enrich Library collections and content to serve Congress and America's communities
- Sustain access to knowledge and creativity
- Engage visitors with inviting and inspiring digital and in-person spaces





## GOAL #2



### ENHANCE SERVICES

**Create valuable experiences for every user to forge lifelong connections to the Library.**

- Understand and engage our communities
- Enhance digital services to meet our communities' needs
- Provide trustworthy and authoritative data
- Collaborate to amplify impact







# GOAL #3



## STRENGTHEN CAPACITY

**Support our staff  
and strengthen our  
operations.**

- Support a flexible, diverse, and cohesive workforce
- Develop staff capabilities with an emphasis on digital skills
- Promote a safe, fair, inclusive, and collaborative environment
- Optimize operations and systems for improved performance





# GOAL #4



## FOSTER INNOVATION

**Explore new approaches and emerging technologies to address challenges and spark creativity.**

- Invite curiosity and experimentation to meet evolving challenges
- Innovate with imaginative approaches and emerging technologies
- Leverage data to discover new paths and opportunities





# THE FY2024-2028

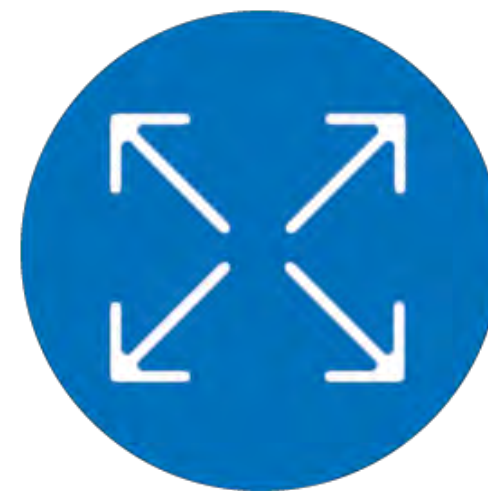
## STRATEGIC FRAMEWORK

### MISSION

Engage, inspire, and inform Congress and the American people with a universal and enduring source of knowledge and creativity.

### VISION

All Americans are connected to the Library of Congress.



**Expand  
Access**



**Enhance  
Services**







**Strengthen  
Capacity**



**Foster  
Innovation**



## LIBRARY OF CONGRESS IMPLEMENTATION ROADMAP

OBJECTIVES	FY19	FY20	FY21	FY22	FY23	IMPACT
<b>Goal 1: Expand Access</b> 1. Increase Discoverability and Availability 2. Use Connectors to Extend Reach 3. Expand Physical Presence	DPS, OCIO: Access to eDeposits expanded in reading rooms ✓	DPS: BIBFRAME standards and tools developed; Library staff engaged in ongoing production ✓	DPS: Digital Scan Center established. ✓ All: Increased physical/digital access through digital and/or physical expansion ✓	OCIO, NLS: Digital accessibility expanded through new delivery mechanisms ✓	RCS, DPS, LAW, USCO: Increased access to digital content and records ✓	More users, in any location, have increased <b>access to the Library's higher-value content</b> . Users can <b>easily navigate and discover</b> the fullest array of the Library's content. More users in more locations <b>feel a lasting connection</b> with the Library through in-person experiences. More people are <b>aware of what the Library has to offer</b> them and become users.
	CRS: New Member Seminar ✓	LAW: Digitization of research reports; U.S. Serial Set begins ✓	USCO, OGC: eBook Rulemaking complete ✓	OCIO, CRS: congress.gov API released to general public ✓	RCS: Reduction in special formats collections arrears from 16% in FY19 to less than 12.5% of Library's total collection ✓	
	CRS, OCIO: Non-confidential CRS products available online to the public ✓	DPS: Plan for comprehensive rights management developed ✓	DPS: Ft. Meade Module 6 completed ✓	DPS, OCIO: Suitable support of all languages & A/V content formats in Stacks 3.0 verified ✓		
CEI, CLLE, RCS: Plan for transforming the Visitor Experience released ✓	CEI, CLLE: Exhibit design contract for spaces from the VEMP complete ✓	COO: Implementation of LBFMS upgrade ✓	USCO, OCIO: Recordation pilot expansion and Registration prototype usability testing completed for two releases. ✓	CEI, CLLE, RCS: First phase of VEMP completed ✓		
<b>Goal 2: Enhance Services</b> 4. Elevate Digital Experiences 5. Transform In-Person Experiences 6. Develop User-Centered Content	CRS, OCIO: New CONAN public website launched ✓	CEI, CLLE: Congress.gov is the authoritative source for all Congressional users ✓	NLS, OCIO: Pilot of new Braille eReaders launched; Bard moved to cloud ✓	CLLE: New on-site visitor engagement opportunities developed ✓	DPS, OCIO: Implement system (L-Cap) for unified access to digital catalogs/resources with enhanced search capability ✓	Users can easily navigate and discover the fullest array of the Library's content <b>from any device</b> . Visitors feel a lasting connection with the Library through <b>personalized in-person experiences</b> . Visitors extend their Library experience through <b>digital interactions</b> .
	CEI, CLLE, RCS: Plan for transforming the Visitor Experience released ✓	CEI, CLLE: Exhibit design contract for spaces from the VEMP complete ✓	USCO, OCIO: Recordation pilot launched ✓	CLLE: Increased engagement with Connectors ✓	CEI, CLLE, RCS: First phase of VEMP completed ✓	
	OCIO, USCO: Virtual Card Catalog (VCC) final release ✓	CRS, OCIO: Congress.gov is the authoritative source for all Congressional users ✓	USCO, OCIO: Recordation pilot launched ✓	CLLE: New on-site visitor engagement opportunities developed ✓	CRS, OCIO: Congress.gov AP catalogs/resources released to general public ✓	
LIBN, COO: Agency planning cycle aligned ✓	USCO: eBook rulemaking completed ✓	OCIO: IT Data Centers online and applications migrated ✓	OCIO, USCO: ECS Public Records pilot released ✓	NLS: Implement Modernization Plan ✓	OCIO, USCO: ECS Design System maturity for shared global components ✓	
<b>Goal 3: Optimize Resources</b> 7. Align Core Library Activities 8. Modernize Operations 9. Invest in Talent for the Future 10. Diversify and Expand Funding	COO: HCD Serena launched ✓	LIBN: Funding approaches determined and development roadmap in place to reach targets ✓	CLLE: Implement CLLE realignment package ✓	USCO: Closeout presence at Landover ✓	OCIO: Integrate digital into the Library's Strategic Plan ✓	Modern, effective, and efficient capabilities enable the Library to <b>better manage its resources to deliver better services</b> to users. Users have enhanced, personalized experiences at the Library as <b>major investments and innovations are funded</b> .
	DSD, OCIO: By the People launched ✓	LIBN: Agency Risk Appetite Established ✓	LIBN: Approach to Agency KPIs developed ✓	CLLE: Increased capacity through Volunteer Program ✓	OCIO: Integrate digital into the Library's Strategic Plan ✓	
	LIBN, COO: Agency planning cycle aligned ✓	USCO: eBook rulemaking completed ✓	OCIO: IT Data Centers online and applications migrated ✓	COO: CGD data availability improved, Data visualization pilot launched, Increased LBFMS capabilities ✓	NLS: Implement Modernization Plan ✓	
LIBN: Integrated Planning, Performance, and Risk Framework launched ✓	OCIO, USCO: SAFE Framework established for ECS ✓	DPS: Measurement strategies for Collection Services workflow established ✓	LIBN: Agency Risk Appetite Established ✓	OCIO: Connecting Communities Digital Initiatives program established ✓	CLLE: Increased use of data to inform program development ✓	
<b>Goal 4: Measure Impact</b> 11. Understand Our Users 12. Communicate Impact 13. Promote a Culture of Continuous Improvement	LIBN: Implementation Roadmap developed ✓	COO: Implementation of improved system for internal customer support ✓	LIBN: Approach to Agency KPIs developed ✓	LIBN: First set of Agency KPIs launched ✓	Agency-wide: Approach to improved capture of user perception identified. ✓	Data and feedback is <b>systematically integrated</b> into Library decisions, operations, and service delivery.
	ALL: Accessibility Working Group established ✓	COO: Implementation of improved system for internal customer support ✓	LIBN: Approach to Agency KPIs developed ✓	LIBN: First set of Agency KPIs launched ✓	Agency-wide: Approach to improved capture of user perception identified. ✓	
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 Milestone  
 Accomplished





## EXPAND ACCESS

### FY2024 Priority Goals

- Improve accessibility of special formats collections by reducing arrearage to less than 10% of the total collection by FY28
- Continue implementation of the Visitor Experience Master Plan to better connect audiences to the Library
- Strategically digitize Law Library materials to better meet user needs
- Execute the Digital Collections Strategy



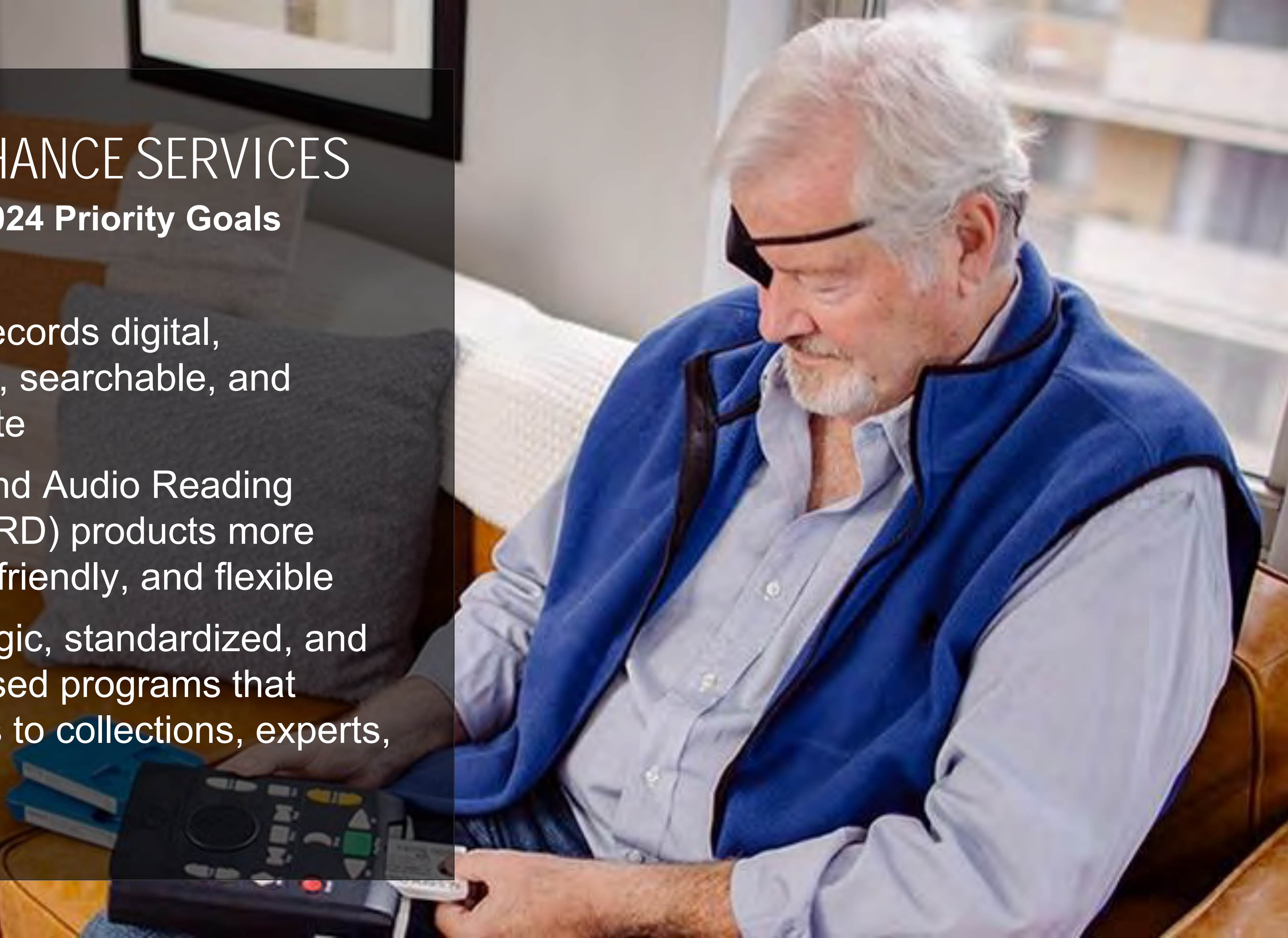




## ENHANCE SERVICES

### FY2024 Priority Goals

- Make USCO records digital, interconnected, searchable, and easy to navigate
- Make Braille and Audio Reading Download (BARD) products more scalable, user-friendly, and flexible
- Develop strategic, standardized, and audience-focused programs that expand access to collections, experts, and services







# STRENGTHEN CAPACITY

## FY2024 Priority Goals

- Provide unified access to and search functionality across the collections, enabling easier navigation and discovery for users
- Implement new features and content for congress.gov to enhance the value of the website as the sole legislative information platform serving Congressional members, staff, and constituents
- Create a more agile environment with access to powerful and collaborative cloud-based office productivity tools for Library users





# FOSTER INNOVATION

## FY2024 Priority Goals

- Use audience voices, research, and evaluation to inform the Library's public programming
- Expand awareness of the Library's collections, develop digital methods that enable creativity, and connect more deeply with users through engagement with Black, Indigenous, Latinx, Asian American and Pacific Islander, and other communities in the Connecting Communities Digital Initiative (CCDI)
- Explore using A.I. to enhance CRS products and services





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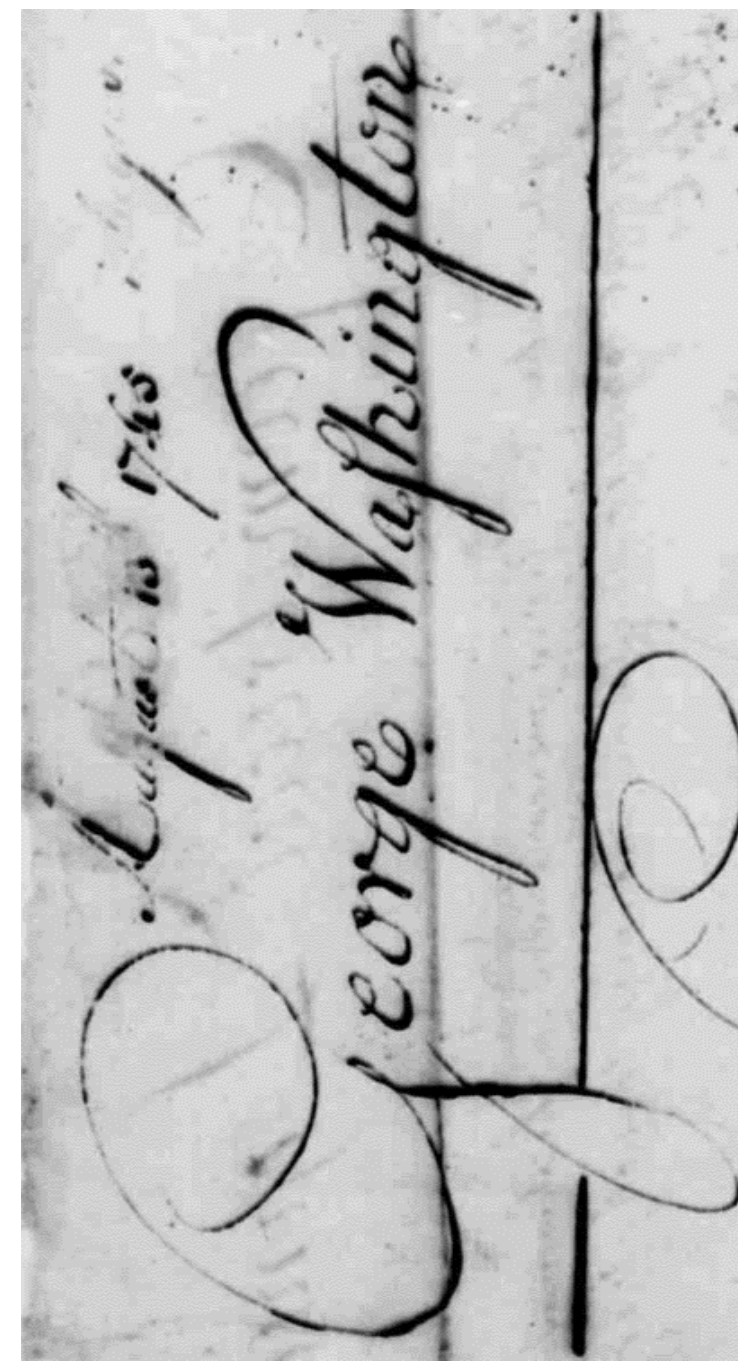
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# DIGITAL INITIATIVES

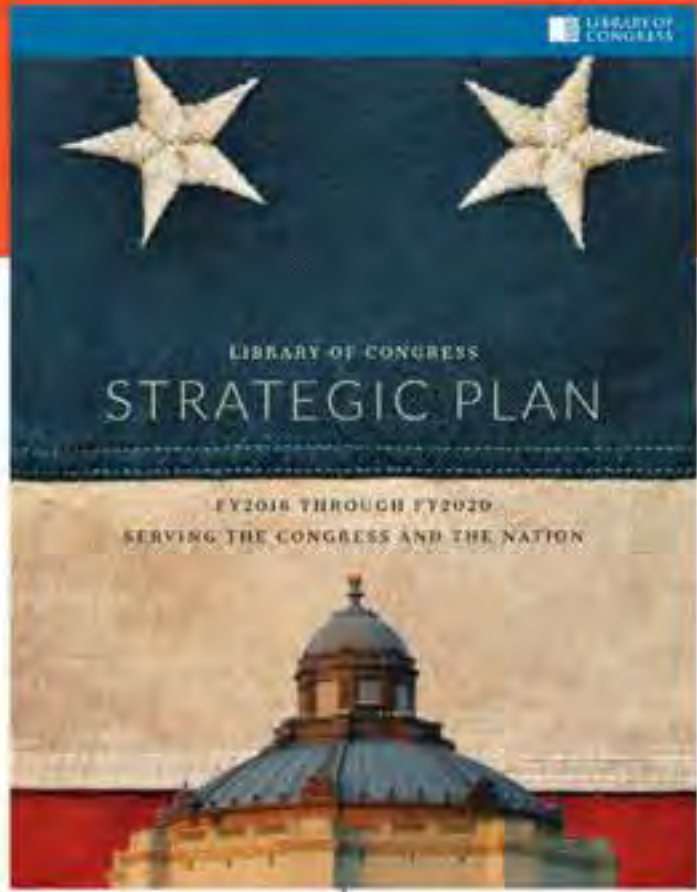


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# DIGITAL INITIATIVES





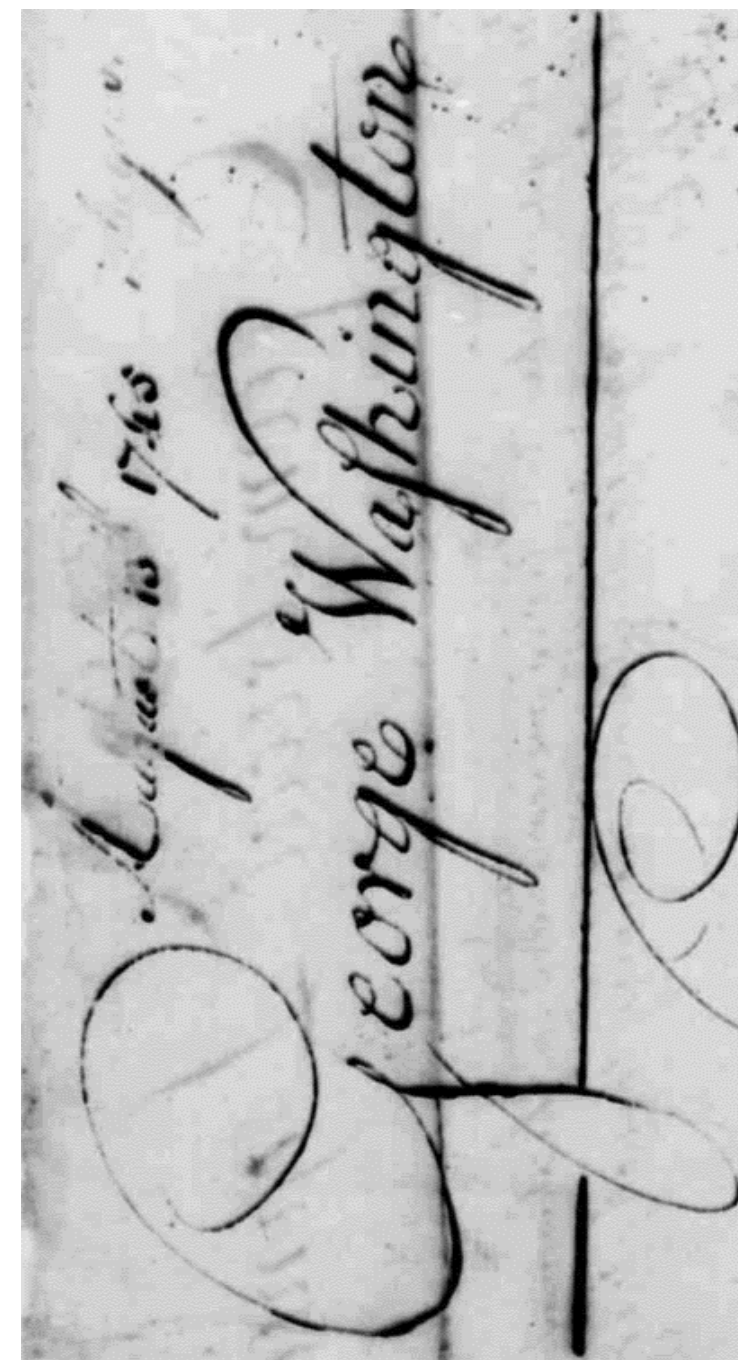






# 2022–2026 Digital Collections Strategy 2023–2027 Digitization Strategy

**New frameworks will guide our advancing digital transformation into the future!**



“The incorporation of digital into the Library’s FY24–28 strategic plan is the result of growing digital maturity and the importance of technology to everything we do.”





LIBRARY OF CONGRESS

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VISITOR  
EXPERIENCE  
INITIATIVE



LIBRARY OF CONGRESS

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# VISITOR EXPERIENCE INITIATIVE





# A LIBRARY FOR ALL

An all-new visitor experience – *A Library for You*

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New spaces thoughtfully integrated into historic Beaux-Arts style building completed in 1897

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Invites visitors to discover more about the Library's history, mission, and unique offerings

---

Balances the Library's service to Congress, researchers, and visitors

---

Connects visitors with collections and programs that match their interests and inspire exploration

---

Improves building navigation and access





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# WAYFINDING/ SIGNAGE

**Phased with gallery openings**



## Concept Design Recap

Identify  
Direct  
Orient  
Inform



# WAYFINDING/ SIGNAGE Interior System



LIBRARY OF CONGRESS

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# DAVID M. RUBENSTEIN TREASURES GALLERY

**“Collecting Memories”**

**Opened June 2024**





DAVID M. RUBENSTEIN  
TREASURES GALLERY  
“Collecting Memories”





DAVID M. RUBENSTEIN  
TREASURES GALLERY  
“Collecting Memories”



# DAVID M. RUBENSTEIN TREASURES GALLERY “Collecting Memories”





# DAVID M. RUBENSTEIN TREASURES GALLERY “Collecting Memories”

*On view through December 2025*

- Treasures from across the national library’s collections
- 120+ collection items
- Demonstrates the Library is constantly collecting, preserving, and serving a wide variety of collections

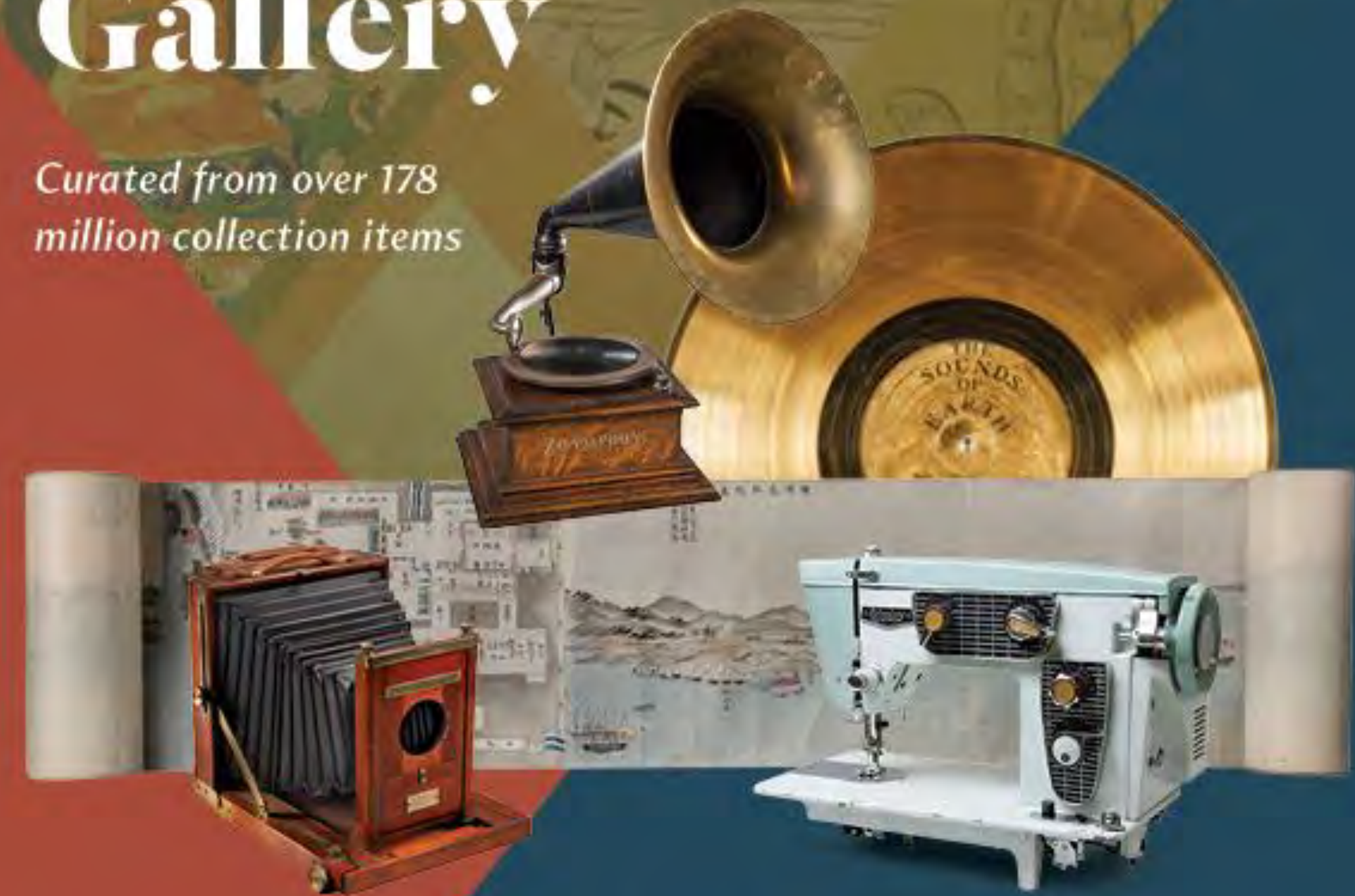
**NOW OPEN!**

DAVID M. RUBENSTEIN

## Treasures Gallery

*Curated from over 178  
million collection items*

**LIBRARY**  
LIBRARY  
OF CONGRESS



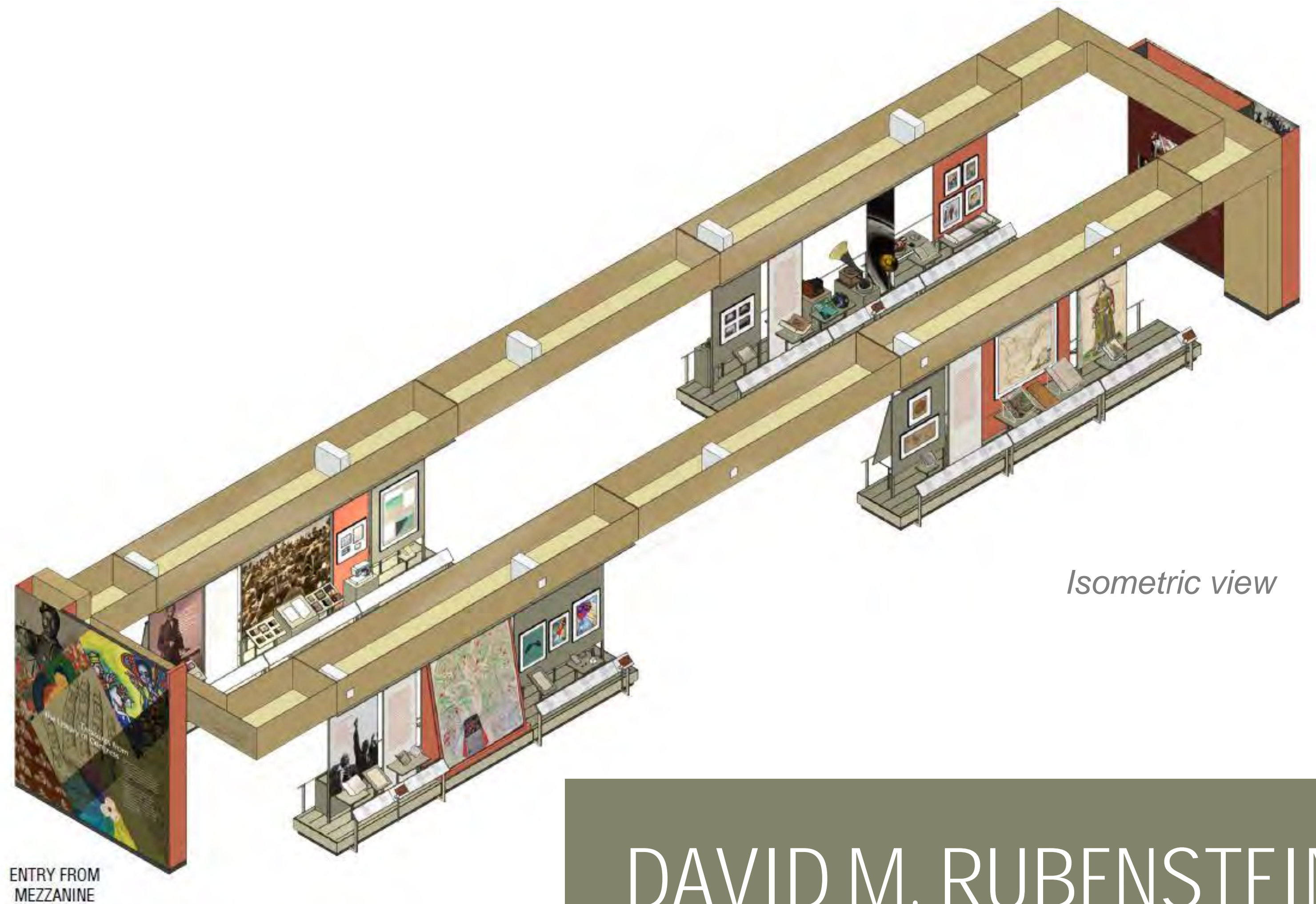
LEARN MORE AT

[loc.gov/treasures](https://loc.gov/treasures)



**“*Collecting Memories*” explores the ways communities preserve cultural memories**

- **Important moments in history and individual lives**
- **The role of the Library of Congress in preserving collective memories representing entire societies**



DAVID M. RUBENSTEIN  
TREASURES GALLERY  
“Collecting Memories”



WISDOM IS THE PRINCIPAL THING  
THEREFORE GET WISDOM AND WITH ALL  
THY GETTING GET VNDERSTANDING.

IGNORANCE IS THE CURSE OF GOD  
KNOWLEDGE THE WING  
WHEREWITH WE FLY TO HEAVEN.

HOW CHARMING IS DIVINE PHILOSOPHY.

Collecting

Memories





# Collecting Memories



David M. Rubenstein  
Treasures Gallery





# Memorialization and Commemoration



“He is slipping away from us into his legend and his fame, having relinquished, piece by piece what he carried next to his skin.”

Poet Stanley Kunitz, “Lincoln’s Belong,” 1978

On the left side of the exhibit, there is a large wall panel with text and a photograph of a crowd. Below the panel is a long, low display case containing various artifacts, including a book, a pen, and other small objects. The display case is illuminated from below.

# Homeland

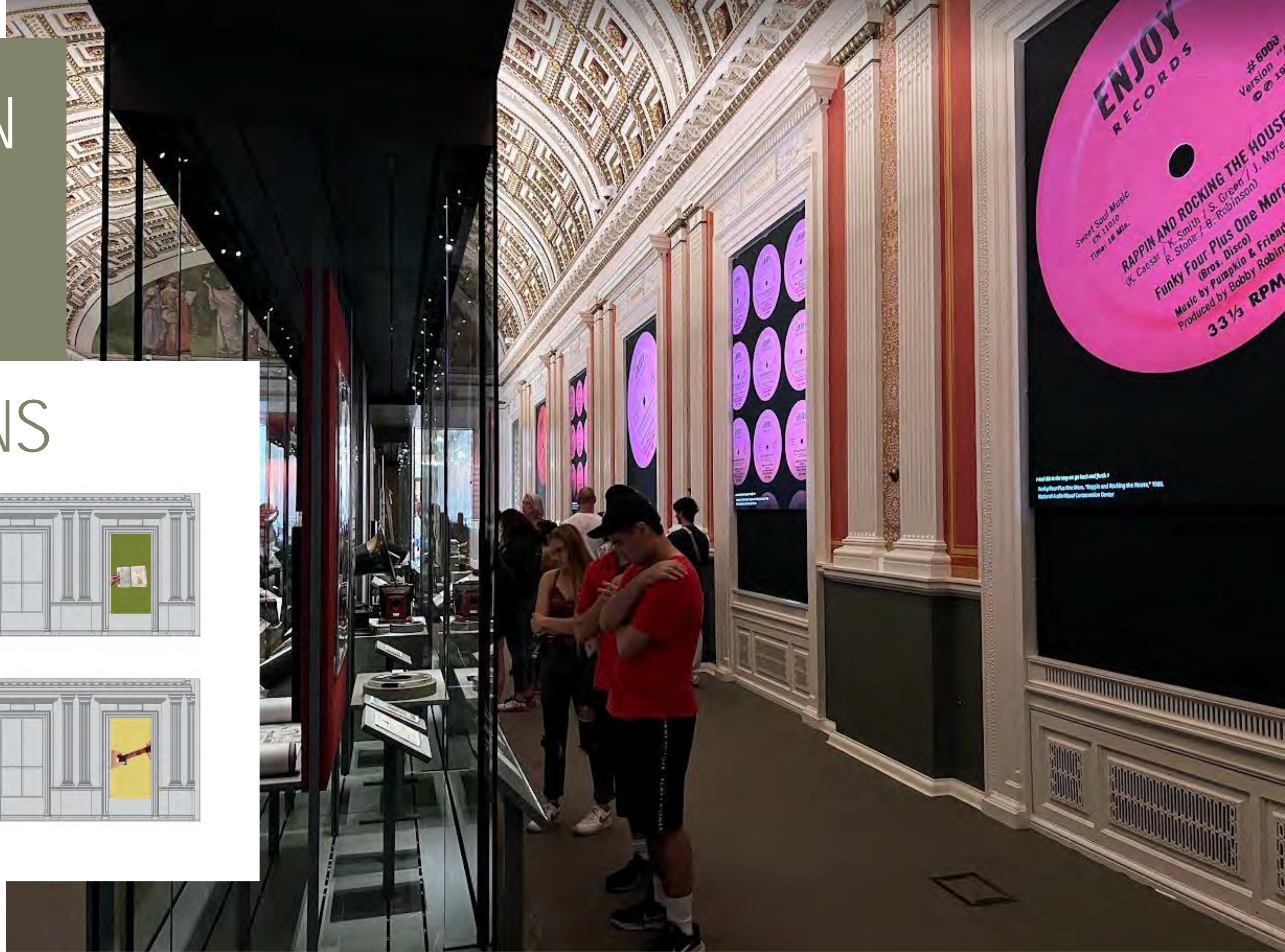
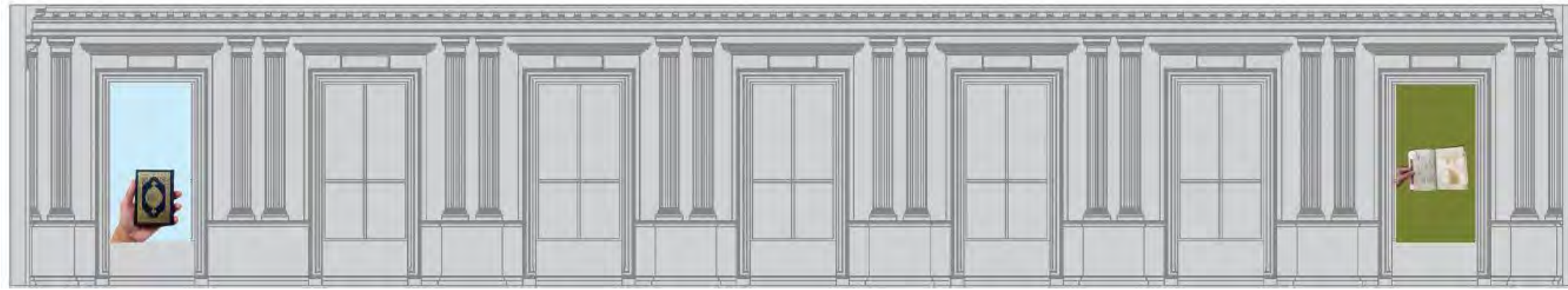
Text on the right wall panel, including a framed picture of a building. The text is partially obscured by the people in the foreground.





# DAVID M. RUBENSTEIN TREASURES GALLERY “Collecting Memories”

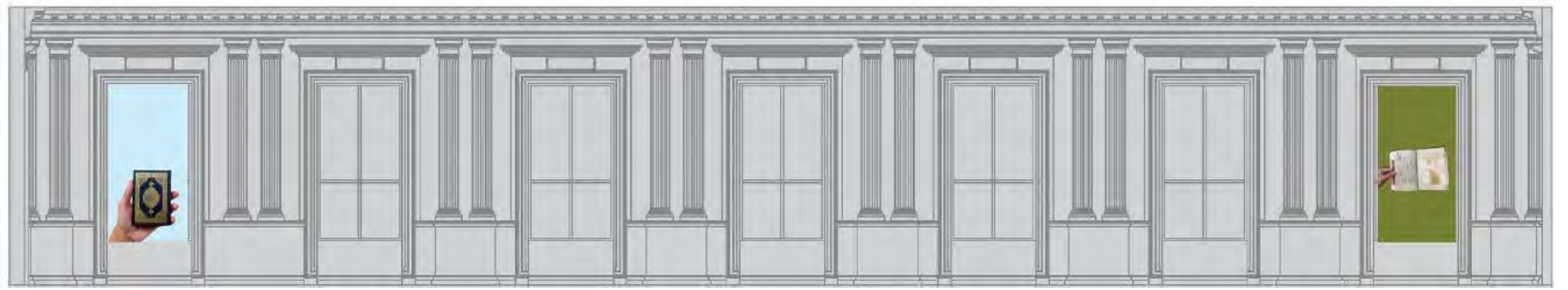
## WINDOW PROJECTIONS





DAVID M. RUBENSTEIN  
TREASURES GALLERY  
“Collecting Memories”

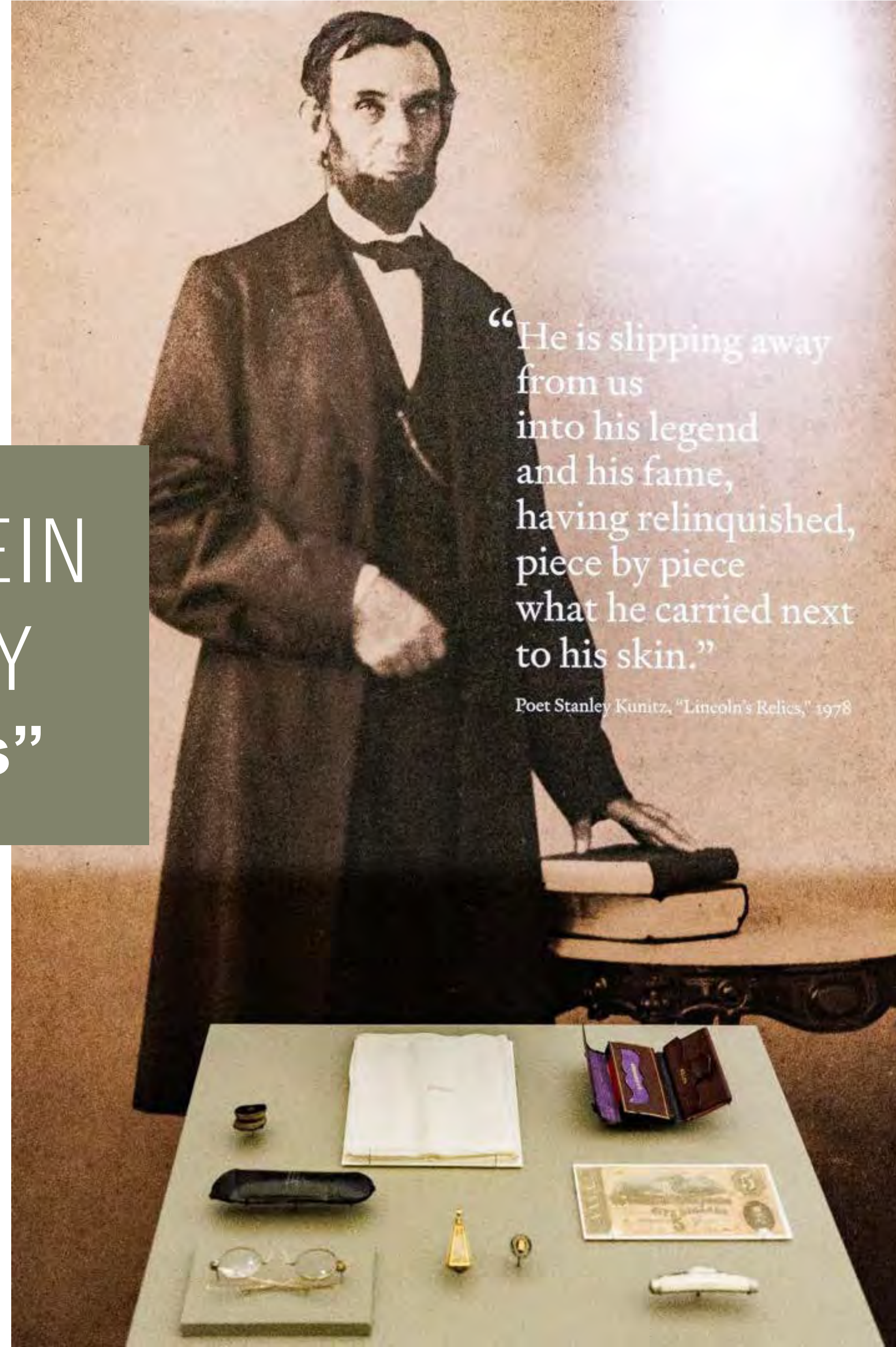
WINDOW PROJECTIONS





DAVID M. RUBENSTEIN  
TREASURES GALLERY  
“Collecting Memories”

EXHIBIT SECTION



Abraham Lincoln's spectacles, mended with string, and other items found in his pockets on the night he was assassinated, 1865  
Rare Book & Special Collections Division

**Beginning in antiquity and spreading to all corners of the world, permanent and impermanent monuments and memorials are public expressions of values belonging to the culture that erected them.**

**Our understanding of these hallow places and monuments continue to evolve.**

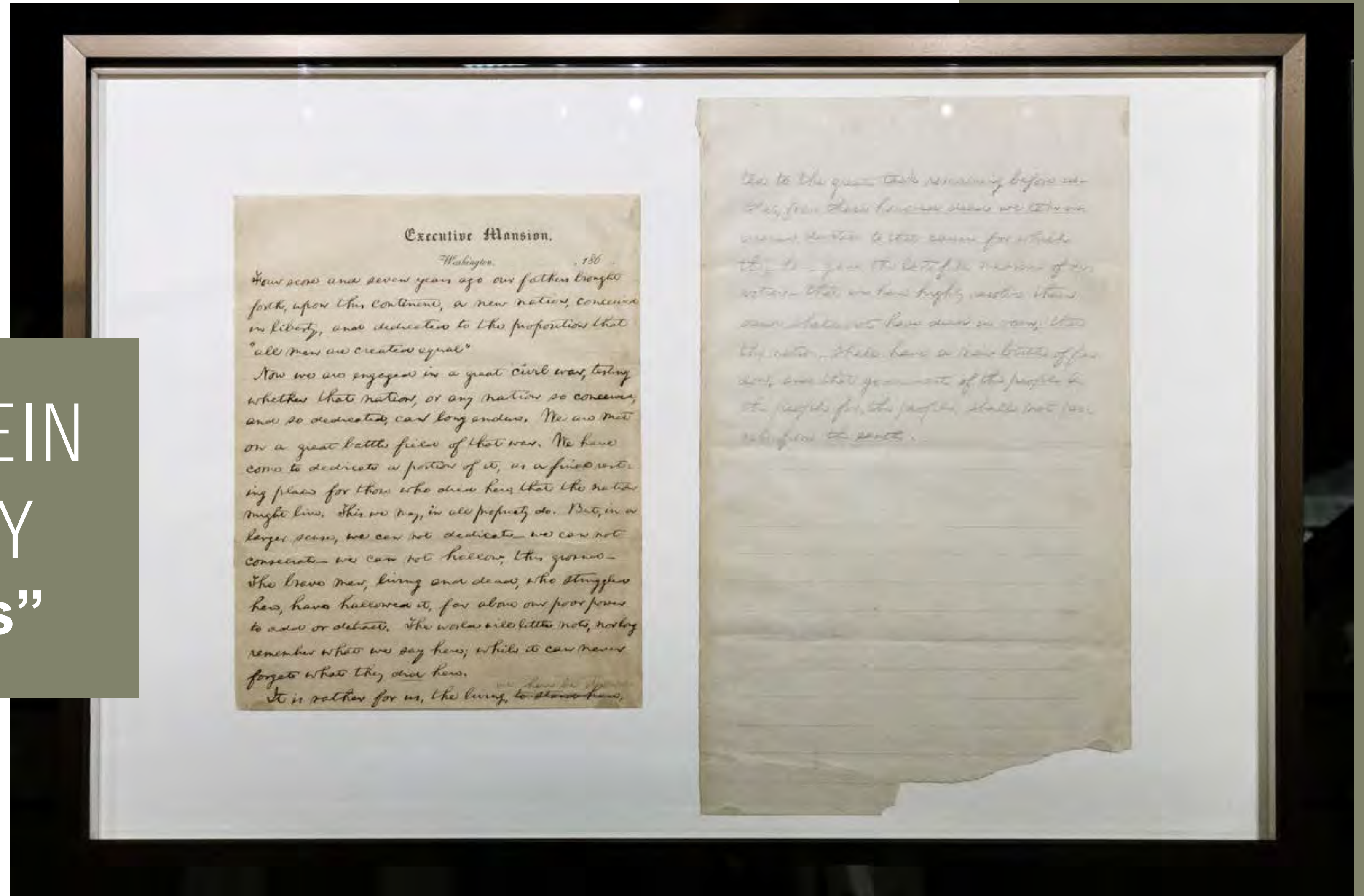






DAVID M. RUBENSTEIN  
TREASURES GALLERY  
“Collecting Memories”

EXHIBIT SECTION



Gettysburg  
Address, 1863  
Rare Book & Special  
Collections Division



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# THE SOURCE

**Creative Research Studio for Kids**

**Opening 2025/2026**



The image shows a bright, colorful library space designed for children. The walls are painted in various colors like teal, orange, yellow, and purple. There are several interactive displays and workstations. In the foreground, a woman is kneeling at a light-colored table, looking at a book. In the background, other children and adults are engaged in various activities. The ceiling has recessed lighting and a curved design. The overall atmosphere is educational and creative.

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# THE SOURCE

**Creative Research Studio for Kids**



# THE SOURCE: Creative Research Studio for Kids

- A new education center
- For children 8 years old and older
- A space to discover how information and research nourishes curiosity, creativity, and change
- Special programming, volunteer, and internship opportunities for teenagers (ages 13+)

BOX BAR

ASK A  
LIBRARIAN





THE SOURCE:  
Creative Research  
Studio for Kids

BEFORE AND AFTER:  
CURRENT SPACE AND NEW INSTALLATION





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JAY. I. KISLAK  
GALLERY  
OF THE EARLY  
AMERICAS

“Voices of the Early Americas”

**Opening 2026**



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JAY. I KISLAK  
GALLERY  
OF THE EARLY  
AMERICAS

**“Voices of the Early Americas”**

**Opening 2026**



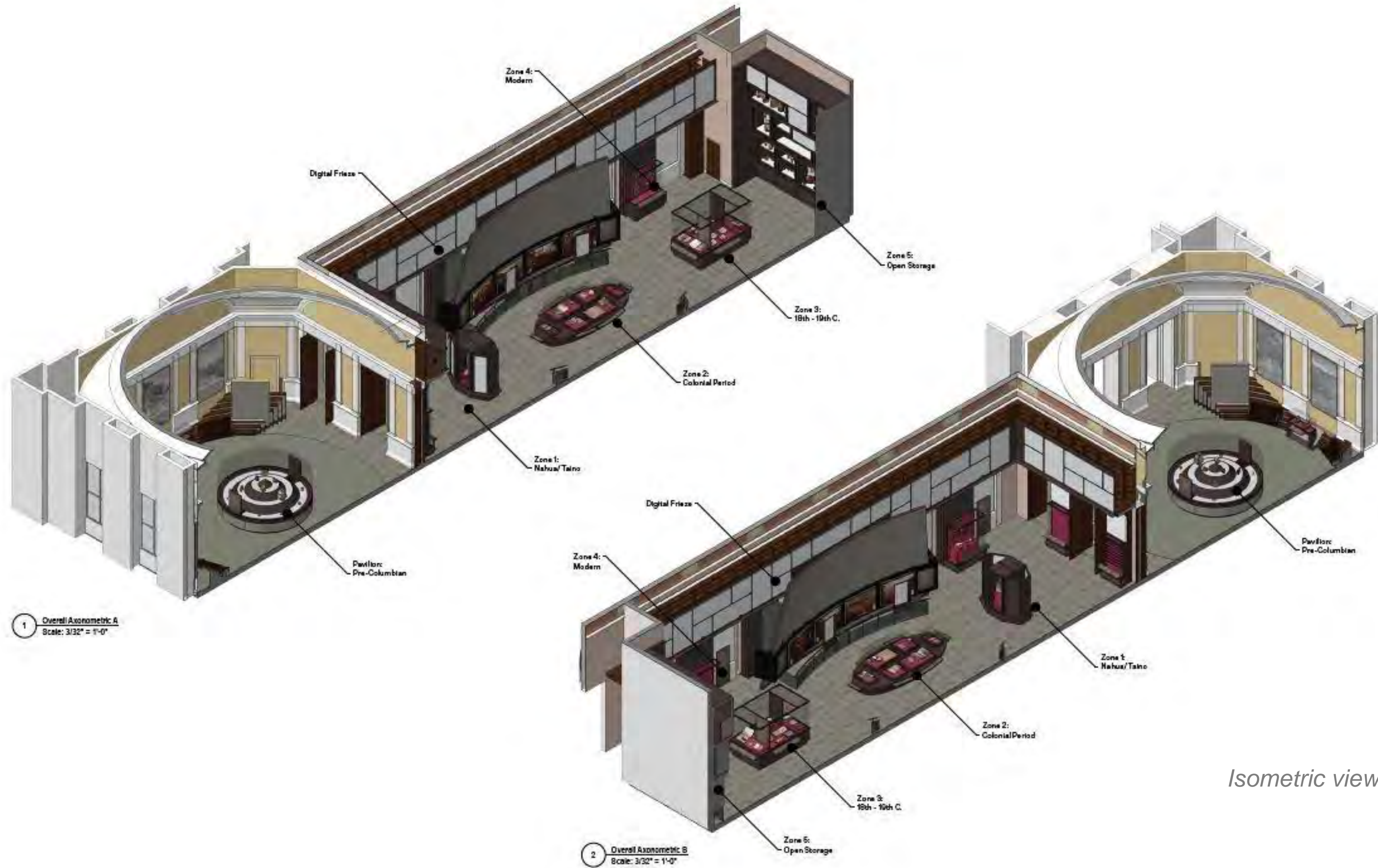


# VOICES OF THE EARLY AMERICAS: The Jay I. Kislak Collection

- Explores history of Native cultures of the Americas before the arrival of Europeans and ongoing impact of that event
- Shows how complicated this story is and how vibrant these communities are today
- State-of-the-art transparent artifact wall will highlight key Kislak pieces







1 Overall Axonometric A  
Scale: 3/32" = 1'-0"

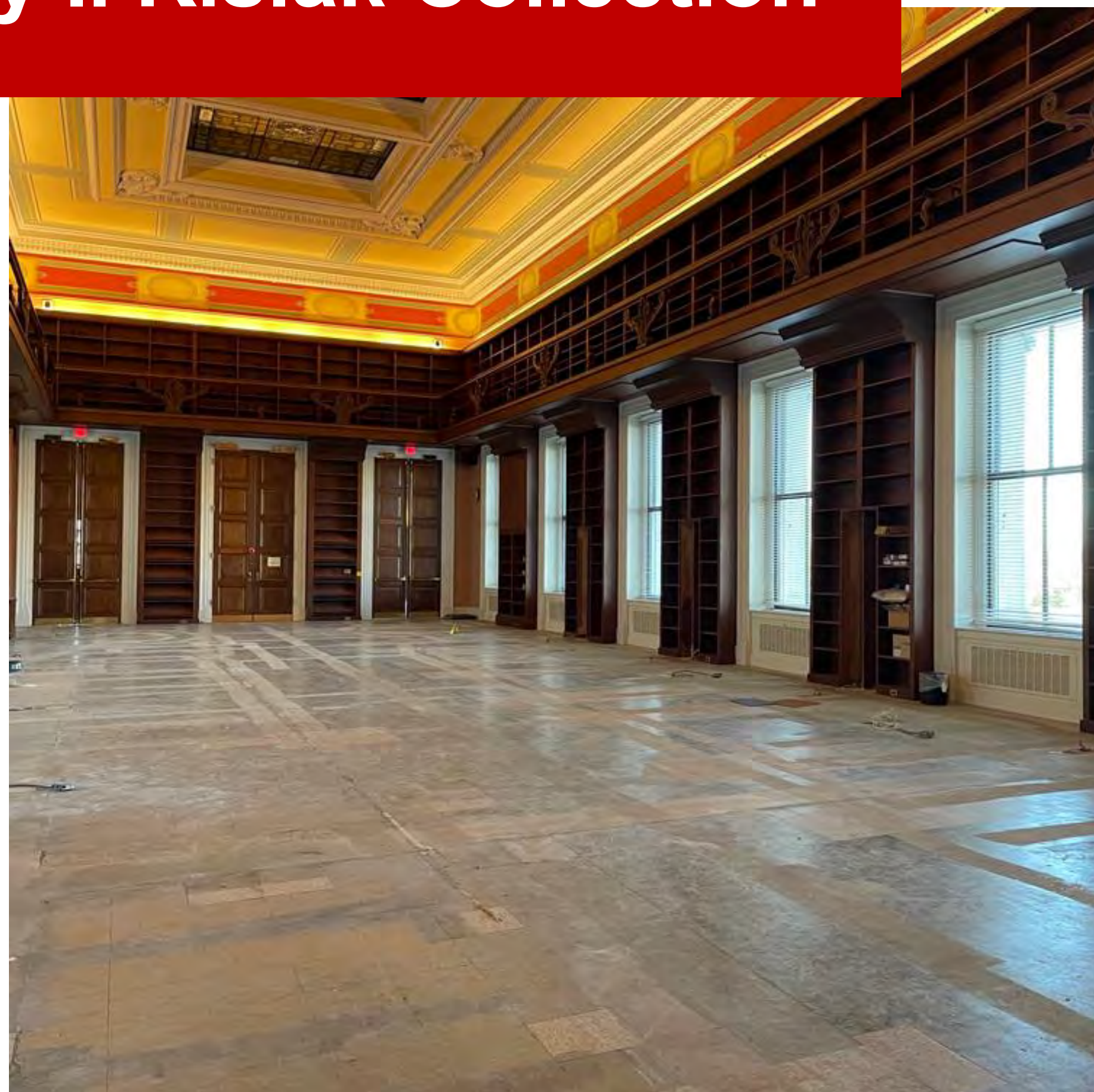
2 Overall Axonometric B  
Scale: 3/32" = 1'-0"

*Isometric view*



VOICES OF THE  
EARLY AMERICAS:  
**The Jay I. Kislak Collection**

BEFORE AND AFTER:  
CURRENT SPACE AND NEW INSTALLATION









LIBRARY OF CONGRESS

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# ORIENTATION GALLERY

**Opening 2027**



LIBRARY OF CONGRESS

# ORIENTATION GALLERY

Opening 2027







# ORIENTATION GALLERY

**Invites visitors to discover:**

- Everyday and extraordinary experiences collected, preserved, and amplified by the Library
- Themselves, their families, and their communities within the Library's collections



*Render of the future Orientation Gallery (2023)*









THANK YOU!