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Library Collections and Services Group

Service units across the Library have updated their directional plans. Shown here are a selection from the Library Collections and Services Group.

## Updated Directional Plans Take Effect

The newly updated plans will guide the work of service units through fiscal 2026.

**BY WENDI A. MALONEY**

When the Library released a new strategic plan three years ago this month, it announced an expansive ambition: to connect with all Americans. Since the plan's release, multiple initiatives have helped to convert that vision into tangible programs and services – from a multiyear project to reimagine how in-person visitors experience the Library to major modernization initiatives in the Copyright Office, the Office of the Chief Information Officer and beyond.

But how, with more than 3,000 employees spread among service units, centers, directorates, offices and sections, do Library leaders organize the steps required to achieve such milestones?

Service unit and center directional plans are a big part of the answer – they translate high-level concepts in the Library's strategic plan into concrete action. A few weeks ago, service units finalized updated directional plans for the next five years. The plans took effect on Oct. 1, the first day of fiscal 2022.

“Directional plans bring our strategic plan to life,” Dianne Houghton, director of the Strategic Planning and Performance Management Office (SPPM), said.

The Library's current strategic plan covers fiscal 2019–23 and calls on all service units to help advance four main goals: to expand access to Library collections and services, enhance the Library's services,

**DIRECTIONAL PLANS, CONTINUED ON 7**

# NOTICES

## DONATED TIME

The following employees have satisfied eligibility requirements to receive leave donations from other staff members. Contact Gloria Dixon at [gdixon@loc.gov](mailto:gdixon@loc.gov).

Lynette Brown  
Tiffany Corley Harkins  
Stephanie Jefferson

Linda Malone  
Kenneth Mitchell

## STAFF WORKSHOP: BEST PRACTICES FOR GENDER INCLUSIVITY

**Oct. 13, 10:30 a.m. to noon**  
[Online](#)

At the request of staff, the Office of Equal Employment Opportunity and Diversity Programs is offering a second Zoom workshop on best practices for being inclusive of transgender and nonbinary colleagues. Participants will practice skills in small groups and learn vocabulary and actions that contribute to increased inclusion.

Mahri Monson of the U.S. Environmental Protection Agency's Office of General Counsel will lead the workshop. Monson is vice chair of the agency's Lesbian, Gay, Bisexual and Transgender Advisory Council.

Register [here](#) to get credit in LOC Learn.

Questions? Contact Sarah Kith at [skith@loc.gov](mailto:skith@loc.gov).

Request ADA accommodations five business days in advance at (202) 707-6362 or [ADA@loc.gov](mailto:ADA@loc.gov).

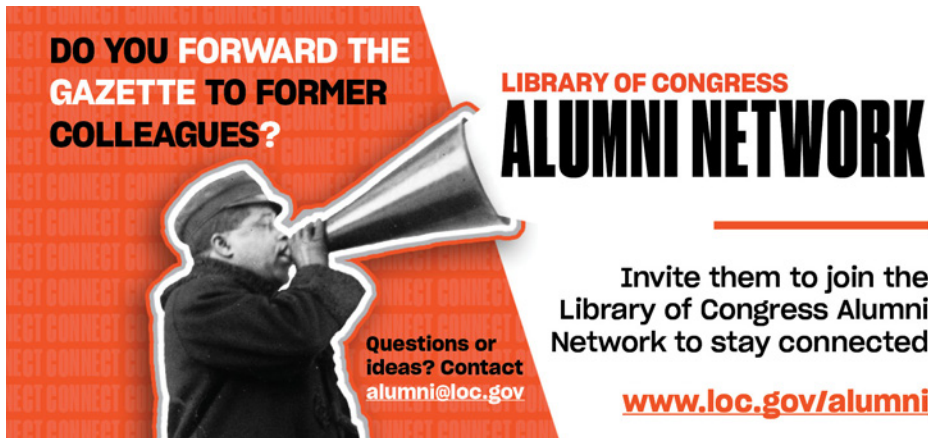
## READING ROOM OPEN HOUSE GOES VIRTUAL

**Oct. 11**  
[Online](#)

Twice each year, the Library has traditionally opened its magnificent Main Reading Room to share information about how the public can access the Library's resources. Given COVID-19 restrictions, this fall's open house will be virtual and will showcase the Library's large collection of digital resources.

Highlights include a video tour, "virtual views" of the Thomas Jefferson Building and exhibition highlights.

Questions? Contact Deanna McCray-James at [demc@loc.gov](mailto:demc@loc.gov).



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# GAZETTE LIBRARY OF CONGRESS

[loc.gov/staff/gazette](http://loc.gov/staff/gazette)

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### MISSION OF THE LIBRARY OF CONGRESS

The Library's central mission is to engage, inspire and inform Congress and the American people with a universal and enduring source of knowledge and creativity.

### ABOUT THE GAZETTE

An official publication of the Library of Congress, The Gazette encourages Library managers and staff to submit articles and photographs of general interest. Submissions will be edited to convey the most necessary information.

Back issues of The Gazette in print are available in the Communications Office, LM 143. Electronic archived issues and a color PDF file of the current issue are available online at [loc.gov/staff/gazette](http://loc.gov/staff/gazette).

### GAZETTE WELCOMES LETTERS FROM STAFF

Staff members are invited to use the Gazette for lively and thoughtful debate relevant to Library issues. Letters must be signed by the author, whose place of work and telephone extension should be included so we can verify authorship. If a letter calls for management response, an explanation of a policy or actions or clarification of fact, we will ask for management response.-Ed.

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### GAZETTE DEADLINES

The deadline for editorial copy for the Oct. 22 Gazette is Wednesday, Oct. 13.

Email editorial copy and letters to the editor to [mhartsell@loc.gov](mailto:mhartsell@loc.gov) and [wmal@loc.gov](mailto:wmal@loc.gov).

To promote events through the Library's online calendar ([www.loc.gov/loc/events](http://www.loc.gov/loc/events)) and the Gazette Calendar, email event and contact information to [calendar@loc.gov](mailto:calendar@loc.gov) by 9 a.m. Monday of the week of publication.

Boxed announcements should be submitted electronically (text files) by 9 a.m. Monday the week of publication to [mhartsell@loc.gov](mailto:mhartsell@loc.gov) and [wmal@loc.gov](mailto:wmal@loc.gov).

# Library Shuttles Landover, Maryland, Warehouse

Materials had been stored in the annex since the 1970s.

BY WENDI A. MALONEY

On the morning of Aug. 16, the first boxes passed through the doors of the Library's custom-built storage module in Fort Meade, Maryland. Six weeks later, on the morning of Sept. 27, the Facilities Services Division handed over the keys to the Library's leased warehouse in Landover, Maryland.

The one event depended on the other. Together, they marked the conclusion of a long-planned project to house and manage the Library's off-site collections and inventory more efficiently and safely.

"This is the first time in the Library's modern history that all collections and deposits are stored in facilities designed for those purposes, a real milestone," Principal Deputy Librarian of Congress Mark Sweeney said.

From the mid-1970s until last month, the Library leased the Landover Center Annex, as it was called, from the General Services Administration (GSA). Collections and copyright deposits were stored there along with inventory – computers, copy paper, furniture and other materials.

In recent years, the aging structure, retrofitted to serve the Library's purposes, had become expensive to maintain, and conditions within it were no longer ideal compared to modern collections-storage environments and technology.

In 1994, a 100-acre site on the Army base in Fort Meade was transferred to Congress to expand the Library's storage capacity. After that, the Library began working with the Architect of the Capitol to design and build state-of-the-art facilities capable not only of storing collections, but also



Shawn Miller

**Lavonnie Johnson of the General Services Administration (from left) and A.J. Johnson and Rob Williams of Integrated Support Services sign paperwork on Sept. 27 to shut down the Landover storage facility.**

of extending their lifespan. The first module was completed in 2002; the module that opened on Aug. 16 is the sixth to be built on the site.

The process of closing the Landover Center Annex – which contained 200,000-plus square feet of storage – occurred in phases over the past five years. Robert Williams, chief of the Operations Division of Integrated Support Services (ISS), served as project manager for the shutdown. He worked closely with colleagues in ISS' Facilities, Safety and Logistics divisions, the Collections Management Division (CMD) and the U.S. Copyright Office.

"It was a large puzzle with all these moving pieces," Williams said.

The first year, about 100,000 square feet of storage space was phased out. It contained mostly inventory materials, which were moved to the Library's Cabin Branch, Maryland, storage facility, but also some collection items maintained in cold storage. CMD moved those items to Fort Meade.

Then, in each of the four following years, about 25,000 square feet of additional storage space was closed, with inventory going to

Cabin Branch and collections to Fort Meade.

Once the newest module at Fort Meade opened this summer, the final remaining collections items were moved, enabling closure of the Landover Center Annex – early. The lease was not set to expire until January 2022.

Williams credits the collegiality and professionalism of staff for a smooth process: "All of the people who were involved work very closely together, they knew each other," he said. "It was easy to understand each other's needs and to accommodate those needs."

Staff deserving of special thanks, Williams said, include Sweeney; Jacob Nadal, director for preservation; Matthew Martin of CMD and the entire CMD staff; Paul Capel of the Copyright Office; A.J. Johnson of the Facility Services Division; Hill Montague and Kenneth Hall of the Security and Emergency Preparedness Directorate; and Robert Jones and Maria Ferguson of the Office of the Chief Information Officer. Williams also credits Lavonnie Johnson of GSA and the GSA leasing team for being flexible and supportive during the shutdown. ■

# Digitized Congressional Documents Released Online

The Law Library of Congress, in collaboration with the U.S. Government Publishing Office (GPO), has digitized 287 volumes of the United States Congressional Serial Set and made them available on the Library's website.

The release is part of a decade-long partnership to digitize more than 15,000 volumes of the U.S. Congressional Serial Set – the reports and documents of the House and Senate, including proposed legislation, committee reports and issues under investigation – dating back to the first volume published in 1817. The Law Library and GPO began this multiyear digitization effort two years ago.

This first public release contains selected volumes from the [69th Congress \(1925-27\)](#). GPO is also uploading volumes from the serial

set in phases for public access on govinfo.gov, the agency's site for authentic, published government information.

There are approximately 15,735 volumes and 12 million pages in the collection.

"We are immensely proud and excited about the release of the first set of digitized volumes ... from the 69th Congress," said Law Librarian of Congress Aslihan Bulut. "The collaboration with GPO has been a very successful partnership. ... Our determination to expand open access to these seminal, primary sources will continue."

The Law Library is inventorying and digitizing the serial set, while the GPO is cataloging each document and authenticating the digital files.

"GPO is proud of our continued partnership with the Library of Congress on this latest digitization initiative," GPO director Hugh Nathaniel Halpern said. "Making these first volumes ... available gives the public easy access to the historic events of the Congress in a responsive format at home or on mobile or desktop devices."

Notable topics and information in the current release relate to the Teapot Dome scandal; aviation regulations; Smithsonian Institution reports; and establishment of the Shenandoah and Great Smoky Mountains national parks.

The remaining volumes will be released throughout the next decade.

[Read more.](#) ■

# Reorganization Eliminates Library Services

The Library Collections and Services Group (LCSG) has announced a reorganization that eliminates Library Services and creates two new service units within LCSG: Researcher and Collections Services (RCS) and Discovery and Preservation Services (DPS).

Each service unit will be led by an associate librarian who will report directly to Robin Dale, the deputy librarian for Library Collections and Services. Until new appointments are announced, Dale will serve concurrently as the acting associate librarian for RCS and DPS.

RCS brings together in close alignment the Collections Development Office, the Special Collections Directorate, the General and International Collections Directorate and the National Audio-Visual Conservation Center. The John W. Kluge Center also joins this unit. Its central charge is to build the national collection and provide improved access to engaged users.

DPS brings together the Acquisitions and Bibliographic Access Directorate, the Digital Services Directorate and the Preservation Directorate. Its central charge is to improve user discovery by leveraging new metadata, digitization and preservation workflows as electronic

and digital collections expand.

The Law Library, the National Library Service for the Blind and Print Disabled, the Financial Management Directorate and the Organization Management Directorate within LCSG are unaffected by the reorganization. ■

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## HELP SPREAD THE WORD: OF THE PEOPLE GRANTS

Help spread the word about three new grant opportunities with the Connecting Communities Digital Initiative (CCDI), part of the Of the People program. Individuals and educational and cultural institutions are invited to help amplify the stories of communities of color at the Library.

The grants will fund a minority-serving higher education institution; a library, archive or museum; and an artist or scholar in residence. The CCDI team will host a series of public webinars to provide information and answer questions about the grants.

For more information, visit the Of the People [blog](#).

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## HAVING TECHNICAL ISSUES?

The Office of the Chief Information Officer's service desk is staffed around the clock with technicians ready to help. Contact [ocioservicedesk@loc.gov](mailto:ocioservicedesk@loc.gov) or (202) 707-7727.



Camilla Williams

## Camilla Williams

*Camilla Williams manages the Cataloging in Publication (CIP) and Dewey programs.*

### **Tell us about your background.**

I have worked at the Library for my entire career, beginning in July 1990. I started as a part-time deck attendant in the Newspaper and Current Periodical Reading Room. Then, I was a library technician in the Binding Office, after which I was a cataloging technician in the History and Literature Cataloging Division.

Later, I was selected to participate in the Affirmative Action Intern Program as a whole book cataloger in the Political Science, Sociology and Anthropology Section of the Social Sciences Cataloging Division. In 2018, I earned a bachelor's degree in information systems management from the University of Maryland Global Campus with a minor in digital media and web technology.

### **What attracted you to the Library, and what do you do now?**

Books – books brought me to the Library. As a child, I would visit the Library with my parents, who also worked (and met) here. I knew that I wanted to work at the Library. I just loved seeing all the books on the shelves and knew that I

wanted to work with them.

For nearly 15 years now, I have worked in the CIP program. I started as a program specialist and am now the new CIP and Dewey program manager.

The Library's CIP program – located in the Acquisitions and Bibliographic Access Directorate (ABA) – supports libraries nationwide by cataloging books in advance of publication.

Months before a book goes to print, publishers apply to CIP to receive the familiar block of bibliographic data that appears on the verso of a book's title page – details such as the book's author, title, subjects and International Standard Book Number. For e-books published simultaneously with print books, staff generate metadata.

The CIP team provides the bibliographic information to the publishers as well as libraries and book vendors, which helps to get the word out about new books.

In return, publishers submit published titles – print and electronic – to the Library, saving U.S. taxpayers millions of dollars every year from the Library not having to purchase books submitted through the program.

The Dewey program develops, applies and assists in use of the Dewey Decimal Classification by assigning Dewey numbers to monographic and serial titles in English and Western European languages. The program supports libraries that classify their collections according to Dewey, including U.S. libraries, especially public and school libraries, and many foreign libraries.

I truly enjoy being able to see and catalog books before they are published. I've added many books to my wish list to purchase as a result of my job.

### **What are some of your standout projects?**

One of my standout projects originated when the CIP program began accepting e-books from publishers in July 2014. It turns out that some publishers send not only the e-books they are required to send, but also additional e-titles. I advocated for keeping the unsolicited e-books, which made our backlog of unprocessed e-books grow.

Until the pandemic and expanded telework, CIP program staff processed the e-books as time allowed. During the pandemic, I developed a workflow and documentation to train teleworking staff across ABA and other divisions to process the e-books. As a result, our backlog was greatly reduced, and over 100,000 CIP e-books are now available to Library staff and on-site to patrons through the Stacks system.

Whenever I do a presentation on the CIP e-books program, I always give a fun fact about the first e-book accepted by the program: "The Ugly Caterpillar" by Carl Sommer.

### **What do you enjoy doing outside work?**

I enjoy photography and reading, especially audiobooks.

### **What is something your co-workers may not know about you?**

I am a recent convert to digital journaling and scrapbooking. I use photos saved to the cloud and my iPad to create digital scrapbook pages of vacations, photo walks or photography challenges that I participate in. At the end of the year, I have the pages printed in a physical book to remember the events that happened throughout the year. ■

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## **FEDERAL HOLIDAY ON OCT. 11**

The Library recognizes Columbus Day, Oct. 11, as a federal holiday. Employees on complex or maxiflex schedules for whom Oct. 11 is not a regular workday are entitled to an "in lieu of" holiday on Oct. 12.



## Taru Spiegel

Taru Spiegel, 70, of Silver Spring, Maryland, passed away unexpectedly from cardiac disease on Sept. 10. Over a long career, she worked as a copyright examiner and a reference librarian, and she was a founding member of the Library of Congress Professional Guild.

Spiegel was born on Nov. 26, 1950, in Vaasa, Finland, to Lulu and Onni Rauha, Quakers who participated in many humanitarian and charitable causes. As a result, Spiegel grew up across Europe and Africa.

After graduating from high school in Finland, she lived in several other countries, including Japan, before moving to the United States. Here, she attended the University of Maryland, College Park, and earned a Ph.D. in political science and public administration in 1982.

Afterward, Spiegel worked as an examiner in the Copyright Office and then as a reference librarian. Most recently, she worked in the Latin American, Caribbean and European Division, where she published blog posts and connected patrons to services.

Spiegel was a warm, humble, intel-

ligent and generous person who always wanted to nurture and support others. She was a dedicated career woman, caring friend and enthusiastic mentor. She was also a loving, attentive mother. Spiegel's empathy, kindness and hard work touched the lives of many people.

She valued her local Finnish American community and was active in events at the Finnish embassy in Washington, D.C. Other favorite activities included reading (especially Agatha Christie novels), cross-stitching and studying the history of European royal families. She also enjoyed music, ballet and operas, preferring older renditions with "the best singers and dancers" to some flashier, more recent productions.

Spiegel had an infectious sense of humor; she often laughed and joked about life's absurdities and could find humor in even the most bleak situations. She loved her cat, Elsie.

Spiegel was preceded in death by former husband, Paul Spiegel, her daughters' father, who died in 2020. Spiegel's beloved husband, Anton Fanflik, whom she married in 2009, died in 2011.

Spiegel's survivors include her daughter, Alia Spiegel; son-in-law, William ("Charlie") Knecht; step-daughter, Melina Winter-ton; step-son-in-law, Larry Peck; brother, Tapani Rauha; and sister-in-law, Maija Rauha. She is also survived by Anton Fanflik's daughters, Patty Fanflik and Missy Fanflik-Fogle.

Because of the COVID-19 pandemic and Spiegel's international network of family and friends, no funeral will be held. Instead, visit her [online memorial](#) page to share memories, photos, videos and stories for others to view and appreciate. ■

## Mongolian Studies Librarian Honored



Middle East and South Asia Section

**Battsetseg Batmunkh, foreign minister of Mongolia (from left); Saruul-Erdene Myagmar; and Khurelsukh Ukhnaa, Mongolia's president.**

Saruul-Erdene Myagmar of the Middle East and South Asia Section (MESA) received the prestigious medal of the Order of the Red Banner of Labor on Sept. 22. The president of Mongolia, Khurelsukh Ukhnaa, presented the award to him in New York during the 76th session of the United Nations General Assembly.

Myagmar received the honor for his extraordinary contributions to Mongolian studies in the U.S. and his advancement of Mongolian language and culture worldwide.

Myagmar founded the Mongolian Culture Camp in Bloomington, Indiana, in 2007. He also established the largest Mongolian studies conference in North America and co-organizes its annual conference with the Asian Division and the Smithsonian Institution. In addition, Myagmar writes for a national newspaper in Mongolia, contributing articles on language, culture and the history of Mongols.

Myagmar joined MESA in 2019 as its first Mongolian librarian. MESA is part of the Asian and Middle Eastern Division in the Acquisitions and Bibliographic Access Directorate. ■

**Your Employee Personal Page (EPP) is at  
[www.nfc.usda.gov/epps/](http://www.nfc.usda.gov/epps/)**

## DIRECTIONAL PLANS, CONTINUED FROM 1

optimize its resources and measure the impact of its efforts.

Directional plans lay out exactly how each service unit will contribute to those goals while fulfilling its own unique mission. In early 2019, the first set of directional plans took effect. Service units have since updated and extended their plans annually. The just-released plans apply to fiscal 2022–26.

Directional plans share a service unit's goals, objectives and priority initiatives, but they also "go deeper," Houghton said. For work planned, they spell out specific actions, timeframes, requirements and measures of success. "Collectively, the plans create the Library's path forward," she said.

A few examples: The Law Library's 2022–26 plan details how, when and with what resources the library will carry out initiatives including a stacks modernization project, crowdsourcing of metadata for digitized holdings and improved reference services drawing on distance-learning techniques.

"These projects seek to expand access to or discoverability of collections or services – a major strategic goal of the Library – but through the specific lens of the Law Library," Houghton pointed out.

Other service units' plans are similarly crafted. At the start of the fiscal year, Library Services was reorganized into two new service units: Discovery and Preservation Services (DPS) and Researcher and Collections Services (RCS), each with its own directional plan.

For DPS, major fiscal 2022 goals include kicking off implementation of the new Library Collections Access Platform (L-CAP), an effort to expand access to digitized collections and rights-restricted works, and furthering BIBFRAME, the ongoing initiative to make Library catalog records searchable on the internet.

RSC's document highlights plans

to engage on- and off-site users in innovative ways, initiate a broad assessment of strengths and gaps in the collections and continue an aggressive arrears-processing initiative.

To support development of directional plans, SSPM sends out guidance in February to service units about reviewing and refining their plans. While planning is underway, service units determine performance goals for the next fiscal year and assess how best to manage risks associated with planned work.

This year, service units submitted draft plans and performance goals to SPPM over the summer, and SPPM staff offered feedback on how to fine-tune targets, measures, language of goals and other plan elements.

Once service units returned their updated plans, SPPM prepared them for review by Librarian of Congress Carla Hayden and Mark Sweeney, principal deputy Librarian of Congress. Then, Sweeney met with each service unit head to discuss the plans and performance goals. Afterward, finalized plans and performance goals for the coming year were entered into Compass, the Library's system for tracking and reporting progress.

Throughout the year, SPPM analyzes performance across the Library, and each fall it produces a document, "The Implementation Roadmap," showing progress toward strategic goals.

Obviously, staff are central to the Library's ability to realize goals. Different service units have different ways to get the word out to staff about their plans, goals and objectives.

Working with Carl Hoff, an analyst in the Organization Management Directorate, the Law Library set up an internal working group this year to develop its directional plan, and it solicited input from staff.

"So, Law Library staff already feel included in the process," Law Librarian of Congress Aslihan Bulut said.

Going forward, the Law Library will emphasize the plan's objectives through informational meetings, both in individual offices and at the all-staff level, and through newsletters and at-a-glance flyers distributed by email and on the intranet.

"We look forward to ... advancing this living, breathing document," Bulut said.

Earlier this year, as part of an ongoing effort to measure the impact of its planning program, Library Services surveyed its staff and found that about 60 percent were at least somewhat familiar with its directional plan, while 40 percent were less so. Those who had spoken with supervisors about it were more likely to have awareness and perceive the plan as directly relevant to their work.

This fiscal year, therefore, DPS and RCS unit leaders will encourage supervisors to discuss directional plans with staff and invite them to share their insights. Managers will also employ at-a-glance flyers, newsletters and customized presentations to keep the plan and its connection to everyday work front and center.

"We want staff to understand the critical roles they play in achieving the mission and realizing the future of the largest library in the world," Robin Dale, deputy librarian for Library Collections and Services, said.

Now that the Library's strategic plan is in its final two fiscal years, SPPM is preparing to initiate an update, a process that directional plans, and all the work behind them, will accelerate.

"The Library's next strategic plan will be shaped in great part," Houghton said, "by the planning and decisions captured in the service units' directional plans." ■