2014-16 Strategic Plan

The Library Of Virginia [202]

Mission

As the Commonwealth's library and archives, the Library of Virginia is a trusted educational institution. We acquire, preserve, and promote access to unique collections of Virginia's history and culture and advance the development of library and records management services statewide.

Vision

The Library of Virginia will inspire learning, ignite imagination, create possibilities, encourage understanding, and engage Virginia's past to empower its future.

Values

Finance

Financial Overview

The Library's primary funding source is General Fund appropriations. The majority of the Library's General Fund expenses represent transfer payments to local government for state aid to public libraries. Additionally, the Library earns special nongeneral fund revenue from storage fees charged to agencies and courts for document and records storage and from local circuit court records' preservation fees. The Library also receives federal grant funding through the Library Services and Technology Act (LSTA) of 1996. This grant promotes access to learning and information resources of libraries.

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	27,323,154	10,528,377	27,418,926	10,549,559
Changes to Initial Appropriation	0	0	0	0

(Changes to Initial Appropriation will be 0 when the plan is created. They will change when the plan is updated mid-biennium.)

Customers

Anticipated Changes to Customer Base

The Library of Virginia expects to see a steady increase in its customer base as the population grows and customers learn of increased availability of archival and bound resources from the collections, and especially due to the increase in the number of electronic resources Virginians can access remotely through FinditVA and the Library's website. Technology will become an even more critical factor for the Library in meeting customer needs in the future due to the burgeoning demand for online accessibility to Library information, resources, and services. A growing understanding of the requirements for the maintenance and storage of permanent records will continue to increase the number of requests for storage of original archival records and requests for consultation on records management and collection development.

Current Customer List

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Consumer	Visitors to the Library of Virginia	215,000	225,000	Increase
Consumer	Virginia library card holders	4,579	4,808	Increase
Consumer	Users of Library's web site	2,500,000	3,500,000	Increase
Consumer	In person Library researchers	20,341	20,951	Increase
Consumer	Exhibtion vistors	15,000	20,000	Increase
Consumer	Lecture, program, and event attendees	4,100	4,305	Increase
Local or Regional Government Authorities	State and local government officials	1,835	1,835	Stable
Local or Regional Government Authorities	Local governments and agencies	213	213	Stable
Local or Regional Government Authorities	Governments of cities and towns	351	351	Stable
Local or Regional Government Authorities	Circuit Court clerks	120	120	Stable

Local or Regional Government Authorities	Regional authorities	114	127	Increase
Local or Regional Government Authorities	State and local records officers	1,486	1,486	Stable
Local or Regional Government Authorities	Museums, historical societies and cultural institutions	467	467	Stable
Non-Profit Agency (Boards/Foundations),	Local library boards, foundations, and friends groups	210	210	Stable
Organization	Public library systems	91	91	Stable
Organization	Academic and special libraries	95	95	Stable
Organization	State document depository libraries	11	11	Stable
State Agency(s),	State agencies, boards, and commissions,	194	194	Stable
Student	Students and teachers	36,000	39,600	Increase

Partners

Name	Description
ExLibris Users of North America (ELUNA), OCLC, VIVA, RLG, and the Richmond Academic Library Consortium	Information Technology Management requires partners to meet the needs of our customers
Lyrasis	Lyrasis is a library consortium that provides group discounts and consortial savings from more than 157 vendor partners, educational support, and access to library-specific technological advice.
National Endowment for the Humanities	The Library is one of eight public and academic libraries receiving grant support to develop an Internet-based searchable database of US newspapers now in the public domain. The Library will provide the National Digital Newspaper Program with content from historically significant Virginia newspapers published between 1860 and 1922.
Cultural and educational institutions	The Museum of the Confederacy, the Black History Museum of Virginia, the Poe Museum, and the University of Richmond's Osher Institute, to name only a few. The Library cosponsors numerous lectures and other public programs with these institutions.
Organizations whose missions are closely tied to the Library's mission	Among these groups are the Friends of the Virginia State Archives, the Virginia Genealogical Society, the Genealogical Research Institute of Virginia, VIVA, the Mid-Atlantic Regional Archives Conference, the State Historical Records Advisory Board, the Society of American Archivists, and the National Association of Government Archives and Records Administrators.
James River Writers Festival	Works closely with the Library's Annual Literary Awards program
Museums across the state of Virginia	The Library travels exhibitions to every part of the state, especially serving smaller venues with its African American Trailblazers and Virginia Women in History Programs.
Library consortia	Other strategic partners include the state document depository libraries, the United States Government Printing Office, the Virtual Library of Virginia, the Richmond Academic Library Consortium, the Association of Southeastern Research Libraries, and the Joint Subcommittee Studying the Public Records Act - (HJR 6).
Library of Congress, the National Endowment for the Humanities, the Institute for Museum and Library Services, the Huntington Library, the American Antiquarian Society, and ProQuest/University Microfilms International	These are partnerships initiated to make effective use of Library facilities and equipment and to access the expertise of highly specialized institutions.
ProQuest/University Microfilms, Ann Arbor, Michigan	A public-private partnership that provides access to a variety of subscription on-line databases available in the public reading rooms and microfilm services for 200 daily and weekly Virginia newspapers.
All agencies of state and local government throughout the Commonwealth.	Includes the circuit court clerks; the Circuit Court Clerks Association; and the Auditor of Public Accounts.
Civic Groups	HOME (Housing Opportunities Made Equal), Hope in the Cities, the League of Women Voters, the Links, the University of Richmond Bonner Center for Civic Engagement
Conservation-Preservation Vendors	Etherington Conservation Services Conservation Center, the Backstage Library Work's Digital Collection and Preservation Services Division
EBSCO	A public-private partnership; provides information access and management solutions through group purchase of print and electronic journal subscriptions and e-commerce book procurement.
The Virginia Department of Education	Collaborate on development of educational resources and promotions of same to

	schools across the Commonwealth
The Virginia Foundation for the Humanities	Continue to fund specific educational programs and work with the Library through Encyclopedia Virginia
Vendors – ExLibris, Internet Archive, EMC, Cisco and Pharos	There are a number of contracts with vendors that provide services and products, which are necessary to meet the needs of our customers. For example, technology vendors for infrastructure hardware, software, support and maintenance and service providers for services such as website preservation and internet connectivity.
Virginia Informational Technologies Agency (VITA).	The Library has a close working relationship with VITA, the state's central information technology agency, and Northrop-Grumman, their PPEA partner. The Library is currently working with VITA to ensure that decisions made by that agency are compatible with the Library's responsibilities with regard to the retention of electronic public records.
Virginia library community	Virginia's ninety-one public library systems, local and state government agencies, the Virginia Library Association, the Virginia Public Library Directors Association, the Virginia Community College System and the Institute of Museum and Library Services are among the Library's partners in this service area.
YBP Library Services	Provides acquisition services for books published by academic institutions and supporting collection management and technical services through a public-private partnership.

Agency Goals

• **Collections: Strengthen and preserve the Library's collections and expand accessibility for the benefit of users.**

Summary and Alignment

Develop, preserve, and provide access to the world's most significant collection of books, manuscripts, public records, journals, newspapers, photographs, government documents, and other materials documenting the history and culture of Virginia as well as its unique place in American and world history. The Library is proactive in continuing to update its collections by purchasing new titles, subscriptions to periodicals in print and electronic format, manuscripts and rare books that come on the market through auctions and dealers, and by soliciting gifts from individuals and organizations. The Library conserves and preserves the materials in its collection and makes them accessible by cataloging, arranging, describing, creating finding aids, loaning materials to users through interlibrary loan, and by creating numerous access points in the Library's reading rooms and on the Library's web site.

Objectives

» **Expand the collections**

Description

Expand the collections of the Library of Virginia to reflect the chronological and cultural breadth of the Commonwealth's rich historical legacy.

Objective Strategies

• Assess collections to insure that they meet the research and informational needs of users.

• Benchmark the collections of the Library of Virginia against other institutions with similar missions to document Virginia's past in order to determine the collection areas unique to the Library as well as those where further development efforts will make the greatest impact without duplicating the work of other repositories.

• Collect to maintain the most comprehensive historical record of the Commonwealth's history and culture throughout its past and up to the present time with an emphasis on an inclusive representation of the full range diversity among her citizenry.

Measures
No measures currently linked to this objective

» **Maintain the highest standards of conservation, preservation, and security**

Description

Maintain the highest standards of conservation, preservation, and security in caring for the print and archival collections of the Commonwealth.

Objective Strategies

• Maintain a rigorous program of collections assessment and conservation to maintain a high degree of preservation throughout the collections.

• Identify rare, high value, fragile, and frequently used collection items and create microfilm and digital copies to ensure their availability on the premises, through inter-library loan, and online without compromising the preservation and security of the originals.

• Complete a comprehensive inventory of collections throughout the main library facility and the State Records Center and develop a plan to maximize storage capacity for up to ten years.

• Develop a detailed Collections Disaster Response Plan covering the broad range of potential catastrophes as well as specific guidance in responding to each.

• Identify the full range of security issues and develop guidelines to help staff in addressing each.

• Develop a collections security training program for staff.

Measures
No measures currently linked to this objective

» **Expand access to resources**

Description

Expand access to the Library's physical and digital resources through on-site, inter-library loan, and digital access programs.

Objective Strategies

• Assess the collections to insure that they meet the research and informational needs of users.

• Identify and make effective use of the latest technologies to enhance access to collections and resources.

Measures
♦ Number of items from the Library's collections served to users in print, manuscript, microform, and digital formats.

• **Service: Deliver courteous, accurate, and efficient information services to our customers.**

Summary and Alignment

The Library seeks to excel in all areas of its service to the citizens of Virginia and patrons around the world. The Library strives to deliver accurate, timely, and friendly service in the areas of information reference, archives and records management, education, consultation related to the Library's archival collections, and consultation services with Virginia's public libraries. Service is a key part of the Library's vision to "engage Virginia's past to empower its future" by helping Virginia's citizens understand and appreciate the significance of Virginia's history, culture, and literary heritage.

Objectives

» **Achieve and maintain a high level of customer satisfaction.**

Description

Achieve and maintain a high level of customer satisfaction by increasing the efficiency and effectiveness of customer service.

Objective Strategies

• Assess the needs of major customer groups and constituencies through ongoing collaboration and interactions.

• Develop and implement a new public service plan focused on quickly and effectively addressing customer's information needs.

• Provide continuing training on customer service skills.

• Measure customer satisfaction through online and in-person surveys at point of service delivery.

Measures
♦ Percent of satisfied customers

» **Engage and educate citizens**

Description

Engage and educate citizens and attract new customers through outreach and interpretive programs.

Objective Strategies

• Provide interactive and stimulating programs, workshops, social media and other forms of outreach to educate the public about the Library's resources and collections.

• Assess outreach programs that promote understanding of the collections and information content at the Library.

Measures
No measures currently linked to this objective

» **Improve the quality of information resources and library services**

Description

Improve the quality of information resources and library services in Virginia's public libraries.

Objective Strategies

• Provide advice, assistance and counsel to public library staff, trustees, and supporters to improve services and develop useful collections of library materials.

Measures
♦ Attendance at public library programs

- ◆ Circulation of children's library materials

- ◆ Circulation of public library materials.

- ◆ Number of articles viewed, downloaded or printed from the Find It Virginia databases

- ◆ Number of public library visits

» **Provide assistance to Virginia's public libraries**

Description

Provide assistance to Virginia's public libraries in order to foster quality library services to all Virginians.

Objective Strategies

• Promote and encourage attendance at library development workshops, training sessions and the annual meeting for public library directors.

• Provide individualized assistance and consultation.

Measures
- ◆ Number of professional contacts, site visits, and workshop attendees with the Public Libraries of the Commonwealth.

» **Enhance the effectiveness of Virginia's records management program**

Description

Enhance the effectiveness of Virginia's records management program by providing agencies with information and training materials on the proper handling of public records.

Objective Strategies

• Increase awareness of the records management program by offering training to agencies and presenting at professional workshops and conferences.

Measures
No measures currently linked to this objective

- • **Organizational Excellence: Position the Library to effectively embrace new challenges and increasing responsibilities.**

Summary and Alignment

The success of the Library of Virginia depends on a strong foundation that supports all employees and nurtures a flexible leadership culture. We must develop a staff that shares a set of core values around service, efficiency, open government, and professional ethics.To achieve organizational excellence we must be responsive, adaptable, and integral to the communities we serve.

Objectives

» **Maintain and enhance an efficient and effective technology infrastructure.**

Description

Maintain and enhance an efficient and effective technology infrastructure.

Objective Strategies

• Plan for projected growth and cost-effectively implement new systems as appropriate to provide improved access and additional secure storage.

• Continually enhance security of systems and information with hardware and software solutions to prevent breaches and data loss, as well as strong security policies documented and enforced by a dedicated Information Security Officer.

• Efficiently manage and support infrastructure, systems, software and data, including patches, updates, upgrades, access and migration.

• Investigate and implement new technologies and methods for providing storage, access and data presentation, including increased use of social media, cloud services, remote hosting, and tablet support.

Measures
No measures currently linked to this objective

» **Increase earned, non-general and general fund revenues**

Description

As an organization that relies on public tax-payer support as well as the contributions of private individuals, corporations and foundations, the Library of Virginia will ensure that both public and private support are allocated to the areas of greatest need and that such support is aligned with Library's mission and vision for the future. Increasing our revenues will allow the Library to better serve our customers by expanding collections, increasing access to our collections, and delivering programs and exhibitions that demonstrate the power and depth of our unique collections.

Objective Strategies

• Work closely with the Library of Virginia Foundation to coordinate efforts and improve marketing to attract and cultivate patrons and potential donors.

• Develop a legislative agenda to advance the Library's key role in promoting citizen engagement with Virginia's government, history and culture and in promoting consulting services to public libraries and state and local agencies.

• Identify and write proposals for grant opportunities that will support and enhance the funding of our collections, access and program projects.

• Promote the Library's records storage services and continue to search for cost effective strategies to increase revenue from the program.

Measures
♦ Per cent of records destroyed within 6 months of receipt of record destruction form (RM-3)

♦ Percent change in earned and grant revenue

» Encourage a culture of continuous improvement and accountability

Description

For the Library of Virginia to move forward we must plan carefully and utilize our resources wisely to our users' best advantage. We must reexamine our business processes and reevaluate the benefits of our programs so that we are working in the most efficient and cost effective manner..

Objective Strategies

• Develop and implement an on-boarding program to foster an understanding of Library culture and build a foundation of knowledge about our mission, vision, goals and objectives, and the organizational structure, functions, and policies.

• Develop and implement a training program to build leadership and management capacity.

• Reinforce the practice of program and organizational assessment to all staff.

• Identify a core set of metrics to support the mission, vision, and strategic plan.

Measures
No measures currently linked to this objective

• **Educational Readiness and Achievement: Engage and educate parents, teachers, and learners through programming designed to enhance early literacy readiness and to provide access to quality education resources for prekindergarten and K12 children.**

Summary and Alignment

This goal is critical in fulfilling the Library's mission to provide Virginians with access to the most comprehensive information resources and to elevate levels of educational preparedness and attainment of Virginia's citizens.

Associated State Goal

Education: Elevate the levels of educational preparedness and attainment of our citizens.

Associated Societal Indicator

Educational Attainment

Objectives

» Increase the number of children who participate in the Winter Reading Program

Description

Increase the number of children who participate in the Winter Reading Program. "Snuggle with a Book" is a one-month winter reading program for young children. The Library of Virginia will provide print materials to support the program in English and Spanish.

Objective Strategies

• Partner with public libraries to promote and offer the Winter Reading Program.

Measures
♦ Number of participants in winter reading program

» Increase the number of children and teens who are served by public libraries through out-of school programs and summer reading programs.

Description

Increase the number of children and teens who are served by public libraries through out-of school programs and summer reading programs.

Objective Strategies

• Partner with Science Museum of Virginia, Virginia Department of Education, Virginia Historical Society, Virginia Partnership for Our of School Time, and other state agences and five public library systems to initiate a pilot summer learning program for Virginia.

Measures

- Number of participants in summer reading program and out-of-school programs

» **Support the parent as a child's first teacher by implementing Early Literacy Activity Centers in public libraries and providing training on their use.**

Description

The Library of Virginia has created and placed over 100 Early Literacy Activity Centers in public libraries throughout Virginia. These centers include educational items that parents may use in the safety of the library to promote early learning through play. This is an ongoing project that began in 2010.

Objective Strategies

• In 2015 the Library of Virginia and the Virginia Department of Education will conduct a series of workshops to educators and libraries on the use of the centers.

Measures
- Increase number of participants in training workshops in the use of Early Literacy Activity Centers

Major Products and Services

The LVA provides informational, educational, and research services and products for the citizens of the Commonwealth, state and local government, non-profit organizations, and individual users around the world. LVA's services include:

- Consulting services and training on the retention, storage, and conservation of records to 545 state and local agencies and more than 1,800 records officers to ensure that they manage Virginia's public records in accordance with the Virginia Public Records Act.

- Access to government records and other collections through an array of guides, finding aids, and catalogs in a variety of formats, including searchable databases and digital collections on the Web.

- Information and reference services on a wide array of subjects accessible both in-person and through contacts by mail, e-mail, telephone, and fax.

- SOL-based educational products and programs provided both in-person and online including publications, exhibitions, symposia, and conferences.

- Extensive consulting services to Virginia's ninety-one public library systems and to other libraries in areas such as library administration, planning for excellence, children's and youth services, trustee responsibilities, and technology.

The Library will continue to adapt its products and services to the needs of a public that is increasingly accessing information online by mounting more digital content and adapting in-person services.

Performance Highlights

The demand for digital access to collections and information is increasing exponentially as reflected in the increasing usage of Find It Virginia databases and other LVA resources. The Library continues to support this growth by devoting significant resources to increasing the number of items/pages preserved through microfilming and digitization.

According to research published in the journal, American Scientist, 95% of learning occurs outside of the classroom. Furthermore, this learning outside the classroom is critical to success in the classroom. Virginia recognized the importance of learning outside the classroom and provided for a system of library service to both enhance and support formal education. The Library of Virginia and the 91 public library systems provide a variety of services to support educators as well more informal learning opportunities. The Winter Reading Program as well as early learning activity centers in public libraries ensure that students enter school ready to learn with the necessary pre-reading skills. The early literacy workshops provide training for children's librarians, daycare providers and head start teachers on fun activities to develop needed skills. The Summer Reading Program helps students maintain and improve reading skills over the summer. Find It Virginia provides students with a core set of resources available at school, at the library, and at home. These are heavily used by K12 students in completing homework assignments. Find It Virginia also provides online homework help in math, reading and writing.

Staffing

Authorized Maximum Employment Level (MEL)	198
Salaried Employees	123
Wage Employees	20

Contracted Employees	0

Key Risk Factors

Changes in Customer Behavior and Use

The expectations of our current and future customers - the public, government, and other libraries - will significantly shape the Library's programs and budgets in the 21st century. Many of the reference services that users expected from us in the past are now provided by other online content sites. The Library's in-person visitation has remained robust. At the same time, online visitation has exploded. As with other cultural institutions nationwide and internationally, the Library must reconsider the role of the physical library and adjust services accordingly. This will likely mean a significant transformation of the Library's public service areas to accommodate different expectations and needs as well as further investment in technology to satisfy online users.

Technology

The content of government records is rapidly moving toward "born-digital" formats, and users are increasingly demanding digital access to collections and information. The issues of storage, migration, and access are continuous needs due to the uncertain stability of the fragile electronic formats. Since 2010, the number of these records has grown by 250 percent, to a current total of nearly 40 million. Library analysis estimates another 100 percent increase over the next four years.

Workforce

The Library continues to experience a staffing shortage that cuts across all areas of the Library. The number of filled positions has reached a seventeen-year low with 36.4 percent of our 198 authorized positions currently vacant. Approximately 15 percent of our staff are eligible for unreduced retirement, and we are unlikely to replace many of these due to the current economic uncertainty, restrictions on hiring and budgetary reductions. Our vacant positions combined with potential retirements over the next five years in our professional librarian and public service areas, presents the real possibility for a drastic loss of institutional knowledge. Concerns grow over workforce retirements and the resulting skill gaps. With so much uncertainty around hiring and retirement eligible employees, the Library will face challenges to its training budgets and how we transform our services to continue to meet the needs of the citizens of the Commonwealth.

Collection Growth

The collections have grown exponentially since the Library's move to the new building in 1997, through legislative mandate, purchase, and donations. The Library's printed collection has grown to 2,319,988 books, periodicals, newspapers, pamphlets, government publications, microforms, and other materials. The archival collections have expanded from 73,000 cubic feet (approximately 109 million manuscript items) to nearly 79,392 cubic feet (or approximately 119 million items) today. Taken as a whole, the Library of Virginia's holdings comprise the most comprehensive collection devoted to Virginia history, government, and culture in the world, documenting the unique role that Virginia has played in the American experience.

Management Discussion

General Information About Ongoing Status of Agency

The Library's primary focus is on improving in-person and online customer service, reorganizing staff to create efficiencies in its workforce, planning for physical changes to our public spaces for both visitor convenience and security, and reviewing the collection plan. The Library concluded a major re-evaluation of its strategic goals and objectives, and the plans are now being reviewed for implementation. The Library anticipates changes in its in-person service model requiring the refitting of all public spaces, and architectural firms have been identified for consultation. Likewise, anticipation of future user needs will require changes to the Library's organizational structure, especially in light of workforce realities. Plans for expanding collections capacity at the current Library building are in place and will be implemented over the next year. Planning will begin soon on storage needs for the longer term preservation of the Commonwealth's records.

Information Technology

IT Investments underway include:

Computer Room Refresh: The Library needs to upgrade our computer room to reflect the needs of our new technology infrastructure, yet does not need the full computer room that was designed when the building opened in 1997. A Hot Aisle Containment System (Hotbox) is a unique and proven design that meets our current and future needs, with a much smaller footprint, better security and significantly less energy consumption. This system is optimized for the server systems that we have purchased through our capital outlay "Storage Acquisition and Refresh" project.

Electronic records/Digitization: This continuing project focuses on LVA's mandated responsibility to store and make accessible permanent archival materials received in all formats. Born-electronic and digitized records are collected, processed, cataloged, stored and made available. The technology needs related to these functions continue to grow at an accelerating pace.

IT Plans include:

Virtual Environment Growth: To save money and increase efficiency and availability, LVA's virtual environment has grown and will continue to grow to meet user needs for fast, seamless, anytime access to Library resources.

ILS/DAM Replacement: LVA's Integrated Library System and Digital Asset Management systems will be replaced with more robust, fully-integrated systems. A Unified User Interface will allow users fully-searchable system-independent access to Library resources through a single interface. A strategic planning workgroup has been formed and is researching and investigating alternatives.

BYOD Support: The Library's Reading Rooms currently provide WiFi service to patrons, so we encourage them to "bring your own device". As the number of different devices that patrons use continues to grow, the requirement for hard-wired PCs may decrease, but patrons will expect their devices to seamlessly connect to LVA applications for their research. The Library's applications need to be continually updated to meet these changing needs.

Statewide Digital Collections Portal: This project aims to develop a statewide system for the ingest, management, description, and delivery of local digital content for theVirginiapublic library community.

Estimate of Technology Funding Needs

Workforce Development

The Library recognizes the challenges we face in staffing and employee development over the coming years. We employ a predominately professional and para-professional staff required to have advanced education and specialized training. Turnover has remained relatively low; however the average age of our staff creates the potential for a large segment to retire in the next five years. The loss of institutional knowledge is perhaps the most difficult issue to overcome. While training and education can enhance staff performance, nothing can replace corporate memory once a staff member has retired.

To address some of these issues, the Library provides training and educational opportunities as funding is available for interested employees. Cross training is also recommeneded as a means for employees to gain new skills and make them more competitive for internal vacancies. Our strategic planning process has involved a large number of staff across all areas of the Library on planning committees to address issues such as how we deliver service to patrons, work space planning, leadership and development training along with traditional training opportunities. We review each recruitment opportunity to ensure we are recruiting positions that will assist in meeting our strategic goals. We review our retention strategies including teleworking and alternative/flexible schedules as a means to reduce turnover.

Physical Plant

Library of Virginia's collections are stored in environmentally controlled archives storage areas utilizing the latest technology to provide the environmental conditions and security measures necessary to preserve and protect the collections, while providing for public access to the maximum extent possible. At the current rate of expansion of the archival collections, we expect to reach our maximum storage capacity in approximately two years. The agency has been studying options to increase the capacity of the existing space, and we have discovered that wider shelving that will fit the current shelving system is commercially available. Installation of the wider shelves would allow us to dramatically expand the capacity of our current space by as much as twenty years. Capital funding in the amount of $900,000 has been provided to cover the cost of procuring and installing the wider shelves. This project will be completed within the next year.

The Library of Virginia Building was fitted with an extensive video surveillance system when it opened in 1997. Although we have taken steps to update the video surveillance system components, additional areas need to be monitored and remote monitoring of the video will enhance the security of our collections and the safety of our staff and visitors. Capital funding in the amount of $150,000 has been provided to cover the cost of expanding the video surveillance system. The expansion is in progress and will be completed this year.

Since its move to a new building in 1997, the Library has seen a strong upsurge in visitors. The Library's visitation has grown from an average of 55,000 visitors per year in the old location to 225,000 in the past fiscal year. In 1997, the digital era was in its infancy. People who needed information usually had to go somewhere to get it. With the advent of smart phones, blogs, and digital access to almost everything, expectations have changed. Our ongoing review of the agency's strategic plan has brought us to an awareness that the physical arrangement of the public spaces of the Library of Virginia Building does not adequately support the programming and access needs of our visitors. The Library of Virginia Foundation engaged the architectural firm HMA2 to help us visualize the possibilities for transforming our space. The focus of this effort was on the evolving needs of our users and on the impact that the Library can have on the vitality of the downtown community around us. Our goal is to develop a more attractive and customer-focused research and learning environment that can adapt quickly to changing needs and be a dynamic presence that attracts people of different ages and backgrounds to downtown to experience all that we have to offer.

Supporting Documents

Title	File Type

Management of Public Records [13701]

Description of this Program / Service Area

Under the Virginia Public Records Act, the Library of Virginia has the responsibility for managing the records generated by all agencies and branches of state and local government. The Library consults with a network of more than 1,800 records officers across the state to develop retention schedules for agency documents; trains agency records officers in records management principles (including the latest electronic records management issues), practices, legislative requirements, disaster planning, and business recovery; operates a State Records Center that offers secure, low-cost storage for inactive records and security microfilm; provides confidential shredding services for the destruction of outdated records; and arranges for the transfer of records with permanent historical value to the state archives.

Mission Alignment

This service area aligns with the agency's objectives to strengthen and preserve the Library's collections and expand accessibility for the benefit of the user. As such, the management of public records is critical in fulfilling the Library's mission to provide citizens with the most comprehensive information resources about their history and government and to preserve Virginia's historical and cultural legacy. The effective and efficient management of Virginia's public records ensures government information will be retained and available to Virginians when they need it and records of historical significance will be permanently preserved.

Products and Services

Description of Major Products and Services

- Development and promulgation of records retention and disposition schedules: A retention schedule describes the records created and held by an agency or administrative unit, establishes a timetable for the life cycle of the records series, prescribes an ultimate disposition for the records, and serves as the legal authorization for the disposition of public records. All agencies of government must have a current retention schedule in place to ensure proper records management.
- Consulting services: The Library provides guidance and assistance on the effective and efficient management of public records to all state and local agencies and their designated records officers.
- Electronic records: The Library is developing standards and guidelines for the secure storage of public records that are generated in digital format. The stipulations found in agency retention schedules apply to electronic as well as paper records, but retaining electronic files for future use in an age of rapidly changing technology poses numerous new issues and challenges, such as e-discovery.
- Training: The Library offers training for state and local records officers, in Richmond and at selected locations across Virginia, and online, in the basic principles of records management, the management of electronic records, legal requirements, and vital records/disaster planning.
- Records storage: The Library operates the State Records Center, located in Henrico County, which provides secure, climate-controlled storage for inactive public records and for low-use archival records. Agencies pay fees that are competitive with those charged in the private sector to store their records in the Records Center until the retention period for the record series has expired.
- Access to records: The State Records Center staff pick up and deliver agency records at no charge within the Richmond Service Area. The staff will pick up records outside of the Richmond Service Area for a quoted fee. They will deliver requested records via a commercial courier for those agencies outside of the Richmond Service Area with the cost of delivery charged to the agency.
- Media storage: The State Records Center contains a secure, climate-controlled vault area in which media copies of permanent state and local records are housed. Agencies often need to obtain copies of the materials contained on this film, and Records Center staff handles these requests.
- Quality control: Records Center staff routinely inspect security copies of media on arrival from the vendor, to be certain that the media is a faithful representation of the original documents and could be reproduced in the future, should it be needed.
- Confidential destruction of records: The State Records Center offers secure shredding services, to ensure that official records are destroyed safely and confidentially at the end of their life cycle.

Anticipated Changes

- Increased demand for training and consultation services, due to the legislative requirements of the Health Insurance Portability and Accountability Act (HIPAA) and the Family Educational Rights and Privacy Act (FERPA), as well as media coverage of records-related scandals such as Enron/Arthur Anderson, passage of the Sarbanes-Oxley Act, and the recent e-discovery-related changes to the Federal Rules of Civil Procedure.
- Expand confidential destruction services at the State Records Center to include computer media such as hard drives and tapes.
- Provide long-term high security storage of computer media.
- Promote higher degree of compliance in fulfilling the proper treatment of records as defined by appropriate Records Retention and Disposition Schedule once the period of retention has been met.

Factors Impacting
Insufficient staff to provide all the consulting, training, and scheduling needs of state and local agencies and to fulfill all the mandates of the Virginia Public Records Act.

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	621,918	257,281	621,918	257,281
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title   **File Type**

Management of Archival Records [13702]

Description of this Program / Service Area

The management of archival records implements the Virginia Public Records Act by providing preservation and enhanced access to approximately 119 million original archival records of Virginia's state government, circuit courts, citizens, counties, cities, and towns. The program ensures that microfilm and other media copies of permanent records meet national standards for long-term preservation. This service area (and corresponding budget allocation) is closely related to Service Area 13704, Archival Research Services, which manages the remaining two-thirds of the archival program dealing with state records and private papers.

Mission Alignment

This service area aligns directly with the Library's mission to provide citizens with access to the most comprehensive collection of archival information about Virginia and its history. The effective and efficient management of Virginia's public records ensures that government information will be retained and available to Virginians when they need it and that local records of historical significance will be permanently preserved and accessible.

Products and Services

Description of Major Products and Services

- Access to archival records: In order to provide researchers with access to the valuable archival records from Virginia's local and state governments and private individuals and entities, Library staff must organize the collections, place them in a logical arrangement, create accurate finding aids, and enter authoritative online catalog records into searchable databases for easy retrieval.
- Preservation and conservation: Original archival materials frequently come to the Library showing the results of years of custodial neglect. Preservation or conservation treatment is frequently required before the material can be accessed by the public.
- Consultation on archival records management: Staff provides expert consultation services to state agencies, the citizens and private institutions of the Commonwealth, circuit courts, counties, cities, and towns on the management of archival records, including the inventory, assessment, conservation, storage, and security requirements for records deposited in the Library or held within local courthouses and other facilities.
- Quality control: The Library's security storage service provides quality control inspection of microforms of permanent records produced from a variety of sources and the monitoring of conditions suitable for long-term storage of electronic and other preservation media.

Anticipated Changes

- The increase in the number of electronic records created by governmental bodies requires careful planning for storage, monitoring for degradation, maintenance of integrity, and software compatibility – all issues for which there is not a ready answer and will require increasing amounts of research, education, funding, and staff time.
- The Technology Trust Fund established by Section 17.1-279 of the Code of Virginia encourages development and implementation of land records automation plans and for clerks of court to provide remote access to land records throughout the Commonwealth. Archival preservation and storage of these important permanent records will be a focus in future planning for this service area.

Factors Impacting

- Continuing transfer of traditionally formatted [i.e., paper] archival materials requires staff time, supplies for archival housing, and storage space. Rapidly decreasing storage capacity within LVA facilities requires careful monitoring.
- Funding for archival materials requires adequate and consistent funding support.
- The growing prevalence of alternative formats [digital, electronic, video, sound] present new and often costly challenges to staffing and supply needs. Maintenance and specialized storage requirements are issues that must be faced. The rapid increase in "born-digital" archival materials presents an enormous challenge – the issues of storage, migration, and access are continuous needs due to the uncertain stability of fragile electronic formats.
- With the increasing demand for the online availability of records from the collection, there is an increasing demand for staff to provide ready access through the Internet and other technological means, as well as the necessity for maintaining material in an age of rapidly changing technology.
- Consultation and research assistance is affected by changing local and national economic conditions. Increased costs of gasoline, for example, can result in fewer visits to localities by Library staff. Since an important funding source for this service area is revenue generated by fees collected at the time of recording of certain legal documents, programs and services are being impacted by a decline in recording activities.
- The accelerating growth of e-media will require a digital records center for the secure storage of inactive state and local digital records.

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	100,000	2,462,677	100,000	2,462,677
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title   **File Type**

Historical and Cultural Publications [13703]

Description of this Program / Service Area

The Library of Virginia's historical and cultural outreach program, which dates back to 1905, coordinates the agency's publishing activities as well as its exhibitions, educational outreach, and other public programming. The program includes coordination of the Library's lectures, book talks, symposia, and workshops; publication of the Library's magazine *Broadside*, and other print publications; K-12 programs including an annual teacher's symposium, the Brown Teacher's Research Fellowship, and tours and programs with students; an extensive on-site and traveling exhibition program; content development for the Library's Web site *Virginia Memory* and for other online partnerships such as *Encyclopedia Virginia*; and assistance with the Library's annual literary awards competition.

Mission Alignment

This service area directly fulfills the Library's mission to preserve the legacy of Virginia's culture and history, thereby significantly contributing to public access to the most comprehensive information resources for and about Virginia. This service area also meets the Library's strategic objective to offer stimulating educational programs to educate the public about the Library's resources and collections.

Products and Services

Description of Major Products and Services

- Historical and genealogical research workshops, publications, and symposia that promote our resources and train researchers to use our collections to their full potential.
- Publication of *Broadside*: The Library of Virginia's quarterly magazine which captures the exciting work of the Library's and Foundation's staff members, highlights the rich collections of the Library, provides timely notice and marketing for Library programs and events, and aids private fundraising for every facet of the Library mission.
- Editorial assistance with the agency's multiple informational publications, including the Library's E-newsletter, annual reports, brochures, and an extensive series of print and online research notes and guides.
- Extensive series of popular lectures, symposia, and other public events highlighting important new fiction and non-fiction by Virginians as well as discussions of the historical dimensions of important topics by nationally known writers, teachers, and business, community, and government leaders.
- Development of a wide range of web resources for students, teachers, and researchers for inclusion on the *Virginia Memory* webite, offering essays, research guides, documents, and pictorial materials that can be used in part to support Virginia's Standards of Learning.
- Develop, test, and present programs and products for K-12 students and teachers, including an Annual Teacher's Symposium and the Brown Teacher's Research Fellowship, educational materials for all major exhibitions, and lesson plans, guides, and other products for use with K-12 students tied to primary sources from the rich holdings of the Library.
- High-quality exhibitions that highlight the Library's extensive holdings and explore important facets of Virginia's history and culture by using the most effective techniques to translate that content to a broad audience and K-12 students.

Anticipated Changes

- Program development requires greater collaboration across Library departments and with outside partners to maximize the audience reached and the quality of our product.
- Consortia will increasingly become the most effective way to coordinate and develop wide-ranging, complex educational and content initiatives, such as the Library's current partnership with *Encyclopedia Virginia*.
- The Library's strategic plan calls for more robust statewide programming; interest in traveling exhibits and in distance-access to lectures and other public programs will continue to grow and will require additional resources and innovation in content delivery.

Factors Impacting

- Citizens' and government's growing need for e-access to Library resources requires an ever-increasing need to convert traditional print materials to electronic format.
- Keeping pace with this product demand will substantially increase pressures on the Library's budget, in some cases requiring dual-format or "born-digital" publication.
- Developing, designing, and mounting additional materials to the Library's website creates substantial additional demand on the Library's publications and information-technology programs.
- The rapid pace of technological change will also require that the Library designate sufficient budget resources in order to re-position its publication and educational programming initiatives.
- This change will likewise require significantly enhanced training in digital-content development and revised staffing assignments, so that multiple departments can together address a variety of specialized tasks formerly completed within a smaller group.

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	501,463	171,401	501,463	171,401
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Archival Research Services [13704]

Description of this Program / Service Area

The Library's research services program implements the Virginia Public Records Act by providing protection and enhanced access to original state and local government and Virginia-related personal, business, organization, and church archival items in the Library collections. It also provides research assistance and collection access to the general public, specialized researchers, media, other information providers, and to Virginia state and local governmental agencies seeking information from approximately 119 million original archival items in the Library collections dating from the earliest settlement of Virginia to the present.

Mission Alignment

The service area aligns directly with the Library's mission and strategic objective to provide access to the Library's comprehensive collection of archival information about Virginia and its citizens.

Products and Services

Description of Major Products and Services

- Provide convenient, accurate, and customer-friendly service to patrons seeking access to information resources and the archival records that make up the documentary heritage of the Commonwealth. Provide this service both in-person and through contacts by mail, e-mail, online chat, telephone and fax.
- Produce and disseminate collection guides, reports, and finding aides, research notes, bibliographies, and authoritative online catalogue records to facilitate the fullest access to information and the valuable materials in the collections of the Library of Virginia.
- Processing, arrangement and description of original archival items to promote access to this material by researchers within the Commonwealth and around the world.
- Develop the resources and collections of the Commonwealth, not only the Code-mandated collection of Virginia state agency records, but also Virginia-related, non-governmental materials that compliment those collections and provide a more intimate/human face to history by documenting the thoughts and daily activities of individual Virginians.

Anticipated Changes

- Streamlining and simplifying the libraries registration procedures and access to information and staff expertise will be implemented through a new service plan. At the same time, planning for changes to the physical layout of the Library's public spaces will be ongoing.
- Increased creation of electronic records requires careful planning for storage, monitoring for degradation, maintenance of integrity, and software compatibility – all issues for which there are no ready answers and will require increasing amounts of research, education, funding, and staff time.

Factors Impacting

- The assumptions and expectations of users of information have changed significantly with the rise of Google and online research products such as Ancestry,com Customers not only expect a more seamless research experience but also frequently (and incorrectly) assume that most information is online.
- The increasing demand for the online availability of records from the collection has brought about an increasing demand for staff to create access points as well as the necessity for maintaining this material in an age of rapidly changing technology. It also highlights the need to seek collaborations and partnerships with other information providers.
- Consultation and research assistance is affected by changing local and national economic conditions. Increased costs of gasoline, for example, can result in fewer visits to the Library by families traveling on vacation. The same conditions can contribute to increased contacts by mail, telephone, fax, e-mail and online chat.
- Continuing transfer of traditionally formatted (i.e., paper) archival materials requires staff time, supplies for archival housing and storage space. Funding for materials and rapidly decreasing storage capacity within Library facilities are issues which continually need attention.
- The advent of alternative formats (digital, electronic, video, sound) present new and often costly challenges to staffing and supply needs. Maintenance and specialized storage requirements are issues that must be faced. The rapid increase in born digital archival materials presents an enormous challenge: the issues of storage, migration, and access pose continuous concerns due to the uncertain stability of fragile electronic formats and constantly changing technology.

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund

Initial Appropriation for the Biennium	1,364,371	548,290	1,364,371	548,290
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Conservation-Preservation of Historic Records [13705]

Description of this Program / Service Area

The Library of Virginia's conservation-preservation program provides for the repair, stabilization, cleaning, reformatting, and storage of significant manuscript, printed, pictorial, art, and other special collections. The program increases access and enhances the Library's collections through professional stewardship of a vigorous conservation-preservation program comprising several public-private partnerships as well as maintaining a professional conservator on staff. Partnerships with Etherington Conservation Services, of Greensboro, North Carolina, extend the effectiveness of our in-house conservation program by offering an wide array of specialized conservation laboratory services that broaden the Library's ability to address incredible range of conservation issues encountered through such vast and diverse collections, while the partnership with H-F Group Bindery Services for collection-specific binding, boxing, and other protective measures for archival collections as well as books, periodicals, and other printed materials.

Several other preservation partnerships pertain to the Library's efforts to offer digital access to collection items in order to ensure that original items are not damaged through frequent use and handling as well as to broaden the availability of the Library's collections through online access. The partnership with Backstage Library Work's Digital Collection and Preservation Services Division, of Bethlehem, Pennsylvania, for highly technical microfilm, digitization, and other archival-quality reformatting services available onsite and in specialized facilities, while the Public-private partnership with the Huntington Library of San Marino, California, and the American Antiquarian Society, of Worcester, Massachusetts, to duplicate by microfilm Virginia-related manuscript and newspaper collections located in their collections. Other cooperative programs focused on newspaper-preservation include a public-private partnership with ProQuest/University Microfilms of Ann Arbor, Michigan, for the detailed reformatting and preservation of Virginia newspapers, as well as the Library's association with the National Digital Newspaper Project, a long-standing collaboration between the Library of Congress and the National Endowment for the Humanities to establish an electronic resource, to stabilize, conserve, reformat, and provide online access to Virginia newspapers;

The Library also provides consultation and coordination services for the Capitol, the Executive Mansion, and Capitol Square agencies for the care, conservation, and exhibition of painting, sculpture, and other artwork.

Mission Alignment

This service area aligns with the agency's objectives to strengthen and preserve the Library's collections and to expand accessibility for the benefit of the user. The service area also meets several of the Library's primary strategic objectives by increasing and enhancing the Library's collections through professional stewardship of a vigorous conservation-preservation program, managing and preserving Virginia's public records according to the highest archival standards and practices, and utilizing the latest technology and the highest technical standards to safeguard the Commonwealth's irreplaceable historical and cultural collections.

Products and Services

Description of Major Products and Services

- Full-service Conservation Laboratory facilities, for the mending, stabilization, de-acidification, and cleaning of manuscript and printed paper items.
- Full-service Reformatting Laboratory facilities, for the preservation reformatting of Library collections to film, microform, and electronic format.
- Full-service Media Services for the quality control, inspection, and secure archival storage of microform, photographic, electronic, audio, and video materials.
- Full-service consultation and coordination for conservation-preservation of the Commonwealth's painting and sculpture collections.

Anticipated Changes

- Customer demand for online historical resources increased with the Commonwealth's four-hundredth anniversary, placing additional pressure on conservation-preservation workflow and resources. This demand is expected to continue to increase due to the growing computer literacy of the public at large and their expectations for increased digital access to the Library's assets.
- The demand will likewise require significantly enhanced training in conservation-preservation and reformatting procedures and revised staffing assignments, so that multiple departments can together address a variety of specialized tasks formerly completed within a smaller group.
- The growth of product demand will also significantly increase the Library's reliance on public-private partnerships, which with adequate funding will provide several opportunities to increase services substantially while effectively investing resources.

Factors Impacting

- Citizens' and government's increasing demands for e-access to Library resources require that web-mounted collections are first conserved, then scanned, organized by meta-data, archived electronically, and later migrated to other digital platforms.
- Keeping pace with this product demand substantially increases pressures on the Library's traditional conservation-preservation budget.
- Significantly escalating the number of conserved and reformatted materials available on the Library's website places substantial additional

- demand on the Library's information technology infrastructure.
- The rapid pace of technological change will require that the Library designate sufficient budget resources in order to maintain its conservation-preservation infrastructure.
- In addition, the breadth of expertise now required for the laboratory conservation of rare materials, the preservation of that material by specialized microform and digital reformatting for ready access, and the safe, secure storage of the resulting electronic files all necessitate a range of knowledge and experience never before required on such a scale. Moreover, the expertise needed is highly marketable, which in turn raises critical issues related to recruitment and retention.
- Increased agency and public demands for electronic access via the web to archival collections will increasingly impact on the staff time, agency's technological infrastructure, and available funds for conservation-preservation. Traditional formats will continue to be created and need attention but funding for mounting and making accessible as well as permanently maintaining electronic records has not been added to our budget.

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	396,561	251,933	396,561	251,933
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title   **File Type**

Circuit Court Record Preservation [13706]

Description of this Program / Service Area

The Library of Virginia's Circuit Court Records Preservation (CCRP) program provides the staff and grant support necessary to inventory, organize, process historical local records collections, as well as to provide services in the areas of archival storage, conservation-preservation, reformatting, security, and public access to Virginia Circuit Court manuscript and other collections. The program also establishes guidelines for managing and preserving Circuit Court records and grant funding to assist localities in the preservation, organization, processing, reformatting, and access to Circuit Court records. The Chancery program provides online access through the Library's web site to digital copies many local records collections from the maintenance of a personal-name index to an immense range of pre-1913 Circuit Court chancery records.

Mission Alignment

This service area directly fulfills the agency's goal to strengthen and preserve the Library's collections and expand accessibility for the benefit of users. The service area also meets several of the Library's primary strategic objectives by increasing and enhancing the Library's collections through professional stewardship of a vigorous conservation-preservation program, managing and preserving Virginia's public records according to the highest archival standards and practices, and utilizing the latest technology and the highest technical standards to safeguard and provide access to the Commonwealth's irreplaceable historical and cultural collections.

Products and Services

Description of Major Products and Services

- Guidelines and procedures for the records retention and disposition of Circuit Court Records.
- Expert consultation services on the inventory, assessment, conservation-preservation, storage, and security of Circuit Court Records.
- Grants program to fund the onsite assessment, organization, processing, reformatting, and public access to Circuit Court Records.
- Cooperative program with the Virginia Information Technologies Agency (VITA) to offer state contract services for the conversion of Circuit Court Records to digital format for online access and to microform for long-term preservation.
- Full-service Reformatting Laboratory facilities, for the preservation reformatting of collections to microform and electronic format.
- Full-service Media Services for the quality control, inspection, and secure archival storage of microform, photographic, electronic, audio, and video materials.
- Expert archival services for the organization, processing, storage, reformatting, and public access to Circuit Court Records deposited at the Library of Virginia.
- Permanent secure storage at the Library's State Records Center of electronic, microform, or other preservation media used in reformatting Circuit Court Records.
- Online and print finding aids and other research guides to Circuit Court Records at the Library of Virginia and in localities.
- Open research access within each locality's Circuit Court Clerk's office and within the Library of Virginia to collections processed and reformatted according to stringent archival standards.
- Open access through the Library's web page to a personal-name index to an immense range of pre-1913 circuit court chancery records and images.

Anticipated Changes

- Customer demand for reformatted materials, particularly to electronic media, will guide much of the Library's thinking as it revamps its Circuit Court Program to provide these much-needed services.
- The Library will also assess and enhance its Circuit Court Grants Program in order to be as responsive as possible to changing needs ranging from basic archival services such as collection inventory to wide public access to digital collections.
- The growth of product demand will also significantly increase the Library's reliance on public-private partnerships, which with adequate funding will provide several opportunities to increase services substantially while effectively investing resources.

Factors Impacting

- Virginia's Circuit Courts sustained significant budget reductions in 2002, 2008, 2009 and 2010 that have not been restored. At the same time citizens' and government's increasing need for rapid e-access to information, especially court records, places considerable pressure on already stretched fiscal and staff resources, which in turn will affect the Library's Local Records Program—with far higher needs for consultation, archival, and reformatting services.

- In particular, digital scanning is growing at an unprecedented pace. Circuit Court Land Records, for example, are being fully scanned and made available online at a remarkable rate. This will also lead to significantly heightened expectations for other major scanning efforts.

- Traditional paper records, however, remain very much a part of each Circuit Court and increasingly consume valuable space and staff attention. Thus these older materials will still require organization, processing, reformatting and space.

- The rapid pace of technological change coupled with the Library's long-standing archival responsibilities will require that the Library somehow designate sufficient budget and staff resources to address its now two-fold mission to care for electronic and paper records.

- In addition, the breadth of expertise now required for collecting, organizing, and archiving electronic records requires skill sets never before required on such a scale, which in turn raises critical issues related to recruitment and retention.

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	1,000,000	0	1,000,000
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title   **File Type**

Cooperative Library Services [14201]

Description of this Program / Service Area

The Library of Virginia, as the state library agency for the Commonwealth, is charged with fostering cooperation and networking among the state's public, academic, special, and school libraries. The Library fulfills this function in a myriad of ways: participating in consortia such as the Richmond Academic Library Consortium and the Virtual Library of Virginia initiative; participating as a net lender in a statewide interlibrary loan program; and planning, preparing materials for, and training library staff to conduct summer reading programs for children and youth and winter reading programs for parents of children ages 2-4. The Library's primary cooperative activity consists in providing Virginia citizens (including kindergarten through high school students) with round-the-clock access to a cluster of information databases known as Find It Virginia that offer a wide array of information on current events, world and American history, education, health, business, government, and the media – to name only a few. The Library negotiates the licenses for and manages and maintains these databases, which would not otherwise be available to Virginians.

Mission Alignment

This service area is critical in fulfilling the Library's mission to provide Virginians with access to the most comprehensive information resources and to be the lead library agency in the state, fostering cooperation among all libraries including the ninety-one public library systems, K-12 teachers and students, and the community colleges.

Products and Services

Description of Major Products and Services

- Licensing agreements that provide access for Virginia libraries and citizens to a series of powerful research databases known as Find It Virginia. Included in this grouping are a wide array of GaleCengage Learning and ELibrary databases with citations and full texts of newspaper, journal, and magazine articles, bibliographies, research papers, business reports, radio transcripts, and many other Internet resources. None of these are available to individuals on their own, but are made possible through federal IMLS funding administered by the Library.
- Materials, planning, and training workshops for a statewide Summer Reading Program for children and young adults and Winter Reading Program for parents of children ages 2-4 that are made available through Virginia's local public libraries.
- Literacy/Early Childhood Education
- The Library participates as a net lender in a statewide and national interlibrary loan network, sharing the Library's resources with readers and researchers across the state and the country and obtaining for government officials, agencies, and LVA patrons works that the Library does not own. This service helps libraries in Virginia avoid duplication and maximize the buying power of their extremely limited fiscal resources.

Anticipated Changes

- Increased focus on out of school learning particularly with partners such as the Science Museum with emphasis on STEM and STEAM learning

Factors Impacting

- Limited staff resources
- Declining funding at local, state, and national level

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	189,647	2,269,840	189,647	2,269,840
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title   **File Type**

Consultation to Libraries [14203]

Description of this Program / Service Area

The Library's library development and networking program provides expert consultation and advice to libraries across the Commonwealth in areas such as library administration and management, services to children and youth, trustee development, support groups such as friends of libraries, technology, planning, networking, and library construction. The primary constituency for these services are the ninety-one public library systems in Virginia, but services are also provided to school library media specialists, local governments and boards, state agency libraries, library foundations, and professional organizations.

Mission Alignment

This service area fulfills the Library's mission and goals by providing assistance and counsel to foster well-managed public libraries offering high quality services.

Products and Services

Description of Major Products and Services

- Virginia Public Library Extranet, a web site of resources for Virginia public library directors and staff.
- Listservs for library directors, youth services, and staff.
- Bibliostat, a statistical tool for tracking vital information about Virginia's libraries, which is reported annually to the federal government.
- Continuing education programs for librarians and library staff in areas such as technology, networking, planning, and other topics.
- Workshops and training for trustees of local libraries.
- Publication of the Virginia Public Library Trustee Handbook, a resource guide for those who set policy for Virginia's public libraries
- Expert consulting services to libraries in areas such as library administration, library governance/trustees, children and youth services, effective use of technology, the federal e-rate program, and working with library advocates (such as Friends groups and foundations).

Anticipated Changes

- Increased focus on new library directors and developing skills of mid-level managers
- Training focused on the 2014 Competency Index for the library field

Factors Impacting

- The Library has limited staff resources to devote to library development activities. With additional staff, services could be expanded in areas that would greatly assist public libraries.
- The Library's library development and networking activities are entirely dependent on the federal LSTA program. Should this funding stream cease, Virginia's library development program would have to seek state funding or be drastically curtailed.
- The impending retirement of the baby boom generation is expected to create a shortage of librarians, particularly librarians with management experience to serve as library leaders, as fewer young people are entering the profession at the present time.
- Changing demographics, particularly the aging of Virginia's population and its increasing diversity.
- Technological changes that cannot always be predicted have a profound effect on library services and library planning.
- An independent study has recommended changes that impact services including continuing education, standards, training needs, and funding.

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	241,460	540,004	241,460	540,004
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title	File Type

Research Library Services [14206]

Description of this Program / Service Area

This service area comprises those technical and public service components necessary to provide sophisticated management of a growing collection of over 2.8 million published volumes of monographs, serials, and newspapers, digital resources, state and federal documents, as well as unique and rare collections of prints, maps, photographs, engravings and other works of art and make information from and about these Library holdings readily available to the general public, specialized researchers, media and other information providers, and to Virginia state and local governmental agencies. Services included are the cataloging of the general and special library collections, physical management and delivery of the collection to customers on demand, direct and indirect research services for those seeking information from or about the collection, administration and management of the Virginia State Documents Depository System, and participation in the Federal Depository Library Program.

Mission Alignment

This service area is critical in fulfilling the Library's mission to provide Virginians with access to the Library's comprehensive information resources and aligns with the Library's strategic objective of achieving and maintaining a high level of customer satisfaction. It also directly fulfills the agency's goal to strengthen and preserve the Library's collections and expand accessibility for the benefit of users. The service area also meets several of the Library's primary strategic goals by increasing and enhancing the Library's collections through professional stewardship of a vigorous conservation-preservation program, managing and preserving Virginia's public records according to the highest archival standards and practices, and utilizing the latest technology and the highest technical standards to safeguard and provide access to the Commonwealth's irreplaceable historical and cultural collections.

Products and Services

Description of Major Products and Services

- Research services: Logical arrangement, accurate finding aids, authoritative online catalog records, and responsive reference, retrieval and delivery services make it possible for users to access and obtain information from the valuable materials in the collections of the Library of Virginia.
- Collection development: Staff seeks currently published and rare materials worldwide that are published about Virginia or written by Virginians, as well as published material that contributes to an understanding of Virginia's people, history and culture.
- Collection guides, reports, and finding aides, research notes, and bibliographies: These products are produced by the staff to describe and aid in the use of collections, as well as provide periodic information on recently received materials.
- Documents Depository Program: The State Documents Depository Program provides the citizens of the Commonwealth with free access to publications produced by state government agencies, boards, commissions and other government entities by collecting and distributing publications to 11 designated depository libraries around the state. The Library also serves as a depository library for federal publications, receiving, processing, and providing access to 46 percent of all printed and electronic publications issued by the federal government.
- Consultation and research assistance: This service takes place both in-person and through contacts by mail, e-mail, telephone and fax. Because of the specialized knowledge acquired in many areas, such as rare books, staff can provide information requested, copies of sources requested, or make referrals to additional resources.

Anticipated Changes

- Streamlining and simplifying the Library's registration procedures and access to information and staff expertise will be implemented through a new service plan. At the same time, planning for changes to the physical layout of the Library's public spaces will be ongoing.
- Anniversaries such as the Civil War sesquicentennial and the approaching commemoration of the founding of Virginia House of Burgesses in 1619, as well as the increasing popularity of genealogy continue to generate demand for the use of library historical resources, reference services, and specialized knowledge.
- Customer demand for reformatted materials, particularly to electronic media, will guide much of the Library's thinking as demand of online accessibility

Factors Impacting

- The assumptions and expectations of users of information have changed significantly with the rise of Google and online research products such as Ancestry,com Customers not only expect a more seamless research experience but also frequently (and incorrectly) assume that most information is online.
- The increasing demand for the online availability of records from the collection has brought about an increasing demand for staff to create access points as well as the necessity for maintaining this material in an age of rapidly changing technology. It also highlights the need to seek collaborations and partnerships with other information providers.
- The exclusive ownership of many commercial reference and content databases by private companies with constantly rising fee structures has an enormous impact on information availability and services. Dwindling budgets and rising costs have limited the number and types of

databases that the Library can make available to citizens.

- The growing availability of alternative formats (digital, electronic, video, sound) present new and often costly challenges that impact budgetary, staffing and supply needs. The increasing demand for the online availability of material from the collection has affected the acquisition of sources in traditional formats. Online resources have a continuing cost that is higher than materials acquired in traditional formats.

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	2,305,827	1,294,892	2,305,827	1,294,892
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title	File Type

State Formula Aid for Local Public Libraries [14301]

Description of this Program / Service Area

This service area is responsible for administering, according to a formula specified in the Code, the Commonwealth's financial assistance program for the state's public libraries that meet the Code definition for eligibility.

Mission Alignment

This service area is critical in fulfilling the Library's mission to provide Virginians with access to the most comprehensive information resources and aligns with the Library's goal to foster quality library service in the Commonwealth.

Products and Services

Description of Major Products and Services

The State Aid grant program, with responsibility for distributing the $15.2 million state aid appropriation.

Anticipated Changes

- Library service in the Commonwealth will be affected if the state aid appropriation changes, whether increased or decreased.
- The Himmel and Wilson consultants' study of public libraries in Virginia, "Inventing the Future of Public Library Service in Virginia", includes several recommendations affecting library products and services.
- Several critical statewide library issues related to the state-aid formula (such as equalization, full funding, and collaboration/cooperation, library director certification, and internet filtering) are likely to be addressed by future legislation, requiring changes to current services.

Factors Impacting

- At the present time, the state-aid formula is not fully funded by the General Assembly, causing hardships for libraries across Virginia.
- Requirements and guidelines for state aid may be affected if the General Assembly acts on several of the recommendations contained in a 2001 JLARC study of state aid in the Commonwealth.

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	15,233,584	0	15,233,584	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title   **File Type**

Administrative and Support Services [199]

Description of this Program / Service Area

See Service Areas 19901, 19902 and 19915.

Mission Alignment

Products and Services

Description of Major Products and Services

Anticipated Changes

Factors Impacting

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	0	0	0	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title	**File Type**

General Management and Direction [19901]

Description of this Program / Service Area

This service area provides the management and administrative support essential to being a well-managed agency of the Commonwealth. The functions included in this service area are Library Board, Executive Management, Human Resource Management, Fiscal Services, Public Information Services, and Photographic and Digital Imaging Services.

Mission Alignment

These services align directly with the Library's mission by providing the human, fiscal and physical resources necessary to support the other service areas according to best-management practices and standards.

Products and Services

Description of Major Products and Services

- Provide employment, benefits, employee relations, training and compensation services to the Library staff and management as well as consultative services to public libraries directors throughout Virginia. These services support the staff and management of the Library and the public libraries of Virginia and ensure that they are well-equipped to deliver programs and services that will preserve the culture and history of the Commonwealth.
- Provide comprehensive accounting, budget, financial reporting and procurement programs, managing fiscal resources of the Library within the guidelines and requirements promulgated by the Commonwealth and in compliance with Federal program regulations.
- Provide agency brochures, the Library's E-newsletter, the Library's magazine Broadside, the bill tracker of legislation affecting libraries and the Library of Virginia, the annual report, news releases and the Library's Web site and events line.
- Provide photographic and digital imaging services including digital imaging, photography, traditional printing, microfilm prints and digital prints of maps, archival materials, papers, drawings, documents, photographs, plates, rare books, and the Commonwealth's art collection.
- Provide graphic design services for agency publications, books, documents and exhibits.

Anticipated Changes

- Increasing customer demands, both internal and external
- Increasing reporting and regulatory requirements

Factors Impacting

- Uncertain state and federal funding levels
- State and federal mandated requirements

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	5,114,209	766,110	5,207,364	778,834
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title   **File Type**

Information Technology Services [19902]

Description of this Program / Service Area

Information Technology Services provides the technology infrastructure and technological management to allow users of Library information easy, highly available and efficient access to data and systems without compromising systems security. IT supports efforts to preserve information through the use of Library technology and provides data storage and redundancy, preservation and security of digital and electronic records. IT also provides high-speed internet access and public wireless network connectivity; database applications development; website development and maintenance; social media support; policy and procedures development and implementation; and project planning and implementation support.

Mission Alignment

This service area directly aligns with the Library's mission of preserving the culture and history of Virginia and providing access to information resources about Virginia. It aligns with the Library's goals related to collections, service and organizational excellence to use appropriate technology and high technical standards to safeguard and provide access to Virginia's historical collections and information resources. This service area also aligns with the first and sixth long-term objectives established by the Council on Virginia's Future, to "be recognized as the best managed state in the nation" and to "protect, conserve, and wisely develop our natural, historical, and cultural resources". Finally, it aligns with the governor's second and third objective's to encourage innovation and to make government accessible and efficiently managed, as well as VITA's requirements that technology bring business value through constituent service, operational efficiency and strategic alignment.

Products and Services

Description of Major Products and Services

- Easy, efficient access to Library collections.
- Secure, redundant data storage and preservation.
- Management and maintenance of Library's technology infrastructure, including public Reading Rooms.
- Technical support, including administration of the Library's integrated library and digital asset management systems.
- Electronic and digital records management and policy development
- High-speed internet access and public wireless connectivity.
- Technology consulting.
- Internal project management, project planning and implementation.
- Database applications and development
- Web site development and maintenance.
- Social media support
- Management of multiple listservs.
- Business recovery and planning.

Anticipated Changes

- The demand for new services and more access continues to increase from both internal and external customers.
- Improved and broader access to data, securely and at faster speeds requires technology upgrades at an escalating pace, as well as quick adoption of new ways to present data.
- Growth and complexity of electronic resources necessitates new services to be provided, such as policy/procedure/guideline development, project management for new digitization projects, and electronic records retention and archival preservation standards and services.
- Long-term and permanent secure retention of electronic records requires new models to be tested and implemented (and sometimes invented).

Factors Impacting

- Recurring costs after initial investment in equipment, software and the Library's infrastructure.
- Uncertain funding at the state and federal level.
- Inadequate funding to meet the challenges of rapidly expanding electronic/digital record storage, security, access and long-term preservation needs. Funding priorities include both new and expanded technology and additional technical staff.
- Potential funding cuts and/or cost increases would likely reduced customer services.
- Increasing customer demands also impact service as adequate staffing levels must be maintained.
- State-mandated requirements and high costs make affordability a major issue, especially inflexibility in using state higher education and federal procurement contracts that often provide more favorable price points. The situation is further complicated by the need for VITA to generate revenue and technology decisions influenced by a private profit-driven company.

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	837,458	792,642	840,075	801,100
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Physical Plant Services [19915]

Description of this Program / Service Area

Ensures that clean, safe, and sanitary conditions are maintained in all agency offices, collection storage areas and public areas in the Library's facilities, including The Library of Virginia Building and the State Records Center, and manages the lease agreement with the Department of General Services.

Mission Alignment

These services align directly with the Library's mission by providing facility management resources necessary to support the other service areas according to best-management practices and standards.

Products and Services

Description of Major Products and Services

- Operate and maintain the agency's facilities, including the Library of Virginia Building and the State Records Center using the latest technology to provide the environmental conditions and security measures necessary to preserve and protect the rare and priceless collections of the Library, while providing the public access to the maximum extent possible.
- Provide mail and supply services, scheduling and coordination of the public meeting rooms by internal and external groups, and patron information and reception services.
- Provide housekeeping services for the Library Building and the State Records Center.
- Provide support for meetings and special events held at the Library of Virginia and oversight of a pest control program designed to protect the collections.

Anticipated Changes

- Increasing customer demands, both internal and external
- Increasing regulatory requirements

Factors Impacting

- Uncertain state funding levels
- State and federal mandated requirements

Financial Overview

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	416,656	173,307	416,656	173,307
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title	File Type