

Biennium: 2010-12 ▾

Mission and Vision**Mission Statement**

The Library of Virginia preserves the legacy of Virginia's culture and history and provides access to the most comprehensive information resources for and about Virginia.

Vision Statement

The Library of Virginia will be the Commonwealth's leader in statewide library and archival services and the world's foremost research and educational institution dedicated to the history and culture of Virginia.

Agency Values

- Public Responsibility
We carry out our public responsibilities, services, and programs with one another and the public with competence and fairness.
- Access
We endorse and promote open and timely access to the Library's resources and services.
- Diversity
We support collection development, programs, and services that reflect Virginia's diversity.
- Confidentiality
We protect the confidentiality of personal and administrative records as provided by Library guidelines and by law.
- Public Good
We conduct ourselves free of conflicts of interest and influence, recognizing that as members of the Library of Virginia we act in behalf of the public good.
- Open Discussion
As colleagues, we respect the opinions of one another and the principle of candid, free discussion.
- Knowledge and Skills
We endeavor to increase our knowledge and skills as effective Library staff members.
- Personal Responsibility
We are responsible and accountable for our actions.

Executive Progress Report**Service Performance and Productivity****Summary of current service performance**

The Library of Virginia has come a long way since the move to its new building in 1997. It has increased its visibility and the public's awareness of its programs and services. It has substantially expanded its outreach in the Richmond community and across the state by taking programming to other locales and strengthening the Library's service to all Virginians. The building has allowed the Library to mount exhibitions, host meetings and workshops, and offer a wide array of public programs, lectures, and book talks that have brought new audiences to the Library. The Library's visitation has grown from an average of 55,000 visitors per year in the old location to 215,000 in the past fiscal year. In addition, the Library's web site, which contains many finding aids, research resources, informational databases, and digital copies of documents and images has greatly expanded the Library's reach, recording more than 3.6 million user sessions last year.

The Library's current building and its off-site Records Center provide secure, climate-controlled conditions for the Library's vast printed and manuscript collections, which range from rare books and manuscripts dating from the founding of the Virginia colony at Jamestown to the latest government, business, and educational materials. The collections have grown exponentially since the Library's move, through legislative mandate, purchase, and donations. In the past seven years, the Library's printed collection has grown to 1,879,015 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 70,000 cubic feet (or approximately 105 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.

The collections, coupled with the expertise and assistance of the Library's staff, enjoy a wide and excellent reputation, and researchers who visit the Library often commend the agency for the service they receive. The acknowledgement section of virtually every new book published in the field of Virginia history contains commendation of the Library's archival, reference, and other staff and the Library's incomparable collections.

In addition to serving as the reference and research library at the seat of government and as the archival agency for the Commonwealth, the Library also provides 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 also works with 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. The Library's Records Management consulting services also include special guidance and advice on managing records in the electronic environment.

Not all areas have seen growth in recent years. Budget reductions in 2001 and 2002 and 2008 caused service curtailment in several key areas, most notably the elimination of the extremely popular Virginia Cavalcade magazine, which the Library had published since 1951; the substantial curtailment of the Library's Digital Library Program; the cancellation of numerous book orders and serial subscriptions, creating noticeable gaps in the collection; and the elimination of all state funding for Find It Virginia databases, which provide round-the-clock access to powerful information tools to all Virginia citizens.

Despite these setbacks, the Library is extremely proud of its service record and has made great strides in the past several years to improve and expand services, to heighten customer satisfaction, and to manage the agency as effectively and efficiently as possible. The Library does not rest on its laurels, but rather constantly seeks ways to refine and improve within the limits placed on it by fiscal constraints.

- *Summary of current productivity*

The Library constantly strives to increase productivity and has taken a number of steps in recent years that have made it possible to survive following the downsizing of state government since 2001. Staff access to and training in technology have been the most important productivity considerations. The Library has increased special application development and support, enabling staff to use computing power to compensate for reduced manpower wherever possible. The Library purchased and has implemented a highly sophisticated and adaptable integrated library system. Through this system, the Library has enhanced customer service, allowing researchers to search for information more comprehensively across all the collections, and has improved staff productivity in areas such as acquisitions, cataloging, and processing. In addition, the Library has implemented DigiTool, an electronic/digital records management system that provides better processing, access, and control for these collections. The Library has implemented a new OPAC to make searching our catalog more efficient and the staff intranet is constantly being updated to improve information flow and electronic access to forms. Two new websites provide much broader and easy to use access to our collections, exhibits, programs and events, and the many special services and resources we offer. The Library also regularly reviews its organizational structure and looks for ways to combine functions and positions and to streamline activities, when possible, and evaluates every vacancy that arises to determine whether there might be a better way to allocate the open position.

Initiatives, Rankings and Customer Trends

- *Summary of Major Initiatives and Related Progress*

The Library has a number of new technology initiatives underway. We are currently upgrading and expanding all of the technology in the public reading rooms, which will more effectively meet our patrons' many and diverse needs, and allow better management of these resources by agency staff. Two record management system projects are in progress. A warehouse box management system has been installed and is currently running in parallel with the old system to verify accuracy. An Archives and Imaging box and microfilm tracking system request has been submitted and is awaiting approval to begin the RFP process. This new system consolidates three systems and greatly improves accuracy and efficiency in this area. The Circuit Court Records Project continues to add millions of scanned images from locality Circuit Court documents each year and new replicated storage servers are being added to handle this influx. New POS systems are being evaluated to replace an out-dated product that can no longer meet the needs of the Library and State Records Center. Another technology initiative that the Library is committed to continuing, in partnership with Virginia's public library community, is the Infopowering the Commonwealth initiative. The Infopowering initiative was launched to promote and support public access computing, Internet connectivity, and quality information resources in all Virginia public libraries. The most important component of this initiative is Find It Virginia, a collection of research and information databases available around the clock to all Virginia libraries and to all citizens with library cards.

Finally, the Library's comprehensive study of public libraries in Virginia offers guidance on what programs and services Virginia's public libraries need in the twenty-first century. The findings and recommendations from this study will continue to guide the future direction of the Library's library development activities.

- *Summary of Virginia's Ranking*

As the sole agency in the Commonwealth with responsibility for managing the state's public records, serving as the archival agency for Virginia's historically significant documentary heritage, and administering aid funds and providing guidance to the state's ninety-one public library systems, the Library stands alone in the ranking of archival and library agencies in Virginia. Each state in the United States has a state library and a state archival agency, but Virginia's ranking among them differs depending on the element being compared (funding, population served, staffing levels, number of items in the collection, etc.).

The best location for statistical information and comparisons among state libraries in the United States can be found on the web site of the Chief Officers of State Library Agencies (COSLA) at www.cosla.org.

The Library's ranking in one service area is far from positive, and we are hopeful that we will be able to change this in the future. The Library is woefully under-funded in comparison with peer institutions throughout the state in terms of funding for resource purchases, which can be found in the service area titled Research Library Services (146-02). The Library currently ranks well below small research libraries serving only their respective student bodies (such as Virginia Military Institute, Norfolk State University, and Longwood University) and below many of the state's public libraries (such as the Central Rappahannock Regional and Chesterfield County Public Libraries). Our electronic subscription budget is approximately 4 percent of that of the University of Virginia and ranks below Southwest Virginia Community College and Averett University.

- *Summary of Customer Trends and Coverage*

Since its move to a new building in 1997, the Library has seen a strong upsurge in visitors, both actual and virtual. Visitation to the Library has more than tripled and is closely tied to the Library's ability to attract new audiences to Library services and programs. The Library has also seen a substantial increase in online users of its web site—with more than 3.6 million user sessions last year—and this segment of the customer base is expected to continue to increase as new research resources are added to the site. Library customers definitely want to see a greater number of unique Virginia documents and contents placed on the Library customers definitely want to see a greater number of unique Virginia documents and contents placed on the website, but meeting this demand continues to be a challenge due to severe budgetary constraints and staffing shortages. We have made technological improvements that are less labor intensive, such as offering wireless service for researchers with laptops in the Library's reading rooms and café area and making it possible to order copies of Library materials and photographs online. We have updated our agency website and added Virginia Memory, a new website designed as a gateway to the Library's digital collections; we have introduced a new OPAC and implemented DigiTool, a digital asset management product. We are archiving and making available Virginia government-related websites on Archive-It, and using social networking tools such as Flickr and YouTube to meet the needs and enhance the experience of our users. Together, these improvements greatly enhance the user experience, providing faster, more complete access to collections while allowing staff to respond more quickly to user requirements. Additional online content remains the key, but digitization efforts are extremely expensive and too often beyond the Library's current fiscal capability.

Moreover, without a marketing budget, the Library is not able to reach all its potential customers. We offer powerful research databases through a resource called Find It Virginia, but getting the message about these databases beyond public librarians and school teachers to the general public (who can use a Library of Virginia or public library card to access the databases without charge) has been a challenge. When customers do learn about the availability of these remarkable databases, the response is always enthusiastic. The Library, for example, provides free access to an array of databases for patrons who come to the Library to do genealogical, newspaper, or historical research; the use of these electronic resources has nearly doubled over the last two years.

There is also a large audience across the state for the Library's exhibitions, as demonstrated by the demand for several traveling panel exhibitions currently on tour, but the Library currently lacks funding and staffing to create traveling versions of our major in-house exhibitions and to coordinate their display in local libraries, museums, and other venues.

Future Direction, Expectations, and Priorities

- *Summary of Future Direction and Expectations*

Technology is the major driving force in the library and information world, and the Library must not only position itself to respond appropriately to technological changes as they occur, but also to anticipate them. It is impossible to predict the future in this arena, but certain trends are clear. The electronic age allows the Library to serve more people, much faster, and more effectively than ever before. Yet, the electronic environment has huge costs associated with it that the Library is struggling to meet. Electronic records (such as those transferred to the State Archives when Governor Warner left office) must be stored securely in perpetuity, requiring regular migration to new technologies over time (attention that paper records do not require). Providing access to these records to researchers while protecting the authenticity of the original records is also a challenge. In addition, the Library is purchasing fewer and fewer paper subscriptions to magazines and journals, preferring instead to obtain the content from these publications through subscription databases—in part because these offer powerful search capabilities that customers prefer and in part because some journals are now being published only in electronic format. In the past, if the Library purchased a paper copy of a journal and then later cancelled the subscription, the Library would still own all the issues previously purchased. Now, discontinuing an electronic subscription often means the Library loses all the content in the database and has nothing permanent in the collection to show for its past payments. The implications for this are yet to be fully addressed by libraries and publishers. There is also increasing demand from the public for access to the Internet on public computers for, among other things, accessing e-mail, preparing tax returns, or searching and applying for employment. These are among the considerations affecting the Library's planning for the future.

- *Summary of Potential Impediments to Achievement*

The Library is concerned about the inadequate level of state funding that it receives compared with other educational institutions in Virginia. Although a state agency serving all the Commonwealth's citizens, state government, and Virginia's entire public library system, we are consistently ranked among the very small academic and the mid-sized public libraries, serving far smaller constituencies, in terms of our overall collection-development budget. The Library, moreover, has only a fraction of these same institutions' funding for electronic subscriptions to journals and databases. This is a serious impediment as we attempt to meet the research needs of Virginia government and citizens.

The structure of the Library's budget as found in the Appropriation Act also serves as an impediment to government officials and lawmakers in their attempt to understand the Library's funding. The Library's general fund budget of more than \$30.3 million looks generous for an agency our size, but observers often miss the fact that this amount includes almost \$17.4 million in direct aid to local libraries in Virginia and approximately \$2.4 million that the agency pays directly to the Department of General Services to rent the Library building. This leaves the Library with about \$10.5 million of general fund allocation. Seventy-nine percent of this amount is used to cover the salaries and benefits of Library staff, leaving the agency with less than \$2.2 million to cover operations relating to the agency's service areas. The significance of having \$20 million of pass-through funding in the Library's budget is not understood by most officials and lawmakers.

Another concern of the agency is that our library development and information technology programs are funded almost entirely with federal funding through the Library Services and Technology Act. Should that funding stream disappear, two vital Library programs would be crippled.

Service Area List

Service Number	Title
202 137 01	Management of Public Records
202 137 02	Management of Archival Records
202 137 03	Historical and Cultural Publications
202 137 04	Archival Research Services
202 137 05	Conservation-Preservation of Historic Records
202 137 06	Circuit Court Record Preservation
202 142 01	Cooperative Library Services
202 142 03	Consultation to Libraries
202 142 06	Research Library Services
202 143 01	State Formula Aid for Local Public Libraries
202 199 00	Administrative and Support Services

Agency Background Information

Statutory Authority

Title 42.1 of the Code of Virginia addresses libraries in the Commonwealth and authorizes the Library of Virginia.

§42.1-1 establishes the Library of Virginia at the seat of government and directs the Library to purchase and maintain a general collection of books, periodicals, newspapers, maps, films, audiovisual materials and other materials for the use of the people of the Commonwealth as a means for the promotion of knowledge within Virginia. It designates the Library of Virginia as an educational institution and as the library and archival agency for the Commonwealth. §42.1-1(6) authorizes the Library to give direction, assistance and counsel to all libraries in the Commonwealth, to communities that wish to establish libraries, and to all citizens on issues relating to library administration, collection development, cataloging, and similar subjects. §42.1-11 authorizes the Library Board to edit, arrange, and publish materials from the Library's collections relating to the history of Virginia.

§42.1-19 declares that the Library of Virginia shall establish a depository system and send to the members thereof copies of state publications. §2.2-609 states that every agency, institution, collegial body, or other state governmental entity shall furnish such number of copies as may be designated by the Librarian of Virginia of each of its publications at the time of issue to the Library of Virginia for its collection and copies sufficient for the depository system and for exchange purposes. Title 44, United States Code, §1902-1903, provides for the gathering and dissemination of "all Federal information regardless of format that is of public interest or educational value" to the Library of Virginia through the Federal Depository Library Program.

§42.1-32.1 states it to be the Commonwealth's policy, as part of its provision for public education, to promote the cooperation and networking of all public, academic, special, and school libraries and places authority in the Library Board to assist in developing this cooperation among libraries.

§42.1-46 through 42.1-54 of the Code provides for a state-aid grant program, to be administered and distributed by the Library of Virginia under the authority of the Library Board. §42.1-52 authorizes the Library Board to develop standards under which library systems and libraries shall be judged eligible for state aid.

§42.1-76 through 42.1-91, known as the Virginia Public Records Act, establishes a single body of law applicable to all public officers and employees on the subject of public records management and preservation and attempts to ensure that the procedures used to manage and preserve public records will be uniform throughout the Commonwealth. §42.1-15, pertaining to the duties of the Librarian of Virginia, assigns the Librarian responsibility for the proper care and preservation of the Commonwealth's library and archival collections entrusted to the Library. §42.1-79 designates the State Library Board as official custodian and trustee for the Commonwealth of all public records and assigns to the State Archivist responsibility for carrying out such functions as are necessary to ensure the permanence of such records. §42.1-82 authorizes the Library Board to issue regulations facilitating the creation, preservation, storage, reformatting, and management of public records. §42.1-83 assigns the Library Board the responsibility for establishing and executing a program to inventory, assess, and reformat the official records of Virginia's counties, cities, and towns. §42.1-86 directs the Librarian of Virginia to establish and maintain a program for the selection and preservation of public records considered essential to the operation of government and for the protection of the rights and interests of persons and to make such records available to the public.

Customers

Customer Group	Customers served annually	Potential customers annually
Book stores/outlets/library acquisitions	70	90
Clerks of court	120	120
Exhibition visitors	50,000	50,000
Heritage tourism industry	85,000	85,000
Lecture, program, and special event attendees	4,000	4,500
Legislative personnel	150	200
Library visitors and researchers	215,000	225,000
Library web site user sessions	3,600,000	4,000,000
Local government agencies	351	351
Local library boards, foundations, and friends groups	224	224
Museums, historical societies, and cultural institutions	200	200
Regional authorities	5	5
State agencies, boards, and commissions	194	194
State agency resource centers	10	10
State and local agencies and officials	725	889
State and local government officials	175	300
State and local records officers	1,835	1,835
State document depository libraries	11	11
Students and teachers (tours)	1,000	1,500
Virginia library card holders	4,444,435	7,636,043
Virginia library community(academic, special, K-12, public)	5,895	5,895
Virginia Shop customers	5,100	81,200

Anticipated Changes To Agency Customer Base

Creation or elimination of government bodies: The existing customer base changes according to the establishment or abolishment of boards, commissions, or other state or local agencies that create public records.

Recognition of requirements for storage of archival records: A growing understanding among localities of the requirements for the maintenance and storage of permanent archival records increases requests for storage of original archival records and consultation on records management and collection development. A growing understanding among museum and cultural institutions of the requirements for the maintenance and storage of permanent records also increases requests for consultation on preservation management and collection development.

Increase in virtual visitation: The Library of Virginia's web site annually hosts 3.6 million user sessions, with most researchers accessing online collections, research guides, and other content-rich resources. The Library's outreach program is increasingly a part of this online educational effort, developing new content for students and teachers—especially through its Virginia Memory Project—as well as online exhibits, selected publications, and other resources, creating additional use of the web site.

Technically savvy customers: The Library of Virginia is increasingly assisting a rapidly evolving customer base. It is not, though, a change in the customer demographic but rather a change in customer orientation. Customers, irrespective of age, are technically proficient, with technically oriented expectations. Whereas in recent years most of the Library's customers accessed collections onsite or contacted the Library via telephone, letter, fax, or e-mail, the expectation now is that the agency as a matter of course adds at an increasingly fast pace substantial, high-quality resources to its web site. Customers anticipate technically sophisticated access to more and more print, manuscript, photographic, and cartographic collections—at a pace that places severe pressures on conservation/preservation efforts as well as on staff to assist customers.

Increasing popularity of heritage tourism: In 1995, a survey for American Demographics magazine found that 4 in 10 adults, or 113 million people, were at least somewhat interested in local and family history. That number grew to 6 in 10 adults by 2000. These numbers led the tourism industry and historical museum community to develop programs and events that appeal to "heritage tourism." There are few stronger programs than in Virginia. The Library of Virginia and its collections are recognized nationally as the center for the study of the Commonwealth's history, including the extremely popular field of genealogy and family history.

Litigation: Increasingly complex litigation requires exhaustive examination of state agency and locality archival records maintained by the Library. Some examinations are protracted. Library staff are routinely refining access points and making every effort to provide enhanced access to increasingly complex state government records series. Equal terms of access apply, placing pressure on the Library to meet demanding discovery schedules.

Electronic records: The substantial increase in the creation of records in an electronic format presents an entirely new set of preservation issues for archival materials. The rapidly changing world of technology combined with the requirements that archival materials be permanently preserved and accessible, presents a challenge to the Library staff, both in terms of preservation and access, as well as consultation requests from state

agencies.

Changes in Circuit Courts: Virginia’s 120 circuit courts are implementing significant changes in how they provide services to citizens and local communities. Faced with increasing demands for quick, efficient access to a wide range of court records while at the same time hampered by reduced budgets and staffing as well as often inadequate records storage facilities, the Circuit Courts are increasingly turning to the conversion of traditional paper records to digital format. The rush to digitize, in turn, places additional pressures on the Library’s Circuit Court Records Preservation Program—for grant funding, guidance, and reformatting services.

Population growth: As Virginia’s population grows, demand for additional cooperative services is expected to increase, placing a strain on the Library’s fiscal and human resources in this service area.

Demographic shifts: Demographic changes, including the large population growth in several regions of the state, immigration that adds people of diverse ethnic and cultural backgrounds, and the rapid aging of Virginia’s citizenry, will result in needed adjustments in library service within the Commonwealth and will increase the demand for additional library services and consulting services from the Library of Virginia.

Increased visitation: An increase in educational programming and a strong interest in Virginia history is expected to continue to have an impact on visitation to the Library and use of its resources.

Expanded online access to resources and services: The Library has access to an array of online databases for patrons doing genealogical, newspaper, or historical research. In addition, the growth of the National Digital Newspaper Program undertaken with the National Endowment for the Humanities will continue to increase visitation to the Library’s web site.

Increase in the number of library buildings: Library systems continue to grow even during difficult economic times. With construction costs low, systems are planning building renovations and replacements, (there are currently 354 library buildings in Virginia), and the demand for consulting services is expected to increase.

Mergers and dissolutions of regional libraries: As libraries reconfigure and reorganize themselves, these changes will have an impact on services provided by the Library of Virginia.

Increase in the number of Friends of the Library and library foundation groups: As these groups increase in number, their need for consulting services in areas such as fund-raising, mission, organizational structure, and legal issues will also increase.

Partners

Partner	Description
AIIM/The Enterprise Content Management Association	
American Antiquarian Society	
ARMA International	
Association for the Preservation of Virginia Antiquities	
Backstage Library Works	
Capital Area Library Directors	
Capitol Square Preservation Council	
Circuit Court Clerks Association	
Council of State Archivists	
Etherington Conservation Services	
Federal Emergency Management Agency	
Friends of the Virginia State Archives	
Genealogical Research Institute of Virginia	
Huntington Library	
Institute of Museum and Library Services	
James River Writers	
Library of Congress	
Mid-Atlantic Regional Archives Conference	
National Archives and Records Administration	
National Association of Government Archives and Records Administrators	
National Endowment for the Humanities	
National Historical Publications and Records Commission	
Online Computer Library Center/OCLC	
Patrick Henry Memorial Foundation	
ProQuest Information and Learning	
Richmond Academic Library Consortium	
Society of American Archivists	
Southwest Technology Group	
State Historical Records Advisory Board	

Tidewater Area Reference Librarians
 Virginia Capitol Foundation
 Virginia Foundation for the Humanities
 Virginia Genealogical Society
 Virginia Information Technologies Agency
 Virginia Library Association
 Virginia Public Library Directors Association
 Virtual Library of Virginia

Products and Services

- *Description of the Agency's Products and/or Services:*
 Public Records

Development and promulgation of records retention and disposition schedules: Retention schedules describing the records of an agency or administrative unit, establishing a timetable for the life cycle of the records series, prescribing an ultimate disposition for the records, and serving as the legal authorization for the disposition of public records. All agencies of government must have a current retention schedule in place for proper records management.

Records Management consulting services: 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 standards: 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 digital files for future use in an age of rapidly changing technology poses numerous new issues and challenges.

Training: Training for state and local records officers, in Richmond and at selected locations across Virginia, in the basic principles of records management, the management of electronic records, legal requirements, disaster planning, and business recovery.

Records storage: Operation of 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: State Records Center 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.

Media quality control: Records Center inspection of 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: State Records Center secure shredding services, to ensure that official records are destroyed safely and confidentially at the end of their life cycle.

Archival Records

Access to archival records: Access to the valuable archival records from Virginia's localities. 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 arriving at the Library often show the results of years of neglect. Preservation or conservation treatment is frequently required before other steps are taken with the material, especially access by the public.

Consultation on archival records management: Expert consultation services to 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.

Educational Products and Programs

K-12 Education Programs: Develop, test, and present programs and products for K-12 students and teachers, including an Annual Teacher's Symposium and the Brown Teacher's Fellowship (both privately funded through an endowment), 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.

Broadside: The Library of Virginia Magazine: The quarterly magazine of the Library 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.

Book Publications: Significant studies of important aspects of Virginia history and culture, including, most recently, the first book-length analysis of the development of Virginia's legislative system in the seventeenth century; documentary texts, including the recently published collection of papers of the Commonwealth's most significant seventeenth-century royal governor, Sir William Berkeley; and The Dictionary of Virginia Biography: A nationally recognized, major reference work.

Guides, catalogs, and research aids: Detailed guides and other research aids to the Library's immense archival collections, including for example the Guide to Personal Papers at the Library of Virginia, a detailed finding aid to the many thousands of private papers collections in the Library's archives.

Editorial assistance: Expert assistance for the agency's multiple informational publications, including the Library's newsletters, annual reports, brochures, and an extensive series of print and online research notes and guides.

Exhibitions: Extensive on-site and traveling exhibitions, including the immensely popular Poe: Man, Myth, or Monster, mounted in collaboration with the Poe Museum, and annual traveling panel exhibitions supporting the Virginia Women in History and African American Trailblazers programs.

Public programs: Extensive series of popular lectures, symposia, and other public events highlighting important new fiction and non-fiction by Virginians as well as discussions of important topics by nationally known writers, teachers, and business, community, and government leaders.

Web resources: Development of a wide-range of web resources for students within the Virginia Memory Project, offering essays, research guides, documents, pictorial materials, and lesson plans supporting Virginia's Standards of Learning.

Literary Awards: Coordination of the Library's highly successful annual Virginia Literary Awards competition for fiction, non-fiction, and poetry, in cooperation with the James River Writers Festival.

Archival Research Services

Conservation: Conservation of original archival items—for executive, legislative, and judicial branches of Virginia state government—for posterity.

Arrangement and description: Processing, arrangement and description of original archival items for access by researchers within the Commonwealth and around the world.

Collection development: Acquisition of Virginia-related manuscript collections, in addition to the Code-mandated collection of Virginia state agency records. These non-governmental items provide an intimate, human face to history and document the thoughts and daily activities of individual Virginians.

Research consultation and assistance: Service provided both in-person and through contacts by mail, e-mail, online chat, telephone, and fax. Staff can provide the information requested, provide copies of sources requested, or make referrals to other resources outside the Library for answers.

Presentations on collections: Service directed to interested constituent groups that may be local or national. The focus can be on the content of parts of specific collections or on collections related to specific topics. Attendance ranges from small groups to audiences of 200 or more.

Collection guides, reports, and finding aids, research notes, and bibliographies: Products produced by the staff to describe and aid in the use of collections, as well as to provide periodic information on recently received materials.

Conservation and Preservation

Conservation Laboratory: Full-service Conservation Laboratory facilities, for the mending, stabilization, de-acidification, and cleaning of manuscript and printed paper items.

Reformatting Laboratory: Full-service Reformatting Laboratory facilities, for the preservation reformatting of Library collections to film, microform, and electronic format.

Media Services: Full-service Media Services for the quality control, inspection, and secure archival storage of microform, photographic, electronic, audio, and video materials.

Conservation/preservation consultation: Full-service consultation and coordination for conservation/preservation of the Commonwealth's painting and sculpture collections.

Circuit Court Records Preservation

Records retention and disposition guidelines: Guidelines and procedures for the records retention and disposition of Circuit Court Records.

Consulting services: Expert consultation services on the inventory, assessment, conservation/preservation, storage, emergency preparedness and security of Circuit Court Records.

Grants program: Program to fund the onsite assessment, organization, processing, reformatting, and public access to Circuit Court Records.

Digitization contract: 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 Circuit Court Records collections to microform and electronic format.

Media services: Full service Media Services for the quality control, inspection, and secure archival storage of microform, photographic, electronic, audio, and video materials.

Archival services: Expert archival services for the organization, processing, storage, reformatting, and public access to Circuit Court Records deposited at the Library of Virginia.

Storage: Permanent secure storage at the Library's State Records Center of electronic, microform, or other

preservation media used in reformatting Circuit Court Records.

Finding aids: Online and print finding aids and other research guides to Circuit Court Records at the Library of Virginia and in localities.

Research access: 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.

Chancery Court database: Open access through the Library's web page to a personal-name index to an immense range of pre-1913 Circuit Court Chancery records.

Cooperative Library Services

Find It Virginia database: 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 Gale Cengage 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 online resources. None of these are available to individuals on their own, but are made possible through funding administered by the Library from the Institute for Museum and Library Services (IMLS).

FirstSearch®: Information in a wide range of subjects in 35 databases available from the Online Computer Library Center (OCLC).

NetLibrary®: A searchable collection of electronic books.

Summer Reading Program: Materials, planning, and training workshops for a statewide Summer Reading Program for children and young adults that is made available through Virginia's local public libraries.

Winter Reading Program: Materials for a statewide Winter Reading Program for parents to read to children to encourage pre-literacy skills in ages 2-4.

Literacy/Early Childhood Education: Materials, planning, and training workshops offered to support early childhood learning, including the Smart Beginnings Initiative.

Interlibrary Loan: The Library as 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 Library patrons works that the Library does not own. This service helps libraries in Virginia avoid duplication and maximizes the buying power of their extremely limited fiscal resources and assists researchers in providing resources closer to home.

Research Library Services

Research services: Logical arrangement, accurate finding aids, authoritative online catalog records, and responsive reference, retrieval and delivery services for users to access and obtain information from the valuable materials in the collections of the Library of Virginia.

Collection development: Acquisition of 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 aids, research notes, and bibliographies: Products produced by staff to describe and aid in the use of collections, as well as provide periodic information on recently received materials.

Documents Depository Program: Program to provide 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.

Consultation and research assistance: Service both in-person and through contacts by mail, e-mail, online chat, telephone, and fax to provide specialized knowledge in many areas. Staff can provide information requested, copies of sources requested, or make referrals to other resources outside the Library.

Consultation to Libraries

Virginia Public Library Extranet: The Extranet web site of resources for Virginia public library directors and staff.

Listservs: Online communication for library directors, youth services specialists, and staff.

Bibliostat: Statistical tool for tracking vital information about Virginia's libraries, which must be 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.

Consulting services: Expert consulting services to libraries in areas such as library administration, library governance/trustees, children's and youth services, technology, the federal E-rate program, and working with library advocates (such as Friends groups and foundations).

State aid program: Grant program, with responsibility for distributing the \$17.4 million in state aid appropriation.

General Management

Human Resource management services: Employment, benefits, employee relations, training and compensation services to the Library staff and management as well as consultative services to public library 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.

Fiscal services: 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.

Public information services: 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.

Photographic and digital imaging services: 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.

Graphic design services: All aspects of graphic design for agency publications, books, documents and exhibits.

Retail services: The Virginia Shop, to enhance the visitor experience by providing quality merchandise related to collections, exhibitions and programs of the Library of Virginia; build public awareness of the Library of Virginia through its products and programs; financially support the Library's mission through the sale of related products; and advance knowledge of Virginia history and culture through the sale of the Library's products as well as selected merchandise from other institutions and publishers.

Facilities management services: Operation and maintenance of the agency's facilities, including the Library of Virginia building and the State Records Center. The latest technology is used 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. Other support services provided are mail and supply services, scheduling and coordination of the public meeting rooms by internal and external groups, and patron information and reception services.

Information Technology

Easy, efficient access to Library collections.
 Data storage and preservation.
 Electronic records data security.
 High-speed Internet access and public wireless connectivity.
 Technology consulting.
 Internal project management, including management of the Library's integrated library system.
 Database applications and development.
 Web site development and maintenance.
 Management of multiple listservs.
 Hardware and software standardization and integration.
 Technical support.
 Business recovery and planning.

- *Factors Impacting Agency Products and/or Services:*

Public Records

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.

Archival Records

Continuing transfer of traditionally formatted (i.e., paper) archival materials requires staff time, supplies for rehousing, and storage space. Rapidly decreasing storage capacity within the Library's facilities requires careful monitoring. Funding for archival materials requires adequate and consistent 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.

The increasing demand for the online availability of records from the collection in turn increases the 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 would be effected by a decline in recording activities.

Historical and Cultural Programs

Citizens' and government's growing need for e-access to Library resources requires an ever-increasing need to convert materials traditionally available in print to electronic format.

Keeping pace with this product demand will substantially increase pressures on the Library's publication budget, in some cases requiring dual-format publication.

Developing, designing, and mounting additional materials to the Library's web site create 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.

Archival Research Services

The rapid growth of traditionally formatted (i.e., paper) archival materials increasingly requires staffing at multiple service points to meet understandably heightened patron expectations.

At the same time, the advent of alternative formats (digital, electronic, video, sound) present new and often costly challenges to providing access to important research materials. Traditional reading rooms no longer meet the majority of needs. Audio-visual and electronic collections require additional information technology infrastructure and staff expertise.

The availability of more records in the collection in various formats (microfilm, digital collections online) creates a demand for staff presentations on the use of these resources.

Demands for staff attention in other areas can slow the staff's ability to produce research notes, bibliographies and finding aids.

Conservation and Preservation

Citizens' and government's increasing need for e-access to Library resources requires 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 web site places substantial additional demand on the Library's information technology infrastructure.

The rapid pace of technological change will also 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, and the safe, secure storage of the electronic files all require 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.

Circuit Court Record Preservation

Virginia's Circuit Courts programs sustained significant budget reductions in 2002 and immediately thereafter. 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.

Digital scanning is growing at an unprecedented pace. Selected Circuit Court Land Records, for example, are being fully scanned and added to the Library's and Circuit Courts' web sites. 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, and reformatting.

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

Cooperative Library Services

Instability of state and federal funding streams for cooperative library services.

Population increases.

Demographic shifts.

Changes in technology.

Maintenance of partnerships.

Training.

Marketing.

Copyright and licensing issues.

Research Library Services

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.

Consultation to Libraries

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 Library Services and Technology Act program. Should this funding stream cease, Virginia's library development program would have to seek substantial state funding or be curtailed—a crisis.

The impending retirement of the baby-boom generation is expected to create a shortage of librarians, particularly librarians with management experience, 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, pose special challenges.

Technological changes that cannot always be predicted have a profound effect on library services and library planning.

An independent study of public libraries commissioned in 2005 resulted in several recommendations affecting services.

State Aid Formula

At the present time, the state-aid formula is not fully funded by the General Assembly, causing hardships for public libraries across Virginia.

Regulations.

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.

- *Anticipated Changes in Products or Services:*

Public Records

Increased demand for training and consultation services, due to media coverage of records-related scandals such as Enron/Arthur Anderson and the passage of the Sarbanes-Oxley Act.

Expanded confidential destruction services at the Records Center to include computer media such as hard drives and tapes.

Higher need to provide long-term high-security storage of computer media.

Archival Records

The increase in the number of electronic records created by local governments requires careful planning for storage, monitoring for degradation, maintenance of integrity, and software compatibility – all are issues for which there is not a ready answer and will require increasing amounts of money 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 of these important permanent records will be a focus in future planning for this service area.

Increase the scope of a digital records center for the secure storage of inactive state and local digital records.

Continued heightened customer demand for online historical resources.

Customer demand 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.

Consortia will increasingly become the most effective way to coordinate and develop wide-ranging, complex educational initiatives.

Historical and Cultural Outreach Programs

The statewide interest in traveling exhibits and in distance-access to lectures and other public programs will continue to grow and will require additional resources.

Increased demand for more tours of the Library, its exhibitions, and its collections, particularly for schools.

Archival Research Services

The growth in collections of electronic records requires careful planning for prioritized reformatting and migration and in the means of providing user access—all issues for which there is not a ready answer and will require increasing amounts of money and staff time.

Conservation and Preservation

Customer demand for online historical resources will increase at ever higher rates as the Commonwealth marks the Sesquicentennial of the American Civil War (2011-2015) and as digital access improves, placing additional pressure on conservation-preservation workflow and resources.

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.

Circuit Court Records Preservation

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.

Cooperative Library Services

Search enhancements (cross-database searching).

Price increases.

New products.

Research Library Services

The upcoming Sesquicentennial of the American Civil War (2011-2015) will increase demand for use of all library historical resources, reference services and specialized knowledge.

The outcome of the National Digital Newspaper Program may encourage other cooperative efforts with Virginia's public and academic libraries.

The State Documents Depository System will change significantly as it addresses the growing number of state publications that appear only in electronic format on state agency Web sites.

Consultation to Libraries

Recommendations emerging from the commissioned study of Virginia's public libraries continue to impact future products and services, especially in training, online resources, and library standards.

There is a growing need for a consultant with expertise in programs and services for the elderly in light of Virginia's aging population.

There is also a great need to establish core competencies and expand continuing education opportunities as recommended.

State Aid Formula

Library service in the Commonwealth will be affected if the state aid appropriation changes, whether increased or decreased.

Regulations.

The Himmel and Wilson consultants' study of public libraries in Virginia, "Inventing the Future of Public Library Service in Virginia," includes significant recommendations affecting library products and services.

Several critical statewide library issues related to the state aid formula (such as equalization, full funding, collaboration/cooperation, library director certification, and internet filtering) are likely to be addressed by future legislation, requiring changes to current services.

State funding cycles.

General Management

Inadequate staffing levels.

Customer demands, both internal and external.

Legislative initiatives.

Recurring costs after initial investment in equipment and the Library's infrastructure.

Finance

- *Financial Overview:*

[Nothing entered]

- *Financial Breakdown:*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$30,894,030	\$10,274,781	\$31,344,030	\$10,274,781
Change To Base	\$0	\$0	\$0	\$0
Agency Total	\$30,894,030	\$10,274,781	\$31,344,030	\$10,274,781

This financial summary is computed from information entered in the service area plans.

Human Resources

- *Overview*

As of July 1, 2009, the Library of Virginia has an authorized maximum employment level (MEL) of 208 positions with 173 currently filled and 35 vacant. The Library operates the main facility, located at 800 East Broad Street, which houses the administrative offices of the Librarian and Deputy Librarian of Virginia as well as Collection Management Services, Education and Outreach Services, Library Development and Networking, Information Technology, Archives & Records Management Services, Finance and Administrative Services, the Library Foundation, and Research & Information Services which includes the public reading rooms. In addition, the Library operates the State Records Center on Charles City Road in eastern Henrico County. The majority of staff is housed in the main library building and approximately 12 to 15 are employed at the Records Center.

The Library uses 33 role codes with the largest employee population (approximately 130) in the Library Specialist series. These employees provide a wide variety of services to the public which include:

- Selecting, acquiring, cataloguing, classifying, circulating and maintaining library materials;
- Furnishing bibliographical and references services;
- Working with databases and information systems to catalog and access information;
- Compiling, sorting, storing and retaining records;
- Providing guidance and professional services in the management of public libraries for better services;
- Ensuring the preservation, safekeeping, and archival integrity of permanent records and historically valuable documents.

An aging workforce with increased eligibility for retirement and low pay for librarians, particularly in the public sector, are the most significant issues facing the Library.

Effective July 1, 2009

MEL (classified only) 208
 Filled (wage & classified) 214
 Vacant (classified) 35
 Total FTE (wage & classified) 194

Number of Employees in Each Category

- 31 Administration & Office Specialist
- 4 Financial Services
- 1 General Administration
- 25 Housekeeping
- 3 Human Resources
- 7 Information Technology
- 11 Library Manager
- 23 Library Specialist I
- 47 Library Specialist II
- 27 Library Specialist III
- 6 Media Specialist
- 1 Procurement
- 9 Program Administration
- 2 PR & Marketing
- 2 Retail
- 2 Trades
- 5 Warehouse
- 8 Ungraded (Library Division Directors, Librarian & Deputy)

214 = Total filled positions

• *Human Resource Levels*

Effective Date	7/1/2009
Total Authorized Position level	208
Vacant Positions	-35
Current Employment Level	173.0
Non-Classified (Filled)	0
Full-Time Classified (Filled)	173
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	41
Contract Employees	0
Total Human Resource Level	214.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

• *Factors Impacting HR*

There are approximately 16 employees who are eligible currently for retirement at the Library of Virginia. Over the next 5 to 10 years an additional 57 employees will become eligible creating the potential for the loss of nearly 33% of the workforce. The average age of the Library's staff is 47 and the average number of years of service is 14.

The Library of Virginia serves as the official state archival repository and reference library at the seat of government and is, therefore, a desirable employer for professional librarians. Although turnover has not been a significant issue at the Library of Virginia, the continual rise in the cost of living and higher salaries offered by other academic and private institutions make it increasingly difficult to remain competitive in this labor market.

• *Anticipated HR Changes*

Given the age and retirement eligibility as well as reasonably expected turnover of the workforce, there is the potential need to replace 25% to 35% of the Library's staff over the next 5 to 10 years. The most significant issue is that more than half of the executive management team is eligible currently for retirement and the leadership and institutional knowledge is extremely difficult, if not impossible, to replace.

Advances in technology and subsequent changes in information management will continue to have a significant impact on operations for the Library. Staff will require training to ensure that they are adequately equipped to meet the needs of Library patrons. In addition, the ongoing movement toward an electronic environment will increase the Library's need to compete with the private sector for the required technical expertise.

Additional resources will be necessary for staff replacements, staff retention, salary competition, training, and for potential growth in staff due to the expansion of programs and services offered by the Library.

Information Technology

- *Current Operational IT Investments:*

The Library has a strong in-house Information Technology Services Division. This area provides the technology and technological management and assistance necessary to allow users of Library information easy and efficient access to data and systems; provides support for efforts to preserve information through the use of Library technology; and provides technology consulting services to public libraries, localities, agencies, and other organizations and project planning and implementation support to Library staff. The Library's IT staff also provides data storage and preservation of digital and electronic records; high-speed internet access and public wireless connectivity; database applications development; website development and maintenance; policy and procedures development and implementation; and management of over 40 listservs for various organizations.

Increased digitization efforts, electronic records availability, and the use of new, web-based technologies make the Library's collections more widely available and easier to use than ever before. The Library of Virginia must maintain enough autonomy and technological freedom to continue to these services in the way that we believe will best meet the needs of our constituents and the requirements of the Virginia Public Records Act.

The specific IT investments identified below include both tangible and intangible assets that are shared within the agency and often externally. They cross all three value categories - Constituent Service, Operational Efficiency, and Strategic Alignment - and ten service areas - Management of Public Records, Management of Archival Records, Historical and Cultural Publications, Archival Research Services, Conservation-Preservation of Historical Records, Circuit Court Records Preservation, Cooperative Library Services, Consultation to Libraries, Research Library Services, and Administration and Support Services. There are a number of Lines of Business represented, including: Education, Direct Services for Citizens, Knowledge Creation and Management, Controls and Oversight, General Government, Information and Technology Management, and Revenue Collection.

Agency website – designed and contains crucial content to meet the needs of all of our constituencies, including but not limited to the following: the public, state agency and local government personnel, public libraries, educators, and students. Content includes forms, policies, and publications to conduct business; access to collections and research tools in support of collections; access to subscription databases, indexes and full-text articles; information on public programming at the Library and training and workshop opportunities for professionals; reports and documents required to be publicly accessible.

Virginia Memory website – designed to provide access to digital content in a variety of forms and formats. Dedicated to delivery of digital content related to collections and areas of staff expertise in the agency. Conceived and developed as the commonwealth's contribution to the nation-wide adoption of "memory" projects from cultural heritage institutions, originating with the Library of Congress's American Memory project. The Library's intention is to continue supporting traditional library patrons while cultivating a new generation of users.

DigiTool – digital asset management system implemented to provide access to a variety of digital collections, including but not limited to photographs, manuscript and archival collections, maps, etc. It is the main access point to mandated collecting areas, including state agency created born-electronic publications and electronic records of the executive branch.

Aleph/OPAC – integrated library system is the starting point for research, management of our collections and patron information, a tool for sharing collection information with other libraries and contributing to the library profession's collective "catalog" (OCLC).

CCRP/NDNP – systems to provide storage, access and preservation of scanned records for the Circuit Court Records Preservation program and the National Digital Newspaper Project. Includes access copies of all documents as well as dark archives.

Total Recall – database box management system for use in the State Records Center allows efficient storage and easy access to records and simple, automated records management functions, as well as more robust accounting/billing features and customer access through a web interface.

Other databases – databases and applications developed to support access to collection materials and allow management of resources. Some available to the public; others created for internal use only.

Intranet – resource for staff to have access to agency/commonwealth information, forms, etc., they need as employees of the Library.

Archive-It – partnership with the Internet Archives that allows the Library to collect, manage, and provide long-term access to Virginia government websites.

Flickr and YouTube – "free" social networking tools that keep the Library abreast of emerging web technologies that also require a considerable amount of staff knowledge, expertise, and maintenance. The Library is following lead of other cultural heritage institutions that implement these web services, while continuing to meet expectations of general web users.

Policies and procedures – in order to manage all of these assets, while continuing to develop wisely in the face of rapidly changing technology and user expectations, staff must implement sound yet flexible policies and procedures. If done correctly, our IT investments will be extensible and able to grow continuously and smoothly, rather than require complete dismantling and rebuilding every few years.

Professional development and training – the Library can't afford to have staff knowledge and skills stagnate, or our online delivery of information and resources will never grow responsibly and effectively

- *Factors Impacting the Current IT:*

The growth of the influx of permanent, archival electronic records from state government agencies is the huge issue - the Library of Virginia is expecting 3TB of archival electronic records to be transferred from the Kaine administration alone. How do we do this without the necessary funding for the IT infrastructure and staff? Inadequate state funding to

meet the challenges and growing needs of electronic/digital record storage, access and long-term preservation continues to be the factor having the greatest impact on the Library's ability to achieve our mandated requirements, meet constituent needs and improve operational efficiencies.

State e-version only publications and agency born-electronic archival records are also increasing exponentially. The deposit of born-electronic state publications is expected to rise even further with the current ban on printing and publishing non-essential state documents. In addition, state agencies are starting to ask to transfer born-electronic archival records more frequently. Many records, though archival, are maintained in the agencies. As more and more agencies create electronic content, they are finding they are unable to physically and financially manage this content responsibly, so they are looking to the Library to take it. This will all require more investment by the Library to manage and deliver this content, as well as create/build/implement a solid digital preservation plan and system (technology and procedure/policy).

Other factors include:

Current hiring freeze and potential layoffs of Library staff make planning a major challenge. Without adequate staff to process collections and serve our constituent groups, the Library will have difficulty efficiently and effectively managing our collections and meeting the needs of our patrons. Adequate staffing levels must be maintained and necessary equipment and software purchased and implemented. Technology becomes more important, yet potentially less available due to severe budgetary constraints. Customer services would have to be reduced if funding cuts and/or cost increases continue.

Uncertain funding at the state and federal level. Budget cuts are especially worrisome, as the Library's IT operating budget has dropped nearly 20% since July 2000, despite greatly increased demands for services.

New, more restrictive guidelines on how Federal LSTA funds can be spent has limited the effectiveness of these funds to be able to meet the most pressing technology needs of the Library.

Increased requests and expectations for online services - not only should these requests be easy to make, they should also be streamlined and all encompassing. People expect more "one-stop" shopping, and they want it to look like every other site they see (Amazon, Google, etc.), so we have to try to keep that in mind when developing and designing websites, tools, and programs available on the web.

Internal Library staff want/expect to use the latest and greatest technology without assessing long-term benefits of doing so or their own ability to provide content and on-going contribution to the resource. It is vital that the Library avoid having technology drive the content; we must always first identify an actual need and then find the correct technology to use. This takes time and thoughtful analysis.

State-mandated requirements and increasing costs associated with participation in the VITA/Northrop-Grumman partnership make affordability a major issue. PPEA-driven outsourcing complicates the Library's once streamlined and highly effective infrastructure, adding uncertainty, instability, delays and loss of control, with decisions now influenced by a private, profit-driven company.

Lack of funds for training staff in new technologies may erode the Library's ability to retain the best employees and to attract the most qualified and technologically astute candidates in the future.

A perceived low statewide priority for Library technology projects and VITA's often long approval and RFP processes make project planning and implementation more difficult.

- *Proposed IT Solutions:*

To reach its desired state, the Library of Virginia is going to have to increase its already significant reliance on technology (although severe budget cuts and layoffs will make it much more difficult to implement agency plans). With fewer people, technology will be more critical than ever to meeting the needs of the institution and our constituents. Using technology wisely and effectively is critical for the Library to provide a high level of business value, remain relevant, continue to meet mandates and missions, respond to the new ways people expect to receive services, and reach more state agency personnel to get them the services and information they need to do their jobs most effectively. The Library will have to provide greater capability for interaction between limited Library staff and patrons via agency websites. Library customers want and expect more and more of the content of the collections to be offered electronically, and while this need is fully understood, the agency will continue to struggle to address it because limited budget makes it challenging to obtain even basic IT business functionality. At the management level, the Library acknowledges what the future business state will have to be - much more interactive, offering much greater remote access to collections while discovering better ways to manage and preserve electronic and digital records. However, we need to more completely address how to reach that state, given the constraints. The Library is exploring all options, including public-private partnerships (such as digitization projects with nonprofit or for profit entities), collaboration with other state agencies, targeted fundraising, and grant application submissions.

Two projects that will be continued in the next biennium are EL-RIC and LVA Digital Library.

The Library's Electronic Records and Information Committee has set standards for the collection and retention of electronic records from throughout government. These records are born-electronic, so no copies are available in any other medium, and archival, so the Library is required by law to preserve them. The goal of the EL-RIC project is to investigate, find, test and purchase appropriate IT solutions needed for processing, storage, tracking, long-term preservation, and access and retrieval of these records.

The LVA Digital Library project will allow the Library of Virginia to continue to research, digitize, conserve, and catalog useful and often deteriorating non-electronic collections. As with EL-RIC, appropriate IT solutions needed for processing, storage, tracking, long-term preservation, and access and retrieval of these records. In addition, these records require a digitization component that born-electronic records do not. These historical collections are often fragile and require conservation before digitization.

Both of these non-major projects have value measure in all three value categories on which projects are evaluated - improved constituent service, increased operational efficiencies, and alignment with the strategic goals of the Commonwealth. Service improvements include improved access to collections and new services being available based on patron needs. These projects help improve the patron experience by providing better, simpler, more timely access to collections, and increased ease of use and service quality, while at the same time allowing the Library to meet federal and state requirements for these records. These improvements work to enhance relationships with our constituents.

Operational efficiencies include improved staff productivity, more time to work on complex patron issues, and fewer personnel costs for maintaining and searching for hard copy documents, allowing faster response to patrons and redeployment of staff to other critical tasks. Strategic alignment value is provided by helping to meet agency and

Commonwealth goals. Agency service areas assisted by these projects include management of public and archival records, historical and cultural publications, archival and library research services, conservation-preservation of historic and circuit court records, and cooperative library services. The projects will help the Library achieve its goals to increase size and accessibility of our collections, improve management and preservation of public records, appropriately use technology to process, store, track, preserve and provide access to the collections, and work collaboratively to provide educational materials easily and efficiently.

These projects support strategic alignment by improving performance in Governor's Key Measures in Virginia Performs and Other Agency Measures in Virginia Performs. There are two supported Governor's Key Measures: we will acquire, process and preserve manuscript, printed, and electronic materials related to Virginia's history and culture; and we will create, develop and enhance a variety of information portals to facilitate citizen access to the Library's collections. There are five supported Other Agency Measures: increase the number of archival items, in all formats, circulated to users; report annual progress of conservation and preservation reformatting projects; number of bibliographic records added to the Library's online collections catalog; number of bibliographic records added to the Library's online collections catalog; number of born-digital electronic records and images stored on permanent systems.

The Library's future IT functioning from a business perspective will include:

Doing more with less.

Changing how the Library will meet the evolving requirements of its lines of business through expanded technology and additional online services.

Continuing traditional library/archives responsibilities (care and keeping of collections, processing, service) with expanded roles in electronic and digital stewardship of records, collections, and service delivery.

Smarter, more integrated workflows and resulting products — finding where lines of business intersect and focus efforts on processes/projects that will provide beneficial results meeting the requirements of multiple lines.

Developing policies and procedures that will provide for sustainable yet extensible workflows and systems to meet business requirements. Growth and complexity of electronic resources necessitates new policy/procedure/guideline services be provided, as well as project management for new digitization projects and electronic records retention and archival preservation standards and services.

A need to cultivate current staff and eventually hire new staff with broader skill sets to replace loss of younger staff through layoffs and experienced staff through retirements. This cultivation will include understanding and appreciation of traditional skill sets with the ability to learn and apply new technologies so the Library can continue to leverage what is unique about our collections and services, as well as our agency's roles and responsibilities.

Moving to more integrated work roles and responsibilities so when business needs shift or change, staff can be redeployed to meet those needs (ie. description staff should be able to provide public services, and vice versa; librarians should be able to understand archival work and vice versa; records managers and archivists should be interchangeable). This redeployment of staff and diversification of work responsibilities will require a change in the Library's culture.

A willingness to make decisions on whether to expand or cut certain service areas; recognize that current paper processing requirements must change so staff can expand/gain knowledge to meet new business needs; make progress in the implementation or advancement of technologies that are smart for the future of the agency, rather than in response to what other cultural heritage or academic institutions are doing.

Increasing demand for services from both internal and external customers. Adequate staffing levels and funding will be required.

Improved and broader access to data, securely and at faster speeds which requires technology upgrades at an escalating pace.

External influences and demand for new services such as rss, Twitter, blogging, chat, YouTube and Flickr. This will change the way the Library must plan and act to meet these changing user requirements. New uses for technology will continue to necessitate innovative ways to satisfy these needs.

More collaborative relationships and partnerships with other academic and cultural heritage institutions and programs.

Cultivating new audiences in response to recognition that physical visitation will likely decline as patrons get more of what they want from other sources via online services. The Library must continue to leverage what is unique about "us" to retain relevance.

Working with VITA to correct problems created by PPEA-driven outsourcing to NG, which continues to interfere with the Library's ability to easily and efficiently deliver some of the products and services the Library currently provides due to loss of resource control and lack of understanding/caring on the part of the vendor. The Library hopes to regain some of its lost decision-making authority on how to best meet our customer's needs.

Lines of business impacted by the transition to the future business state include:

106 Education, 10 cultural and historic exhibition, 20 cultural and historic preservation
 221 Direct Services for Citizens, 10 agency operations, 20 citizen operations
 222 Knowledge Creation and Management, 10 advising and consulting, knowledge dissemination
 223 Public Goods Creation and Management, 40 public resources, facilities and infrastructure
 328 Controls and Oversight, 20 program evaluation
 329 General Government, 60 central records and statistics management
 330 Internal Risk Management and Mitigation, 10 contingency planning, 20 COOP, 30 service recovery (digital preservation specifically)
 332 Planning and Budgeting, 20 budget formulation, 50 management improvement, 60 strategic planning, 70 workforce planning
 333 Public Affairs, 10 customer service, 20 official information dissemination, 30 product outreach, 40 public relations
 334 Regulatory Development, 10 policy guidance and development, 20 public comment tracking, 30 regulatory creation, regulator publication
 437 Administrative Management, 10 equipment management, 20 facilities management, 50 physical security management
 439 Human Resource Management, 76 human resource strategy, 77 staff acquisition, 78 organization and position

management, 83 human resources development
 440 Information and Technology Management, 10 information management, 20 IT infrastructure services, 30
 information systems security, 40 lifecycle/change management, 50 record retention, 60 system development, 70 system
 maintenance, 80 telecommunications/network management, 90 video services

• **Current IT Services:**

Estimated Ongoing Operations and Maintenance Costs for Existing IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Projected Service Fees	\$419,306	\$312,900	\$425,596	\$317,593
Changes (+/-) to VITA Infrastructure	\$10,000	\$10,000	\$10,000	\$10,000
Estimated VITA Infrastructure	\$429,306	\$322,900	\$435,596	\$327,593
Specialized Infrastructure	\$0	\$120,000	\$0	\$120,000
Agency IT Staff	\$238,242	\$224,125	\$238,242	\$224,125
Non-agency IT Staff	\$0	\$0	\$0	\$0
Other Application Costs	\$140,000	\$150,000	\$150,000	\$150,000
Agency IT Current Services	\$807,548	\$817,025	\$823,838	\$821,718

Comments:

[Nothing entered]

• **Proposed IT Investments**

Estimated Costs for Projects and New IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-major IT Projects	\$70,000	\$430,000	\$100,000	\$545,000
Agency-level IT Projects	\$45,000	\$100,000	\$55,000	\$100,000
Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Non-major Stand Alone IT Procurements	\$55,000	\$190,000	\$65,000	\$380,000
Total Proposed IT Investments	\$170,000	\$720,000	\$220,000	\$1,025,000

• **Projected Total IT Budget**

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Current IT Services	\$807,548	\$817,025	\$823,838	\$821,718
Proposed IT Investments	\$170,000	\$720,000	\$220,000	\$1,025,000
Total	\$977,548	\$1,537,025	\$1,043,838	\$1,846,718

[Appendix A](#) - Agency's information technology investment detail maintained in VITA's ProSight system.

Capital

• **Current State of Capital Investments:**

[Nothing entered]

• **Factors Impacting Capital Investments:**

[Nothing entered]

• **Capital Investments Alignment:**

[Nothing entered]

Agency Goals

Goal 1

Collections: We will increase significantly the most comprehensive library and manuscript collections documenting the Commonwealth's past, present, and future.

Goal Summary and Alignment

The Library of Virginia holds, on behalf of all Virginians, the world's most significant collection of books, manuscripts, public records, journals, newspapers, photographs, government documents, and other materials documenting the history of Virginia and 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, and 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. Service Areas that directly relate to this goal

are Management of Archival Records (13702), Archival Research Services (13704), Conservation and Preservation of Historic Records (13705), Cooperative Library Services (14201), and Research Library Services (14206). This goal aligns with the third, fourth, and sixth long-term objectives established by the Council on Virginia's Future: "engage and inform citizens to ensure we serve their interests," "elevate the levels of educational preparedness and attainment of our citizens," and "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Goal Alignment to Statewide Goals

- Elevate the levels of educational preparedness and attainment of our citizens.
- Engage and inform citizens to ensure we serve their interests.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Goal Objectives

- We will provide responsible stewardship for Virginia's unique and irreplaceable archival and research collections. (KEY)

Link to State Strategy

- nothing linked

Objective Measures

- We will preserve manuscript, printed, and electronic materials related to Virginia's history and culture.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Productivity Reports provide the data.

Measure Baseline Value: Date:

Measure Baseline Description: 6,000,000 items acquired, processed and preserved.

Measure Target Value: Date:

Measure Target Description: 6,750,000 items acquired, processed and preserved annually (FY 2011 - 2012).

Data Source and Calculation: The source of data will be the Annual Productivity Reports. Reference:GOAL 2

Goal 2

Public Records: We will manage and preserve the essential public records of the Commonwealth's governance, history, and culture.

Goal Summary and Alignment

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. Through its records management program, the Library ensures that state and local government agencies retain the records necessary to serve the best interests of Virginia's citizens and that Virginians have access to the government information they need. An effective records management program also arranges to destroy government information that is no longer needed safely and securely, protecting citizens' privacy, and to transfer to the archives at the Library for permanent retention all those public records that have timeless historical value. Service Areas that directly relate to this goal are Management of Public Records (13701), Management of Archival Records (13702), and Circuit Court Record Preservation (13706). This goal 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."

Goal Alignment to Statewide Goals

- Be recognized as the best-managed state in the nation.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Goal 3

Technology: We will use appropriate technology and high technical standards to safeguard and provide access to Virginia's historical collections and information resources.

Goal Summary and Alignment

In today's world, technology is critical to the mission of an information organization such as the Library of Virginia. It is vital to every aspect of the Library's operation, from procurement of books and materials to preservation of electronic records and digital images to access to the Library's holdings through the integrated library system or the World Wide Web. The Library and its staff cannot function and cannot serve Virginians' information needs if the technology that supports us is not of the highest caliber and continually operational. Technology is connected to every Service Area in the Library's plan and cannot be separated from the Library's program and service activities. Service Area Information Technology Management (19902) is devoted exclusively to technology funding. The Service Area that directly relates to this goal is Archival Research Services (13704). This goal aligns with the first, third, fourth, and sixth long-term objectives established by the Council on Virginia's Future: to "be recognized as the best managed state in the nation, " to "engage and inform citizens to ensure we serve their interests," to "elevate the levels of educational preparedness and attainment of our citizens," and to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Goal Alignment to Statewide Goals

- Elevate the levels of educational preparedness and attainment of our citizens.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Goal Objectives

- We will provide in-building and remote access to the Library's collections. (KEY)

Link to State Strategy

- nothing linked

Objective Measures

- We will create, develop and enhance a variety of information portals to facilitate citizen access to the Library's collections.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Statistical Reports of user sessions

Measure Baseline Value: Date:

Measure Baseline Description: Total contacts 3,776,390 composed of: 3,619,024 Information Technology User Sessions +157,366 Reading Room Patron Electronic Searches of the Databases (FY2009).

Measure Target Value: Date:

Measure Target Description: Total contacts 3,965,000 composed of: 3,800,000 Information Technology User Sessions + 165,000 Reading Room Patron Electronic Searches of the Databases(FY2011-2012).

Data Source and Calculation: Annual statistical reports of user sessions for the Library of Virginia web site and Reading Room electronic searches of the databases. Reference:Goal 3

Goal 4

Consulting: We will offer guidance and support to Virginia's libraries, state officials, and agencies, and local governments to foster quality library service across the Commonwealth.

Goal Summary and Alignment

The Library is responsible for administering state and federal aid programs for Virginia's public libraries, in order to ensure that all Virginia citizens have quality library service and open access to information resources in their local communities. To achieve this goal, the Library 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. Service areas that directly relate to this goal are Cooperative Library Services (14201), Consultation to Libraries (14203), and State Formula Aid for Local Public Libraries (14301). This goal aligns with the third, fourth, and fifth long-term objectives established by the Council on Virginia's Future: to "engage and inform citizens to ensure we serve their interests," to "elevate the levels of educational preparedness and attainment of our citizens," and to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Goal Alignment to Statewide Goals

- Elevate the levels of educational preparedness and attainment of our citizens.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Goal 5

Outreach and Education: We will offer stimulating educational programs to diverse audiences to increase public appreciation and understanding of Virginia's unique history, literature, and culture.

Goal Summary and Alignment

Since moving to its new building in 1997, the Library has developed a wide array of educational programs, ranging from book talks and signings, to exhibitions, symposia, workshops, and tours that share the Library's collections and staff expertise with increasingly larger and more diverse audiences. Educational outreach is an important component of the Library's mission and will help Virginia's citizens understand and appreciate the significance of Virginia's history, culture, and literary heritage. The Service Area that directly relates to this goal is Historical and Cultural Publications (13703). Corresponding service areas that also relate to this goal are: Management of Public Records (13701); Cooperative Library Services (14201); Consultation to Libraries (14203). This goal aligns with the third, fourth, and fifth long-term objectives established by the Council on Virginia's Future: to "engage and inform citizens to ensure we serve their interests," to "elevate the levels of educational preparedness and attainment of our citizens," and to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Goal Alignment to Statewide Goals

- Elevate the levels of educational preparedness and attainment of our citizens.
- Engage and inform citizens to ensure we serve their interests.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Goal Objectives

- We will engage and inform citizens through educational programs and consultation services.

Link to State Strategy

- nothing linked

Objective Measures

- We will offer educational and outreach activities for citizens of the Commonwealth

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Statistical Reports on participants and contacts

Measure Baseline Value: Date:

263208 6/30/2009 Measure Baseline Description: 263,208 contacts, program attendees and participants (FY 2009).

Measure Target Value: 265666 Date: 6/30/2011

Measure Target Description: 265,666 contacts, program attendees and participants (FY 2011 - 2012).

Data Source and Calculation: Annual statistical reports on the number of contacts, program attendees and participants. Reference:GOAL 5

- o Determine the unit cost of educational programming for K-12 students.

Measure Class: Productivity Measure Frequency: Quarterly Preferred Trend: Up

Frequency Comment: First data will be reported Quarter 2, FY 2009.

Measure Baseline Value: 0 Date: 1/1/2008

Measure Baseline Description: LVA will begin to collect input costs and output statistics immediately in order to determine a baseline.

Measure Target Value: 0 Date: 1/1/2009

Measure Target Description: No target has been determined at this time.

Data Source and Calculation: -Number of students served divided by total costs required to perform educational program activities; costs include labor costs and direct costs -Labor costs will be calculated by applying salary & fringe benefit rates to staff members reported hours on this activity. -Direct costs will include expenditures related to travel, marketing/promotion, training and evaluation materials and materials developed for student research/investigation.

Goal 6

Stewardship: We will manage the Library's human, financial, and physical resources in keeping with recognized best practices and standards.

Goal Summary and Alignment

The Library works extremely hard to manage the resources entrusted to its care by the citizens of Virginia as responsibly, effectively, and efficiently as possible. Good stewardship is the hallmark of a well-run agency and the most certain path to earning and keeping the public's trust. The Service Area that directly relates to this goal is Administrative and Support Services (19900). This goal aligns with the first long-term objective of the Council on Virginia's Future: to "be recognized as the best managed state in the nation."

Goal Alignment to Statewide Goals

- Be recognized as the best-managed state in the nation.

Goal 7

Commonwealth Preparedness: We will strengthen the culture of preparedness across state agencies, their employees and customers.

Goal Alignment to Statewide Goals

- Be recognized as the best-managed state in the nation.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Goal Objectives

- We will be prepared to act in the interest of the citizens of the Commonwealth and its infrastructure during emergency situations by actively planning and training both as an agency and as individuals.

Objective Strategies

- o The agency Emergency Coordination Officer will stay in regular communication with the Office of Commonwealth Preparedness, the Virginia Department of Emergency Management, and other Commonwealth Preparedness Work Group agencies.

Link to State Strategy

- o nothing linked

Objective Measures

- o Agency Emergency Preparedness Assessment Score

Measure Class: Other Measure Type: Outcome Measure Frequency: Annual Preferred Trend: Up

Frequency Comment: Previous overall score was 83 percent. Updated Plan submitted in June 2008

Measure Baseline Value: 75.6 Date: 6/30/2009

Measure Baseline Description: FY 2008 score awarded July 2009.

Measure Target Value: 80 Date: 6/30/2011

Measure Target Description: Increase FY 2009 score.

Data Source and Calculation: The Agency Preparedness Assessment is an all-hazards assessment tool that measures agencies' compliance with requirements and best practices. The assessment has

components including Physical Security, Continuity of Operations, Information Security, Vital Records, Fire Safety, Human Resources, Risk Management and Internal Controls, and the National Incident Management System (for Virginia Emergency Response Team – VERT – agencies only).

Reference: GOAL 7

Service Area Strategic Plan

The Library of Virginia (202)

3/13/2014 11:21 am

Biennium: 2010-12

Service Area 1 of 11

Management of Public Records (202 137 01)

Description

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.

Background Information

Mission Alignment and Authority

Describe how this service supports the agency mission

This service area 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. This service area also aligns with the Library's goal to manage and preserve Virginia's public records effectively and the sixth long-term objective of the Council on Virginia's Future, to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Describe the Statutory Authority of this Service

§42.1-76 through 42.1-91, known as the Virginia Public Records Act, establishes a single body of law applicable to all public officers and employees on the subject of public records management and preservation and attempts to ensure that the procedures used to manage and preserve public records will be uniform throughout the Commonwealth. §42.1-86 directs the Librarian of Virginia to establish and maintain a program for the selection and preservation of public records considered essential to the operation of government and for the protection of the rights and interests of persons and to make such records available to the public.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Local government agencies	Local agencies of government	351	351
State agencies, boards, and commissions	State agencies, boards, commissions, etc.	194	194
State and local records officers	State and local records officers	1,835	1,835

Anticipated Changes To Agency Customer Base

Creation or elimination of government bodies: The existing customer base changes according to the establishment or abolishment of boards, commissions or other state or local agencies that create public records.

Partners

Partner	Description
All agencies of state and local government throughout the Commonwealth	
Auditor of Public Accounts	
The Circuit Court Clerks Association	
VITA	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.

Products and Services

Factors Impacting the Products and/or Services:

[Nothing entered]

Anticipated Changes to the Products and/or Services

[Nothing entered]

Listing of Products and/or Services

- o 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.
- o 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.
- o 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.
- o 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.
- o Records storage: The Library operates the State Records Center, located in Henrico County, which provides

Change To Base	\$0	\$0	\$0	\$0
----------------	-----	-----	-----	-----

Service Area Total	\$595,874	\$349,613	\$595,874	\$349,613
--------------------	-----------	-----------	-----------	-----------

Base Budget	\$595,874	\$349,613	\$595,874	\$349,613
-------------	-----------	-----------	-----------	-----------

Change To Base	\$0	\$0	\$0	\$0
----------------	-----	-----	-----	-----

Service Area Total	\$595,874	\$349,613	\$595,874	\$349,613
--------------------	-----------	-----------	-----------	-----------

Base Budget	\$595,874	\$349,613	\$595,874	\$349,613
-------------	-----------	-----------	-----------	-----------

Change To Base	\$0	\$0	\$0	\$0
----------------	-----	-----	-----	-----

Service Area Total	\$595,874	\$349,613	\$595,874	\$349,613
--------------------	-----------	-----------	-----------	-----------

Base Budget	\$595,874	\$349,613	\$595,874	\$349,613
-------------	-----------	-----------	-----------	-----------

Change To Base	\$0	\$0	\$0	\$0
----------------	-----	-----	-----	-----

Service Area Total	\$595,874	\$349,613	\$595,874	\$349,613
--------------------	-----------	-----------	-----------	-----------

Base Budget	\$595,874	\$349,613	\$595,874	\$349,613
-------------	-----------	-----------	-----------	-----------

Change To Base	\$0	\$0	\$0	\$0
----------------	-----	-----	-----	-----

Service Area Total	\$595,874	\$349,613	\$595,874	\$349,613
--------------------	-----------	-----------	-----------	-----------

Human Resources

- *Human Resources Overview*

[Nothing entered]

- *Human Resource Levels*

Effective Date	
Total Authorized Position level	0
Vacant Positions	0
Current Employment Level	0.0
Non-Classified (Filled)	} <i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	0.0 = <i>Current Employment Level + Wage and Contract Employees</i>

- *Factors Impacting HR*

[Nothing entered]

- *Anticipated HR Changes*

[Nothing entered]

Service Area Objectives

- We will increase the number of direct contacts with state and local records officers and coordinators to enhance the effectiveness of Virginia's records management program.

Objective Description

Government officials and agencies are paying close attention to records management issues since adverse media coverage of several national records-related scandals. State and local records officers are provided with information and training materials on the proper handling of public records, and the Library's records analysts offer expert advice and direct assistance to ensure that government records in Virginia are kept properly and are available to citizens now and in the future. Priority: This is a top priority for the records management program.

Alignment to Agency Goals

- Agency Goal: Public Records: We will manage and preserve the essential public records of the Commonwealth's governance, history, and culture.

Comment: The Library's mission is to acquire, preserve, and provide access to the state's information resources. The Library is the sole state agency charged with managing the lifecycle of the Commonwealth's official public records. Coordinating and guiding the state's network of records officers is an important step in carrying out that mandate. This objective aligns with the agency's goal to manage and preserve Virginia's public records through services that promote the most effective management of information essential to the Commonwealth's governance, history, and culture. This objective also aligns with the sixth long-term objective of the Council on Virginia's Future, to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Objective Strategies

- Increase advertising and awareness of the records management program.

Link to State Strategy

- nothing linked

Objective Measures

- Number of contacts with state and local records officers

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: 8,131(Consultation with state agencies, localities, and others.)(FY09)

Measure Target Value: Date:

Measure Target Description: 8,300 - FY 2010; 8,600 - FY 2011

Data Source and Calculation: Data Source and Calculation: The Library's records analysts keep statistics on the number of phone conversations, site visits, and meetings they attend with state and local records officers. These statistics are compiled quarterly and summarized annually. Reference:13701

The Library of Virginia (202)

3/13/2014 11:21 am

Biennium: 2010-12

Service Area 2 of 11

Management of Archival Records (202 137 02)

Description

The management of archival records implements the Virginia Public Records Act by providing preservation and enhanced access to approximately 109 million original archival records of Virginia's state government, circuit courts, citizens, counties, cities, and towns. This service area also provides for the monitoring of the quality of the media generated by reformatting local records for preservation and security purposes. 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) represents management of the Library's local archival records. It 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.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission*

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. This service area also aligns with the Library's goal to manage and preserve Virginia's public records effectively and the sixth long-term objective of the Council on Virginia's Future, to "protect, conserve, and wisely develop our natural, historical, and cultural resources."
- Describe the Statutory Authority of this Service*

§42.1-76 through 42.1-91, known as the Virginia Public Records Act, establishes a single body of law applicable to all public officers and employees on the subject of public records management and preservation and attempts to ensure that the procedures used to manage and preserve public records will be uniform throughout the Commonwealth. §42.1-83 assigns the Library Board the responsibility for establishing and executing a program to inventory, assess, and reformat the official records of Virginia's counties, cities, and towns. §42.1-86 directs the Librarian of Virginia to establish and maintain a program for the selection and preservation of public records considered essential to the operation of government and for the protection of the rights and interests of persons and to make such records available to the public.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Clerks of court	Clerks of court	120	120
Local government agencies	Governments of cities and towns	351	351
Regional authorities	Regional authorities	5	44
State agencies, boards, and commissions	State agencies, boards, and commissions	194	194

Anticipated Changes To Agency Customer Base

Recognition of requirements for storage of archival records: A growing understanding among localities of the requirements for the maintenance and storage of permanent records increases requests for storage of original archival records and consultation on records management and collection development.

Electronic records: The substantial increase in the creation of records in an electronic format presents an entirely new set of preservation issues for archival materials, which must be permanently preserved and accessible. LVA staff must develop guidelines for permanent preservation and access of archival records and respond to a growing number of requests for assistance from local governments.

Demands from underserved constituencies: As program services expand, traditionally underserved constituency demands have increased. Within budgetary constraints, services to cities and towns are expected to increase.

Partners

Partner	Description
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.

Products and Services

- Factors Impacting the Products and/or Services:*

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

Service Area Total	\$342,032	\$2,539,550	\$692,032	\$2,539,550
Base Budget	\$342,032	\$2,539,550	\$692,032	\$2,539,550
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$342,032	\$2,539,550	\$692,032	\$2,539,550
Base Budget	\$342,032	\$2,539,550	\$692,032	\$2,539,550
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$342,032	\$2,539,550	\$692,032	\$2,539,550
Base Budget	\$342,032	\$2,539,550	\$692,032	\$2,539,550
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$342,032	\$2,539,550	\$692,032	\$2,539,550
Base Budget	\$342,032	\$2,539,550	\$692,032	\$2,539,550
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$342,032	\$2,539,550	\$692,032	\$2,539,550
Base Budget	\$342,032	\$2,539,550	\$692,032	\$2,539,550
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$342,032	\$2,539,550	\$692,032	\$2,539,550
--------------------	-----------	-------------	-----------	-------------

Human Resources

- *Human Resources Overview*
[Nothing entered]

- *Human Resource Levels*

Effective Date	
Total Authorized Position level	0
Vacant Positions	0
Current Employment Level	0.0
Non-Classified (Filled)	
Full-Time Classified (Filled)	
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	0.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*
[Nothing entered]
- *Anticipated HR Changes*
[Nothing entered]

Service Area Objectives

- We will expand public access to LVA's archival resources of Virginia's state government, circuit courts, private papers, counties, and cities.

Objective Description

Expectations by users are that all records deposited in the Library and the information they contain will be readily accessible; however, for many years records delivered to the archives were far more numerous than staff hours available to process them. A fifty-four-year backlog in processing had occurred by the late 1990s, when the Library decided to address this problem aggressively. A plan was developed in cooperation with a joint legislative study completed in 1999 (Senate Document No. 31, "Final Report of the Joint Subcommittee Studying the Reorganization of the Library of Virginia") to eliminate the backlog of unprocessed material in less than twenty years. Since that time, the Library has worked steadily to meet processing goals set by the General Assembly.

Alignment to Agency Goals

- Agency Goal: Collections: We will increase significantly the most comprehensive library and manuscript collections documenting the Commonwealth's past, present, and future.

Comment: 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 archival records of great historical significance will be permanently preserved. This service area also aligns with the Library's goal to manage and preserve Virginia's public records effectively and the sixth long-term objective of the Council on Virginia's Future, to "protect, conserve, and wisely develop our natural, historical and cultural resources."

Objective Strategies

- LVA will make effective use of the latest technologies and the Internet in efforts to enhance access to collections and resources.
- LVA will carefully and consistently apply accepted national bibliographic and cataloging standards used to describe and catalog collections for customer use.

Link to State Strategy

- nothing linked

Objective Measures

- Number of cubic feet of the Library's archival records processed.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Archival Description Unit statistics submitted quarterly by staff.

Measure Baseline Value: Date:

Measure Baseline Description: 904 cubic feet (Most recent annual rate of processing to eliminate the backlog of unprocessed materials by 2018.)

Measure Target Value: Date:

Measure Target Description: 904 cubic feet (Maintain annual rate of processing during FY 2011-2012)

Data Source and Calculation: The data is collected from productivity reports submitted by staff and is summarized annually. Reference:13702

Service Area Strategic Plan

The Library of Virginia (202)

3/13/2014 11:21 am

Biennium: 2010-12

Service Area 3 of 11

Historical and Cultural Publications (202 137 03)

Description

The Library of Virginia's historical and cultural outreach program, which dates back to 1905, coordinates the agency's extensive book-publishing activities as well as its exhibitions, educational outreach, and other public programming. The program includes coordination of the Library's lunchtime lectures, book talks, and symposia; 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 assistance with the Library's annual literary awards competition.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission*

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 fifth of the Library's strategic goals to offer stimulating educational programs to diverse audiences to increase public appreciation and understanding of Virginia's unique history, literature, and culture. By ensuring public access to many of Virginia's cultural resources, this service area also addresses several of the long-term objectives as established by the Council for Virginia's Future: the second "engage and inform citizens to ensure we serve their interests"; the fourth, to "elevate the levels of educational preparedness and attainment of our citizens"; and the sixth, to "protect, conserve, and wisely develop our natural, historical, and cultural resources."
- Describe the Statutory Authority of this Service*

§42.1-1 designates the Library of Virginia as an educational institution and an institution of learning as well as the library and archival agency for the Commonwealth. §42.1-11 authorizes the Library Board to edit, arrange, and publish materials in the Library's collection and manuscripts relating to the history of Virginia.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Book stores/outlets/library acquisitions	Book stores, schools, and libraries	100	400
Exhibition visitors	Exhibition visitors	50,000	120,000
Lecture, program, and special event attendees	Lecture, program, and special event attendees	4,000	4,500
Students and teachers (tours)	Students and teachers (tours)	1,000	1,500
Virginia Shop customers	Virginia Shop customers	5,100	81,200

Anticipated Changes To Agency Customer Base

Increase in virtual visitation: The Library of Virginia's web page annually hosts 3.6 million user sessions, with most researchers accessing online collections, research guides, and other content-rich resources. The Library's outreach and education program is increasingly a part of this online effort, developing new content for students and teachers—especially through its Virginia Memory Project—as well as online exhibits, selected publications, and other resources.

New customers with new product development: The program also expects increases in its customer base as it develops additional products for the Library's Virginia Shop as well as for the retail outlet for the Capitol's new exhibit and education facilities. Other anticipated new products include online and/or print-on-demand editions of select reference books and collection guides.

Partners

Partner	Description
Civic Groups	The Links, among others.
James River Writers Festival	Works closely with the Library's Annual Literary Awards program
Libraries and 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.
Numerous 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.
The Virginia Foundation for the Humanities	Continue to fund specific book projects, exhibitions, and educational programs.

Products and Services

- Factors Impacting the Products and/or Services:*

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.

- Anticipated Changes to the Products and/or Services*

Service Area Total	\$784,714	\$210,525	\$784,714	\$210,525
Base Budget	\$784,714	\$210,525	\$784,714	\$210,525
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$784,714	\$210,525	\$784,714	\$210,525
Base Budget	\$784,714	\$210,525	\$784,714	\$210,525
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$784,714	\$210,525	\$784,714	\$210,525
Base Budget	\$784,714	\$210,525	\$784,714	\$210,525
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$784,714	\$210,525	\$784,714	\$210,525
Base Budget	\$784,714	\$210,525	\$784,714	\$210,525
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$784,714	\$210,525	\$784,714	\$210,525
Base Budget	\$784,714	\$210,525	\$784,714	\$210,525
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$784,714	\$210,525	\$784,714	\$210,525
--------------------	-----------	-----------	-----------	-----------

Human Resources

- *Human Resources Overview*
[Nothing entered]

- *Human Resource Levels*

Effective Date	
Total Authorized Position level	0
Vacant Positions	0
Current Employment Level	0.0
Non-Classified (Filled)	} breakout of Current Employment Level
Full-Time Classified (Filled)	
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	0.0 = Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*
[Nothing entered]
- *Anticipated HR Changes*
[Nothing entered]

Service Area Objectives

- We will disseminate to the widest possible audience information about Virginia history and culture.

Objective Description

The Library's publications, exhibitions, and educational programs fulfill the Library's mission to provide access to the state's information resources by offering the public an opportunity to learn about new works and new interpretations of Virginia history and to see documents and artifacts housed in the Library's collections.

Alignment to Agency Goals

- o Agency Goal: Outreach and Education: We will offer stimulating educational programs to diverse audiences to increase public appreciation and understanding of Virginia's unique history, literature, and culture.

Comment: This objective supports the agency's goals by offering significant scholarly and general-interest educational programs, thereby increasing the public's appreciation and understanding of Virginia's history, literature, and culture. It also aligns with the fourth and sixth long-term objectives of the Council on Virginia's Future to "elevate the levels of educational preparedness and attainment of our citizens" and to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Objective Strategies

- o Employ workflow software to track regular progress.
- o Increase public awareness of Library programs through flyers, posters, reviews, media releases, selected paid advertising, and announcements on selected e-mail lists and websites.
- o Partner with the Library of Virginia Foundation to promote Library programs to Semper Virginia members and new audiences across the state.

Link to State Strategy

- o nothing linked

Objective Measures

- o Number of lectures, symposia, and other programs for the public.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Attendance at book talks, children's programs and other public events

Measure Baseline Value: Date:

Measure Baseline Description: 8,730 attendees (attendance at Library programs in FY 2009.)

Measure Target Value: Date:

Measure Target Description: 10,000 program visitors annually for FY 2011-2012.

Data Source and Calculation: Track the number of programs and attendance at each program.
Reference:13703

Service Area Strategic Plan

The Library of Virginia (202)

3/13/2014 11:21 am

Biennium: 2010-12

Service Area 4 of 11

Archival Research Services (202 137 04)

Description

The Library's archival 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 109 million original archival items in the Library collections dating from the earliest settlement of Virginia to the present.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission

The service area aligns directly with the Library's mission and goal to provide access to the most comprehensive collection of archival information about Virginia and its citizens. This service area also aligns with the fourth and sixth long-term objectives of the Council on Virginia's Future to "elevate the levels of educational preparedness and attainment of our citizens" and to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

- Describe the Statutory Authority of this Service

§42.1-76 through 42.1-91 is known as the Virginia Public Records Act and is intended to establish a single body of law applicable to all public officers and employees on the subject of public records management and preservation and to ensure that the procedures used to manage and preserve public records will be uniform throughout the Commonwealth. §42.1-86 directs the Librarian of Virginia to establish and maintain a program for the selection and preservation of public records considered essential to the operation of government and for the protection of the rights and interests of persons and to make such records available to the public.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Heritage tourism industry	Heritage tourism industry	85,000	90,000
Library visitors and researchers	In-person visitation	215,000	225,000
Museums, historical societies, and cultural institutions	Museums, historical societies and cultural institutions	100	150
State and local government officials	State and local government officials	175	300

Anticipated Changes To Agency Customer Base

Increasing popularity of heritage tourism: In 1995, a survey for American Demographics magazine found that 4 in 10 adults, or 113 million people, were at least somewhat interested in local and family history. That number grew to 6 in 10 adults by 2000. These numbers led the tourism industry and historical museum community to develop programs and events that appeal to "heritage tourism." There are few stronger programs than in Virginia. The Library of Virginia and its collections are recognized nationally as the center for the study of the Commonwealth's history, including the extremely popular field of genealogy and family history, which represents 1% of all tourism visits to Virginia. Events associated with the Sesquicentennial of the American Civil War (2011-2015) are expected to substantially increase visitation to the Library to use its rich collection of period resources.

Litigation: Increasingly complex litigation requires exhaustive examination of state agency and locality archival records maintained by the Library. Some examinations are protracted. Library staff is routinely refining access points and making every effort to provide enhanced access to increasingly complex state and local government records series. Equal terms of access apply, placing pressure on the Library to meet demanding discovery schedules.

Recognition of requirements for storage of archival records: A growing understanding among museum and cultural institutions of the requirements for the maintenance and storage of permanent records increases requests for consultation on preservation management and collection development.

Electronic records: The substantial increase in the creation of records in an electronic format presents an entirely new set of preservation and access issues for archival materials. The rapidly changing world of technology combined with the requirements that archival materials be permanently preserved and accessible, presents a challenge to Library staff, both in terms of preservation and access, as well as consultation requests from state agencies.

The Library's archival program partners with many organizations whose missions are closely tied to this service area. Among these groups are the Friends of the Virginia State Archives, the Virginia Genealogical Society, the Genealogical Research Institute of Virginia, the Virtual Library 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 Records Administrators.

Partners

Partner	Description
Organizations whose missions are closely tied to this service area	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.

Products and Services

- Factors Impacting the Products and/or Services:

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

Budget				
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$1,532,901	\$19,819	\$1,532,901	\$19,819
Base Budget	\$1,532,901	\$19,819	\$1,532,901	\$19,819
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$1,532,901	\$19,819	\$1,532,901	\$19,819
Base Budget	\$1,532,901	\$19,819	\$1,532,901	\$19,819
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$1,532,901	\$19,819	\$1,532,901	\$19,819
Base Budget	\$1,532,901	\$19,819	\$1,532,901	\$19,819
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$1,532,901	\$19,819	\$1,532,901	\$19,819
Base Budget	\$1,532,901	\$19,819	\$1,532,901	\$19,819
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$1,532,901	\$19,819	\$1,532,901	\$19,819
--------------------	-------------	----------	-------------	----------

Human Resources

- *Human Resources Overview*
[Nothing entered]

- *Human Resource Levels*

Effective Date	
Total Authorized Position level	0
Vacant Positions	0
Current Employment Level	0.0
Non-Classified (Filled)	} <i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	0.0 = <i>Current Employment Level + Wage and Contract Employees</i>

- *Factors Impacting HR*
[Nothing entered]
- *Anticipated HR Changes*
[Nothing entered]

Service Area Objectives

- We will expand access to archival resources and information services to state and local government agencies, historical and family history researchers and the public.

Objective Description

Access to archival records is essential to the operation of government and for the protection of the rights and interests of citizens and other researchers, and is critical to this service area. Expectations by users are that the records and the information they contain will be readily accessible. Constant expansion of this service has been a consistent

objective of the agency. This is accomplished by careful and consistent application of accepted national bibliographic and cataloging standards.

Alignment to Agency Goals

- Agency Goal: Collections: We will increase significantly the most comprehensive library and manuscript collections documenting the Commonwealth's past, present, and future.

Comment: This objective aligns with the agency's mission and goal to "increase significantly...open access" to library and manuscript collections documenting the Commonwealth's past, present and future. It also aligns with the sixth long-term objective of the Council on Virginia's Future to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Objective Strategies

- The Library will make effective use of the latest technologies and the Internet in efforts to enhance access to collections and resources.
- The Library will carefully and consistently apply accepted national bibliographic and cataloging standards used to describe and catalogue collections for customer use.
- Library staff will provide accurate, timely and courteous service to customers and will involve them in identifying areas of research interest.
- The Library will seek expanded distribution of collection guides, reports, and finding aids, research notes, and bibliographies and opportunities for presentations to interested constituents about program and services.

Link to State Strategy

- nothing linked

Objective Measures

- Number of items from the Library's collections served to users, in print, archival, microform or electronic format.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: 3,713,731(FY 2009 internet user sessions, archival items served, microfilms served)

Measure Target Value: Date:

Measure Target Description: 3,899,000 (FY 2011-FY2012)

Data Source and Calculation: The data is collected from actual use of materials and is summarized and reported quarterly and annually. Reference: 13704

Service Area Strategic Plan

The Library of Virginia (202)

3/13/2014 11:21 am

Biennium: 2010-12

Service Area 5 of 11

Conservation-Preservation of Historic Records (202 137 05)

Description

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 includes: Public-private partnership with the Etherington Conservation Services, of Greensboro, North Carolina, for an extensive range of onsite and specialized conservation laboratory services. Public-private 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. Public-private partnership with ProQuest/University Microfilms of Ann Arbor, Michigan, for the detailed reformatting and preservation of Virginia newspapers. Public-private 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. 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. National pilot project with the Library of Congress and the National Endowment for the Humanities to establish an electronic resource, the National Digital Newspaper Project, to stabilize, conserve, reformat, and provide online access to Virginia newspapers. Expert staff and contract services for the reformatting by microform, digital application, and other media of video, audio, manuscript, print, and pictorial materials. Expert staff as well as archival facilities for the creation, inspection, duplication, and secure storage of photographic, microform, electronic, and other media created as reformatted collections. 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.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission

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. 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 the Commonwealth’s irreplaceable historical and cultural collections.

By ensuring the permanence of many of Virginia’s cultural resources, this service area also addresses the fourth and the sixth of the Commonwealth’s long-term objectives as established by the Council for Virginia’s Future, to “elevate the levels of educational preparedness and attainment of our citizens” and to “protect, conserve, and wisely develop our natural, historical, and cultural resources.”

- Describe the Statutory Authority of this Service

§42.1-1 designates the Library of Virginia as the library and archival agency for the Commonwealth. §42.1-15, pertaining to the duties of the Librarian of Virginia, assigns the Librarian responsibility for the proper care and preservation of the Commonwealth’s library and archival collections entrusted to the Library. §42.1-79 designates the State Library Board as official custodian and trustee for the Commonwealth of all public records and assigns to the State Archivist responsibility for carrying out such functions as are necessary to ensure the permanence of such records. §42.1-86 assigns to the Librarian of Virginia responsibility for establishing and maintaining a program for the selection, conservation, and preservation of public records.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Library visitors and researchers	Historical researchers	120,000	150,000
Library web site user sessions	Users of Library’s web site	3,600,000	4,600,000

Anticipated Changes To Agency Customer Base

The Library of Virginia is increasingly assisting a rapidly evolving customer base. It is not, though, a change in the customer demographic but rather a change in customer orientation. Customers, irrespective of age, are technically proficient, with technically oriented expectations. Whereas in recent years most of the Library’s customers accessed collections onsite or contacted the Library via telephone, letter, fax, or e-mail, the expectation now is that the agency as a matter of course adds at an increasingly fast pace substantial, high-quality resources to its website. Customers anticipate technically sophisticated access to more and more print, manuscript, photographic, and cartographic collections—at a pace that places severe pressures on conservation-preservation efforts.

Partners

Partner	Description
Etherington Conservation Services Conservation Center of Browns Summit, North Carolina, the Backstage Library Work’s Preservation Center of Bethlehem, Pennsylvania, Crowley Micrographics of Frederick, Maryland, and PTFS Digital Archival Solutions of Bethesda, Maryland	Among the Library’s overarching goals is the utilization of its human, financial, and physical resources according to best-management practices and standards. The Library in recent years has thus been in the forefront nationally in initiating library-and archival-program public-private partnerships to make effective use of Library facilities and equipment and of the expertise of highly specialized companies, particularly those listed here.
Library of Congress, the National Endowment for the Humanities, the Institute for	

Total				
Base Budget	\$1,097,055	\$227,401	\$1,097,055	\$227,401
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$1,097,055	\$227,401	\$1,097,055	\$227,401
Base Budget	\$1,097,055	\$227,401	\$1,097,055	\$227,401
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$1,097,055	\$227,401	\$1,097,055	\$227,401
Base Budget	\$1,097,055	\$227,401	\$1,097,055	\$227,401
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$1,097,055	\$227,401	\$1,097,055	\$227,401
Base Budget	\$1,097,055	\$227,401	\$1,097,055	\$227,401
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$1,097,055	\$227,401	\$1,097,055	\$227,401
--------------------	-------------	-----------	-------------	-----------

Human Resources

- *Human Resources Overview*

[Nothing entered]

- *Human Resource Levels*

Effective Date	
Total Authorized Position level	0
Vacant Positions	0
Current Employment Level	0.0
Non-Classified (Filled)	} breakout of Current Employment Level
Full-Time Classified (Filled)	
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	0.0 = Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

[Nothing entered]

- *Anticipated HR Changes*

[Nothing entered]

Service Area Objectives

- We will complete conservation treatment and preservation reformatting of a wide variety of manuscript, newspaper, and other fragile collections.

Objective Description

Utilizing in-house and specialized off-site laboratories and facilities, the Library will conserve and reformat significant collections with high potential for research use, providing effective and efficient access to materials otherwise unavailable because of their fragility and special nature.

Alignment to Agency Goals

- Agency Goal: Collections: We will increase significantly the most comprehensive library and manuscript collections documenting the Commonwealth's past, present, and future.

Comment: This objective aligns with the agency's mission and goal to "increase significantly...open access" to library and manuscript collections documenting the Commonwealth's past, present and future. It also aligns with the sixth long-term objective of the Council on Virginia's Future to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Objective Strategies

- The Library will select and prioritize collections for conservation and reformatting treatment based on need, significance, and research potential, with an accompanying review of workflow procedures in order to increase productivity.

Link to State Strategy

- nothing linked

Objective Measures

- Number of projects to preserve items in the Library's collections by reformatting.

Measure Class: Other Measure Type: Output Measure Frequency: Annual Preferred Trend: Up

Measure Baseline Value: 3020264 Date: 6/30/2009

Measure Baseline Description: 3,020,264 itemspages/conserved and/or reformatted (FY 2009)

Measure Target Value: 3500000 Date: 6/30/2011

Measure Target Description: 3,500,000 items conserved and/or reformatted (FY 2011-2012)

Data Source and Calculation: Annual progress report of conservation and reformatting projects completed.
Reference: 13705

Service Area Strategic Plan

The Library of Virginia (202)

3/13/2014 11:21 am

Biennium: 2010-12 ▼

Service Area 6 of 11

Circuit Court Record Preservation (202 137 06)

Description

The Library of Virginia's Circuit Court Records Preservation program provides staff and grant support for the inventory, organization, processing, archival storage, conservation-preservation, reformatting, security, and public access to Virginia Circuit Court manuscript and other collections. The program includes establishing guidelines for managing and preserving Circuit Court records; staff consulting and training services; funding to assist localities in organizing, processing, reformatting, and providing access to Circuit Court records; a cooperative program with the Virginia Information Technologies Agency (VITA) to offer state contract services for the conversion of Circuit Court Records to digital format; public-private partnerships with the Backstage Library Work's Digital Collection and Preservation Services Division in Bethlehem, Pennsylvania, as well as Crowley Micrographics in Frederick, Maryland, and PTFS Digital Archival Solutions in Bethesda, Maryland, for microform, digitization, and other archival-quality reformatting services; and maintenance of a personal-name index to an immense range of pre-1913 Circuit Court chancery records available on the Library's web site.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission

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. 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.

By ensuring the permanence of many of Virginia's cultural resources, this service area also addresses the fourth and sixth of the Commonwealth's long-term objectives as established by the Council for Virginia's Future, to "elevate the levels of educational preparedness and attainment of our citizens" and to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

- Describe the Statutory Authority of this Service

§42.1-1 designates the Library of Virginia as the library and archival agency for the Commonwealth. §42.1-15, pertaining to the duties of the Librarian of Virginia, assigns the Librarian responsibility for the proper care and preservation of the Commonwealth's archival collections. §42.1-79 designates the State Library Board as official custodian and trustee for the Commonwealth of all public records and assigns to the State Archivist responsibility for carrying out such functions as are necessary to ensure the permanence of such records. §42.1-82 authorizes the Library Board to issue regulations facilitating the creation, preservation, storage, reformatting, and management of public records. §42.1-83 assigns to the Library Board the responsibility for establishing and executing the program to inventory, assess, and reformat the official records of Virginia's counties, cities, and towns. §42.1-86 assigns to the Librarian of Virginia responsibility for establishing and maintaining a program for the selection, conservation, and preservation of public records.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Library visitors and researchers	Business, legal, educational, and historical researchers	2,150,000	225,000
Clerks of court	Circuit Court clerks	120	120
Library web site user sessions	Users of Library's web site	3,600,000	3,900,000

Anticipated Changes To Agency Customer Base

Virginia's 120 Circuit Courts are implementing significant changes in how they provide services to citizens and local communities. Faced with increasing demands for quick, efficient access to a wide range of court records while at the same time hampered by reduced budgets and staffing as well as often inadequate records storage facilities, the Circuit Courts are increasingly turning to the conversion of traditional paper records to digital format. The rush to digitize, in turn, will place additional pressures on the Library's Circuit Court Records Preservation Program—for grant funding, guidance, and reformatting and physical storage services.

Partners

Partner	Description
Circuit Courts and the Virginia Circuit Court Clerks Association.	120 Circuit Courts and the Circuit Court Clerks Association.
Conservation-Preservation Vendors	Etherington Conservation Services Conservation Center of Browns Summit, North Carolina, the Backstage Library Work's Digital Collection and Preservation Services Division of Bethlehem, Pennsylvania, Crowley Micrographics of Frederick, Maryland, and PTFS Digital Archival Solutions of Bethesda, Maryland.
Virginia Information Technology Agency (VITA)	Development of a state contract for digitization and film services.

Products and Services

- Factors Impacting the Products and/or Services:

Virginia's Circuit Courts sustained significant budget reductions in 2002 and immediately thereafter 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

Change To Base	\$0	\$0	\$0	\$0
----------------	-----	-----	-----	-----

Service Area Total	\$0	\$1,000,000	\$0	\$1,000,000
--------------------	-----	-------------	-----	-------------

Base Budget	\$0	\$1,000,000	\$0	\$1,000,000
-------------	-----	-------------	-----	-------------

Change To Base	\$0	\$0	\$0	\$0
----------------	-----	-----	-----	-----

Service Area Total	\$0	\$1,000,000	\$0	\$1,000,000
--------------------	-----	-------------	-----	-------------

Base Budget	\$0	\$1,000,000	\$0	\$1,000,000
-------------	-----	-------------	-----	-------------

Change To Base	\$0	\$0	\$0	\$0
----------------	-----	-----	-----	-----

Service Area Total	\$0	\$1,000,000	\$0	\$1,000,000
--------------------	-----	-------------	-----	-------------

Human Resources

- *Human Resources Overview*
[Nothing entered]

- *Human Resource Levels*

Effective Date		
Total Authorized Position level		0
Vacant Positions		0
Current Employment Level		0.0
Non-Classified (Filled)		} <i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)		
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage		
Contract Employees		
Total Human Resource Level	0.0	<i>= Current Employment Level + Wage and Contract Employees</i>

- *Factors Impacting HR*
[Nothing entered]
- *Anticipated HR Changes*
[Nothing entered]

Service Area Objectives

- We will preserve and protect circuit court records through the Circuit Courts Records Preservation grant project.

Objective Description

The Library throughout the year assists circuit courts in reviewing program funding opportunities, preparing applications, and in the implementation of grants as reviewed and approved in two annual cycles by the Review Panel.

Alignment to Agency Goals

- Agency Goal: Collections: We will increase significantly the most comprehensive library and manuscript collections documenting the Commonwealth's past, present, and future.

Comment: This objective aligns with the agency's mission to "increase significantly...open access" to library and manuscript collections documenting the Commonwealth's past, present and future. It aligns with the agency's goals to manage and preserve Virginia's public records according to the highest archival standards and practices and to utilize the latest technology and the highest technical standards to safeguard the Commonwealth's irreplaceable historical and cultural collections. This objective aligns with the fourth and sixth long-term objectives established by the Council on Virginia's Future, to "elevate the levels of educational preparedness and attainment of our citizens" and to "protect, conserve, and wisely develop our natural, historical, and cultural resources."
- Agency Goal: Public Records: We will manage and preserve the essential public records of the Commonwealth's governance, history, and culture.

Comment: Manage and preserve Virginia's public records through services that promote the most effective management of information essential to the Commonwealth's governance, history, and culture.
- Agency Goal: Technology: We will use appropriate technology and high technical standards to safeguard and provide access to Virginia's historical collections and information resources.

Comment: Use appropriate technology and high technical standards to safeguard and provide access to Virginia's historical collections and information resources.

Objective Strategies

- Ensure circuit court clerks are aware of the grants program and the type of projects that are eligible in the FY 2011-2012 grant cycle.

Link to State Strategy

- nothing linked

Objective Measures

- Number of circuit court projects participating in grant programs.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: 195 program participants (FY 2009) includes all active grants, not just grants awarded.

Measure Target Value: Date:

Measure Target Description: 175 program participants (FY 2011) and 215 (FY 2012) in all active grants.

Data Source and Calculation: Number of circuit court grant projects submitted for review to the Circuit Court Records Grant Review Board. Reference:13706

Service Area Strategic Plan

The Library of Virginia (202)

3/13/2014 11:21 am

Biennium: 2010-12

Service Area 7 of 11

Cooperative Library Services (202 142 01)

Description

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.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission
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. This service area aligns with the Library's goal to offer guidance and support to Virginia's libraries to foster quality library service in the Commonwealth. It also aligns with the fourth of the long-term objectives established by the Council on Virginia's Future, to "elevate the levels of educational preparedness and attainment" of Virginia's citizens.
- Describe the Statutory Authority of this Service
§42.1-32.1 states it to be the Commonwealth's policy, as part of its provision for public education, to promote cooperation and networking among all public, academic, special, and school libraries and places authority in the Library Board to assist in developing this cooperation among libraries.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Virginia library community(academic, special, K-12, public)	Public, academic, and special libraries	5,895	5,895
Virginia library card holders	Virginia library card holders	4,444,435	7,636,043

Anticipated Changes To Agency Customer Base

As Virginia's population grows, demand for additional cooperative services is expected to increase, placing a strain on the Library's fiscal and human resources in this service area. Demographic shifts, including the large population growth in several regions of the state, a more diverse population, and the rapid aging of Virginia's citizenry, will result in needed adjustments in library service within the Commonwealth.

Partners

Partner	Description
Virginia libraries	The state's ninety-one public library systems, media specialists in Virginia's elementary and secondary schools, twenty-four community college libraries, the Virginia Department of Education and other state agencies, VITA and VIPNet, the United States Institute of Museum and Library Services, the Virtual Library of Virginia (VIVA), and various library cooperatives (such as the Richmond Academic Library Consortium, Capital Area Library Directors, Tidewater Area Reference Librarians, Southwest Technology Group, etc.). Cooperative library services would not be possible without a myriad of effective partnerships.

Products and Services

- Factors Impacting the Products and/or Services:
 - Funding
 - Population increases
 - Demographic shifts
 - Changes in technology
 - Maintenance of partnerships
 - Training
 - Marketing
 - Copyright and licensing
- Anticipated Changes to the Products and/or Services
 - Search enhancements (cross-database searching)
 - Price increases
 - New products
- Listing of Products and/or 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.
 - FirstSearch
 - NetLibrary

- o 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.
- o Literacy/Early Childhood Education
- o 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.

Finance

- *Financial Overview*

[Nothing entered]

- *Financial Breakdown*

	FY 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund								
Base Budget	\$25,000	\$2,868,479	\$25,000	\$2,868,479								
Change To Base	\$0	\$0	\$0	\$0								
Service Area Total	\$25,000	\$2,868,479	\$25,000	\$2,868,479								
Base Budget	\$25,000	\$2,868,479	\$25,000	\$2,868,479								
Change To Base	\$0	\$0	\$0	\$0								
Service Area Total	\$25,000	\$2,868,479	\$25,000	\$2,868,479								
Base Budget	\$25,000	\$2,868,479	\$25,000	\$2,868,479								
Change To Base	\$0	\$0	\$0	\$0								
Service Area Total	\$25,000	\$2,868,479	\$25,000	\$2,868,479								
Base Budget	\$25,000	\$2,868,479	\$25,000	\$2,868,479								
Change To Base	\$0	\$0	\$0	\$0								
Service Area Total	\$25,000	\$2,868,479	\$25,000	\$2,868,479								
Base Budget	\$25,000	\$2,868,479	\$25,000	\$2,868,479								
Change To Base	\$0	\$0	\$0	\$0								
Service Area Total	\$25,000	\$2,868,479	\$25,000	\$2,868,479								

Human Resources

- *Human Resources Overview*

[Nothing entered]

- *Human Resource Levels*

Effective Date	
Total Authorized Position level	0
Vacant Positions	0
Current Employment Level	0.0
Non-Classified (Filled)	breakout of Current Employment Level
Full-Time Classified (Filled)	
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	0.0 = Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*
[Nothing entered]
- *Anticipated HR Changes*
[Nothing entered]

Service Area Objectives

- We will provide information to all Virginians effectively and efficiently through the strengthening of library resources.

Objective Description

This objective fulfills the Library's mission and goals to provide quality information resources and library services to the Virginia's citizens and to serve as the lead agency in the Commonwealth for the development of statewide library services. This objective also fulfills the fourth and fifth long-term objectives established by the Council on Virginia's Future, elevating the levels of educational preparedness and attainment of our citizens and inspiring and supporting Virginians toward healthy lives and strong and resilient families.

Alignment to Agency Goals

- Agency Goal: Consulting: We will offer guidance and support to Virginia's libraries, state officials, and agencies, and local governments to foster quality library service across the Commonwealth.

Comment: Offer guidance and support to Virginia's libraries, state officials and agencies, and local governments to foster quality library service across the Commonwealth.

Objective Strategies

- LVA will expand its promotional efforts for the Find It Virginia databases.
- LVA will offer training on database features and searching skills.
- LVA will conduct pre- and post-training surveys.
- LVA will offer training in early childhood/family literacy programs and activities for libraries.

Link to State Strategy

- nothing linked

Objective Measures

- Number of searches in the Find It Virginia databases.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: .

Measure Baseline Value: Date:

Measure Baseline Description: 11,636,271searches (FY2009)

Measure Target Value: Date:

Measure Target Description: 15,200,000 FY 2010 and FY 2011.

Data Source and Calculation: Annual statistical report of user sessions provided by the database vendors.
Reference: 14201

Service Area Strategic Plan

The Library of Virginia (202)

3/13/2014 11:21 am

Biennium: 2010-12

Service Area 8 of 11

Consultation to Libraries (202 142 03)

Description

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.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission
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. This service area also supports the third and fifth long-term objectives established by the Council on Virginia's Future, to "engage and inform citizens to ensure we serve their interests" and to "inspire and support Virginians toward healthy lives and strong and resilient families."
- Describe the Statutory Authority of this Service
§42.1-1(6) authorizes the Library to give direction, assistance and counsel to all libraries in the Commonwealth, to communities that wish to establish libraries, and to all citizens on issues relating to library administration, collection development, cataloging, and similar subjects.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Virginia library community (academic, special, K-12, public)	Academic and special libraries	5,895	5,895
Local library boards, foundations, and friends groups	Local library boards, foundations, and friends groups	224	224
State and local government officials	State and local governments and agencies	545	545

Anticipated Changes To Agency Customer Base

Increase in number of library buildings: With library construction on the rise and many library systems expanding service with the addition of new facilities (there are currently more than 345 libraries in Virginia), the demand for consulting services is expected to increase.

Mergers and dissolutions of regional libraries: As libraries reconfigure and reorganize themselves, these changes will have an impact on services provided by LVA.

Increase in the number of Friends of the Library and Library foundation groups: As these groups increase in number, their need for consulting services in areas such as fund-raising, mission, organizational structure, and legal issues will also increase.

Partners

Partner	Description
Virginia libraries	Virginia's public library systems, local, state, and federal government agencies, the Virginia Department of Education, the Virginia Library Association, the Virginia Public Library Directors Association, the Institute of Museum and Library Services, and the Virginia Community College system.

Products and Services

- Factors Impacting the Products and/or Services:
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.
- Anticipated Changes to the Products and/or Services
The recommendations that emerge from the commissioned study of Virginia's public libraries are impacting future products and services.

The need for a consultant with expertise in programs and services for the elderly in light of Virginia's aging population.

Need to establish core competencies, as recommended in the commission study.
- Listing of Products and/or 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, technology, the federal e-rate program, and working with library advocates (such as Friends groups and foundations).

Finance

- *Financial Overview*

[Nothing entered]

- *Financial Breakdown*

	FY 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund						
Base Budget	\$288,148	\$380,206	\$288,148	\$380,206						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$288,148	\$380,206	\$288,148	\$380,206						
Base Budget	\$288,148	\$380,206	\$288,148	\$380,206						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$288,148	\$380,206	\$288,148	\$380,206						
Base Budget	\$288,148	\$380,206	\$288,148	\$380,206						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$288,148	\$380,206	\$288,148	\$380,206						
Base Budget	\$288,148	\$380,206	\$288,148	\$380,206						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$288,148	\$380,206	\$288,148	\$380,206						
Base Budget	\$288,148	\$380,206	\$288,148	\$380,206						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$288,148	\$380,206	\$288,148	\$380,206						

Human Resources

- *Human Resources Overview*

[Nothing entered]

- *Human Resource Levels*

Effective Date		
Total Authorized Position level	0	
Vacant Positions	0	
Current Employment Level	0.0	
Non-Classified (Filled)		} breakout of Current Employment Level
Full-Time Classified (Filled)		
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage		
Contract Employees		
Total Human Resource Level	0.0	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

[Nothing entered]

- *Anticipated HR Changes*
[Nothing entered]

Service Area Objectives

- We will provide assistance, counsel and staff development to Virginia's public libraries to foster quality library service to all residents.

Objective Description

Well-managed public libraries and well-trained library directors and staff are essential prerequisites to providing quality library services for all citizens. The Library's library development and networking program offers a wide array of consulting services and training that assist libraries and library staff in providing the best library and information service that available resources allow.

Alignment to Agency Goals

- Agency Goal: Consulting: We will offer guidance and support to Virginia's libraries, state officials, and agencies, and local governments to foster quality library service across the Commonwealth.

Comment: This objective fulfills the Library's mission and goal to provide quality information resources and library services to the Virginia's citizens and to serve as the lead agency in the Commonwealth for the development of statewide library services. This objective also fulfills the fourth and fifth long-term objectives established by the Council on Virginia's Future, elevating the levels of educational preparedness and attainment of our citizens and inspiring and supporting Virginians toward healthy lives and strong and resilient families

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.
- Provide and promote a wide variety of training opportunities for library directors, trustees, and staff.

Link to State Strategy

- nothing linked

Objective Measures

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

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: 27,976 (FY 2009)

Measure Target Value: Date:

Measure Target Description: 30,000 (FY 2011-2012)

Data Source and Calculation: Data compiled from quarterly reports. Reference:14203

Service Area Strategic Plan

The Library of Virginia (202)

3/13/2014 11:21 am

Biennium: 2010-12

Service Area 9 of 11

Research Library Services (202 142 06)

Description

This service area comprises those technical and public service components necessary to provide sophisticated management of a growing collection of over 2.5 million published volumes of monographs, serials, and newspapers, digital resources, state and federal documents, and 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.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission*

This service area aligns directly with the Library's mission and goal to provide access to the most comprehensive collection of information about Virginia and its citizens. It also fulfills the fourth and sixth long-term objectives of the Council on Virginia's Future to "elevate the levels of educational preparedness and attainment of our citizens" and to "protect, conserve, and wisely develop our natural, historical, and cultural resources."
- Describe the Statutory Authority of this Service*

§42.1-1 establishes the Library of Virginia at the seat of government and directs the Library to purchase and maintain a general collection of books, periodicals, newspapers, maps, films, audiovisual materials and other materials for the use of the people of the Commonwealth as a means for the promotion of knowledge within the Commonwealth. §42.1-19. declares that the Library of Virginia shall establish a depository system and send to the members thereof copies of state publications. §2.2-609 states that every agency, institution, collegial body, or other state governmental entity shall furnish such number of copies as may be designated by the Librarian of Virginia of each of its publications at the time of issue to the Library of Virginia for its collection and copies sufficient for the depository system and for exchange purposes. Title 44, United States Code, §1902-1903, provides for the gathering and dissemination of "all Federal information regardless of format that is of public interest or educational value" to the Library of Virginia through the Federal Depository Library Program.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
State and local agencies and officials	Agencies and officials	725	889
Virginia library community (academic, special, K-12, public)	Public library systems	91	91
State agency resource centers	State agency resource centers	10	10
State document depository libraries	State document depository libraries	11	11
Library visitors and researchers	Visitors to the Library of Virginia	215,000	225,000
Library web site user sessions	Visitors to the Library's Web site	3,600,000	4,600,000

Anticipated Changes To Agency Customer Base

Increased visitation to use Library resources, exhibits and programs: An increase in educational programming and a strong interest in Virginia history are expected to continue to have an impact on visitation to the Library and use of its resources.

Expanded online access to resources and services: Access to new digital portals like Digitool and the increasing availability of digitized material from the Library's collections is nationally recognized and attracting increased public awareness and use. The outcome of the National Digital Newspaper Program undertaken with the National Endowment for the Humanities will continue to increase visitation to the Library's Web site.

Endowment for the Humanities will continue to increase visitation to the Library's Web site.

Partners

Partner	Description
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.
Etherington Conservation Services	A public-private partnership; provides extensive onsite and specialized laboratory services for published materials in the general collection and the Special Collections Department.
HF Group Bindery Services	A public-private partnership; provides book binding services and specialized, custom-made protective boxing for the published collection.
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).
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.
	A public-private partnership; provides access to a variety of subscription

ProQuest/University Microfilms, Ann Arbor, Michigan	on-line databases available in the public reading rooms and microfilm services for 200 daily and weekly Virginia newspapers.
VITA	Provides software services for e-commerce functions through the Library's Web site. Customers can place orders for services and products and pay by credit card.
YBP Library Services	Provides acquisition services for books published by academic institutions and supporting collection management and technical services through a public-private partnership.

Products and Services

- *Factors Impacting the Products and/or Services:*
 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.
- *Anticipated Changes to the Products and/or Services*
 The recent 400th anniversary of Virginia's settlement continues to generate demand for use of all library historical resources, reference services and specialized knowledge.
- *Listing of Products and/or 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.

Finance

- *Financial Overview*
 [Nothing entered]
- *Financial Breakdown*

	FY 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund				
Base Budget	\$3,178,054	\$799,005	\$3,178,054	\$799,005				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$3,178,054	\$799,005	\$3,178,054	\$799,005				
Base Budget	\$3,178,054	\$799,005	\$3,178,054	\$799,005				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$3,178,054	\$799,005	\$3,178,054	\$799,005				
Base Budget	\$3,178,054	\$799,005	\$3,178,054	\$799,005				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$3,178,054	\$799,005	\$3,178,054	\$799,005				

Human Resources

- *Human Resources Overview*
 [Nothing entered]
- *Human Resource Levels*

Effective Date	
Total Authorized Position level	0
Vacant Positions	0
Current Employment Level	0.0
Non-Classified (Filled)	

Full-Time Classified (Filled)	<i>breakout of Current Employment Level</i>
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	0.0 = Current Employment Level + Wage and Contract Employees

- **Factors Impacting HR**
[Nothing entered]
- **Anticipated HR Changes**
[Nothing entered]

Service Area Objectives

- We will increase access to Library resources for the Commonwealth's citizens, public libraries, and state and local governments through the effective use of acquisition, distribution, and cataloging.

Objective Description

Expectations by users are that the Library's collections and the information they contain will be readily accessible. Constant expansion of this service has been a consistent objective of the agency.

Alignment to Agency Goals

- Agency Goal: Collections: We will increase significantly the most comprehensive library and manuscript collections documenting the Commonwealth's past, present, and future.

Comment: This objective aligns with the agency's mission and goal to "increase significantly...open access" to library collections documenting the Commonwealth's past, present and future. It also aligns with the sixth long-term objective established by the Council on Virginia's Future to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Objective Strategies

- Promote the resources and services of the Library through a wide network of constituent groups and community and professional organizations.
- Promote the Depository System through expanded contacts with state agencies, especially those that have not previously participated in the program.

Link to State Strategy

- nothing linked

Objective Measures

- Number of bibliographic records added to the Library's online collections catalog.

Measure Class: Other Measure Type: Outcome Measure Frequency: Annual Preferred Trend: Up

Measure Baseline Value: 18003 Date: 6/30/2009

Measure Baseline Description: 18,003 annually(FY 2009)

Measure Target Value: 20396 Date: 6/30/2011

Measure Target Description: 20,396 annually (FY 2011-2012)

Data Source and Calculation: Number of bibliographic records for print, microform, electronic, and other media items and collections added annually to the Library's online patron-access catalog. Reference:14206

Service Area Strategic Plan

The Library of Virginia (202)

3/13/2014 11:21 am

Biennium: 2010-12

Service Area 10 of 11

State Formula Aid for Local Public Libraries (202 143 01)

Description

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.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission
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. It also aligns with the fourth of the long-term objectives established by the Council on Virginia's Future, to "elevate the levels of educational preparedness and attainment" of Virginia's citizens.
- Describe the Statutory Authority of this Service
§42.1-46 – 42.1-54 of the Code provides for a state-aid grant program, to be administered and distributed by the Library of Virginia under the authority of the Library Board. §42.1-52 authorizes the Library Board to develop standards under which library systems and libraries shall be judged eligible for state aid.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Local library boards, foundations, and friends groups	Public library systems	224	224
Virginia library card holders	Virginia library card holders	4,444,435	7,636,043

Anticipated Changes To Agency Customer Base

Population growth: Virginia's population growth will create a demand for additional library services and thus increases in the state aid appropriation may be sought by the public library community.

Demographic shifts: Population movement from region to region, the aging of the population, immigration that adds people of diverse ethnic and cultural backgrounds, and the like will affect the need for additional library resources.

Partners

Partner	Description
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, and the Institute of Museum and Library Services are among the Library's partners in this service area.

Products and Services

- Factors Impacting the Products and/or Services:
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.
- Anticipated Changes to the Products and/or Services
Library service in the Commonwealth will be affected if the state aid appropriation changes, either increased or decreased.

The Himmel and Wilson commission study of public libraries in Virginia, Inventing the Future of Public Library Service in Virginia, made several recommendations that will affect library products and services.

Several critical statewide library issues related to the state-aid formula (such as equalization, full funding, collaboration/cooperation, library director certification, and internet filtering) are likely to be addressed by future legislation, requiring changes to current services.
- Listing of Products and/or Services
 - The State Aid grant program, with responsibility for distributing the \$17.2 million state aid appropriation.

Finance

- Financial Overview
[Nothing entered]
- Financial Breakdown

	FY 2011		FY 2012		FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund		
Base Budget	\$17,278,628	\$0	\$17,378,628	\$0		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$17,278,628	\$0	\$17,378,628	\$0		
Base Budget	\$17,278,628	\$0	\$17,378,628	\$0		

Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$17,278,628	\$0	\$17,378,628	\$0

Human Resources

- *Human Resources Overview*
[Nothing entered]

- *Human Resource Levels*

Effective Date	
Total Authorized Position level	0
Vacant Positions	0
Current Employment Level	0.0
Non-Classified (Filled)	} breakout of Current Employment Level
Full-Time Classified (Filled)	
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	0.0 = Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*
[Nothing entered]
- *Anticipated HR Changes*
[Nothing entered]

Service Area Objectives

- We will improve the quality of information resources and library services in Virginia's public libraries through the state aid program.

Objective Description

The Library will work to improve the quality of information resources and library services to the Virginia citizens through responsible management and administration of the state aid grant program, according to stipulations in the Code and the guidelines and regulations established by the Library Board.

Alignment to Agency Goals

- Agency Goal: Consulting: We will offer guidance and support to Virginia's libraries, state officials, and agencies, and local governments to foster quality library service across the Commonwealth.

Comment: This objective fulfills the Library's mission and goal to provide quality information resources and library services to the Virginia's citizens and to serve as the lead agency in the Commonwealth for the development of statewide library services. This objective also fulfills the fourth and fifth long-term objectives established by the Council on Virginia's Future, elevating the levels of educational preparedness and attainment of our citizens and inspiring and supporting Virginians toward healthy lives and strong and resilient families.

Objective Strategies

- Provide increased financial resources for library services and materials.
- Provide "advice, assistance and counsel" to public library staff, trustees and supporters to improve services and develop useful collections of library materials.

Link to State Strategy

- nothing linked

Objective Measures

- Number of public library materials available per capita
 Measure Class: Other Measure Type: Output Measure Frequency: Annual Preferred Trend: Maintain
 Measure Baseline Value: 3.19 Date: 6/30/2009
 Measure Baseline Description: 3.1*9 Planning for Library Excellence Median (FY 2009)
 Measure Target Value: 3.19 Date: 6/30/2009
 Measure Target Description: 3.19 (FY 2011-2012) (Ability to maintain depends on state funding.)
 Data Source and Calculation: Bibliostat annual report. Total library materials divided by population of service area. Measures size of the library's collection. Reference:14301

Service Area Strategic Plan

The Library of Virginia (202)

3/13/2014 11:21 am

Biennium: 2010-12

Service Area 11 of 11

Administrative and Support Services (202 199 00)

Description

General Management and Direction: Provides the management and administrative support essential to being a well-managed agency of the Commonwealth. The functions included in this service area are:
 The Library Board and the Office of the Librarian of Virginia
 Human Resource Management
 Fiscal Services
 Public Information Services
 Photographic and Digital Imaging Services
 The Virginia Shop at the Library of Virginia
 Facilities Management
 Lease Agreement with the Department of General Services
 Information Technology Management: Provides the technology and technological management to allow users of Library information easy and efficient access to data and systems; support for efforts to preserve information through the use of Library technology; data storage and preservation of digital and electronic records; high-speed internet access and public wireless network connectivity; database applications development; website development and maintenance; policy and procedures development and implementation; and project planning and implementation support.

Physical Plant Services: 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.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission
 General Management and Direction and Physical Plant Services
 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 the best-management practices and standards, which is critical in fulfilling the Library's mission to provide citizens with the most comprehensive resources about their history and government and to preserve Virginia's historical and cultural history. This service area supports the Library's stewardship goal and aligns with the first long-term objective for the Commonwealth established by the Council on Virginia's Future, to be "recognized as the best managed state in the nation."
- Describe the Statutory Authority of this Service
 Information Technology Management
 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 goal 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."
- §42.1 of the Code establishes the Library Board membership and authority and authorizes The Library of Virginia to perform the functions and services described in the other service areas outlined in this document. Administrative support services are essential to carrying out the responsibilities within each service area.
 § 42.1 of the Code authorizes the Library of Virginia to perform the functions and services outlined in the title's various sections (described in the service areas outlined above). Information technology services are absolutely essential to carrying out the Library's responsibilities in today's world. These services are critical to the vitality and professionalism of an information agency such as the Library of Virginia.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Local library boards, foundations, and friends groups	Community organizations and Library constituents	224	224
State and local government officials	Elected and appointed officials	725	889
State agencies, boards, and commissions	Library of Virginia and Library of Virginia Foundation board members	40	40
State agencies, boards, and commissions	Library staff	214	214
Library visitors and researchers	Library visitors and researchers	215,000	225,000
Library web site user sessions	Library web site user sessions	3,600,000	4,600,000
Virginia library community (academic, special, K-12, public)	Public academic, special and school libraries	5,895	5,895
State agencies, boards, and commissions	State agencies, boards and commissions	194	194

Anticipated Changes To Agency Customer Base

Changes in the customer base in other service areas may have an impact on General Management and Direction and Physical Plant Services.

There are no anticipated changes in the customer base for Information Technology Management.

Partners

Partner	Description
Department of Accounts	The Library participates in the Decentralization of Financial Records Program.
Department of General Services	The Library participates in the electronic procurement program, eVA,

(DGS)	administered by DGS.
ExLibris Users of North America (ELUNA), Lyasis, OCLC, VIVA, RLG, and the Richmond Academic Library Consortium	Information Technology Management requires partners to meet the needs of our customers
Vendors – ExLibris, Internet Archive, EMC, HP 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 Information 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.

Products and Services

- *Factors Impacting the Products and/or Services:*

General Management and Direction:

State funding cycles

Inadequate staffing levels

Customer demands, both internal and external

Legislative initiatives

Recurring costs after initial investment in equipment and the Library's infrastructure

Information Technology Management:

Uncertain funding at the state and federal level

Inadequate funding to meet the challenges of rapidly expanding electronic/digital record storage, access and long-term preservation needs.

State-mandated requirements and increasing costs associated with participation in VITA make affordability a major issue. PPEA-driven outsourcing further complicates the situation and adds loss of control and decisions influenced by a private profit-driven company.

Customer services would have to be reduced if funding cuts and/or cost increases occur.

Increasing customer demands also impact service as adequate staffing levels must be maintained.

Other external factors include a perceived low statewide priority for Library technology projects and VITA's long approval and RFP processes.

- *Anticipated Changes to the Products and/or Services*

The demand for services 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.

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.

VITA's PPEA-driven outsourcing may cause changes in our ability to easily and efficiently deliver some of the products and services we currently provide due to loss of resource control.

- *Listing of Products and/or Services*

- Human Resource management services: The Office of Human Resource Management provides 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.
- Fiscal services: 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.
- Public information services: 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.
- Photographic and digital imaging services: 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.
- Graphic design services: All aspects of graphic design for agency publications, books, documents and exhibits.
- Facilities management services: The Office of Facilities Management operates and maintains the agency's facilities, including the Library of Virginia Building and the State Records Center. The latest technology is used 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. Other support services provided are mail and supply services, scheduling and coordination of the public meeting rooms by internal and external groups, and patron information and reception services.
- Information Technology Management: Easy, efficient access to Library collections.
- Information Technology Management: Data and preservation storage.
- Information Technology Management: High-speed internet access and public wireless connectivity.
- Information Technology Management: Technology consulting.

- Information Technology Management: Internal project management, including management of the Library's integrated library system.
- Information Technology Management: Database applications and development
- Information Technology Management: Web site development and maintenance.
- Information Technology Management: Management of multiple listservs.
- Information Technology Management: Electronic and digital records management and policy development.
- Information Technology Management: Technical support.
- Information Technology Management: Business recovery and planning.
- Physical Plant Services: Housekeeping services are provided for the Library Building and the State Records Center.
- Physical Plant Services: Additional support services are provided in the form of support for meetings and special events held at the Library of Virginia and oversight of a pest control program designed to protect the collections.

Finance

- *Financial Overview*
[Nothing entered]

- *Financial Breakdown*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$5,771,624	\$1,880,183	\$5,771,624	\$1,880,183
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$5,771,624	\$1,880,183	\$5,771,624	\$1,880,183

Human Resources

- *Human Resources Overview*
[Nothing entered]

- *Human Resource Levels*

Effective Date		
Total Authorized Position level	0	
Vacant Positions	0	
Current Employment Level	0.0	} <i>breakout of Current Employment Level</i>
Non-Classified (Filled)		
Full-Time Classified (Filled)		
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage		
Contract Employees		
Total Human Resource Level	0.0	= <i>Current Employment Level + Wage and Contract Employees</i>

- *Factors Impacting HR*
[Nothing entered]
- *Anticipated HR Changes*
[Nothing entered]

Service Area Objectives

- We will utilize technology appropriately to improve the preservation of Virginia's historical and cultural collections.

Objective Description

The growth of "born digital" electronic records and digital collections has changed the nature of historical long term preservation. The information is no longer just created and saved in its original paper form or microfilmed copy. Electronic resources must be preserved and safeguarded from future loss by means not yet clearly established. The Library must help create the necessary standards, guidelines, and procedures for the Commonwealth and provide the technology necessary for the permanent storage of those electronic records and digital collections deemed archival or historically and culturally important. Electronic resources include email, documents, publications, websites, political blogs, application data and digital images (photographs/video/etc) and sound.

Alignment to Agency Goals

- Agency Goal: Technology: We will use appropriate technology and high technical standards to safeguard and provide access to Virginia's historical collections and information resources.

Comment: This objective aligns with the Library's mission to preserve the legacy of Virginia's culture and history and the Library's goal 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, third, and sixth long-term objectives established by the Council on Virginia's Future, to "be recognized as the best managed state in the nation," to "engage and inform citizens to ensure we serve their interests," and to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Objective Strategies

- Create a Policy Development/Project Management position for dealing with the many new and unique issues of managing and preserving electronic records and a Database Programmer position to explore and develop open source and digital library specific applications

- Investigate, define and compare potential products and services and purchase those deemed most appropriate to meet the long-term needs of the Library and Commonwealth.
- Research the work of other states, private industry and national and international institutions to determine best practices.
- Establish working groups to create appropriate standards, guidelines and procedures.
- Research and purchase additional technologies and software when appropriate.
- Maintain network integrity and security.
- Obtain funding for electronic record storage, access, migrations and long-term preservation.

Link to State Strategy

- nothing linked

Objective Measures

- Number of born-digital electronic records and images stored on permanent systems.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Data source will be annual statistical reports reported end of Quarter 4.

Measure Baseline Value: Date:

Measure Baseline Description: 6,898,131(FY 2009)

Measure Target Value: Date:

Measure Target Description: 8,277,757 (FY2011);9,933,309 (FY2012)

Data Source and Calculation: Number of records stored on Library's technology systems that are dedicated to long-term permanent records, calculated by record count. Reference:19900

- We will ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements

Objective Description

The Virginia Performs administrative measures grade agencies on five criteria: Human Resource Management, Government Procurement, Financial Management, Information Technology, Performance Management, and Emergency Preparedness.

Alignment to Agency Goals

- Agency Goal: Stewardship: We will manage the Library's human, financial, and physical resources in keeping with recognized best practices and standards.

Comment: We will manage the Library's human, financial, and physical resources in keeping with recognized best practices and standards.

Objective Strategies

- Educate staff on policies and procedures, especially changes in policies and procedures, included in the criteria for the Management Scorecard.
- Maintain "Meets Expectations" score in all criteria by updating and ensuring compliance with standards, guidelines and procedures as appropriate.

Link to State Strategy

- nothing linked

Objective Measures

- Percent of administrative measures marked as "meets expectations".

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: 77% (FY 2009)

Measure Target Value: Date:

Measure Target Description: 100% (FY 2011–2012)

Data Source and Calculation: There are currently 13 administrative measures organized into 5 categories. Divide the number of "Meets Expectations" (green) scores by the number of total criteria (13) to receive the score. Items with a gray indicator are excluded from the calculation.