

Strategic Plan
(2012-2014 Version 1)

The Library Of Virginia (202)
Agency Plan

Mission Statement

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

Vision Statement

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

Information Technology

Current Operational IT Investments

The Library of Virginia has a strong in-house Information Technology Services Division. The Library's Board of Directors, Executive Management Team and staff recognize that Information Technology (IT) provides strategic value to all parts of the agency. IT helps enable the Library to meet its organizational goals and fulfill its vision and mission, reduce costs, enhance product and service quality, and improve customer service. 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 and security of digital and electronic records; high-speed internet access and public wireless connectivity; database applications development; web site 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 these services in the way that we believe will best meet the needs of our constituents and the requirement of the Virginia Public Records Act. This includes a combination of in-house systems, vendor-hosted "cloud computing", and use of the VITA/NG partnership where appropriate. If properly funded, the Library's IT plan will help enable the agency to realize its mission, goals and objectives.

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.

Infolinx – database box management system for use in the Archives and State Records Center allows efficient tracking, 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.

Facebook, Twitter, 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 Agency IT

The growth of the influx of permanent, archival electronic records from state government agencies is the huge issue - the Library of Virginia received about .5TB of archival electronic records transferred from the Kaine administration alone, and we expect to receive at least three times that amount from the McDonnell administration. How do we do this without the necessary funding for the IT infrastructure and staff? Repeated years of 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 continuing 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 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, implemented and supported. Rising maintenance costs due to growth and vendor price increases must be factored in as well. 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 25% since July 2000, despite greatly increased demands for services.

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.

Potential looming Congressional budget cuts to IMLS would very likely impact LSTA funding, which would be devastating to the Library, especially the Library's ability to maintain and enhance its technology to meet the growing requirements of its constituents.

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 complexity, 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, VITA's often long approval and RFP processes, and compliance with often changing VITA policies, procedures and practices 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 the hiring freeze continue to 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, online applications and social media. 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 ongoing projects that will be continued in the next biennium are the Electronic Records Workgroup - formerly EL-RIC - and the Library's digital initiatives programming - Digital Library.

The Library's Electronic Records Workgroup researches and sets standards for the collection and retention of electronic records 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 Electronic Records Workgroup 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 initiatives programming allows the Library of Virginia to continue to research, digitize, conserve, and catalog useful and often deteriorating non-electronic collections. As with the Electronic Records Workgroup, 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 (i.e. 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. Rising maintenance costs to support critical applications and systems require yearly re-evaluations, diligence and vendor negotiations to ensure the best prices and appropriate levels of service.

External influences and growing demand for services such as Facebook, Twitter, blogging, rss, chat, YouTube, historypin, and Flickr. This will affect 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 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, lack of urgency, delayed response and lack of follow-through on the part of the vendor. The Library must maintain decision-making authority on how to use our limited resources to best to meet our customers' needs.

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

106 Education, 10 cultural and historic exhibitions, 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

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	26,129,300	10,491,138	26,129,300	10,491,138
Changes to Base	0	0	0	0
Total	26,129,300	10,491,138	26,129,300	10,491,138

Agency Goals

- Collections: 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."

Long Term Goal

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

Protect, conserve and wisely develop our natural, historical and cultural resources.

Engage and inform citizens to ensure we serve their interests.

- Public Records: 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."

Long Term Goal

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

Protect, conserve and wisely develop our natural, historical and cultural resources.

- Technology: 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."

Long Term Goal

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

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

Protect, conserve and wisely develop our natural, historical and cultural resources.

Engage and inform citizens to ensure we serve their interests.

- Consulting: 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."

Long Term Goal

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

- Outreach and Education: 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

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."

Long Term Goal

- Elevate the levels of educational preparedness and attainment of our citizens.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

- Stewardship: 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."

Long Term Goal

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

Programs and Service Areas for Agency

- 13701: Management of Public Records
- 13702: Management of Archival Records
- 13703: Historical and Cultural Publications
- 13704: Archival Research Services
- 13705: Conservation-Preservation of Historic Records
- 13706: Circuit Court Record Preservation
- 14201: Cooperative Library Services
- 14203: Consultation to Libraries
- 14206: Research Library Services
- 14301: State Formula Aid for Local Public Libraries
- 199: Administrative and Support Services

Customers

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Consumer	Library Visitors and Researchers	4,696,330	7,903,938	Increase
Local or Regional Government Authorities	State and Local Government	3,576	3,915	Increase
Consumer	Lectures, Programs, Tours, and Special Events	140,000	141,000	Increase
Consumer	Library Website User Sessions	2,500,000	3,000,000	Increase
Non-Profit Agency (Boards/Foundation),	Non-Profit Organizations	424	424	Stable

Changes in Customer Behavior and Use

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

Technology

The content of government records is rapidly moving toward "born-digital" formats, and users are increasingly demanding digital access to collections and information. The issues of storage, migration, and access are continuous needs due to the uncertain stability of the fragile electronic formats. Since 2006, the number of these records has grown by 4800 percent, to a current total of nearly 17 million. Library analysis estimates another 50 percent increase over the next three years.

Workforce

Sufficient staffing continues to be a major concern for the Library of Virginia. We have experienced a 35 percent reduction in our workforce. While the Library enjoys a highly educated and experienced staff, the agency faces several significant workforce issues. Currently, approximately 15 percent of our staff are eligible for unreduced retirement. Over the next 5 years, that percentage will increase to 29 percent (38) or almost one third of our current staff. One half of these (19) are in professional librarian or public service roles which are fundamental to our mission. We are unlikely to replace this staff due to the current state hiring restraints. The inability to hire is occurring at the same moment that the digital revolution is radically changing the skills required to work in an institution deeply tied to information technology. Together, these forces will present a challenge to training budgets and long-term institutional transformation in order to meet future challenges.

Collection Growth

The collections have grown exponentially since the Library's move to the new building in 1997, through legislative mandate, purchase, and donations. The Library's printed collection has grown to 1,921,981 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 76,460 cubic feet (or approximately 115 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.

Products and Services

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

- Consulting services and training on the retention, storage, and conservation of records to 545 state and local agencies and more than 1,800 records officers to ensure that they manage Virginia's public records in accordance with the Virginia Public Records Act.
- Access to government records and other collections through an array of guides, finding aids, and catalogs in a variety of formats, including searchable databases and digital collections on the Web.
- Information and reference services on a wide array of subjects accessible both in-person and through contacts by mail, e-mail, telephone, and fax.
- SOL-based educational products and programs provided both in-person and online including publications, exhibitions, symposia, and conferences.
- Extensive consulting services to Virginia's ninety-one public library systems and to other libraries in areas such as library administration, planning for excellence, children's and youth services, trustee responsibilities, and technology.

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

Trends

Rankings & Customer Trends

The Library of Virginia expects to see a steady increase in its customer base as the population grows and customers learn of increased availability of archival and bound resources from the collections, and especially due to the increase in the number of electronic resources Virginians can access remotely through FindItVA and the Library's website. Technology will become an even more critical factor for the Library in meeting customer needs in the future due to the burgeoning demand for online accessibility to Library information, resources, and services.

Trend Name	Trend Area
Demand for Digital Access	Increase
Information Technology Costs	Increase
Collection Size	Increase

Performance Highlights: Service Performance & Productivity Initiatives

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

Future Direction, Expectations, and Priorities

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

13701: Management of Public Records

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.

Mission Alignment and Authority

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."

Customers for this Service Area

Anticipated Changes to Customers 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.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Local or Regional Government Authorities	Local agencies of government	351	351	
State Agency(s),	State agencies, boards, commissions, etc.	194	194	
Local or Regional Government Authorities	State and local records officers	1,835	1,835	

Partners for this Service Area

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

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.

Anticipated Changes to the Products and/or Services

Increased demand for training and consultation services, due to the legislative requirements of the Health Insurance Portability and Accountability Act (HIPAA) and the Family Educational Rights and Privacy Act (FERPA), as well as media coverage of records-related scandals such as Enron/Arthur Anderson, passage of the Sarbanes-Oxley Act, and the recent e-discovery-related changes to the Federal Rules of Civil Procedure.

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

Provide long-term high security storage of computer media.

Listing of Products and / or Services

Development and promulgation of records retention and disposition schedules: A retention schedule describes the records created and held by an agency or administrative unit, establishes a timetable for the life cycle of the records series, prescribes an ultimate disposition for the records, and serves as the legal authorization for the disposition of public records. All agencies of government must have a current retention schedule in place to ensure proper records management.

Consulting services: The Library provides guidance and assistance on the effective and efficient management of public records to all state and local agencies and their designated records officers.

Electronic records: The Library is developing standards and guidelines for the secure storage of public records that are generated in digital format. The stipulations found in agency retention schedules apply to electronic as well as paper records, but retaining electronic files for future use in an age of rapidly changing technology poses numerous new issues and challenges, such as e-discovery.

Training: The Library offers training for state and local records officers, in Richmond and at selected locations across Virginia, and online, in the basic principles of records management, the management of electronic records, legal requirements, and vital records/disaster planning.

Records storage: The Library operates the State Records Center, located in Henrico County, which provides secure, climate-controlled storage for inactive public records and for low-use archival records. Agencies pay fees that are competitive with those charged in the private sector to store their records in the Records Center until the retention period for the record series has expired.

Access to records: The State Records Center staff pick up and deliver agency records at no charge within the Richmond Service Area. The staff will pick up records outside of the Richmond Service Area for a quoted fee. They will deliver requested records via a commercial courier for those agencies outside of the Richmond Service Area with the cost of delivery charged to the agency.

Media storage: The State Records Center contains a secure, climate-controlled vault area in which media copies of permanent state and local records are housed. Agencies often need to obtain copies of the materials contained on this film, and Records Center staff handles these requests.

Quality control: Records Center staff routinely inspect security copies of media on arrival from the vendor, to be certain that the media is a faithful representation of the original documents and could be reproduced in the future, should it be needed.

Confidential destruction of records: The State Records Center offers secure shredding services, to ensure that official records are destroyed safely and confidentially at the end of their life cycle.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	832,662	257,281	832,662	257,281
Changes to Base	-210,744	0	-210,744	0
Total	621,918	257,281	621,918	257,281

Objectives for this Service Area

Objectives for this Service Area

Objective

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

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.

Objective Strategies

- Increase advertising and awareness of the records management program.

Alignment to Agency Goals

- Public Records: Manage and preserve the essential public records of the Commonwealth's governance, history, and culture.

Measures

- Number of contacts with state and local records officers

Measure Class **Other Agency** Measure Type **Output** Preferred Trend **Increase** Frequency **Annually**

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.

13702: Management of Archival Records

Description

The management of archival records implements the Virginia Public Records Act by providing preservation and enhanced access to approximately 114.6 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.

Mission Alignment and Authority

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."

Customers for this Service Area

Anticipated Changes to Customers 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. Constant changes in technology and rapid expansion of electronic record holdings require extensive funding to preserve and provide access.

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.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Local or Regional Government Authorities	Clerks of court	120	120	
Local or Regional Government Authorities	Governments of cities and towns	351	351	
Local or Regional Government Authorities	Regional authorities	5	44	
State Agency(s),	State agencies, boards, and commissions	194	194	

Partners for this Service Area

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 this service area is revenue generated by fees collected at the time of recording of certain legal documents, programs and services are being impacted by a decline in recording activities.

The accelerating growth of e-media will require a digital records center for the secure storage of inactive state and local digital records.

Anticipated Changes to the Products and/or Services

The increase in the number of electronic records created by governmental bodies requires careful planning for storage, monitoring for degradation, maintenance of integrity, and software compatibility – all issues for which there is not a ready answer and will require increasing amounts of research, education, funding, and staff time.

The Technology Trust Fund established by Section 17.1-279 of the Code of Virginia encourages development and implementation of land records automation plans and for clerks of court to provide remote access to land records throughout the Commonwealth. Archival preservation and storage of these important permanent records will be a focus in future planning for this service area.

Listing of Products and / or Services

Access to archival records: In order to provide researchers with access to the valuable archival records from Virginia's local and state governments and private individuals and entities, Library staff must organize the collections, place them in a logical arrangement, create accurate finding aids, and enter authoritative online catalog records into searchable databases for easy retrieval.

Preservation and conservation: Original archival materials frequently come to the Library showing the results of years of custodial neglect. Preservation or conservation treatment is frequently required before the material can be accessed by the public.

Consultation on archival records management: Staff provides expert consultation services to state agencies, the citizens and private institutions of the Commonwealth, circuit courts, counties, cities, and towns on the management of archival records, including the inventory, assessment, conservation, storage, and security requirements for records deposited in the Library or held within local courthouses and other facilities.

Quality control: The Library's security storage service provides quality control inspection of microforms of permanent records produced from a variety of sources and the monitoring of conditions suitable for long-term storage of electronic and other preservation media.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	0	2,500,000	0	2,500,000
Changes to Base	0	-37,323	100,000	-37,323
Total	0	2,462,677	100,000	2,462,677

Objectives for this Service Area

Objectives for this Service Area

Objective

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

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. However, reductions to funding and staffing as well as the increasing number of donations to the collections over the past few years have diminished the Library's ability to eliminate the processing backlog by 2018.

Objective Strategies

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

Alignment to Agency Goals

- Collections: Increase significantly the most comprehensive library and manuscript collections documenting the Commonwealth's past, present, and future.

Measures

- Number of items of Library archival records processed.

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Library staff track the number of items (measured in cubic feet) and summarize these statistics annually.

13703: Historical and Cultural Publications

Description

The Library of Virginia's historical and cultural outreach program, which dates back to 1905, coordinates the agency's 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.

Mission Alignment and Authority

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."

Customers for this Service Area

Anticipated Changes to Customers 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.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Local or Regional Government Authorities	Book stores, schools, and libraries	100	400	
Student	Exhibition visitors	50,000	120,000	
Student	Lecture, program, and special event attendees	6,500	7,000	
Student	Students and teachers (tours)	1,000	1,500	
Consumer	Virginia Shop customers	5,100	81,200	

Partners for this Service Area

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 Department of Education	Collaborate on development of educational resources and promotions of same to schools across the Commonwealth
The Virginia Foundation for the Humanities	Continue to fund specific educational programs and work with the Library through Encyclopedia Virginia

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

Customer demand for online historical resources will increase at ever higher rates as a postscript to the Commonwealth's four-hundredth anniversary.

The 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.

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.

Listing of Products and / or Services

Publication of resources in printed and digital form including books, catalogs, and thematic web-based publications such as "Shaping the Constitution".

Publication of 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.

Publication of Broadside: The Library of Virginia's quarterly magazine which captures the exciting work of the Library's and Foundation's staff members, highlights the rich collections of the Library, provides timely notice and marketing for Library programs and events, and aids private fundraising for every facet of the Library mission.

Editorial assistance with the agency's multiple informational publications, including the Library's E-newsletter, annual reports, brochures, and an extensive series of print and online research notes and guides.

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

Development of a wide range of web resources for students, teachers, and researchers such as the Virginia Memory Project, offering essays, research guides, documents, and pictorial materials that can be used in part to support Virginia's Standards of Learning.

Assistance with the Library's annual Virginia Literary Awards competition for fiction, non-fiction, and poetry.

Develop, test, and present programs and products for K-12 students and teachers, including an Annual Teacher's Symposium and the Brown Teacher's Research Fellowship, educational materials for all major exhibitions, and lesson plans, guides, and other products for use with K-12 students tied to primary sources from the rich holdings of the Library.

Draw on the Library's extensive holdings to mount exhibitions of the highest quality, highlighting important facets of Virginia's history and culture and using the most effective techniques to translate that content to a broad audience and K-12 students.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	780,860	98,383	780,860	98,383
Changes to Base	-279,397	73,018	-279,397	73,018
Total	501,463	171,401	501,463	171,401

Objectives for this Service Area

Objectives for this Service Area

Objective

Disseminate to the widest possible audience information about Virginia history and culture.

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.

Objective Strategies

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

Alignment to Agency Goals

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

Measures

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

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Library staff track attendance at each program. Programs include book talks, children's programs, and other public events/lectures.

- Unit cost of educational programming for K-12 students.

Measure Class **Productivity** Preferred Trend **Decrease** Frequency **Annually**

Data Source and Calculation

Number of students served divided by total cost required to perform educational program activities; costs include labor costs and direct costs. Library staff will track number of students served by actual head count and web visit counts. Labor costs will be calculated by applying salary and employee fringe benefit rates to staff members' reported hours on this activity. Direct costs will include expenditure related to travel, marketing/promotion, training and evaluation materials and materials developed for student research/investigation. Expenditures will be collected via voucher analysis.

13704: Archival Research Services

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 114.6 million original archival items in the Library collections dating from the earliest settlement of Virginia to the present.

Mission Alignment and Authority

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."

Customers for this Service Area

Anticipated Changes to Customers 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.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Tourist	Heritage tourism industry	85,000	90,000	
Consumer	In-person visitation	215,000	225,000	
Consumer	Web site users	2,500,000	3,500,000	
Local or Regional Government Authorities	Museums, historical societies and cultural institutions	100	150	
Local or Regional Government Authorities	State and local government officials	175	300	

Partners for this Service Area

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 increase in born digital archival materials presents an enormous challenge: the issues of storage, migration, and access pose continuous concerns due to the uncertain stability of fragile electronic formats and constantly changing technology. The increasing demand for the online availability of records from the collection has brought about an increasing demand for staff to create access points as well as the necessity for maintaining this material in an age of rapidly changing technology. Consultation and research assistance is affected by changing local and national economic conditions. Increased costs of gasoline, for example, can result in fewer visits to the Library by families traveling on vacation. The same conditions can contribute to increased contacts by mail, telephone, fax, e-mail and online chat.

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.

Anticipated Changes to the Products and/or Services

Increased creation of electronic records requires careful planning for storage, monitoring for degradation, maintenance of integrity, and software compatibility – all issues for which there are no ready answers and will require increasing amounts of research, education, funding, and staff time.

Listing of Products and / or Services

Access to archival records: Providing ready access to the documentary heritage of the Commonwealth is a complementary function to the preservation of this material. Logical arrangement, accurate finding aids, and authoritative online catalogue records make it possible for users to access and obtain information from the valuable archival materials in the collections of The Library of Virginia.

The advent of alternative formats (digital, electronic, video, sound) present new and often costly challenges to staffing and supply needs. Maintenance and specialized storage requirements are issues that must be faced. The rapid increase in born-digital archival materials presents an enormous challenge: issues of storage, migration, and access pose continuous concerns due to the uncertain stability of fragile electronic formats and constantly changing technology.

Conservation: Conservation of original archival items to preserve the material for posterity.

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

Collection development: In addition to the Code-mandated collection of Virginia state agency records, the Library also seeks and acquires Virginia-related archival items. These non-governmental items provide a more intimate/human face to history and document the thoughts and daily activities of individual Virginians.

Consultation and research assistance: This service takes place 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 additional resources.

Presentations and programs: This service is 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 100 or more.

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

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	1,078,162	525,287	1,078,162	525,287
Changes to Base	309,212	0	309,212	0
Total	1,387,374	525,287	1,387,374	525,287

Objectives for this Service Area

Objectives for this Service Area

Objective

Expand access to archival resources and information services to state and local government agencies, historical and family history researchers and the public.

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.

Objective Strategies

- Library staff will provide accurate, timely and courteous service to customers and will involve them in identifying areas of research interest.
- The Library will carefully and consistently apply accepted national bibliographic and cataloging standards used to describe and catalogue collections for customer use.
- 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 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.

Alignment to Agency Goals

- Collections: Increase significantly the most comprehensive library and manuscript collections documenting the Commonwealth's past, present, and future.

Measures

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

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

The data for collections served in electronic format is collected via Webtrends reports. The data for all other formats is collected manually by staff as actual use of materials occurs. These two totals are added together to calculate the total actual items served.



13705: Conservation-Preservation of Historic Records

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.

Mission Alignment and Authority

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."

Customers for this Service Area

Anticipated Changes to Customers 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.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Consumer	Historical researchers	120,000	150,000	
Consumer	Users of Library's web site	2,500,000	3,500,000	

Partners for this Service Area

Partner	Description
Etherington Conservation Services Conservation Center of Browns Summit, North Carolina, the Backstage Library Work's Preservation Center of Bethlehem, Pennsylvania	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 Museum and Library Services, the Huntington Library, the American Antiquarian Society, and ProQuest/University Microfilms International	These are other partnerships initiated to make effective use of Library facilities and equipment and to access the expertise of highly specialized institutions.

Products and Services

Factors Impacting the Products and/or Services

Citizens' and government's increasing demands for e-access to Library resources require that web-mounted collections are first conserved, then scanned, organized by meta-data, archived electronically, and later migrated to other digital platforms. Keeping pace with this product demand substantially increases pressures on the Library's traditional conservation-preservation budget. Significantly escalating the number of conserved and reformatted materials available on the Library's website places substantial additional demand on the Library's information technology infrastructure. The rapid pace of technological change will require that the Library designate sufficient budget resources in order to maintain its conservation-preservation infrastructure. In addition, the breadth of expertise now required for the laboratory conservation of rare materials, the preservation of that material by specialized microform and digital

reformatting for ready access, and the safe, secure storage of the resulting electronic files all necessitate a range of knowledge and experience never before required on such a scale. Moreover, the expertise needed is highly marketable, which in turn raises critical issues related to recruitment and retention. Increased agency and public demands for electronic access via the web to archival collections will increasingly impact on the staff time, agency's technological infrastructure, and available funds for conservation-preservation. Traditional formats will continue to be created and need attention but funding for mounting and making accessible as well as permanently maintaining electronic records has not been added to our budget.

Anticipated Changes to the Products and/or Services

Customer demand for online historical resources increased with the Commonwealth's four-hundredth anniversary, placing additional pressure on conservation-preservation workflow and resources. This demand is expected to continue to increase due to the growing computer literacy of the public at large and their expectations for increased digital access to the Library's assets.

The demand will likewise require significantly enhanced training in conservation-preservation and reformatting procedures and revised staffing assignments, so that multiple departments can together address a variety of specialized tasks formerly completed within a smaller group.

The growth of product demand will also significantly increase the Library's reliance on public-private partnerships, which with adequate funding will provide several opportunities to increase services substantially while effectively investing resources.

Listing of Products and / or Services

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

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

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

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

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	682,770	274,936	682,770	274,936
Changes to Base	-309,212	0	-209,212	-100,000
Total	373,558	274,936	473,558	174,936

Objectives for this Service Area

Objectives for this Service Area

Objective

Conserve and reformat a wide variety of manuscript, newspaper, and other fragile collections.

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.

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.

Alignment to Agency Goals

- Collections: Increase significantly the most comprehensive library and manuscript collections documenting the Commonwealth's past, present, and future.

Measures

- Number of items/pages in the Library's collections preserved through microfilming and digitization.

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Pages/items preserved by microfilming are counted and recorded by staff as they are processed. Items/pages digitized are calculated by comparing the number of files on the server at the beginning vs the end of the year. The change is added to the microfilm totals in order to provide the actual items/pages preserved annually.

13706: Circuit Court Record Preservation

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 the preservation, 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 partnership with the Backstage Library Work's Digital Collection and Preservation Services Division in Bethlehem, Pennsylvania, 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.

Mission Alignment and Authority

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."

Customers for this Service Area

Anticipated Changes to Customers 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.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Local or Regional Government Authorities	Circuit Court clerks	120	120	
Consumer	Business, legal, educational, and historical researchers	215,000	225,000	
Consumer	Users of Library's web site	2,500,000	3,500,000	

Partners for this Service Area

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.
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, 2008, 2009 and 2010 that have not been restored. At the same time citizens' and government's increasing need for rapid e-access to information, especially court records, places considerable pressure on already stretched fiscal and staff resources, which in turn will affect the Library's Local Records Program—with far higher needs for consultation, archival, and reformatting services. In particular, digital scanning is growing at an unprecedented pace. Circuit Court Land Records, for example, are being fully scanned and made available online at a remarkable rate. This will also lead to significantly heightened expectations for other major scanning efforts. Traditional paper records, however, remain very much a part of each Circuit Court and increasingly consume valuable space and staff attention. Thus these older materials will still require organization, processing, reformatting and space. The rapid pace of technological change coupled with the Library's long-standing archival responsibilities will require that the Library somehow designate sufficient budget and staff resources to address its now two-fold mission to care for electronic and paper records. In addition, the breadth of expertise now required for collecting, organizing, and archiving electronic records requires skill sets never before required on such a scale, which in turn raises critical issues related to recruitment and retention.

Anticipated Changes to the Products and/or Services

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.

Listing of Products and / or Services

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

Expert consultation services on the inventory, assessment, conservation-preservation, storage, and security of Circuit Court Records.

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

Cooperative program with the Virginia Information Technologies Agency (VITA) to offer state contract services for the conversion of Circuit Court Records to digital format for online access and to microform for long-term preservation.

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

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

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

Permanent secure storage at the Library's State Records Center of electronic, microform, or other preservation media used in reformatting Circuit Court Records.

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

Open research access within each locality's Circuit Court Clerk's office and within the Library of Virginia to collections processed and reformatted according to stringent archival standards.

Open access through the Library's web page to a personal-name index to an immense range of pre-1913 circuit court chancery records and images.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	0	1,000,000	0	1,000,000
Changes to Base	0	0	0	0
Total	0	1,000,000	0	1,000,000

Objectives for this Service Area

Objectives for this Service Area

Objective

Preserve and protect circuit court records through the Circuit Courts Records Preservation grant project.

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.

Objective Strategies

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

Alignment to Agency Goals

- Collections: Increase significantly the most comprehensive library and manuscript collections documenting the Commonwealth's past, present, and future.
- Public Records: Manage and preserve the essential public records of the Commonwealth's governance, history, and culture.
- Technology: Use appropriate technology and high technical standards to safeguard and provide access to Virginia's historical collections and information resources.

Measures

- Number of active circuit court projects funded by the grant program.

Measure Class **Other Agency** Measure Type **Output** Preferred Trend **Increase** Frequency **Annually**

Data Source and Calculation

Library staff track the number of circuit court grant projects active during the fiscal year.

14201: Cooperative Library Services

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.

Mission Alignment and Authority

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.

Customers for this Service Area

Anticipated Changes to Customers 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.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Consumer	Virginia library card holders	4,444,435	7,636,043	
Organization	Public, academic, and special libraries	5,895	5,895	

Partners for this Service Area

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

- Mobile Apps and services
- Web scale search and discovery
- 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.

Materials, planning, and training workshops for a statewide Summer Reading Program for children and young adults and Winter Reading Program for parents of children ages 2-4 that are made available through Virginia's local public libraries.

Literacy/Early Childhood Education

The Library participates as a net lender in a statewide and national interlibrary loan network, sharing the Library's resources with readers and researchers across the state and the country and obtaining for government officials, agencies, and LVA patrons works that the Library does not own. This service helps libraries in Virginia avoid

duplication and maximize the buying power of their extremely limited fiscal resources.

Collection of ebooks related to career and job information

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	323,233	2,519,080	323,233	2,519,080
Changes to Base	-200,000	-307,826	125,000	-507,826
Total	123,233	2,211,254	448,233	2,011,254

Objectives for this Service Area

Objectives for this Service Area

Objective

Provide information to all Virginians effectively and efficiently through the strengthening of library resources.

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.

Objective Strategies

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

Alignment to Agency Goals

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

Measures

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

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Reported annually from Bibliostat Data from public libraries

- Number of participants in summer reading program

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Track attendance at the programs.

- Number of participants in winter reading program

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Track attendance at the programs

- Circulation of children's library materials

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Reported by public libraries via Bibliostat Data and from Library of Virginia annual reports

14203: Consultation to Libraries

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.

Mission Alignment and Authority

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."

Customers for this Service Area

Anticipated Changes to Customers 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.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Non-Profit Agency (Boards/Foundation),	Local library boards, foundations, and friends groups	224	224	
Local or Regional Government Authorities	State and local governments and agencies	545	545	
Organization	Academic and special libraries	5,895	5,895	

Partners for this Service Area

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.

Listserve for library directors, youth services, and staff.

Bibliostat, a statistical tool for tracking vital information about Virginia's libraries, which is reported annually to the federal government.

Continuing education programs for librarians and library staff in areas such as technology, networking, planning, and other topics.

Workshops and training for trustees of local libraries.

Publication of the Virginia Public Library Trustee Handbook, a resource guide for those who set policy for Virginia's public libraries.

Expert consulting services to libraries in areas such as library administration, library governance/trustees, children and youth services, effective use of technology, the federal e-rate program, and working with library advocates (such as Friends groups and foundations).

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	208,986	540,004	208,986	540,004
Changes to Base	32,474	0	32,474	0
Total	241,460	540,004	241,460	540,004

Objectives for this Service Area

Objectives for this Service Area

Objective

Provide assistance, counsel and staff development to Virginia's public libraries to foster quality library service to all residents.

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.

Objective Strategies

- Promote and encourage attendance at library development workshops, training sessions, and the annual meeting for public library directors.
- Provide and promote a wide variety of training opportunities for library directors, trustees, and staff.
- Provide individualized assistance and consultation.

Alignment to Agency Goals

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

Measures

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

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Data is tracked by staff.

14206: Research Library Services

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.

Mission Alignment and Authority

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."

Customers for this Service Area

Anticipated Changes to Customers 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.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
State Agency(s),	Agencies and officials	725	889	
Consumer	Visitors to the Library of Virginia	215,000	225,000	
Consumer	Visitors to the Library's Web site	2,500,000	3,500,000	
State Agency(s),	State agency resource centers	10	10	
Organization	State document depository libraries	11	11	
Organization	Public library systems	91	91	

Partners for this Service Area

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.
ProQuest/University Microfilms, Ann Arbor, Michigan	A public-private partnership; provides access to a variety of subscription on-line databases available in the public reading rooms and microfilm services for 200 daily and weekly Virginia newspapers.
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.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	2,488,667	1,294,892	2,488,667	1,294,892
Changes to Base	-241,602	58,586	-116,426	-66,414
Total	2,247,065	1,353,478	2,372,241	1,228,478

Objectives for this Service Area

Objectives for this Service Area

Objective

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.

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.

Objective Strategies

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

Alignment to Agency Goals

- Collections: Increase significantly the most comprehensive library and manuscript collections documenting the Commonwealth's past, present, and future.

Measures

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

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

As each bibliographic record is added to the Library's collections catalog it is also entered into Aleph. Aleph is the name of the software that is used to manage the Library's on-line catalog. Aleph maintains a count of each record as it is added. There is no specific calculation. This software is able to produce reports based on a specified time frame. Reports are generated on a quarterly basis, and the data is used to report the number of bibliographic records added.

14301: State Formula Aid for Local Public Libraries

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.

Mission Alignment and Authority

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.

Customers for this Service Area

Anticipated Changes to Customers 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.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Organization	Public library systems	224	224	
Consumer	Virginia library card holders	4,566,433	7,704,384	

Partners for this Service Area

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, whether increased or decreased.

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

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

Listing of Products and / or Services

The State Aid grant program, with responsibility for distributing the \$14.5 million state aid appropriation.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	14,771,834	0	14,771,834	0
Changes to Base	0	0	461,750	0
Total	14,771,834	0	15,233,584	0

Objectives for this Service Area

Objectives for this Service Area

Objective

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

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.

Objective Strategies

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

Alignment to Agency Goals

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

Measures

- Circulation of library materials.

Measure Class **Other Agency** Measure Type **Output** Preferred Trend **Increase** Frequency **Annually**

Data Source and Calculation
Annual Bibliostat report.

- Attendance at library programs

Measure Class **Other Agency** Measure Type **Output** Preferred Trend **Increase** Frequency **Annually**

Data Source and Calculation
Annual Bibliostat report

- Number of public library visits

Measure Class **Other Agency** Measure Type **Output** Preferred Trend **Increase** Frequency

Data Source and Calculation
Bibliostat annual report.

199: Administrative and Support Services

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 Library technology; data storage, preservation and security 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.

Mission Alignment and Authority

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 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."

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."

Customers for this Service Area

Anticipated Changes to Customers 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.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Consumer	Library visitors and researchers	246,000	255,000	
Consumer	Library web site user sessions	2,500,000	3,500,000	
Organization	Community organizations and Library constituents	224	224	
Non-Profit Agency (Boards/Foundation),	Library of Virginia and Library of Virginia Foundation board members	40	40	
State Government Employee	Library staff	214	214	
State Agency(s),	State agencies, boards and commissions	194	194	
Consumer	Elected and appointed officials	725	889	
Organization	Public academic, special and school libraries	5,895	5,895	

Partners for this Service Area

Partner	Description
Department of Accounts	The Library participates in the Decentralization of Financial Records Program.
Department of General Services (DGS)	The Library participates in the electronic procurement program, eVA, administered by DGS.
ExLibris Users of North America (ELUNA), Lyrisis, 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.

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. The VITA/NG partnership 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.

The VITA/NG partnership continues to cause changes and delays 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 storage and preservation.

Information Technology Management: High-speed internet access and public wireless connectivity.

Information Technology Management: Technology consulting.

Information Technology Management: Internal project management, project planning and implementation.

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, including administration of the Library's integrated library and digital asset management systems.

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.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	4,962,126	1,481,275	4,962,126	1,481,275
Changes to Base	0	0	0	0
Total	4,962,126	1,481,275	4,962,126	1,481,275

Objectives for this Service Area

Objectives for this Service Area

Objective

Utilize technology appropriately to improve the preservation of Virginia's historical and cultural collections.

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.

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
- Establish working groups to create appropriate standards, guidelines and procedures.
- 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.
- Maintain network integrity and security.
- Obtain funding for electronic record storage, access, migrations and long-term preservation.
- Research and purchase additional technologies and software when appropriate.
- Research the work of other states, private industry and national and international institutions to determine best practices.

Alignment to Agency Goals

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