Commonwealth of Virginia
Secretary of Education

The Library Of Virginia

At A Glance

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.

Staffing   123 Salaried Employees, 0 Contracted Employees, 198 Authorized, and 20 Wage Employees.

Financials   Budget FY 2015, $37.85 million, 72.19% from the General Fund.

Trends
↑ Demand for Digital Access
↑ Information Technology Costs
↑ Collection Size

Legend   ↑ Increase, ↓ Decrease, ➡ Steady

Key Perf Areas
↑ Collection usage
↑ Find It Virginia database usage

Productivity
↑ Record destruction timeliness

Legend   ↑ Improving, ↓ Worsening, ➡ Maintaining

For more information on administrative key, and productivity measures, go to www.vaperforms.virginia.gov

Background and History

Agency Background Statement

The Library of Virginia (LVA) is the reference and research library at the seat of government and the archival agency for the Commonwealth. Founded in 1823, the Library is the oldest historical archive in the state and provides information, archival, and consulting services to every library and county clerk's office in the Commonwealth, to all agencies and localities, and all citizens of Virginia.

Through its modern (1997) building in Richmond and Records Center in Henrico County, LVA provides secure, climate-controlled conditions for vast collections, which range from rare books and manuscripts dating from the founding of the Virginia colony at Jamestown to the latest government, business, and educational materials, including digital resources.

Major Products and Services

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

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

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

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

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

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

The Library will continue to adapt its products and services to the needs of a public that is increasingly accessing information online by mounting

more digital content and adapting in-person services.

Customers

Customer Summary

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.

Customer Table

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Consumer	Visitors to the Library of Virginia	215,000	225,000	Increase
Consumer	Users of Library's web site	2,500,000	3,500,000	Increase
Local or Regional Government Authorities	Local governments and agencies	213	213	Stable
State Agency(s),	State agencies, boards, and commissions,	194	194	Stable

Finance and Performance Management

Finance

Financial Summary

The Library's primary funding source is General Fund appropriations. The majority of the Library's General Fund expenses represent transfer payments to local government for state aid to public libraries   Additionally, the Library earns special revenue from storage fees charged to agencies and courts for documents/records storage and from local circuit court records' preservation fees.

Fund Sources

Fund Code	Fund Name	FY 2015	FY 2016
0100	General Fund	$27,323,154	$27,121,813
0200	Special	$5,291,037	$5,312,219
1000	Federal Trust	$5,237,340	$5,237,340

Revenue Summary

Performance

Performance Highlights

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

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

Measure ID	Measure	Alternative Name	Estimated Trend
202.0001	Number of items from the Library's collections served to users in print, manuscript, microform, and digital formats.	Collection usage	Improving
202.0005	Number of articles viewed, downloaded or printed from the Find It Virginia databases	Find It Virginia database usage	Improving
20214201.001.002	Number of participants in summer reading program and out-of-school programs	Summer reading program participation	Improving
20214201.001.003	Number of participants in winter reading program	Winter reading program participation	Improving
202.0006	Increase number of participants in training workshops in the use of Early Literacy Activity Centers	Early Literacy Activity Center training participation	Improving
202.0004	Per cent of records destroyed within 6 months of receipt of record destruction form (RM-3)	Record destruction timeliness	Improving

Key Risk Factors

Changes in Customer Behavior and Use

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

Technology

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

Workforce

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

Collection Growth

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

Agency Statistics

Statistics Summary

The following statistics illustrate the accelerating pace of growth of electronic records and digital images. We conservatively estimate that the number of records will increase by 100 percent within the next four years.

Statistics Table

Description	Value
Number of electronic records and digitized images stored on permanent systems	39,684,338
Percent growth of electronic records and digitized images over 4 years	250

Management Discussion

General Information About Ongoing Status of Agency

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

Information Technology

IT Investments underway include:

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

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

IT Plans include:

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

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

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

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

Workforce Development

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

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

Physical Plant

Library of Virginia's collections are stored in environmentally controlled archives storage areas utilizing the latest technology to provide the environmental conditions and security measures necessary to preserve and protect the collections, while providing for public access to the

maximum extent possible. At the current rate of expansion of the archival collections, we expect to reach our maximum storage capacity in approximately two years. The agency has been studying options to increase the capacity of the existing space, and we have discovered that wider shelving that will fit the current shelving system is commercially available. Installation of the wider shelves would allow us to dramatically expand the capacity of our current space by as much as twenty years. Capital funding in the amount of $900,000 has been provided to cover the cost of procuring and installing the wider shelves. This project will be completed within the next year.

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

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