

2018-20 Executive Progress Report

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 122 Salaried Employees, 1 Contracted Employees, 198 Authorized, and 24 Wage Employees.

Financials Budget FY 2019, \$39.02 million, 77.12% from the General Fund.

Trends Legend ↑ Increase, ↓ Decrease, → Steady

Key Perf Areas

- ↑ Collection usage
- Customer Satisfaction
- ↑ Summer reading program participation

Productivity 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 informational, 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 building in Richmond and its 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. The Library of Virginia, among the most heavily used research institutions in the country, is nationally recognized for its excellence.

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 564 state and local agencies and nearly 1,500 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, and telephone.
- Educational products and programs that provide both in-person and online resources and training, including digital content, traveling exhibitions, publications, and programming for K-12 educators, students, and life-long learners.
- Extensive consulting services to Virginia's ninety-three 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 as well as adjusting on-site services to best meet the needs of patrons who visit our physical locations.

Customers

Customer Summary

The Library of Virginia will continue 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. The Library's online reach extends internationally as the governmental and historical resources we provide are of worldwide significance and interest. 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. The demand for records management training is increasing as local and state government employees look for guidance on how to manage their records in accordance with the Virginia Public Records Act. LVA conducted twenty-seven workshops in the past year, drawing more than two thousand attendees.

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	67,840	67,000	Stable
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
State Agency(s),	Records management workshop attendees	2,000	5,000	Increase

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. The Library also receives a annual federal grant from the Institute of Museum and Library Services (IMLS).

Fund Sources

Fund Code	Fund Name	FY 2019	FY 2020
01000	General Fund	\$30,097,055	\$30,217,850
02202	Lva Special Revenue Fund	\$4,582,071	\$4,582,071
10000	Federal Trust	\$4,345,552	\$4,345,552

Revenue Summary

Performance

Performance Highlights

The demand for digital access to collections and information is increasing exponentially as reflected in the increasing usage of 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, and looking for ways to more quickly make born-digital electronic records accessible.

The Library of Virginia partners with the Virginia Department of Health Bureau of Vital Statistics and the Division of Motor Vehicles to make birth, death, marriage and divorce records more readily available to properly authorized citizens through local DMV offices.

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 93 public library systems provide a variety of services to support educators as well as more informal learning opportunities. The Summer Reading Program helps students maintain and improve reading skills over the summer. The Library also initiated and has continued a Summer Food Program,

recognized as a governor's project for the Commonwealth of Virginia, by partnering with the USDA, the Virginia Department of Health, and No Kid Hungry. The Library of Virginia also partners with the Virginia Department of Conservation and Recreation and the Science Museum of Virginia to create nature-themed backpacks designed to help families and youth groups explore nature and learn science concepts while visiting a Virginia state park.

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 K-12 students in completing homework assignments. Find It Virginia also provides online homework help in math, reading and writing.

Selected Measures

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
202.0002	Percent of satisfied customers	Customer Satisfaction	Maintaining
20214201.001.002	Number of participants in summer reading program and out-of-school programs	Summer reading program 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 and culture-heritage organizations - will significantly shape the Library's programs and budgets through the 21st century. Many of the reference services that users expected from us in the past are now provided by other online content sites. While the Library's in-person visitation has remained stable, 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 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 often changing electronic formats. Since 2010, the number of these records has grown by 427 percent, to a current total of over 60 million. Library analysis estimates another 100 percent increase over the next five years.

The Library relies extensively on an Integrated Library System (ILS) and Digital Asset Management System (DAMS) to store, track and provide access to our collections. These major systems serve as the basis of the most important collection management protocols, from location control and materials acquisition to metadata, digital files and electronic archival records to public searching and accessibility. The Library has received funding for applications and related positions and has recently implemented a new ILS and is in process of replacing our DAMS with a new, more robust and security compliant system. The new systems will work together, provide searchability across multiple databases, and will provide a platform for digital preservation.

Workforce

The Library continues to experience a staffing shortage that cuts across all areas of the Library. Currently 38 percent of our 198 authorized positions are vacant. Approximately 24 percent of our staff are eligible for unreduced retirement and 36% of the current full-time staff can elect to retire with a reduced retirement benefit. Our vacant positions combined with potential retirements over the next five years in our professional librarian and public service areas, presents a serious challenge for transference of institutional knowledge. Plus external salary pressures, especially in Information Technology, are making it increasingly difficult to retain talented staff without additional funding for necessary salary adjustments.

The agency also continues to face challenges with skill gaps, training budgets and meeting the needs of the citizens of the Commonwealth. In addition, federal funds (from the Library Services and Technology Act (LSTA) administered by the Institute for Museum and Library Services (IMLS)) appear to be in jeopardy due to budget proposals at the federal level. This LSTA funding currently supports the salaries of 18 full-time equivalent positions, including almost half of the Information Technology Division. The loss or significant reduction of these funds (currently \$3.9 million annually) would be devastating to the Library of Virginia, as well as to our constituents, and to public libraries throughout the state and all citizens using their services.

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 3,000,000 books, periodicals, newspapers, pamphlets, government publications, microforms, and other materials. Since the move in 1997 the archival collections have expanded from 73,000 cubic feet (approximately 109 million manuscript items) to nearly 86,000 cubic feet (or approximately 129 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 evolution of 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	60,429,184
Percent growth of electronic records and digitized images over 4 years	109

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, while also reviewing our collection plan. The Library expects changes in its in-person service model requiring the refitting of all public spaces. Likewise, anticipation of future user needs will require changes to the Library's organizational structure, especially in light of workforce realities. Long-term plans for expanding collections storage capacity are being explored to ensure the longer term preservation of the Commonwealth's records.

The Library has also explored and initiated partnerships and collaborations with other organizations with similar missions. By sharing expertise and resources, the Library and its partners can more efficiently and successfully carry out their work in areas such as civic engagement, information access, crowdsourcing, and educational programming.

Information Technology

IT Investments underway include:

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 as the creation and use of electronic resources continues to increase at a significant rate.

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.

IT Plans include:

ILS/DAM Replacement: In June, 2019, LVA's Integrated Library System was replaced with more robust, secure and fully-integrated ILS and discovery layer systems. The implementation of a new Digital Asset Management system is underway. The new Unified User Interface will allow users fully-searchable system-independent access to Library resources through a single interface and a digital preservation system will be fully implemented.

Infolinx Box Management System Upgrade: LVA's box management system for archival material and the State Records Center storage facility is over 7 years old. The Library will be undertaking a significant upgrade within the next 12 months to add functionality and improve security.

Infrastructure Upgrade: The Library's technical staff will be upgrading all of the out-of-scope network infrastructure switches that support LVA's archival systems, staff and public services needs. Major funding for this endeavor is provided by the federal government's e-rate Universal Services Fund.

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.

Workforce Development

The Library recognizes the challenges with staffing, workforce retirements, skill gaps, training budgets, and meeting the needs of the citizens of the Commonwealth. We employ a predominately professional and para-professional staff who are 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 and will be the most difficult issue to overcome. Although we are taking the initiative to train, educate, and enhance staff performance, we cannot replace the years of knowledge once a staff member retires.

To address some of these issues, the Library provides training and educational opportunities as funding is available for interested employees.

Cross training is also recommended as a means for employees to gain new skills and make them more competitive for internal vacancies. Our strategic planning process involves 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.

When the Library moved to a new building 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, tablets, 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 idea behind transforming our space is a focus 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. We have completed some small scale renovations to develop a more attractive and customer-focused research and learning environment. We will continue to work towards a physical 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.
