2022 - 2024 IT Strategic Plan

Agency: 202 Library of Virginia (LVA)

Date: 9/24/2022

Current IT State

In this section, describe the high-level strategy the agency will use to manage existing operational IT investments over the next year to 5 years. This section should align with identified Business Requirements for Existing Technology (BReTs). At minimum, please address the following questions in your description of your agencys strategy for managing existing operational IT investments:

Are there existing IT investments that will require additional funding over the next year to 5 years, such as license renewals, re-competition of current IT contracts, or system enhancements required by the Agency Strategic Plan?

If there are systems that will no longer support the agencys business needs, either through poor performance or excessive cost, how does IT leadership in the agency plan to address the issues?

If the agency does not have the staff or funding to meet increasing demand for IT services, how will IT leadership fulfill the requests?

The Library of Virginia posts the following Vision Statement on its website: "The Library of Virginia will inspire learning, ignite imagination, create possibilities, encourage understanding, and engage Virginia's past to empower its future." As the Commonwealth's library and archives, the Library of Virginia is a trusted educational institution. Our Mission is to 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.

The Library's Strategic Plan lists 5 Initiatives – Collecting the New Virginia, Dynamic Digitization, Civic Leadership, Library as Place, and Library Beyond Place. Technology plays a role in each of these initiatives. The Library of Virginia has a strong in-house Information Technology Services Division which 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 and DIWP (Digital Initiatives & Web Presence) staff also provides data storage, redundancy, 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; social media support; crowd-sourcing opportunities; project planning and implementation support; business recovery processes and planning, 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 and social media make the Library's collections more widely available and easier to use than ever before. This includes a combination of in-house and vendor-hosted systems and use of the VITA/SAIC partnership where appropriate. The Library assesses the solution options available (on-premise, cloud-based, hybrid) with respect to business needs, security needs, and direct and in-direct costs. LVA employs the same strategy for new and existing IT services. For existing services, the assessment is generally undertaken just prior to current contract/license renewal periods but may also occur when new services are offered by the existing vendor. If a cloud-based solution is determined to be the better course, LVA begins the ECOS process with VITA.
If properly funded, the Library's IT plan will help enable the agency to realize its mission, goals and strategic objectives. Of course, as to be expected, uncertain and sometimes inadequate funding at the state and federal level to meet the challenges of rapidly expanding electronic/digital record storage, security, access and long-term

preservation needs are always a concern.

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 they cross all four agency-specific value categories and related goals: Collections - Strengthen and preserve the Library's collections and expand accessibility for the benefit of users; Service - Deliver courteous, accurate, and efficient information services to our customers; Organizational Excellence - Position the Library to effectively embrace new challenges and increasing responsibilities; and Edu

Factors Impacting the Current IT

In this section, the agency will describe the changes in their business environment that will require or mandate changes to the agencys current IT investments. These are requirements and mandates from external sources, such as other agencies or business partners, the agencys customer base, product and service providers, or new federal or state legislation or regulations. The agency must identify the business value of the change, any important deadlines that must be met, and the consequences if the deadlines are not met. In your discussion, be sure to note whether the proposed enhancements are funded or not. If the agencys existing current IT investments will not need enhancement due to requirements or mandates from external sources in the foreseeable future, the agency should enter the following text rather than leave the Factors Impacting the Current IT section blank

For each mandated change, summarize your agencys response from your Agency Strategic Plan, and is it the opinion of agency IT leadership that the IT portion of the response is adequately funded?

Do the mandated changes effect IT in other Commonwealth agencies, or in other states? If so, how?

There is continued and increasing demand for new services and more access from both internal and external customers. Improved and broader access to data, securely and at faster speeds requires technology upgrades at an escalating pace, as well as quick adoption of new ways to present data. Long-term and permanent secure retention of electronic records requires new models to be tested and implemented.

While there are many changes in the business environment that will require technology investments, there are no new mandates from external sources (other than regularly updated COV security policies and audit requirements). Rather, the changes are based on collection growth, increased digitization and accessibility demands, greater security requirements and the changing needs and skills of our customers. The legislative mandates the Library has are related to our Records Management, Archival Records administration, and Public Library consultation and support functions, and these are existing mandates that we continue to address through technology and non-technology-related measures. The BReTs listed all relate to these functions, and all are funded. The investments discussed previously represent the types of systems that will require future enhancements. Without these technology-related activities, the Library would not be able to fulfill its mission.

In addition, difficulty hiring additional archival and records management staff makes long-term planning and collections and services growth a challenge. Without adequate staff to process collections and serve our constituent groups, the Library will have difficulty efficiently, effectively and securely managing our collections and meeting our code-mandated responsibilities, as well as meeting the needs of our patrons. Technology becomes even more important, yet potentially less available if there are unexpected budgetary constraints.

Proposed IT Solutions

In this section, describe the high-level strategy the agency will use to initiate new IT investments over the next year to 5 years in support of the agency strategic objectives documented in your Agency Strategic Plan. The agency does not need to consider specific technologies at this time, however, the strategy should identify how the IT implementation will provide business value to the organization. This section should align with identified Business Requirements for New Technology (BRnTs). At minimum, please address the following questions in your description of your agencys strategy for initiating new IT investments:

What are the most important solutions, based on the priority assigned to the requirements by the business sponsors in your agency, and what is the approach to achieving these priority solutions?

If any new IT initiatives will be started in the upcoming budget biennium, is it the opinion of agency IT leadership that it is adequately funded?

Does the agencys current IT staff have the appropriate skill set needed to support future agency technologies? If not, what skill sets need to be acquired?

If the agency will be engaged in multiple new IT initiatives, how will agency IT staff and agency subject matter experts be used across the initiatives?

Collections growth, permanence and security require continuous behind-the-scenes action. In addition, increased user requests and expectations for online services are driving our potential solutions. Not only should these requests be easy to make, they should also be streamlined, secure and all encompassing. People expect more "one-stop" shopping, and they want it to look like the other sites they see, so we have to keep that in mind when developing and designing websites, tools, and programs available on the web. Users also expect ease of information access using social media, and the Library must keep up with the latest trends information sharing.

To reach its desired state, the Library of Virginia will continue to increase its already significant reliance on technology, which will be more important 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, and respond to the new ways people expect to receive services. 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. The previously discussed investments address these needs. However, the agency will continue to struggle somewhat because limited resources makes satisfying these needs more challenging. Given the constraints, the Library continues to explore and implement all reasonable and cost-effective 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.

At the management level, the Library acknowledges that the future business state will have to be much more interactive, offering much greater remote access to collections while discovering better ways to securely manage and preserve electronic and digital records. All of the proposed investments, as well as any potential new investments that are deemed worthwhile will help move forward some or all of the Library's new Strategic Plan Initiatives – Collecting the New Virginia, Dynamic Digitization, Civic Leadership, Library as Place, and Library Beyond Place. These investments will meet multiple of the Library's strategic objectives, which include: Expand (and diversify) the collections; Maintain the highest standards of conservation, preservation, and security; Expand access to resources; Provide assistance to Virginia's public libraries; Enhance the effectiveness of Virginia's records management program; Achieve and maintain a high level of customer satisfaction; Engage and educate citizens; Improve the quality of information resources and library services; Maintain and enhance an efficient, effective and secure technology infrastructure; and Increase the number of children and teens who are served by public libraries. In addition, all investments will be measured against the business value categories of improved constituent service, increased operational efficiency, and strategic alignment, as well as all four agency-specific value categories and related goals: Collections - Strengthen and preserve the Library's collections and expand accessibility for the benefit of users; Service - Deliver courteous, accurate and efficient information services to our customers; Organizational Excellence - Position the Library to effectively embrace new challenges and increasing responsibilities; and Educational Readiness and Achievement - Engage and educate parents, teachers, and learners. Service improvements include improved access to collections and new services being available based on patron needs.

These initiatives help improve the patron experience by providing bet

IT Strategic Plan Budget Tables

Agency:	202 Library of Virginia (LVA)
Date:	9/24/2022

Current IT Services				
	Costs Year 1		**Costs Year 2**	
Category	**GF**	**NGF**	**GF**	**NGF**
Projected Service Fees	$63,756.00	$468,867.00	$65,668.00	$482,933.00
VITA Infrastructure Changes	($5,370.00)	($39,490.00)	($5,531.00)	($40,675.00)
Estimated VITA Infrastructure	$58,386.00	$429,377.00	$60,137.00	$442,258.00
Specialized Infrastructure	$315,528.00	$63,555.00	$315,528.00	$63,555.00
Agency IT Staff	$592,576.00	$153,984.00	$592,576.00	$153,984.00
Non-agency IT Staff				
Cloud Computing Service	$260,526.00	$78,481.00	$270,683.00	$78,020.00
Other Application Costs	$363,171.00	$200,198.00	$363,171.00	$200,198.00
Total:	$1,590,187.00	$925,595.00	$1,602,095.00	$938,015.00

Proposed IT Investments				
	Costs Year 1		**Costs Year 2**	
Category	**GF**	**NGF**	**GF**	**NGF**
Major IT Projects:				
Non-Major IT Projects:				
Agency-Level IT Projects:				
Major Stand Alone IT Procurements:		$2,500,000.00		$2,500,000.00
Non-Major Stand Alone IT Procurements:	$45,463.00	$244,431.00	$45,463.00	$244,431.00
Agency-Level Stand Alone IT Procurements:	$435,000.00	$40,000.00	$170,000.00	$205,000.00
Procurement Adjustment for Staffing:				
Total:	$480,463.00	$2,784,431.00	$215,463.00	$2,949,431.00

Projected Total IT Budget				
	Costs Year 1		**Costs Year 2**	
Category	**GF**	**NGF**	**GF**	**NGF**
Current IT Services:	$1,590,187.00	$925,595.00	$1,602,095.00	$938,015.00
Proposed IT Investments:	$480,463.00	$2,784,431.00	$215,463.00	$2,949,431.00
Total:	$2,070,650.00	$3,710,026.00	$1,817,558.00	$3,887,446.00

Business Requirements For Technology

Agency:	202 Library of Virginia
Date:	9/24/2022

Archival Storage Upgrade 2022 BReT

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021
Mandate:	
Mission Critical:	Yes

Description:

The Library upgraded its archival storage system for permanent records retention in 2021. The system works extremely well and needs to be retained and grown long-term. The Library's electronic and digital records collections continue to grow at a fast pace. Keeping current with the technological advancements and the needs of staff and constituents is critical for our ability to meet agency goals and mission.

AV Upgrades 2022 - BReT

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	5/25/2021
Mandate:	
Mission Critical:	Yes

Description:

Upgrade aging AV systems in all public meeting areas (Conference Rooms, Lecture Hall, Orientation Room, Board Room, Training Lab, etc)

BReT LVA Overall Audit Program

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021
Mandate:	Yes
Mission Critical:	Yes

Description:

Overall Audit Program

Digitization 2022 BReT

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021
Mandate:	Yes
Mission Critical:	Yes

Description:

In order to make our collections more accessible to citizens throughout the commonwealth and the world, the Library often contracts with vendors who are digitization specialists, experienced in working with large volume collections of historical, fragile and even microfilm materials. The growing demands to process and make available born electronic, email and video content adds to this need.

E-Rate FY22-FY26 - BReT

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021
Mandate:	
Mission Critical:	Yes

Description:

Renew procurement of comprehensive, full service E-Rate consulting services to all Virginia libraries from E-Rate Central, a federal program that provides $2.5 billion in discounts on telecommunications services, Internet access, and networking equipment for schools and libraries. E-Rate Central's role throughout the E-rate application and funding cycle is to assist regional and local public libraries throughout Virginia with technology planning, prepare all necessary applicant forms and special request changes, service substitution requests, appeals, etc. E-Rate Central will be the contact for all forms so it can coordinate response to inquiries from the SLD. E-Rate Central will work with a primary contact at the Library of Virginia to obtain the required information. Renewal is for 5 years at $160,000/year.

ILS/DAM Upgrade BReT

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021
Mandate:	
Mission Critical:	Yes

Description:

The Library of Virginia must provide the most up-to-date and secure management of and access to the Library's collections, which are accessed by over 4.5 million online users, as well as 205,000 visitors to Richmond each year. This includes over 123 million print and manuscript items; over 500,000 born digital and digitized items documenting the government, history and culture of Virginia; and 150 TB of public and preservation data.

The mission-critical systems that currently manage these collections and ensure access have been in production for more than 15 years; the upgrades being planned will provide increased functionality, and create more cost efficient, robust, and security-compliant systems. The Library's plan is to implement an upgrade to our suite of products that ensure back-end management and security of all collections, while providing a more unified and efficient public access point that meets the needs of 21st century library users and researchers.

The two main systems needing updating are the Integrated Library System (ILS) and the Digital Asset Management System (DAM): the ILS manages the 1,705,315 records that describe the Library's print, archival and manuscript collections; tracks the location and status of the collections; manages patron circulation records; and authenticates remote online access to subscription databases. Approximately 15,000 new records are added yearly; the DAM provides the essential technology to ensure responsible management and free public access to the Library's vast digital collections, including born electronic archival content, photographs, historical manuscripts, and electronic state publications. The Library's DAM contains over 225,100 records/items and 776,000 file streams. Approximately 10,000 new items are added per year on average; and larger, periodic additions – such as those at the end of a governor's administration – increase this number dramatically.

The proposed upgrade will provide: a singleback-end management system with which we will manage all content currently in the ILS and DAM, a single discovery layer (search portal) that will search and retrieve materials from both systems as well as additional external databases, and an improved digital preservation system to ensure the long-term availability, integrity and authenticity of the permanent electronic records of the commonwealth, as mandated in the Code of Virginia.

The General Assembly funded the Library of Virginia's need to upgrade collection management systems. Ex Libris has the only suite of products from one company that address all of the LVA's needs to provide responsible management of our print & digital collections, assure the permanent preservation of the born electronic archival records of the commonwealth, and provide free and open access to the collections and the public records in our care. The focus of these products and the services provided by Ex Libris are directed at higher education and research institutions, such as the Library of Virginia, rather than corporate, legal, specialized, or public libraries. The Library's diverse collections and specific needs of our staff and researchers require systems that can manage complex workflows while advancing development and innovations in library and archival practice. Ex Libris has a track record of developing with the research and professional community to meet diverse needs that other vendors that deal with smaller, less complex organizations.

Infolinx Renewal/Replacement 2023 BReT

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021
Mandate:	
Mission Critical:	Yes

Description:

LVA currently uses Infolinx software to manage and track archival and records storage boxes at LVA and the SRC. We are currently in process of an application upgrade. A replacement may be required within the next few years.

Lyrasis Renewal 2023 BReT

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	9/20/2022
Mandate:	
Mission Critical:	Yes

Description:

The Library of Virginia procures discounted services from Lyrasis on behalf of all libraries in the Commonwealth of Virginia. These include: digital content and related services, bibliographic and resource sharing services, access to electronic index & full text database subscriptions; continuing education, training (including on-site), and consultative services for libraries and librarians; Library of Virginia yearbook scanning project, data migration and network assessments for Virginia public libraries, content hosting services, e-courses and webinars, preservation assistance, and special projects as requested.

Lyrasis Renewal BReT

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021
Mandate:	
Mission Critical:	Yes

Description:

The Library of Virginia procures discounted services from Lyrasis on behalf of all libraries in the Commonwealth of Virginia. These include: digital content and related services, and bibliographic & resource sharing services, access to electronic index & full text database subscriptions; continuing education, training (including on-site), and consultative services for libraries and librarians; Library of Virginia yearbook scanning project, data migration and network assessments for Virginia public libraries, content hosting services, e-courses and webinars, preservation assistance, and special projects as requested..

OOS Infrastructure Upgrade 2023 BReT

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021
Mandate:	
Mission Critical:	Yes

Description:

Within the next few years, the Library will need to upgrade its current out-of-scope infrastructure (network and storage) in order to continue to meet the growing and technologically advanced needs of our customers and keep pace with changes in technology.

Reading Room Equipment Upgrade 2022

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021
Mandate:	
Mission Critical:	Yes

Description:

Within the next few years, the Library will need to upgrade its current out-of-scope Reading Room systems in order to continue to meet the growing and technologically advanced needs of our customers and keep pace with changes in technology. These include public access and RR staff systems, WiFi, kiosks, digital microfilm scanner/readers, specialized book scanners, mobile apps, and equipment for the visually impaired.

VOIP Enhancement 2023 BReT

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021
Mandate:	
Mission Critical:	Yes

Description:

The Library has e-rate supported VOIP. In a few years we will need to re-examine our current Verizon contract for hosted services to meet e-rate requirements.

IT Strategic Plan Projects

There are no projects for this agency.

IT Strategic Plan Procurements

Agency:	202 Library of Virginia (LVA)
Date:	9/24/2022
Stand Alone Procurements:	
Procurement Name:	Archival Storage Renewal 2022-2027
Procurement Date	7/1/2022
Procurement Description:	The Library upgraded its archival storage system for permanent records retention in 2021. The Pure system works extremely well and needs to be retained and grown long-term. The Library's electronic and digital records collections continue to grow at a fast pace. Keeping current with the technological advancements and the needs of staff and constituents is critical for our ability to meet agency goals and mission. Total 5 year cost is $649,468; payments will be $129,894 each year.
Procurement Name:	E -Rate FY22-FY26
Procurement Date	6/30/2026
Procurement Description:	Renew procurement of comprehensive, full service E-Rate consulting services to all Virginia libraries from E-Rate Central, a federal program that provides $2.5 billion in discounts on telecommunications services, Internet access, and networking equipment for schools and libraries. E-Rate Central's role throughout the E-rate application and funding cycle is to assist regional and local public libraries throughout Virginia with technology planning, prepare all necessary applicant forms and special request changes, service substitution requests, appeals, etc. E-Rate Central will be the contact for all forms so it can coordinate response to inquiries from the SLD. E-Rate Central will work with a primary contact at the Library of Virginia to obtain the required information. Renewal is for 5 years at $160,000/year.