

Agency IT Strategic Plan

Secretariat: Education

Agency Code: 202

Agency: Library of Virginia

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Agency Profile & Strategic Direction

Agency Mission Statement:

The Library of Virginia provides and preserves unique and comprehensive information resources through innovative services for the citizens of the Commonwealth and the world.

Agency IT Vision Statement:

The Library of Virginia's IT environment will remain state-of-the-art, technologically ahead of most other state agencies. The Library's goal is easy access to information – any information, anywhere, from anywhere. LVA systems are developed to work in a web-based, N-tier architecture, with a fast, reliable, highly secure network backbone, reduced client processing and multiple, scalable servers, providing enhanced load balancing and fault tolerance. The dynamic, high-speed, interactive web will provide seamless access to disparate data from a variety of sources. A well-trained Library staff will be able to find answers to the questions patrons will generate, questions that are more complex due to the patrons' increased ability to find more initial information themselves. LVA's mission states, "The Library of Virginia provides and preserves unique and comprehensive information resources through innovative services for the citizens of the Commonwealth and the world." The Library's IT environment is, and will remain, the key to providing that information quickly and efficiently.

Total Employees: 175

Total IT Employees: 1

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Project Selection Criteria:

Most IT projects at the Library of Virginia begin with agency staff identifying a need to improve existing work processes, Senior Management Team (SMT) weekly discussions, Helpdesk requests that provide impetus for automation, various committee meeting suggestions, patron needs, or IT-driven technological requirements, in addition to Grant funding awards and Legislative mandates. Projects are evaluated on whether they meet agency or constituent needs, are reasonable, sensible, cost-effective and technically feasible, requestor status and user receptivity. Depending on the project scope, screening is done by the SMT, IT Director/Division Director/Program Director consultations, IT staff/LVA staff with IT Director approval, relevant committee leadership discussions, or DGS/DIT scoring rules if an RFP was issued. Screening criteria include improved service to constituents and staff, addresses agency mission and critical issues, technical feasibility, ease of integration, applicability across departments, increased complexity vs. expected productivity gains, costs vs. potential savings, and IT staff availability. The IT Director must signoff on all agency projects with an IT component.

Business Case Development:

The Library's flat organizational structure allows the agency's leadership to be involved in project decisions from early in the process. For Legislatively mandated functions, the discussions are not focused on project approval, but on assessing methods and alternative solutions. For other projects, the level of assessment is proportionate to cost, risk and visibility. Cost-benefit analysis and budgetary constraints are evaluated. Intangible benefits, increased efficiency and effectiveness and relationship to agency mission and goals are discussed. Constraints and potential roadblocks are assessed, and a plan for dealing with them is developed. Potential alternative solutions are studied and leveraging previous work is investigated. After an initial assessment, projects are reviewed and recommendations made and documented. The Library's size, staff expertise, team approach and IT understanding of agency business promotes much open discussion. Pros and cons and alternative solutions are discussed and evaluated by diverse teams. Sound decisions made with much user and executive input and buy-in. Preserving and distributing information more effectively is the Library's ultimate goal.

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Risk Assessment Methodologies:

For large projects, a formal project plan is developed, with project milestones and detailed steps charted. Potential roadblocks and constraints are discussed, including resource availability (budgetary, agency and IT staff). Vendor accessibility, ability and responsiveness are assessed, as well as user buy-in. Can responsible parties be counted on to fulfill their responsibilities? Other risks, such as vendor viability and global events must be evaluated. An assessment of other concurrent projects must be made to ensure resource availability (technical, staff, budget). Full documentation provides snapshots of project status and keeps decision-makers informed, allowing for flexibility and the ability to make plan corrections. Project success factors must be agreed upon by all parties prior to commencement to avoid potential disagreements that can derail successful completion. Preventive measures include listing explicit responsibilities in contracts and for project team, strong executive oversight and leadership, good communications, enforcement authority and change control procedures. Project leadership meets regularly with senior managers and review committees to update status.

Prioritization Schema:

Library of Virginia IT projects are prioritized by many differing factors, depending on the project and needs being addressed. These factors include Legislative mandates, external deadlines, budgetary deadlines, federal government requirements, grant restrictions and availability of funds. Other factors used are how important the project is in helping the Library meet its mission and goals, cost vs. cost savings/potential productivity gains, technological need/urgency, impact on patron services, conservation/preservation urgency, ease of deployment, identity of requestor, IT staff availability, user acceptance, and the potential impact of additional future budget and staff cuts. In cases of conflicting priorities, the Senior Management Team determines rankings after discussion at weekly meeting. For IT-specific conflicts, IT Director makes the prioritization decision.

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Core Business Activities:

Core Business Activity Title	Core Business Activity Description	Core Business Activity Sub-Function Title	Core Business Activity Sub-Function Description
CULTURAL AND SCIENCE EDUCATION	Efforts to provide and promote opportunity for citizens to expand their knowledge, skills, and cultural awareness through science, art, music, drama, literature, dance, and other educational services.	Archives Management	Efforts to provide and manage archives facilities for all citizens, state agencies, and political subdivisions.
CULTURAL AND SCIENCE EDUCATION	Efforts to provide and promote opportunity for citizens to expand their knowledge, skills, and cultural awareness through science, art, music, drama, literature, dance, and other educational services.	Statewide Library Services	Efforts to provide research, consultation, and other library services to the entire state.
CULTURAL AND SCIENCE EDUCATION	Efforts to provide and promote opportunity for citizens to expand their knowledge, skills, and cultural awareness through science, art, music, drama, literature, dance, and other educational services.	Financial Assistance for Cultural and Artistic Affairs	Efforts to provide financial assistance for promotion and expansion of cultural enrichment opportunities for citizens.
CULTURAL AND SCIENCE EDUCATION	Efforts to provide and promote opportunity for citizens to expand their knowledge, skills, and cultural awareness through science, art, music, drama, literature, dance, and other educational services.	Administrative and Support Services	Efforts to provide overall administrative and logistical support services.

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Key Customers Associated With Each Core Business Activity :

Core Business Activity Title	Core Business Activity Description	Core Business Activity Sub-Function Title	Core Business Activity Sub-Function Description
CULTURAL AND SCIENCE EDUCATION	Efforts to provide and promote opportunity for citizens to expand their knowledge, skills, and cultural awareness through science, art, music, drama, literature, dance, and other educational services.	Archives Management	Efforts to provide and manage archives facilities for all citizens, state agencies, and political subdivisions.
<p>Key Customers</p> <ul style="list-style-type: none"> General public Local government officials and agencies Media Museums, historical societies, and other cultural institutions Other libraries Public libraries Specialized researchers State government officials and agencies 			
CULTURAL AND SCIENCE EDUCATION	Efforts to provide and promote opportunity for citizens to expand their knowledge, skills, and cultural awareness through science, art, music, drama, literature, dance, and other educational services.	Statewide Library Services	Efforts to provide research, consultation, and other library services to the entire state.
<p>Key Customers</p> <ul style="list-style-type: none"> General public Local government officials and agencies Media Museums, historical societies, and other cultural institutions Other libraries Public libraries Specialized researchers State government officials and agencies 			

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CULTURAL AND SCIENCE
EDUCATION

Efforts to provide and promote opportunity for citizens to expand their knowledge, skills, and cultural awareness through science, art, music, drama, literature, dance, and other educational services.

Financial Assistance for Cultural and Artistic Affairs

Efforts to provide financial assistance for promotion and expansion of cultural enrichment opportunities for citizens.

Key Customers

- General public
- Local government officials and agencies
- Museums, historical societies, and other cultural institutions
- Other libraries
- Public libraries
- State government officials and agencies

CULTURAL AND SCIENCE
EDUCATION

Efforts to provide and promote opportunity for citizens to expand their knowledge, skills, and cultural awareness through science, art, music, drama, literature, dance, and other educational services.

Administrative and Support Services

Efforts to provide overall administrative and logistical support services.

Key Customers

- General public
- Local government officials and agencies
- Media
- Museums, historical societies, and other cultural institutions
- Other libraries
- Public libraries
- Specialized researchers
- State government officials and agencies

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Key Activities and Associated Outcomes:

<u>Key Activity</u>	<u>Associated Outcome</u>
To Collect Research and Reference Materials	House most complete Va. resources. Serve as research/reference library for state govt. Acquire books, serials, newspapers, state/federal documents/manuscripts, e-records; papers of Va. governors, legislative bodies, agencies; vital statistics/tax lists/bible records/maps/private papers/local records
To Collect Research and Reference Materials	The Library serves as the research and reference library at the seat of state government.
To Preserve Public Records	Preserve historic resources in analog and digital format. Administer Circuit Court Preservation Program, distributing funds to localities to preserve materials onsite. Eliminate backlog of unprocessed archival material. Conserve, reformat and digitize information. Manage an on-site conservation lab
To Preserve Public Records	The Library administers the Circuit Court Preservation Program, which distributes funds to localities, enabling them to preserve materials on site. The State Records Center serves as the linchpin of Virginia's records management program. The Library administers the Circuit Court Preservation Program and has maintained programs to conserve as well as reformat and digitize information, including an on-site conservation laboratory.
To Provide and Encourage Access to the Collections	Encourage access to electronic databases through Infopowering, a statewide initiative to provide universal access through public libraries and schools.

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To Provide and Encourage Access To the Collections	Provide access to 91 million manuscript items and 1.8 million other materials through IT systems/applications; Infopowering, an initiative providing access to databases via public libraries/schools; website access to services/digital resources; LVA publications; public exhibitions/lectures/tours.
To Provide and Encourage Access to the Collections	The Library provides public access to 91 million manuscript items and 1.8 million other materials. Infopowering is a state-wide technological initiative to provide universal access to electronic databases. LVA sponsors public exhibitions/lectures/presentations/teleconferences/tours/special events.
To Provide Consulting Services	Provide fiscal oversight and consultant services to 355 public libraries. Offer expert assistance to local and state officials on personnel, financial matters and library planning. Distribute state and federal funds to Virginia localities and administer \$16 million state aid to public libraries.
To Provide Consulting Services	Provide guidance/fiscal oversight/staff development/technical assistance/consulting to 355 public libraries. Offer advice on programs/policies/procedures/personnel/finances/child and youth services/planning/evaluation of community library services. Administer/distribute state/federal library aid.
To Provide Consulting Services	Provide management guidance/expert assistance to local/state officials on cooperative library programs, library planning, and evaluation of community library services. Assist 325 political subdivisions; administer state's records management program; advise on legal retention requirements for records
To Provide Consulting Services	Provide training, technical assistance, consultant services to local/state officials and 325 political subdivisions. Distribute state/federal funds to localities. Administer State records management program. Advise on legal retention requirements for official records. Train 1700 records officers.

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Major IT Projects

Approved for Preliminary Planning — The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for inclusion in your IT Strategic Plan. A project proposal must be submitted to the CIO before the project(s) will be considered for planning approval. Procurements in support of the project(s) are not approved for submission to the VITA Project Management Division (PMD) for execution until the project has been Approved for Planning by the CIO. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.

<http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc>

There are no major projects approved for preliminary planning.

Approved for Planning — The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for planning. This approval constitutes authorization to undertake the planning necessary to complete a detailed project proposal and project charter for consideration by the Secretariat Oversight Committee and the CIO. Projects "Approved for Planning" must be formally approved for development by the Commonwealth IT Investment Board prior to beginning Phase 3 of the project lifecycle (Project Planning) and execution as defined in the Commonwealth Project Management Guideline. Procurements in support of developing the detailed project proposal and charter are approved for submission to the VITA Project Management Division (PMD) for execution, in accordance with PMD procedures. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.

<http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc>

Project Formal Title	Planned Start Date	Planned Completion Date	Estimate At Completion
Find It Virginia	08/01/2001	01/01/2099	\$4,506,000
Circuit Court Records Preservation Grants	10/15/2001	01/01/2013	\$1,930,000

Active Projects — The following project(s) are(is) scheduled to continue in the 2004-2006 Budget Biennium as an Active Project. All Active Projects must be tracked on the Commonwealth Information Technology Major Projects Dashboard and are subject to monthly review by the CIO. The CIO is authorized to assess progress of all Active Projects and recommend termination of a project to the Commonwealth IT Investment Board.

There are no major projects in the active projects category.

Collaboration Opportunity — The following project(s) is (are) designated as a Collaboration Opportunity. Your agency should consult with the other agencies listed on the corresponding collaboration report and evaluate whether collaboration between agencies on these projects is feasible. The results of your collaboration efforts and evaluation should be reported when the project is presented to the Commonwealth IT Investment Board for "Development Approval".

Digital Library

Opportunities for resource sharing, and license and subscription sharing, are to be explored for these two projects and any other projects owned by Virginia Public Libraries.

Find It Virginia

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Major IT Procurements

Approved Major IT Procurements - The following major procurements are approved for submission to the VITA Project Management Division (PMD) for execution in accordance with PMD procedures.

There are no approved major procurements.

Disapproved Major IT Procurements - The following major procurements are not approved for submission to the VITA Project Management Division (PMD). The agency should not take any action on the major procurements listed below.

There are no disapproved major procurements.

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Non-major IT Projects

Approved for Planning— The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for planning. This approval constitutes authorization to undertake the planning necessary to complete a detailed project proposal and project charter for consideration by the CIO. Projects "Approved for Planning" must be formally approved for development by the CIO prior to beginning Phase 3 of the project lifecycle (Project Planning) and execution as defined in the Commonwealth Project Management Guideline. Procurements in support of developing the detailed project proposal and charter are approved for submission to the VITA Project Management Division (PMD) for execution, in accordance with PMD procedures. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.

<http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc>

Project Formal Title	Planned Start Date	Planned Completion Date	Estimate At Completion
Digital Library	03/01/2004	03/01/2099	\$150,000.00
EL-RIC	07/15/2002	07/15/2099	\$200,000.00
GAIN/ARMIS Replacements	03/01/2004	07/01/2005	\$250,000.00

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Non-major IT Procurements

Approved Non-major IT Procurements - The following non-major procurements are approved for submission to the VITA Project Management Division (PMD) for execution in accordance with PMD procedures.

Procurement Description	Planned Procurement Delivery Date	Estimated Procurement Cost
Integrated Library System (ILS) expanded maintenance and support option.	10/01/2004	\$107,716
Integrated Library System (ILS) expanded maintenance and support option.	10/01/2005	\$110,044
PC Refresh - replace staff and Public Reading Room patron PCs in a four year refresh cycle (approximately 25% per year)	05/15/2006	\$75,000
PC Refresh - replace staff and Public Reading Room patron PCs in a four year refresh cycle (approximately 25% per year)	05/15/2005	\$75,000

Disapproved Non-major IT Procurements - The following non-major procurements are not approved for submission to the VITA Project Management Division (PMD). The agency should not take any action on the major procurements listed below.

There are no disapproved non-major procurements.