



County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

PLACE: George Mason Regional Library
7001 Little River Turnpike
Annandale, VA 22003
(703) 256-3800

TIME: 7:00 P.M.

DATE: December 11, 2013

AGENDA

SPECIAL PRESENTATION: Susan C. Thorniley Retirement

I. PUBLIC COMMENTS

1. Ms. Jennifer McCullough, President, FCPL Employees' Association

II. MINUTES – November 2013

(please note the new format)

III. CHAIRMAN'S REPORT

- A. Board of Supervisors Public Meeting: Review
 1. Chairman Jasper's Comments to the Board of Supervisors (Attachment 1)
- B. Meeting with the Board of Supervisors reference FY 2015 Budget
- C. FCPL 75th Anniversary, 2014 - Planning Stages

IV. COMMITTEE REPORTS

- A. Library Foundation – Mary Petersen

V. DIRECTOR'S REPORT

- A. Financial Issues
 1. FY 2015 Budget
 2. FY 2014 Budget
 3. Board of Supervisors Consideration Item regarding FCPL (Attachment 2)
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V. DIRECTOR'S REPORT (cont'd)

B. Capital Issues

1. Woodrow Wilson Temporary Library
2. Pohick Regional Library: Architect's Contract (Attachment 3)
3. Facilities Update: November 2013 (Attachment 4)

C. Recommendations Timeline (Attachment 5)

D. Ad Hoc Committee Assignments (Attachment 6)

E. FCPL FOIA Requests – Update (Attachment 7)

F. Branch Collection Survey Checklist (Attachment 8)

G. CollectionHQ and FCPL (Attachment 9)

H. Library Journal Index 2013 - FCPL and Star Libraries (Attachment 10)

VI. CONSIDERATION ITEMS - NONE

VII. ACTION ITEMS - NONE

VIII. INFORMATION ITEMS

A. League of Women Voters of the Fairfax Area (Attachment 11)

B. Federation of Citizens Associations Draft Resolution Regarding Library Operations (Attachment 12)

C. Federation of Citizens Associations Draft Interim Report (Attachment 13)

D. Incident Report – November, 2013 (Attachment 14)

IX. ROUNDTABLE

Will Jasper
Fairfax County Board of Supervisors
Nov. 19, 2013

On behalf of the Library Board of Trustees, I would like to thank you for your support of the library and for your direction to the Library Board to seek more engagement with library staff and the public before redirection plans were implemented.

The Library Board of Trustees has carried out your request to conduct outreach, educate the public and library employees, review library discard practices and policies and assess the original restructuring proposal put forth by the library.

The predominant message at all of our meetings is that the library requires additional funding in order to maintain the high quality collection and services that Fairfax County residents expect. The library's budget has been cut fourteen percent since 2009. The collection budget has been reduced by forty-eight percent since 2000.

Per-capita spending in Fairfax County for library services and the collection is the lowest among all eight neighboring jurisdictions.

Residents and staff want a library they can continue to be proud of and all agree that more funding is required to fulfill this mandate.

Based on your September request, I appointed two ad hoc committees. The Evaluation and Communication committee held four public forums. Another six public forums were held by individual trustee members or Board of Supervisors members in their districts. In addition to the public forums, people could provide comments online.

The second ad hoc committee reviewed the library's discards policies and the policy on floating. The committee held four meetings.

Library employees were invited to attend the public forums. In addition, members of the library's administrative office, including Library Director Sam Clay, have visited 22 library branches to hear the concerns of staff. Their comments were noted and shared system-wide. Changes are being incorporated to respond to their requests for better communication. A staff day is being planned for spring 2014.

In addition to their request for more funding for the library, attendees expressed support for library staff and specifically the need for the Master of Library Science degree and children's librarians. The Board of Trustees recommends the following in response to the original Redirection Plan, also known as the Beta Plan, put forth by the library:

A large, stylized handwritten number '2' in black ink, located in the bottom left corner of the page.

- The Library Board rejects the Beta Plan as proposed, including new job classes.
- We plan to begin a dialogue with all levels of staff and the affected communities about the best way to address the library's staffing needs in a way that meets the public's needs and priorities without eliminating the continued presence of professional librarians in each branch.
- Regarding the "single desk model" in operation at Burke Centre Library, the Board recommends this model continue at Burke Centre and suggests more analysis on its strengths and weaknesses before implementing it elsewhere.
- We recommend that any plan in the future reject the assignment of staff to only one set of tasks, for example only working the service desk or only working in the back.
- We recommend a more thorough review of the ratio of administrative staff to branch staff to determine the proper balance between the two.

- We recommend filling current branch vacancies (and they are already being filled in the current job classifications).

The Library Board acknowledges that Friends groups are important to the support of the library and should be involved in the discussion about its evolution.

With regard to the library's collection management and discard process the Board makes the following recommendations:

- Library administration form a transfer focus group with front line branch staff to review and improve the rebalancing mechanisms of the library's collection.
- We request an interim report and one-year status report to examine the progress in floating the collection and to identify ongoing issues.
- We recommend the inclusion of an in-branch user survey to evaluate what and how materials are used within a branch.
- We request the library director report on the current activities and findings of the transfer focus group at the Board of Trustees' monthly meetings.

- We recommend library administration form a collection evaluation focus group of branch and central collection staff to review current procedures and practices regarding collection acquisition and that the library director report on the current activities and findings of this group at the Board of Trustees' monthly meetings.
- We recommend the library immediately begin accepting add/swap books to its collections from donations at both the branch and technical operations levels.
- We recommend the decision to centralize the discard process be reversed and the discard process be assigned to the branches as soon as possible but no later than Jan. 31, 2014.
- We recommend that usable books withdrawn from the library system must first be offered to Friends Groups through a documented process. If the Friends do not want them, the library must send them to the County Purchasing and Supply Management as items Deemed Surplus.

- We recommend the library explore possibilities to transfer usable items to library systems in other areas of the commonwealth.

The library's policies should reflect that the Friends Groups are responsible for the disposition (including disposal) of books which have been donated directly to the Friends or given to the Friends by the library.

We recommend maintaining and expanding the diverse but compatible approaches to donations by staff and Friends and their contributions to library programs.

The Library Board of Trustees commends the library's Friends and volunteers for the thousands of hours and often hard physical work they offer in support of the library.

The Board of Trustee's recommendations for further study include the need for a more comprehensive staffing plan for the future. Since the input we received, while valuable, reflected the sentiments of only a sliver of the broader Fairfax County community, the Board recognizes the need to undertake a more extensive public survey and comment process. To ensure the broadest possible participation, a county-wide survey will be initiated – the questions based upon input from a

6

variety of focus groups. The data and info gathered will allow the Library Board of Trustees, and ultimately the Fairfax County Board of Supervisors, to make informed policy choices about the level of professionalism, expertise and effectiveness of services offered by the library.

Thank you for this opportunity to provide this update on our actions to date.

PMH:pmh

9.



10:45 A.M. – PRESENTATION BY THE LIBRARY BOARD (11:26 a.m.)

(BACs)

Chairman Bulova announced that the following presentation was in response to a Board of Supervisors' (Board) discussion that began in September about a reorganization that had been initiated. The Board received feedback from the community expressing concern about a number of elements, including the library discard practices and policies and the restructuring proposal. She added that the Board requested that the reorganization be suspended and that the Library Board

of Trustees, working with County staff, engage in outreach with the community. She noted that the Board also asked that the professional staff within the Library branches review the reorganizational initiatives and report with feedback.

William O. Jasper, Chairman, Fairfax County Public Library Board of Trustees, gave a presentation and referenced the reports of the ad hoc "Communication and Evaluation Committee" and the ad hoc "Floating Collections and Discards Committee".

Also present were:

- Kristin Cabral, Dranesville District Representative to the Library Board
- Charles Fegan, At-Large Representative to the Library Board
- Mary Petersen, City of Fairfax Representative to the Library Board
- Elizabeth Clements, Mason District Representative to the Library Board
- David Molchany, Deputy County Executive
- Sam Clay, Library Director

Chairman Bulova thanked the members of the community that participated in the public outreach process, and recognized those in the audience.

Discussion ensued regarding the:

- Single-Desk Model
- "Beta Plan", including new job classes, the Master of Library Science degree, and children's librarians
- Floating Collections and Discard policy
- The need for additional time to review the reports

Supervisor Gross asked unanimous consent that the Board direct staff to provide the Board with a copy of Chairman Jasper's statement. Without objection, it was so ordered.

Discussion continued regarding:

- Reporting with a timeline for implementation of recommendations
- Community meeting rooms in libraries

- Library facilities and functions, now and in the future
- Budget issues and change experienced by libraries
- The role of libraries in the community
- Role of the Friends Groups

Chairman Bulova relinquished the Chair to Vice-Chairman Gross and moved that the Board:

- Accept the Library's Communication Committee Report and Discards Committee Report and the Library Board of Trustees report
- Direct the County Executive and Board of Trustees to follow through on recommendations contained within the reports
- Directs that the Board of Trustees and Library staff report with a timeline for addressing the recommendations outlined by the Library Board of Trustees by the Board of Supervisors meeting scheduled for December 3

Discussion ensued regarding the timing of the Library Board's next meeting.

Vice-Chairman Gross suggested that the Library staff develop the timeline in consultation with the Board of Trustees; that the timeline be considered by the Trustees at their December 11 meeting; and, that it then be transmitted to the Board by December 15.

Additionally, Chairman Bulova noted that the need for increased funding was a consistent theme in the various public engagement meetings - along with a shortage of non-fiction materials. The Discards Committee Report includes data that supports this claim: The Fairfax County Public Library's Materials Budget in Fiscal Year (FY) 2000 was \$6.33 per capita; by FY 2011 it had declined to \$2.11 per capita, significantly below the \$5.90 per capita U.S. Average Materials Budget, and it is even less today.

Therefore, Chairman Bulova further moved that a Consideration Item in the amount of \$1 million be put on the list for funding as part of the FY 2015 Budget. This additional funding would strengthen the library's materials collection and be directed to the acquisition of non-fiction works. More than 10,000 additional materials could be acquired with this funding. Supervisor Hyland seconded the motion.

Discussion ensued regarding the Consideration Item.

11

Supervisor Foust asked to amend the motion to read as follows:

- This additional funding **could** . . . instead of would

This was accepted.

Discussion continued regarding:

- The timing of receiving the reports
- The importance of receiving the community's reaction to the reports

Vice-Chairman Gross stated Supervisor Foust's amendment to the motion as follows:

- That the Board accept the Library's Communication Committee Report and Discards Committee Report and direct the County Executive and Board of Trustees to develop a plan to follow-through on recommendations contained within the report and present the plan to the Board of Supervisors by a date certain.

Discussion continued regarding:

- The recommendations as presented by the Board of Trustees
- Concerns about the use of the proposed \$1 million
- Additional funding and further cost savings
- Preservation of the materials collection
- Library facility renovations

Following a query to Edward L. Long Jr., County Executive, he explained his understanding of how the process of follow-up on the recommendations would proceed.

Further discussion ensued about implementing the recommendations in the reports.

Chairman Bulova amended the motion as follows:

- Accept the reports of the Communication Committee, Discards Committee, and the Library Board of Trustees
- Direct the County Executive and Board of Trustees to follow-through to develop a plan regarding recommendations contained

12

within the reports and return to the Board of Supervisors with a timeline and specific direction by the Board's first meeting in January 2014

- Replace "would" with "could" in the sentence, to read, This additional funding could strengthen the library's . . . rather than would strengthen the library's . . .

The question was called on the motion, as amended, and it **CARRIED** by a recorded vote of nine, Supervisor Frey voting "NAY."

Vice-Chairman Gross returned the gavel to Chairman Bulova.

EBE:ebe



County of Fairfax, Virginia

MEMORANDUM

DATE: NOV 13 2013

TO: Edward L. Long Jr.
County Executive

VIA: Robert A. Stalzer *RAS*
Deputy County Executive

FROM: James W. Patteson, Director *James W. Patteson*
Department of Public Works and Environmental Services

SUBJECT: Pohick Regional Library Renovation, Project #LB000009-001, Fund 300-C30030
Contract Amendment #1 with Moseley Architects

Recommendation:

It is recommended that Contract Amendment #1 in the total amount of \$530,000 with Moseley Architects, be approved to provide architectural/engineering (A/E) full design and construction administration services for the project. This authorization will increase the existing contract value with Moseley Architects from \$58,548 to \$588,548.

Background:

In accordance with the Fairfax County Purchasing Resolution, Moseley Architects was selected to provide consultant services for the project. The Phase I contract was awarded on August 28, 2012, to provide the feasibility and concept design study for the project and is complete. This contract amendment is needed for Phase II to provide A/E full design, construction administration, and not-to-exceed services.

The contract activity to date is summarized as follows:

Description	Authorization	Date	Amount
Original Contract: Phase I - Feasibility and Conceptual Design Study	DPWES Contracting Authority	8/28/2012	\$58,548
Contract Amendment #1: Phase II - Full Design and Construction Administration Services	County Executive	Memo Date	\$530,000
Total Contract			\$588,548

Department of Public Works and Environmental Services

Director's Office

12055 Government Center Parkway, Suite 659

Fairfax, VA 22035

Phone: 703-324-5033, TTY: 1-800-828-1120, Fax: 703-324-1818

www.fairfaxcounty.gov/dpwes



15

Edward L Long Jr.
Pohick Regional Library – Contract Amendment #1 with Moseley Architects
Page 2 of 2

This project is included in the FY 2014 - FY 2018 Adopted Capital Improvement Program (with Future Fiscal Years to 2023).

Department of Public Works and Environmental Services has evaluated the fee for Contract Amendment #1 and found it to be fair and reasonable for the scope of services. The overhead and labor rates and insurance have all been verified to be in conformance with the original contract. The Department of Tax Administration has verified that Moseley Architects does not have, and is not required to have, a Fairfax County Business, Professional and Occupational License since they are located in Richmond.

Funding in the amount of \$530,000 is necessary to award this contract. Funds are currently available in Project LB-000009, Pohick Regional Library, Fund 30030, Library Construction, to authorize Contract Amendment #1. This contract amendment will increase the existing contract value with Moseley Architects from \$58,548 to \$588,548.

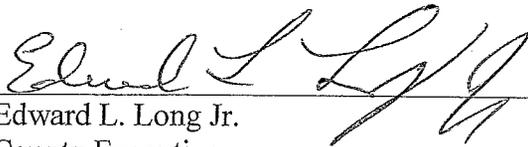
If you have any questions regarding this contract amendment, please contact Carey Needham, Director, Building Design and Construction Division at 703-324-5800.

JWP/ml

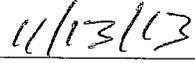
Attachments: BPOL

Memo to the Board

Approved:



Edward L. Long Jr.
County Executive



Date

cc: Susan Datta, Chief Financial Officer, Department of Management and Budget
Edwin S. Clay, Director, Library Administration
Ronald N. Kirkpatrick, Deputy Director, Department of Public Works and Environmental Services, Capital Facilities

16



County of Fairfax, Virginia

MEMORANDUM

DATE: May 9, 2013

TO: Doris Robey, Manager
Business Section
Department of Tax Administration

FROM: Joan Beacham, Project Manager
Building Design Branch
Building Design and Construction Division

SUBJECT: Verification of Fairfax County Business, Professional & Occupational License (BPOL)

The Building Design and Construction Division of DPWES is preparing a recommendation for a professional consultant services contract award. Please verify information regarding the Fairfax County BPOL status of the following entity:

Company Name and Address: Moseley Architects
3200 Norfolk Street
Richmond, VA. 23230

Contact Person: Anthony J. Bell, III, AIA
Telephone: (804) 545-6049

Type of business: Architectural Design Services

The company has an office in: Virginia Yes
Fairfax County Yes Previously BerryRio

Work is performed from a Fairfax County location. No

Statement of work to be performed: The firm will be providing Architectural Engineering Consulting Services for the renovation of the Pohick Regional Library located in Burke, Virginia.

Amount of Contract Award: Approximately \$500,000 (Phase II)

Request Submitted by: Joan Beacham 703-324-5668

Fairfax County BPOL Status:

The Department of Tax Administration has verified that the above vendor has the appropriate Fairfax County Business Professional and Occupational License (BPOL).

The Department of Tax Administration has verified that the vendor named above is not required to have a Fairfax County Business Professional and Occupational License (BPOL).

Other:

Any changes in the business activity described above must be reported to the Department of Tax Administration.

BPOL information verified by:

Doris Robey
Department of Tax Administration

5/10/13
Date

J:\CAP\Projects\Building Design\Pohick Regional Library\AE Services\3. A-E Contract\Phase II\03 - BPOL Status Memo.doc

Department of Public Works and Environmental Services
Building Design and Construction Division
12000 Government Center Parkway, Suite 449
Fairfax, VA 22035-0052
Phone: 703-324-5800, TTY: 1-800-828-1120, Fax: 703-324-4365
www.fairfaxcounty.gov/dpwes





County of Fairfax, Virginia

MEMORANDUM

DATE: NOV 14 2013
TO: Board of Supervisors
FROM: Edward L. Long Jr.
County Executive
SUBJECT: Pohick Regional Library Renovation, Project #LB-000009-001
Contract Amendment #1 with Moseley Architects

Contract Amendment #1 in the total amount of \$530,000 with the architectural firm of Moseley Architects has been approved to provide architectural/engineering (A/E) full design and construction administration services for the Pohick Regional Library Renovation project.

In accordance with the Fairfax County Purchasing Resolution, Mosley Architects was selected to provide consultant services for project. The Phase I contract was awarded on August 28, 2012, to provide the feasibility and concept design for the project and is complete. This contract amendment is needed for Phase II to provide A/E full design, construction administration, and not-to-exceed services.

The Department of Public Works and Environmental Services has evaluated the fee for Contract Amendment #1 and found it to be fair and reasonable for the scope of services. The overhead and labor rates, BPOL, and insurance have all been verified to be in conformance with the original contract. Funding in the amount of \$530,000 is available from Fund 300-C30030, Project LB 000009-001 to authorize Contract Amendment #1.

If you have any questions regarding this contract amendment, please contact Carey F. Needham Director, Building Design and Construction Division at 703-324-5800.

cc: Robert A. Stalzer, Deputy County Executive
James W. Patteson, Director, Department of Public Works and Environmental Services
Ronald N. Kirkpatrick, Deputy Director, DPWES, Capital Facilities

18

Facilities Update – November 2013

CH

- The issue of both entrance doors, exterior and interior, not working properly after the replacement of the interior doors was resolved with the installation of a new motor on the exterior door.

KP

- The retaining wall at the back corner of the parking lot was replaced (see picture below).

LO

- On 10/31/13 upon arriving for work staff noted something had damaged the roof above the staff entrance door (see picture below). A Property Loss Notice was submitted to Risk Management. FMD has received a quote to repair the damage.

RR

- The crumbling front stairs were replaced. Improvements to the front plaza were made at the same time (see pictures below).
- Two of three electrical panels were replaced when one of them went bad causing power surges to the building.

TE

- Both the exterior and interior entrance doors were replaced.

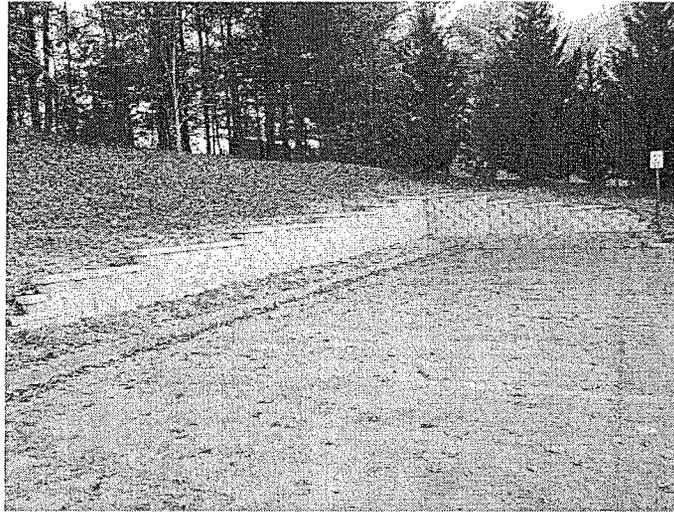
TY

- Stained carpet tiles in the meeting room were replaced.
- At the request of the Friends group 3 large wheeled recycling totes were delivered for their use.

WW

- The grand opening of the temporary site was celebrated on Saturday, 11/2.
-

Kings Park: Retaining Wall



Lorton: Damaged Roof Overhang



Reston: Front Plaza Repair



Fairfax County Public Library

Proposed Timeline for the Recommendations of the Ad Hoc Communication and Evaluation Committee

December 6, 2013

Recommendations of the Ad Hoc Communication & Evaluation Committee	Action Planned or Completed	Lead	Status
1. Recommend rejection of the Beta Plan as proposed.	Communicate decision to staff and public. Remove references to the Beta Plan from the public and staff websites.	Sam Clay, Library Director	All items completed.
2. Recommend rejection of reclassification of Fairfax County Public Library positions.	Communicate decision to staff and public. Remove Library Customer Service Specialist Class series from the approved county job classifications. Remove references to the Library Customer Service Specialist Class series from the public and staff websites.	Sam Clay, Library Director	All items completed.
3. Recommend increasing the County budget for library operations.	Refer to Library Board of Trustees Budget Committee for further review and action.	Library Board of Trustees	January 2014

24

Recommendations of the Ad Hoc Communication & Evaluation Committee	Action Planned or Completed	Lead	Status
<p>4. Recommend Library Board of Trustees begin a dialogue with all levels of staff and the affected communities about the best way to address the Fairfax County Public Library's staffing needs in a way that meets the public's needs and priorities without eliminating the continued presence of professional librarians in each branch.</p>	<p>Refer to Library Board of Trustees Planning Committee for further review and action.</p>	<p>Library Board of Trustees</p>	<p>Begin 2014 – determine questions and type of survey</p>
<p>5. Recommend retention of professional librarians and children's librarians in branches.</p>	<p>Fill vacant professional librarian and children's librarian positions in their current job classifications.</p>	<p>Sam Clay, Library Director</p>	<p>Ongoing</p>
<p>6. Recommend more analysis on strength and weakness of the single-desk model at Burke Centre Library.</p>	<p>Establish task group that includes a broad-based group of stakeholders to evaluate single desk model and make recommendations to the Library Board of Trustees.</p>	<p>Sam Clay, Library Director</p>	<p>February 2014 - Establish task group July 2014 – Present report to Library Board of Trustees</p>
<p>7. Recommend assigning staff to only one set of tasks (e.g. only working the service desk or only working in the back) be rejected.</p>	<p>Maintain current job duties as described in position descriptions.</p>	<p>Sam Clay, Library Director</p>	<p>Completed</p>

Recommendations of the Ad Hoc Communication & Evaluation Committee	Action Planned or Completed	Lead	Status
<p>8. Recommend funding requests to the Board of Supervisors be accompanied by an analysis of evolving Fairfax County Public Library requirements, as well as comparisons to previous Fairfax County Public Library levels of funding and to comparable localities, both in Virginia and suburban counties in other states.</p>	<p>Develop chart/report with comprehensive budgetary and library services information that compares FCPL with other comparable libraries and update bi-annually.</p>	<p>Sam Clay, Library Director</p>	<p>February 2014 with bi-annual updates</p>
<p>9. Seek more creative partnerships that might lead to additional revenue including Fairfax County Public Schools, Northern Virginia Community College, and the local business community, as well as seeking increased support via the Friends groups and Fairfax Library Foundation.</p>	<p>Provide inventory of existing partnerships and update annually. Include significant new partnerships in Director's monthly report to the Library Board of Trustees.</p>	<p>Susan Harmon, Executive Director, Fairfax Library Foundation and Sam Clay, Library Director</p>	<p>April 2014 Ongoing</p>
<p>10. Increase cooperation and support from the Fairfax Library Foundation.</p>	<p>Refer to Library Board of Trustees Foundation representative for further review, recommendations and/or action.</p>	<p>Mary Petersen, Library Board of Trustees</p>	<p>January 2014</p>
<p>11. Recognize and encourage the work of the library Friends groups.</p>	<p>Continue annual recognition of library Friends groups at Library Board of Trustees meeting. Library Board of Trustees Friends liaison attends Friends Forum meetings and reports at subsequent Library Board meetings.</p>	<p>Library Board of Trustees Elizabeth Clements, Library Board of Trustees</p>	<p>October 2014 Ongoing</p>

25

26

Recommendations of the Ad Hoc Communication & Evaluation Committee	Action Planned or Completed	Lead	Status
12. Recommend more thorough review of the ratio of administrative staff to branch staff to determine the proper balance between the two.	Request Fairfax County Department of Human Resources (DHR) to review FCPL staffing and make recommendations.	Sam Clay, Library Director	To be determined in consultation with DHR
13. Fill current vacancies in existing job classifications.	Positions are being advertised and filled in current job classifications.	Sam Clay, Library Director	Ongoing
14. Recommend thorough evaluation of proposed collection reductions and whether creating more meeting space should be a priority over reading materials.	Refer to the Library Board of Trustees Planning Committee for review and/or action.	Library Board of Trustees	January 2014
15. Recommend more coordination with Friends groups before books are discarded.	See Floating and Weeding recommendations #8 and #11.	Sam Clay, Library Director	#8 January 2014 #11 Ongoing
16. Recommend restoration of funds to the materials budget overall to replenish depleted collections.	At November 13, 2013 Library Board of Trustees meeting, a request for \$1 million for nonfiction materials was approved by the Library Board. At November 19, 2013 Board of Supervisors meeting, Supervisors approved including \$1 million for nonfiction materials on the Consideration items list for the FY 2015 budget deliberation process.	Library Board of Trustees	Ongoing
17. Recommend weeding decisions need to consider the ability of the materials budget to replace what has been lost.	Present training on the Collection priority list process to branch staff.	Elizabeth Rhodes, Collection Services Coordinator	April 2014
	Recruit volunteers and reinstitute program to mend materials.	Erin Chernisky, Volunteer Coordinator	February 2014

Recommendations of the Ad Hoc Communication & Evaluation Committee	Action Planned or Completed	Lead	Status
18. Recommend a more consistent mechanism to add donated books to the library collection by the Friends of the Library and include them in the discussion about its evolution.	See Floating and Weeding recommendation #6.	Sam Clay, Library Director	Completed
19. Revisit Friends' space currently restricted to 100 square feet.	Establish a task group of stakeholders to review Library Design Manual for new and renovated facilities and make recommendations.	Sam Clay, Library Director	January 2014
20. Undertake a more extensive public survey and comment process that is advertised with a time window certain. Any survey should ideally seek the input of high school and college age students, who make up a key portion of the Fairfax County Public Library patron community.	Refer to Library Board of Trustees Planning Committee for further review and action.	Library Board of Trustees	January 2014

27

28

Fairfax County Public Library

Proposed Timeline for the Recommendations of the Ad Hoc Floating Collections and Discards Committee

December 6, 2013

Recommendations of the Ad Hoc Floating Collections and Discards Committee	Action Planned or Completed	Lead	Status
1. Recommend forming a Transfer Focus group with front line branch staff to review and improve the rebalancing mechanisms of the library's collection.	Form Transfer Focus group. Transfer Focus group meets.	Elizabeth Rhodes, Collection Services Coordinator	December 2013 Begin January 2014, then ongoing
2. Recommend that the Transfer Focus Group provide an interim report and one-year status report.	Provide interim report. Provide one-year status report.	Elizabeth Rhodes, Collection Services Coordinator	February 2014 June 2014
3. Recommend an in-branch user survey to evaluate what and how materials are used within a branch.	Introduce new procedures to track in-house use of materials using integrated library system (Sirsi). Beginning in FY 2015, include in-house use of materials in system monthly statistics report.	Robert Harvey, Assistant Systems Manager Doug Miller, Strategic Planner and Customer Research Manager	Test at a few branches beginning December 2013 July 2014
4. Recommend the Library Director report on the current activities and findings of the Transfer Focus Group at the Board of Trustees' monthly meetings.	Include report in Director's monthly report to the Library Board of Trustees.	Sam Clay, Library Director	Begin January 2014, then ongoing

Recommendations of the Ad Hoc Floating Collections and Discards Committee	Action Planned or Completed	Lead	Status
<p>5. Recommend forming a Collection Evaluation Focus Group of branch and central collection staff to review current procedures and practices for collection development and that the library director report on the current activities and findings of this group at the Board of Trustees monthly meetings.</p>	<p>Appoint Collection Evaluation Focus Group. Collection Evaluation Focus Group meets. Report on current activities at Board of Trustees monthly meetings.</p>	<p>Elizabeth Rhodes, Collection Services Coordinator Sam Clay, Library Director</p>	<p>December 2013 Begin January 2014, then ongoing Begin January 2014, then ongoing</p>
<p>6. Recommend the library immediately begin accepting add/swap books to its collections from donations at both the branch and technical operations levels.</p>	<p>Procedures implemented in November 2013.</p>	<p>Elizabeth Rhodes, Collection Services Coordinator</p>	<p>Completed</p>
<p>7. Recommend the decision to centralize the discard process be reversed and the discard process be assigned to the branches as soon as possible but no later than January 31, 2014.</p>	<p>New procedures in development to be tested at several branches. New procedures to be implemented system wide.</p>	<p>Elizabeth Rhodes, Collection Services Coordinator</p>	<p>December 2013 January 2014</p>
<p>8. Recommend that usable books withdrawn from the library system must first be offered to Friends Groups through a documented process. If the Friends do not want them the library must send them to the County Purchasing and Supply Management department as items Deemed Surplus.</p>	<p>Procedures in development.</p>	<p>Melanie Quinn, Operations Director</p>	<p>January 2014</p>

30

Recommendations of the Ad Hoc Floating Collections and Discards Committee	Action Planned or Completed	Lead	Status
<p>9. Recommend the library explore possibilities to transfer usable items to library systems in other areas of the state.</p>	<p>Send usable items to Department of Purchasing and Supply Management (DPSM).</p>	<p>Melanie Quinn</p>	<p>Consult with DPSM</p>
<p>10. Recommend that the library's policies should reflect that the Friends groups are responsible for the disposition (including disposal) of books which have been donated directly to the Friends or given to the Friends by the library.</p>	<p>Refer to Library Board Policy Committee</p>	<p>Library Board of Trustees</p>	<p>January 2014</p>
<p>11. Recommend maintaining and expanding the diverse but compatible approaches to donations by staff and Friends and their contributions to library programs.</p>	<p>Branch Manager communicates regularly with Friends group regarding library discards, donations and branch programs and services.</p>	<p>Branch Managers</p>	<p>Ongoing</p>
<p>12. Recommend allocating more room for the Friends in future renovated or new libraries.</p>	<p>See Communication and Evaluation recommendation #19.</p>	<p>Sam Clay, Library Director</p>	<p>January 2014 See #19</p>

FAIRFAX COUNTY PUBLIC LIBRARY
AD HOC COMMITTEE ASSIGNMENTS

Committee	Action	Lead	Status
Planning Committee	Recommend BOT begin a dialogue with all levels of staff. Refer to Library Board of Trustees Planning Committee for further review and action.	BOT	January 2014
	Recommend thorough evaluation. Refer to the Library Board of Trustees Planning Committee for review and/or action.	BOT	January 2014
	Undertake a more extensive public survey and comment process. Refer to Library Board of Trustees Planning Committee for further review and action.	BOT	January 2014
Budget Committee	Recommend increasing the County budget. Refer to Library Board of Trustees Budget Committee for further review and action.	BOT	January 2014
Policy Committee	Recommend that the library's policies should reflect that the Friends groups are responsible for the disposition (including disposal) of books. Refer to Library Board Policy Committee.	BOT	January 2014
Friends	Recognize and encourage the work of the library Friends groups. Continue annual recognition of library Friends groups	BOT	October 2014
	Library Board of Trustees Friends liaison attends Friends Forum meetings.	Liz Clements	Ongoing
Foundation	Increase cooperation and support. Refer to BOT Foundation representative.	Mary Petersen	January 2014

**FAIRFAX COUNTY PUBLIC LIBRARY
2013 FOIA REQUESTS**

REQUEST DATE	DOCUMENT(S) REQUESTED	DATE COMPLETED
11-27	Copies of written and electronic complaints and challenges for removal, reclassification, or other reconsideration of publications including books, magazines, movies, websites (e.g. filtered from library computers), or other media at county libraries from January 1, 2012 to present.	12/5/13
10-29	Is there a requirement for minimum number of books that a Regional library must have on hand at all times? Crystal Sarno - What gives her this ability to judge? Why would we want to hear her paraphrase what had just been said? Who pays Ms Sarno? Who hired Ms Sarno? How much is Ms Sarno paid? What are her "qualifications"? Would a repeat of the taped procedure not be more accurate? If the library paid for Ms Sarno, is that allowed by Virginia and Fairfax County code? If some other entity paid for Ms Sarno, is that legal?	11/4/13
10-22	<ol style="list-style-type: none"> 1. Library Board of Trustee meeting minutes from 6/11/08, page 2, is identical to page 2 of 5/7/08 meeting minutes. May we please have the one which is not the copy of the other one? 2. Library Managers Meeting minutes for 2013. We have January 8, 2013, but no others. 3. Renovation floor/furniture plans, preliminary or otherwise, for four of five libraries being renovated: John Marshall, Pohick, Tysons-Pimmit, Reston Regional. 4. August, September 2013 software-generated list of low-active books to be reviewed for possible discard. List of titles of all books discarded August and September 2013. 5. FCPL Materials Inventory for FY14 including September 2013. If this request not processed by the end of October, requesting October list as well. 6. FCPL Collection Overview for FY14 including September 2013. If this request not processed by the end of October, requesting October list as well. 7. List of vendors other than Overdrive that FCPL purchases eBooks from. 8. List of vendors other than Ingram/Baker & Taylor that FCPL purchases print books from. <ol style="list-style-type: none"> 1. Missing Branch Managers Meeting minutes, October and December 2011, February 2012, June 2012. 2. Library Budget for FY2015. 	11/6/13
10-22-email	how many employees are currently working for FCPL, expressed in FTE's (that is, excluding positions open but not currently filled)? how does this number of currently-paid FTE's compare to the # of paid FTE's in January 2008?	10/30/13
10-15	- The question was for the number of ebooks read/checked out at FCPL during 2012. Relating to this, am I correct in assuming that this ebook usage is included in the grand total of items loaned during 2012?	10/22/13
10-7 - email	With regard to following up on my previous FOIA request of a list of all the books culled since Jan 2005 using the software that	10/22/13

34

	<p>identifies low-demand books, I would like to have a list of all the books that were culled from the collection using that low-demand, or less active, software just for the month of August 2013.</p> <p>Also I would like one other thing: I need the documents that indicate how much will be saved for the Beta Plan for the next five years. Sam Clay has said no such documents exist; however, I did find a county budget document that indicates that for FY 2014 the amount saved from reclassification and reorganization would be \$275,000. "In addition FCPL is beginning a multi-year, strategic realignment and restructuring of staffing requirements process</p> <p>The county budget document I am referring to is the Library and Parks Program Area Summary for FY 2014.</p> <p>The figure of \$275,000 came from other documents and I need those other documents.</p>	
10-3 - email	Weeding Guidelines dated 1998 with update in 2002. Would like to know if there is a more updated document than this one.	10/8/13

Subject: FW: Branch Collection Survey
Attachments: Branch Collection Survey Checklist.xlsx

From: Albert, Robin
Sent: Saturday, November 23, 2013 11:00 AM
To: LIB-BRANCH MANAGERS
Cc: Albert, Robin
Subject: Branch Collection Survey

As one of our next steps in working with the floating collection, I need your input for a better understanding of your view of the current status of your branch's collection. I have put together a simple checklist for the various collection areas in your building. I have tested this with a couple of branches and was assured that it was easy to complete and helpful to communication.

I look forward to visiting each branch to discuss this more fully, but in the meantime I am asking you to fill out the checklist and return it to me by November 27 or earlier.

Please indicate on the attached checklist spreadsheet (a simple check mark or x will do), the status of your collection areas. For non-fiction areas a short descriptor such as 500s or 510s or Math is sufficient at this time. The descriptions range from *Comfortable*, *Have some to Share*, *Overflowing*, to *Need More*. This will help us to better identify the problem areas in each branch and to facilitate transfers of materials between branches.

Please contact me if you have any questions or suggestions.

Robin Albert
Collection Evaluation Manager
Fairfax County Public Library
703-222-3121
Robin.albert@fairfaxcounty.gov

Column1	Column2	Column3	Column4	Column5
Collection Area	Comfortable	Have some to Share	Overflowing	Need More
Adult Fiction				
Adult Mystery				
Adult SciFi				
Romance				
Large Print				
Adult Graphic				
Biography				
New Materials				
HotPicks				
ESL				
Audio Book - CD				
AV - Lecture				
NF Areas				
Other				
YA Fiction				
YA Graphic				
YA Media				
Boardbooks				
JP				
JR				
JFIC				
Series				
J Media				
Juv Graphic				
NF Areas				
Other				

Subject: FW: CollectionHQ & FCPL
Attachments: Scan.pdf

From: Rhodes, Elizabeth
Sent: Friday, November 22, 2013 3:24 PM
To: Molchany, Dave
Subject: CollectionHQ & FCPL

Hi Dave

Collection HQ is working very well. CollectionHQ performs trend and pattern analysis fueled by monthly datasets (uploaded on the 15th of each month) from Sirsi (our catalog of library holdings). The initial dataset from FCPL was uploaded May 2013 and the subsequent months have been spent working with collectionHQ to identify information for correction in Sirsi as well as the level and detail of data desired from collectionHQ. With each subsequent dataset the information provided by Sirsi to collectionHQ is more accurate and in turn provides clearer analysis points from collectionHQ.

Over the past few months, data from the FCPL collection has been gathered and reports have been customized. In order to offer the best analytical tools to improve and balance the collection, data from SIRSI should accumulate for 9–12 months. Implementation of Branch reports from CollectionHQ will begin in late November/early December. These initial reports will involve clearing up the SIRSI records of items that may be missing, gone, or have been checked out for so long it is assumed they will not be returned. After this stage is completed, we will move forward with collection balancing reports. It is recommended that you collect a minimum of 12 months of datasets before using the more advanced CollectionHQ tools to effectively balance the collection, so we anticipate beginning to utilize those reports by May 2014.

May 2013–October 2013 showed which FCPL branches had materials “float away” (net lending) and which branches became “net receivers”. Based on this information, we have adjusted the branch distribution of transfers to send more items from the “net receivers” to the “net lending” branches and continue to monitor this. As you know, we plan to form a Transfer Focus Group of frontline staff to review and improve the rebalancing mechanisms of branch collections. Anticipated recommendations include:

- Branches will receive a branch card to place holds for individual titles they would like at their location.
- Branches will continue to use the Collection Priority Database to request titles & subjects.
- Explore establishing a “swap spot” on Fairfax Net where branch staff can facilitate their own redistribution of materials.
- Branches will continue to contact Collection Services when larger amounts of materials need to be redistributed.

I’ve also attached a very good article about CollectionHQ. Please let me know if you need any more information. I will be here until 4, and then back in on Monday and would be happy to answer any other questions. I know staff continue to be disappointed that Sirsi can’t rebalance collections when we check items in, but that is not an available function from SIRSI. I believe there was some confusion about CollectionHQ “not working” because they were hoping that the rebalancing would occur at check-out.

Liz

Elizabeth Rhodes
Collection Services Coordinator

A TOOLKIT

Libraries leverage new metrics
driven by data from collectionHQ

By Michael Kelley

FOR TAKING

Since its introduction to the North American market in 2010, collectionHQ (CHQ), a collection-analysis technology created by the six-year-old Scottish firm Bridgeall Libraries, has taken root in 153 public library systems, including such prominent ones as New York Public Library (NYPL), San Francisco Public Library (SFPL), and San Diego County Library (SDCL) (*LJ*'s 2012 Library of the Year).

The software application, known as smartism in the UK, may penetrate even further here not only because librarians are giving it high marks but also because Baker & Taylor (B&T) acquired Bridgeall last December, putting the clout of its considerable distribution network behind the product (which has 268 library system customers worldwide).

"Since the B&T acquisition, we have added eight employees and still have some new positions to fill," says Scott Crawford, CHQ's VP and general manager. "We now have a sales and support footprint in the UK, North America, and Australia, where prior to the acquisition all of our employees have been based in the UK." The company will soon have 31 employees in all.

CHQ can extract data from any integrated library system (ILS) and then, through a suite of web-based modules, create a data-driven plan to build and deploy a library's physical collection. CHQ makes clear what materials to buy and in what quantity to meet patron demand. It also makes transfers among branches and weeding quick, evidence-based activities.

"Quite simply put, it is demand analysis to assist with future supply decisions but with a workflow that is driven by an SaaS [software as a service] solution that will make this process as efficient as each mutual customer wants it to be," Crawford says.

Power to the branches

The 27-branch SFPL began using CHQ at seven locations last fall, at a cost of \$34,500, and it is still in a testing phase.

"We now have access to amazingly detailed metrics about our collections and their usage that was unavailable to us because of either the work involved in extracting the data or the impossibility of extracting it," says Shellie Cocking, SFPL collections and cataloging manager.

Cocking says extracting reports from the library's ILS was complicated, and SFPL wanted to allow all the staff (not just staff at the central library) to run weeding reports, pull pag-

ing lists, and ascertain the most popular subject areas or authors at their location.

CHQ provides a way to implement ongoing inventory control rather than relying on time-consuming occasional collection inventories, which the library almost never had the resources to do, according to Cocking.

"It allows for more oversight of the collection, and it increases the control individual branches have over their collections," Cocking says. "With a large system, we often saw one branch weed a book while another branch was requesting that a copy of the same title be purchased. Our practices of trying to catch these were so time-consuming that financially they were not reasonable to perform."

In the past, branch staff would try emailing out the list of books that they were weeding to offer to other branches, which was ineffective and slow.

"The transfer option in collectionHQ makes this simple," Cocking says. "Once we have all 27 branches up, each book will have had many chances at finding a home before it is ultimately weeded."

In addition to generating lists based on popular subject areas or authors, CHQ lets the library set parameters for designating "grubby" items that may need replacing.

"It has saved us money in purchasing replacement titles," Cocking says. "We ran the Grubby Replace, Popular Author, and Popular Subject transfer lists once already, and the branches requested that 80 fiction and 348 nonfiction titles be sent their way."

Setting parameters

CHQ allows librarians to set and track various parameters, such as acceptable levels of dead material in the branches or a minimum level of availability for a popular author. For example, the administrator could decide that her branch should always have 25 percent of the total holdings for a particular author available for loan. So if a branch had 16 copies of a Stieg

PHOTO BY DAVID SCHWABE

Michael Kelley is Interim Editor-in-Chief *LJ*

ford says. "Improving performance is something that many libraries are working to do on a daily basis. We just provide the structure and routine for them to be able to achieve their goals."

Working on ebooks

However, a significant element not yet in place is the handling of ebooks, which presents an entirely different set of challenges since many ebook transactions are not performed within the ILS but on third-party platforms. But Crawford says CHQ is working on that.

"We have started our development specifications on our ebook module and will be releasing phase one of this in the next few months," Crawford says. "We want to be able to analyze demand regardless of format, and certainly ebooks are part of the demand equation at most if not all public libraries in North America."

Scottsdale subscribed to CHQ in August 2010 for \$22,500, and the first year also had a \$2500 setup fee. The system has given Scottsdale more analytics than it has ever had before, although Fifarek could not say yet if it has saved the library money.

"At this point we are just starting to feel like we are in a place where we can begin to assess its performance," she says.

But she found the budgeting feature of CHQ promising since it allows CHQ to parcel out collection monies based on the previous performance of a collection area.

"Each budget year it felt like we were applying a certain amount of educated guesswork when deciding what to spend on fiction or nonfiction," Fifarek says. "This tool gives us the feeling that we are using actual data to make informed decisions."

SDCL uses a formula called Bang for the Buck to calculate its materials budget: if picture books got 25 percent of the total circulation, then picture books got 25 percent of the budget.

"In years past we did it by hand, and it took a good week or two of a librarian's time," says Hanson. "CHQ uses basically the same formula and does it all for us in a few minutes."

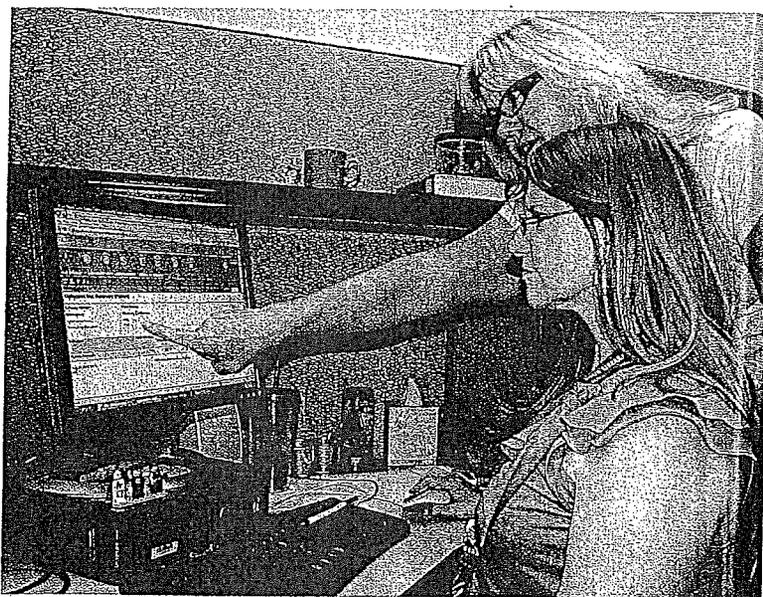
Phoenix rising

The International City/County Management Association (ICMA) awarded the Phoenix Public Library a certificate of excellence award in performance management because of the library's implementation of CHQ.

The 17-branch library system last year received \$410,000 from the Maricopa County Library District (MCLD) to purchase and catalog nearly 20,000 replacement library books within nine months (Phoenix residents pay the lion's share of the property taxes that go into MCLD, and MCLD returns some of that tax revenue to Phoenix Public Library).

Phoenix has a circulating collection of 1.3 million items, and there were 13 million items checked out in FY11. A project to replace 20,000 items with only two collection development librarians available to do the ordering and no additional technical staff to catalog and process the items was a daunting task.

Kathleen Sullivan, the collection development manager, says the implementation of CHQ in May 2011 made a crucial difference. It allowed a systemwide overview of material usage statistics in minutes, which the library's ILS cannot pro-



DIGGING FOR BEST SELLERS Phoenix Public Library collection development staff Jeriann Thacker (seated) and Elsa Black execute a search to evaluate best seller circulation, much easier with CHQ

duce. Even a more basic view of collection data from the ILS would have required 80 hours over four weeks to produce, Sullivan says.

All the books, approximately 25,000 items, were received by late May 2012, a month ahead of the purchase deadline. Selecting and ordering the materials previously took two librarians 250–300 hours over eight months as opposed to 140 hours over three months using CHQ. The entire project—selection, ordering, and fulfillment—was completed in nine months, instead of the 20 it previously would have required.

Phoenix is also using the data to market the collection.

For example, one of the smallest branches saw that James Patterson was the most popular author in its collection. This information prompted staff to check system holdings for Patterson books that were in other branches and move the titles into their branch's collection. Staff then created a display of the titles and received kudos from customers who were happy to see older Patterson books they had not yet read. Staff also created a readalikes display with other authors who appeal to Patterson fans.

All the librarians interviewed say that learning CHQ, which is accessible via a web browser on a standard PC, is relatively easy, although it takes time to roll out fully.

"The interface is very simple, and anyone can get up and running with very little training," says Cocking at SFPL. "The product does so much, you do have to take on just a couple of things at a time so you don't get overwhelmed."

Most of the training is done via webinars with the Glasgow-based company's staff. The time difference was an initial concern for the West Coast libraries, but the firm proved responsive and supportive.

The company launched in August an "Academy" function where the webinar training is available on demand. CHQ is also a sponsor of *LJ's* Lead the Change leadership program.

"The partnership that we have entered into with *LJ* around Lead the Change is of key importance to raise the level of awareness to public libraries in North America about data-driven decision-making," Crawford says. ■

Library Journal Index – 2013

November 2013

Background

The Library Journal Index examines just four statistics describing library service outputs per capita: circulation; visits; program attendance; and public Internet terminal uses. This is the Library Journal Index report of 2013. The index was reported in the November 1 issue and evaluates data from FY2011. The stated mission of the LJ Index is not to rate America's "best and greatest" libraries, or to imply that the data used in the Index can measure quality and excellence. Rather it is offered as another tool available to libraries to help better understand how they compare to similar library systems.

The Basics

In order to receive an Index score libraries must report data for all four statistical indicators. There are 7,573 libraries in this latest issue of the LJ Index. The four measures used in the LJ Index are not weighted. Library systems are divided into nine peer comparison groups based on total library expenditures (INCLUDING BENEFITS). These groupings range from the low group of \$10K-\$49.9K in expenditures to the high group of \$30M+. FCPL falls within the \$30M+ group and will continue to do so even if the library's actual budget is below \$30M due to the inclusion of the cost of benefits. Page five details the data and index score for all library systems in the \$30M+ peer group.

With the exception of the \$30M+ peer group, the thirty highest scoring libraries are recognized with a 'star designation' of 5, 4, or 3 stars as determined by their Index score. Only the \$30M and above expenditure category recognizes fewer than thirty 'star-libraries'. With just 46 libraries in this peer group, only the fifteen highest scoring libraries received a 'star designation'

Methodology

Libraries are evaluated on each service indicator relative to the performance of the other libraries in their peer group. The scoring compares each of the library's four indicators to the peer group average for that indicator using standard deviation. Movement up or down the rating scale is a function not only of an individual system's performance data, but also its relation to the other systems in the expenditure group. As such, impressive raw data does not necessarily translate into a higher index score.

Specifics

FCPL received an Index score of 361, down 24 points from the 2012 Index score. This places FCPL 35th among the 46 libraries in our peer group. The average Index score for all libraries in our peer group is 600.

The average Index score for the sixteen star-rated libraries in our peer group is 987. Scores range from a high of 1,549 and a 5-star rating for Cuyahoga County PL to a low of 686 and a 3-star rating for Consolidated Library District #3 in Independence, Missouri. Of these sixteen 'star-rated' libraries only two have a larger service area population than FCPL:

- King County Library System, WA 1,341,660 ★★★★★
- Hennepin County Library, MN 1,152,425 ★★★★★

Comparison between FCPL and the \$30M+ peer group average:

- Circulation p/Capita – above the average (12.7 compared to an average of 11.5)
- Visits p/Capita – below the average (5.2 compared to an average of 5.7)
- Program Attendance p/Capita – below the average (0.14 compared to an average of 0.28)
- Public Internet Terminal Use p/Capita – below the average (0.6 compared to an average of 1.3)

Comparison between FCPL raw data from FY2010 to FY2011:

- Circulation – decreased 4.6%
- Visits – decreased 4.3%
- Program Attendance – increased 52% (reinitiated book talking)
- Public Internet Use – decreased 5%

Across All Peer Groups:

- Of the 91 library systems in Virginia, 88 were included in this Index. Six Virginia library systems received 'star' designations:
 - Mary Riley Styles Public Library (Falls Church) ★★★★★ (\$1M-\$4.9M)
 - Henrico County Public Library ★★★★★ (\$10M-\$29.9M)
 - Williamsburg Regional Library ★★★★★ (\$5M-\$9.9M)
 - Arlington County Dept. of Libraries ★★★★★ (\$10M-\$29.9M)
 - Central Rappahannock Regional ★★★★★ (\$10M-\$29.9M)
 - Loudoun County Public Library ★★★★★ (\$10M-\$29.9M)
- The library receiving the highest Index score was Avalon Free Public Library located along the New Jersey coast serving a population of just 1,334. They received a score of 5,521 (\$1M - \$4.9M peer group).
- The library receiving the lowest Index score was Morris County Library located in Whippany, New Jersey serving a population of 492,276. They received a score of 70 (\$10M-\$29.9M).
- Twelve states did not have a library that received a star designation.
- In all but the smallest peer group where there are no libraries from Ohio, the 'starred' libraries include one or more systems from Ohio. Five of the top thirteen scoring libraries in the \$30M+ peer group are located in Ohio.
- Page six details data and Index score for COG area libraries.

42

'What if' Scenarios

In FY2011 what would it have taken to move FCPL into the 3-star designation?

- For **circulation**, it would have taken another 29,756,696 items circulated, or a 225% increase in circulation in order to increase our circulation p/capita by the minimum 41.29 p/capita needed to tie with Consolidated Library District #3 of Independence, MO and give FCPL a score of 678 points. Such a large change needed in circulation is largely due to the high Circ p/capita rates of Cuyahoga County PL, Multnomah County PL, and Santa Clara County Library.
- For **visits**, it would have taken another 8,460,574 library visits, or a 156% increase in visits in order to increase our visits p/capita by the minimum 13.35 p/capita needed to overtake Consolidated Library District #3 of Independence, MO and give FCPL a score of 678 points. Such a large change needed in visits is largely due to the high Visits p/capita rates of Cuyahoga County PL, Seattle PL, and the PL of Cincinnati and Hamilton County.
- For **program attendance**, it would have taken another 418,661 program attendees, or a 280% increase in program attendance in order to increase our program attendance p/capita by the minimum 0.55 p/capita needed to overtake Consolidated Library District #3 of Independence, MO and give FCPL a score of 680 points. Such a large change needed in program attendance is largely due to the high Program Attendance p/capita rates of Cuyahoga County PL, the PL of Cincinnati and Hamilton County, and Columbus Metropolitan Library.
- For **Internet computer usage**, it would have taken another 2,077,347 users, or a 363% increase in Internet use in order to increase our Internet computer usage p/capita by the minimum 2.54 p/capita needed to overtake Consolidated Library District #3 of Independence, MO and give FCPL a score of 683 points. Such a large change needed in Internet use is largely due to the high Public Internet Terminal use p/capita rates of King County Library, Hennepin County Library, Seattle PL, and Columbus Metropolitan Library.

Additionally, any combination of these significant levels of increase spread among each of the four measures (circulation, visits, program attendance, Internet use) would also lead to a higher index score for FCPL.

The Hard Reality - Future LJ Indexes

Statistically speaking, FY2009 was a very good year for FCPL. Record circulation, record visits, and record public computer use indicated a library enjoying widespread popularity and record usage. However, despite record levels of use in three of the four areas rated by the LJ index, FCPL failed to receive a star designation as reported in the 2011 edition of the index. Bottom line, record use does not translate into a high index score or a five, four, or even three star rating.

Looking back at FCPL data that will be used in the coming editions of the LJ Index:

- In FY2012 - circulation p/capita, visits p/capita, and Internet use p/capita all decreased; program attendance p/capita increased.
- In FY2013 - circulation p/capita, visits p/capita, and Internet use p/capita all decreased; program attendance p/capita increased.

Since the LJ Index score is tied to the peer group average, increasing numbers is not a guarantee that our Index score will go up. A change to any measure for any library in our peer group is likely to affect our score no matter how good our numbers may be. Peer group members also change. The addition/removal of a high or low scoring library system will affect FCPL's movement up or down the Index scale.

In the future a number of factors will continue to impact FCPL's data and therefore our Index score:

- A service area population that continues to grow.
- Economic factors affecting other library systems in our peer group will impact our LJ Index scores.
- Though our budget has been less than \$30M+ for the past few years, IMLS data includes the cost of benefits. Therefore, while our actual budget should place us in the \$10M-\$29.9M peer group where our data may translate into a higher Index score, the reality is that FCPL will remain in the \$30M+ peer group. Even dropping into the lower expenditure peer group is not guarantee of a better index score, as Charlotte Mecklenburg Library discovered. The 2012 edition of the index saw Charlotte Mecklenburg Library in the \$30M+ peer group and receiving a 3-star designation. The 2013 edition had them moved to the \$10M-\$29,9M peer group where they did not receive a star designation.

\$30M+ Funding Category - Final Ratings
LJ Index 2013 Edition (based on 2011 IMLS public library data)

Expenditure				987.31		Circulation	Visits	Program Attendance	Computer Use	
Category	Stars	Library	City	State	Score	Per Capita	Per Capita	Per Capita	Per Capita	
\$30M+	5	CUYAHOGA COUNTY PUBLIC LIBRARY	CUY. CO.-PARMA	OH	1549	34.43	12.15	0.580	1.96	
\$30M+	5	CINCINNATI AND HAMILTON COUNTY, PL OF	CINCINNATI	OH	1270	21.72	10.03	0.534	2.08	
\$30M+	5	SEATTLE PUBLIC LIBRARY	SEATTLE	WA	1191	18.91	11.02	0.340	2.51	
\$30M+	5	SANTA CLARA COUNTY LIBRARY	LOS GATOS	CA	1177	29.95	8.99	0.391	1.85	
\$30M+	5	COLUMBUS METROPOLITAN LIBRARY	COLUMBUS	OH	1142	17.40	8.59	0.449	2.45	
\$30M+	4	MULTNOMAH COUNTY LIBRARY	PORTLAND	OR	1118	32.50	7.49	0.441	1.45	
\$30M+	4	KING COUNTY LIBRARY SYSTEM	ISSAQUAH	WA	1083	16.25	7.71	0.336	2.97	
\$30M+	4	CLEVELAND PUBLIC LIBRARY	CLEVELAND	OH	1020	17.07	9.09	0.313	2.27	
\$30M+	4	SAN FRANCISCO PUBLIC LIBRARY	SAN FRANCISCO	CA	855	13.04	8.66	0.442	1.10	
\$30M+	4	DENVER PUBLIC LIBRARY	DENVER	CO	843	14.72	5.76	0.472	1.52	
\$30M+	3	SAN JOSE PUBLIC LIBRARY	SAN JOSE	CA	817	14.14	7.07	0.332	1.74	
\$30M+	3	SAINT LOUIS COUNTY LIBRARY	ST. LOUIS	MO	780	13.78	6.86	0.403	1.26	
\$30M+	3	TOLEDO-LUCAS COUNTY PUBLIC LIBRARY	TOLEDO	OH	780	16.43	6.27	0.270	1.85	
\$30M+	3	HENNEPIN COUNTY LIBRARY	MINNETONKA	MN	760	15.93	5.08	0.175	2.55	
\$30M+	3	SALT LAKE COUNTY LIBRARY SYSTEM	SALT LAKE CITY	UT	726	20.14	5.79	0.318	1.14	
\$30M+	3	CONSOLIDATED LIBRARY DISTRICT NO. 3	INDEPENDENCE	MO	686	11.88	6.06	0.397	1.09	
\$30M+	0	SAN DIEGO COUNTY LIBRARY	SAN DIEGO	CA	667	11.70	5.57	0.404	1.08	
\$30M+	0	INDIANAPOLIS-MARION COUNTY PUBLIC LIBRARY	INDIANAPOLIS	IN	637	17.58	4.75	0.304	1.15	
\$30M+	0	BALTIMORE COUNTY PUBLIC LIBRARY	TOWSON	MD	614	13.38	6.70	0.224	1.22	
\$30M+	0	QUEENS BOROUGH PUBLIC LIBRARY	JAMAICA	NY	564	8.75	5.63	0.300	1.19	
\$30M+	0	BROWARD COUNTY LIBRARIES DIVISION	FORT LAUDERDALE	FL	558	5.83	5.25	0.306	1.46	
\$30M+	0	JACKSONVILLE PUBLIC LIBRARY	JACKSONVILLE	FL	549	10.12	5.63	0.241	1.29	
\$30M+	0	DETROIT PUBLIC LIBRARY	DETROIT	MI	537	3.63	7.05	0.301	1.06	
\$30M+	0	NEW YORK PUBLIC LIBRARY, THE BRANCH LIBRARIES	NEW YORK	NY	535	8.33	5.29	0.319	1.06	
\$30M+	0	OCEAN COUNTY LIBRARY	TOMS RIVER	NJ	519	8.61	5.79	0.289	0.95	
\$30M+	0	BOSTON PUBLIC LIBRARY	BOSTON	MA	514	5.76	5.54	0.300	1.16	
\$30M+	0	FREE LIBRARY OF PHILADELPHIA	PHILADELPHIA	PA	511	4.72	4.00	0.459	0.85	
\$30M+	0	ORANGE COUNTY LIBRARY DISTRICT	ORLANDO	FL	497	13.31	4.36	0.266	0.94	
\$30M+	0	LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT	LAS VEGAS	NV	474	8.60	4.45	0.300	0.98	
\$30M+	0	PIMA COUNTY PUBLIC LIBRARY	TUCSON	AZ	470	6.23	5.50	0.252	1.10	
\$30M+	0	BROOKLYN PUBLIC LIBRARY	BROOKLYN	NY	444	8.17	5.01	0.260	0.89	
\$30M+	0	SAN DIEGO PUBLIC LIBRARY	SAN DIEGO	CA	409	5.43	4.40	0.216	1.27	
\$30M+	0	ATLANTA FULTON PUBLIC LIBRARY SYSTEM	ATLANTA	GA	385	3.82	3.48	0.221	1.47	
\$30M+	0	METROPOLITAN LIBRARY SYSTEM	OKLA CITY	OK	380	8.46	3.68	0.235	0.96	
\$30M+	0	FAIRFAX COUNTY PUBLIC LIBRARY	FAIRFAX	VA	361	12.72	5.22	0.143	0.55	
\$30M+	0	HILLSBOROUGH COUNTY PUBLIC LIBRARY COOPERATIVE	TAMPA	FL	288	8.14	2.72	0.181	0.95	
\$30M+	0	COUNTY OF LOS ANGELES PUBLIC LIBRARY	DOWNEY	CA	253	5.13	3.71	0.146	0.88	
\$30M+	0	ORANGE COUNTY PUBLIC LIBRARIES	SANTA ANA	CA	233	5.12	4.59	0.126	0.63	
\$30M+	0	MIAMI-DADE PUBLIC LIBRARY SYSTEM	MIAMI	FL	216	3.76	3.81	0.106	0.94	
\$30M+	0	SAN ANTONIO PUBLIC LIBRARY	SAN ANTONIO	TX	210	4.33	3.16	0.163	0.76	
\$30M+	0	PHOENIX PUBLIC LIBRARY	PHOENIX	AZ	198	9.52	3.00	0.107	0.60	
\$30M+	0	ENOCH PRATT FREE LIBRARY	BALTIMORE	MD	197	1.96	2.78	0.233	0.62	
\$30M+	0	HAWAII STATE PUBLIC LIBRARY SYSTEM	HONOLULU	HI	183	5.10	3.57	0.176	0.37	
\$30M+	0	LOS ANGELES PUBLIC LIBRARY	LOS ANGELES	CA	167	3.97	3.29	0.079	0.90	
\$30M+	0	SACRAMENTO PUBLIC LIBRARY	SACRAMENTO	CA	142	5.92	3.23	0.079	0.62	
\$30M+	0	HOUSTON PUBLIC LIBRARY	HOUSTON	TX	90	3.50	2.27	0.109	0.61	
Standard Deviation:						7.6	2.3	0.1	0.6	
Peer Group Average						600	11.5	5.7	0.28	1.27
1 There are 46 systems in the \$30M+ funding category										
2 Six VA systems received stars: Falls Church (4); Henrico County (4); Williamsburg Regional (4); Arlington County (3); Central Rappahannock (3); Loudoun County (3)										
3 Three MD systems received stars: Howard County (5); Harford County (4); Carroll County (4)										
4 FCPL FY2011 Data: Circulation 13,243,304; Visits 5,439,425; Program Attendance 149,339; Computer Use 572,653										
5 In FY2011 FCPL cut 9% of its weekly operating hours due to budget reductions - from 1,198 hrs p/week to 1,090 hrs p/week										
6 The two measures that hurt our score/rating are program attendance p/capita and computer use p/capita; both are well below our peer group average										

Library Journal Index 2013 Edition
COG and Other Area Libraries - Average and Standard Deviation

Stars	Library	City	State	Circ p/Capita	Visits p/Capita	Program Attendance p/Capita	Public Internet Terminal Uses p/Capita	Score	
4	MARY RILEY STYLES PUBLIC LIBRARY	FALLS CHURCH	VA	37.40	24.89	1.785	5.52	1733	
3	LOUDOUN COUNTY PUBLIC LIBRARY	LEESBURG	VA	22.23	5.82	0.512	0.86	723	
	MONTGOMERY COUNTY PUBLIC LIBRARIES	ROCKVILLE	MD	10.66	6.10	0.059	0.79	361	
	PRINCE WILLIAM PUBLIC LIBRARY SYSTEM	PRINCE WILLIAM	VA	8.46	3.83	0.213	0.32	299	
	FAUQUIER COUNTY PUBLIC LIBRARY	WARRENTON	VA	6.69	3.82	0.230	0.94	413	
	FAIRFAX COUNTY PUBLIC LIBRARY	FAIRFAX	VA	12.72	5.22	0.143	0.55	361	
	DISTRICT OF COLUMBIA PUBLIC LIBRARY	WASHINGTON	DC	Not rated - did not report visits					
	PRINCE GEORGE'S COUNTY MEMORIAL LIBRARY SYSTE	HYATTSVILLE	MD	5.34	3.71	0.128	1.33	316	
		Average		12.9	6.7	0.4	1.3	528	
		Standard Deviation		11.8	7.7	0.6	1.8		

46

Subject: FW: League of Women Voters of the Fairfax Area

From: King, Debra
Sent: Wednesday, November 27, 2013 2:04 PM
To: Strotman, Katie; Prasher, Janet H.; Quinn, Melanie E.
Cc: Clay III, Edwin S.; White-Williams, Patricia
Subject: FW: League of Women Voters of the Fairfax Area

Another country heard from: The LWV of FX. Open the link and read the article. I can't see us having the time or the inclination to "discuss" this at the branch manager meeting next week. I don't know how many other branch managers would be directly interested. Your thoughts?

From: Kuch, Janice
Sent: Wednesday, November 27, 2013 11:45 AM
To: King, Debra; White-Williams, Patricia
Cc: Jones, Christine; Parnes, Daria; Hoffman, Kathryn; Rzasa, Kathryn; Pendergrass, Andrew; Morgan, Denise; Smith, Starr; Schlekau, Linda; LaMarca, Chris; Raymond, Laura; Alleman, Kathryn; Ignatenko, Elena V.; Rice, Barbara; Plehal, Gari; Hall, Cindy L.; Polson, Jerilyn; Ryan, Nancy R; Freund, Sandy; Peters, Barbara J.; Esslami, Mohammed
Subject: League of Women Voters of the Fairfax Area

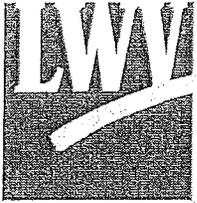
Good morning, Debbie and Pat,

The latest electronic edition of the League's monthly newsletter, "Fairfax Voter," has been posted online. It is the December 2013 issue which includes a report on the League's October discussion in all of its units on the Fairfax County Public Library's future. I would be interested to hear your comments and the views of all Branch Managers on this review and what the League's next step might be. Would there be time on the agenda of the December 3 Branch Managers' meeting for a brief discussion?

The December 2013 issue of "Fairfax Voter" can be found at [http://www.lwv-fairfax.org/files/2013 December Voter.pdf](http://www.lwv-fairfax.org/files/2013%20December%20Voter.pdf)

Thanks for considering this,

Janice
703-324-8390



THE LEAGUE OF WOMEN VOTERS®
OF THE FAIRFAX AREA

Fairfax VOTER

December 2013

Volume 66, Issue 4

Fairfax County Public Schools: Suggestions for Increased Efficiency Do Not Solve Pending Budget Shortfall in Fairfax County Public Schools

This month Ginger Shea and Rona Ackerman of LWVFA's Education Committee present a two-part look at Fairfax County Public Schools' financial situation. **Part One** reports on a state-wide efficiency study of school divisions that was established by the state in 2005 and completed in 2012 for Fairfax County. Implementing the recommendations, some of which would require up front investment before yielding savings, is estimated to yield \$10.8 million over five years. This is not huge percentage of a \$2.5 billion budget but welcome nonetheless. The study details where these cuts might be made.

Part Two asks us to look at the options for dealing with a projected FY 2015 deficit of \$106.3 million. Since FY 2009, Fairfax County's transfer to the school district has increased 5.6 percent while enrollment has increased 8.9 percent. Increased health insurance rates, increased contributions to the Virginia Retirement Systems, and decreased revenues from the state have all conspired to produce a shortfall as a new superintendent takes over. What positions should we be taking in response to both of these sections? We invite your input once again.

Calendar

December

- 2 VOTER deadline
- 3 LWV-VA Board meeting
- 4 Pre-session Roundtable
- 6 LWV-NCA Board meeting
- 7 Briefing and At-Large meeting
- 9-12 Unit Meetings
- 18 Board meeting
- 23-1/2 School holiday
- 24,25 Christmas Eve/Day
- 26 Kwanzaa begins
- 31 New Year's Eve

Inside This Issue

- Presidents' Message 2
- WLRT Pre-Session Announcement 2
- School Year Begins With
New Superintendent 3
- January General Meeting
Registration Form 4
- LWVUS Comments on Carbon Pollution 4
- LWVUS Joins Letter to Congress 4
- Can Recommendations Lessen Blow of
Proposed FCPS Budget Cuts EF-1
- October Library Discussion Summary 5
- Unit Meeting Locations 7



Presidents' Message



At this time of year, our family and friends are foremost in our thoughts. Our LWVFA members become part of our families and we appreciate all that they do to help make interesting programs, discussions and activities for our community. We are very thankful for so many great members who have volunteered in big and small ways during the year.



Vivica Fuenzalida, shown here with fellow leaguers (front row) and Fairfax County Supervisors (back row) as she received the coveted Fairfax County Barbara Varon Volunteer Award for her extraordinary volunteer service to the community in creating voter awareness.

WLRT Pre-Session Round Table on Capital Square

Join LWV-VA on Capitol Square in Richmond on December 4 to hear first hand about the pressing issues that will come before state legislators. The day begins with the Pre-Session Women's Legislative Round Table (free) in House Room 3 followed by a luncheon meeting (\$35) and keynote speaker in Senate Room 3. As always, speakers from widely diverse sectors are being invited. Speakers include nonprofit advocates and members of the Governor's cabinet. A registration form is available at <http://www.lwv-va.org/files/revised28octpresessionannouncement2013dec4new.pdf>

As the new Virginia legislative year begins with "a new cast of characters", we hope that you will attend the LWV-VA Women's Round Table (WRT) pre-session program (December 4). During the January and February General Assembly session, please schedule in a trip to Richmond for a Wednesday WRT discussion and a visit to our Northern Virginia delegation. These visits are informative, give the League more visibility, and are fun!

The General Meeting of LWVFA is scheduled for January 18 at the Country Club of Fairfax. We hope the weather cooperates this year! We are in the process of securing an interesting and timely speaker and, during a discussion period, we will ask for your ideas on future and current positions on the LWVUS level. (The June National convention is in Texas.) Send in your General Meeting reservation form soon.

As the winter holidays begin, we wish you and your families the very best. Take the time to cherish your loved ones and spend time with those who enrich your lives. Time passes all too quickly to wait until later.

The warmest wishes for a wonderful holiday season!

Julie and Helen

LWVFA Fairfax VOTER 2013 - 2014

This newsletter, partially funded by the League of Women Voters of Fairfax Area Education Fund, is published 10 times each year from September to June by:

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Please e-mail address corrections to the office
or call 703-658-9150

School Year Begins With New Superintendent and 1,841 New Teachers

By Beth Henson Tudan and Virginia Fitz Shea

Dr. Karen Garza, who served as superintendent of Lubbock Independent School District in Texas since 2009, was appointed Superintendent of Fairfax County Public Schools effective July 1, 2013. Her "Opening of Schools Report," presented September 12, stated that 1,841 teachers were hired this year after 26,823 teacher applications were reviewed.

At a panel discussion hosted by *The Washington Post* September 17, Garza explained that Fairfax used to be at the top end of teacher salaries in the area, but now we are in the middle. As a result, Fairfax is losing teachers to areas where the cost of living is cheaper. "It's a real loss for our schools."

School Schedules

The moderator of the panel, *Post* columnist Robert McCartney, read an email about the short day Mondays in elementary schools and its impact on working parents that stated "The early dismissal on Monday causes me to miss hours and wages."

Dr. Garza answered, "How do we structure the school days and year? We have to consider Art, Music, P.E. Teachers do need time to work together and plan. Teacher expectations have increased, but the time is still the same from a century ago. We need more time."

Kimberly Adams, president of the Fairfax Education Association, said, "Monday afternoons are critical for collaborative team planning – not only at the school, but across the county. We already have low teacher morale. We need the planning time."

Steve Greenburg, president of the Fairfax County Federation of Teachers, said that if teachers sacrifice planning and development time on Mondays, the quality of instruction could be jeopardized. He also said that early dismissal Mondays is not a sustainable model and that we need to look overall at how schools

are scheduled. He said Fairfax should focus first on later start times. Garza said she supports later high school start times. "In my former system, high schools started at 8:20 and elementary schools started a little earlier." She noted that Fairfax is complicated because we have 395 square miles to coordinate and that people also have their routines. She said, however, "This issue has been debated since 1985. I am not that patient. We've got to decide this issue and be done with it."

Budget

McCartney asked the panel to discuss carryovers in the school budget at the end of the school year. Dr. Garza said, "We have a \$2.5 billion budget." She noted that Fairfax has been funding shortfalls in other areas of our budget with the money we haven't spent. She noted the link to a webpage with an explanation of the year-end balances. http://www.fcps.edu/ccp/pubs/myfcps/family/2013_08_29/recordstraight.shtml

Here is an excerpt:

"...at the end of FY 2013, there was an available balance of \$55 million, which represents about 2 percent of FCPS' total operating budget of \$2.5 billion. That amount is the ending balance that reflects all the activities of that fiscal year including the amount available from the previous year.

"In reality, FCPS' ending balances for the past 10 years have ranged from \$6 million to \$55 million—averaging about \$29 million annually."

Discipline

Ramona Morrow, president of the Fairfax County Council of PTAs, said, "We had a study of the Student Rights and Responsibilities booklet last year. Many of the changes were implemented, but not all. We still have further to go. Because of the changes, there has been an 18 percent drop in suspensions during the last year. Still, children with IEPs are getting suspended disproportionately." Garza noted that other school systems where she had worked had stronger parental notification systems. Greenburg said, "We did a lot with the SR&R Task Force, but we're not done."

Michele Menapace contributed to this report.



~ You are cordially invited to attend ~



The LWV of the Fairfax Area
General Meeting

Saturday, January 18, 2014

COUNTRY CLUB OF FAIRFAX
5110 Ox Road (Route 123 & Braddock Roads)
Fairfax VA 22030
9:00 a.m. – Registration & coffee

9:30 a.m. LWVUS program planning discussion

10:30 a.m. Speaker: A surprise (TBA)

11:30 – Luncheon
(Reservations required for luncheon only)

Luncheon Reservation Deadline January 8, 2014— Cost: \$35 per person

Menu: House Salad With Raspberry Vinaigrette, Chicken Entre, Chef's Vegetables, Rolls and Butter, Dessert, Coffee Service

Program is free; Luncheon, \$35 per person.

Make checks payable to: **LWVFA** and mail with reservation form to:

2014 General Meeting, 10172 Turnberry Place, Oakton, VA 22124

Name _____ Lunch @\$35 ea. _____

Phone Number & E-mail _____

Guest(s) Name(s) _____ Lunch @\$35ea. _____

Total Enclosed \$ _____

For special dietary needs or questions, call Mary at 703-319-2185

LWVUS Provides Comments at EPA Listening Session

On November 7, LWVUS provided comments to the Environmental Protection Agency (EPA) on the need to place regulations on carbon pollution from existing power plants. The EPA has been holding Listening Sessions across the country on this important issue and many state and local Leagues around the country have been participating in this important process.

LWVUS Joins Letter to Congress Outlining Budget Principles

The League joined with other organizations in a letter to members of Congress urging them to keep the following principles in mind as they work on the end of year budget agreement. The letter emphasizes that any budget agreement must: end sequestration cuts, protect Medicare, Medicaid and Social Security from benefit cuts and defend core programs for those most at risk.

Fairfax County Public Schools: Suggestions for Increased Efficiency Do Not Solve Pending Budget Shortfall in Fairfax County Public Schools

By Rona Ackerman and Virginia Fitz Shea

The Fairfax County School Board and the new superintendent, Karen Garza, are soliciting suggestions from the community about the future direction of the school system in a time of continuing budget challenges. Over the next few months, School Board members will be considering how to handle a record budget deficit. They will also be reviewing the recommendations of the School Efficiency Review, which was presented September 23. A summary of these recommendations is the first part of our two-part review of school issues this month. The second part of our review includes some of the preliminary budget options that are being discussed prior to the superintendent's presentation of the proposed budget on January 9.

School Board member Sandy Evans (Mason District) gave a succinct summary of the efficiency review:

"Some of the suggestions would require significant upfront investments (that is, costs) before yielding savings, while others could provide savings right away. Overall, if all of the report's recommendations were implemented, the estimated net savings would be \$10.8 million over five years. While that would be welcome, it is not a huge amount in a \$2.5 billion budget. It's good to know there's not a lot of "fat" in our current budget—but of course that also means it will be more difficult to make major budget cuts."

Part One

School Efficiency Review of FCPS

In 2005, Virginia established a school efficiency review program to ensure that non-instructional functions are running efficiently so that as much funding as possible goes directly into the classroom. In 2012, Gibson Consulting Group, Inc. was contracted by the Virginia Department of Planning and Budget to conduct an efficiency review of Fairfax County Public Schools (FCPS.) The entire report can be found at <http://www.fcps.edu/sch/bd/internalaudit/externalreviews.shtml>.

Efficiency reviews and budget reductions are not always connected. Some recommendations require immediate expenditures, some are investments that require spending money now to save later, and some don't have associated costs. Cost savings measures are implemented annually by FCPS, and in recent years many staff cuts were implemented because of reduced funding. These occurred to a greater degree in operational areas to preserve instructional resources as much as possible. As a result, FCPS is more efficient today since it has fewer positions relative to the

student population than it did five years ago.

Gibson Consulting Group made 33 recommendations that, if fully implemented, are expected to result in a net savings of \$10.8 million after five years. Some of these recommendations are discussed below. The report also commended FCPS for many of its practices.

Efficiencies with short-term cost savings:

Elementary School Office Assistants

The Gibson report found that the number of office assistants at FCPS elementary schools was based on a formula of one office assistant per 10 professional staff. They recommend that elementary school office assistant staffing be based on the number of students, not the number of professional staff – similar to how FCPS high schools, middle schools, and the Virginia SOQ's determine staffing levels. This would result in a reduction of 170 positions at an average salary of \$37,811, plus 43.7 percent benefits, an annual savings of \$9.2 million. The report suggests that up to 50 percent of these positions could be reallocated to middle and high schools, reducing the annual savings to \$4.6 million.

Specific tasks office assistants perform vary by school type, but generally include:

- Communicating with parents, school staff, and central office staff via phone and email.
- Processing transactions and maintaining files for student-related transactions (enrollment, attendance), executing school purchases, reporting time and attendance, initiating facility maintenance and technology maintenance requests, and managing student activity funds.
- Providing secretarial support for school administrators.

- Providing supplies, photocopying, and other support services for teachers.
- Managing the security system.
- Opening and distributing mail and supply orders.
- Managing substitutes.
- Planning and coordinating school events.

The report also noted that the anticipated upgrade of FCPS' human resources and payroll systems, and the time and attendance reporting process at schools, will significantly reduce the amount of time office assistants need to spend on these tasks.

Custodial Services

Custodians report directly to the custodial or building supervisors at each school, who in turn report directly to the principal. In addition to cleaning, custodial supervisors open school buildings in the morning, perform minor building operations and maintenance duties, help set up for special events at the school during the day, and other duties that may be requested by the principal or other school administrator. Plant operations monitors provide oversight and support functions for building operations and custodial services for multiple schools. Their job duties include monitoring the cleaning approach at schools, custodial training, and monitoring custodial supply requests as well as proper use and care of school equipment, monitoring school construction or renovation and safety and security standards.

The report proposes implementing a centralized management approach to custodial services to improve the consistency of cleaning processes and oversight, and improve methods of cleaning and work assignments. Custodial supervisors would report to a plant operations monitor. This would require adding 10 plant operations monitors with average pay of \$60,970 plus 43.7 percent benefits. With travel expenses, the annual cost for this would be \$900,000. Approximately 50 percent of the monitors' time should be spent at the schools monitoring work quality, work efficiency, and providing technical oversight.

Offsetting this expense would be a change in custodial staffing levels. The report noted that FCPS is using 1998 Association of Physical Plant Administrators (APPA) Custodial Staffing Guidelines. The updated APPA 2011 guidelines reflect a target productivity level of 25,576 square feet per FTE custodian. FCPS custodial staff productivity is 23 percent below this target.

Several actions can be considered to move FCPS closer to the new standards over the next two years:

- Centralizing the management function
- Reviewing custodial work schedules and contract days.
- Evaluating use of part-time staff or shared custodian among schools.
- Evaluating cleaning frequencies.
- Conducting studies to determine how long it should take to clean classrooms, rest rooms and other school space.
- Evaluating balance of day and night shift custodians
- Conducting surveys of school principals to monitor service quality.
- Evaluating staff levels at schools with lower productivity.

In the first year, a school by school analysis would be conducted. Position reductions would occur the following year. A reduction of 174 custodial positions with average pay of \$33,358 plus 43.7% benefits would yield an annual savings of \$8.3 million. Coupled with the 10 new monitor positions, the overall savings in the custodial area would be \$7.4 million annually. Part of this recommendation has been incorporated in the preliminary list for possible budget reductions. (See Table 1.)

Food and Nutrition Services

Food and Nutrition Services (FNS) employs over 1,300 workers and feeds approximately 149,000 customers daily. It is entirely self-supporting and is operated under the federally-funded National School Lunch and Child Nutrition Acts. No support is received from school operating funds. The FNS budget may be viewed at <http://www.fairfaxcounty.gov/dmb/fy2014/adopted/volume2/s40000.pdf>. For FY 2009 through FY 2013, FCPS charged FNS \$2.6 million each year to cover indirect costs such as human resources, accounting, facilities maintenance, procurement, utilities, and information technology. The efficiency report indicates that FCPS could charge the FNS fund an additional \$957,254 annually in indirect costs based on the Virginia Department of Education's indirect cost rate of 16.2 percent. It further states that if indirect cost allocations cause FNS operate at a loss, then operational adjustments should be made. These could include menu price increases, alternative menus, reconfiguration of lunch lines, or efforts to increase student participation.

Table 1 - Preliminary List of Possible Budget Deductions

Program or Activity	Dollars (millions)	Positions
Eliminate the Foreign Language in the Elementary Schools (FLES) . The FLES teachers come into the classroom twice a week to team teach with the classroom teacher. Lessons are integrated with the core curriculum. Note: There are 139 elementary schools. FLES is offered in 46 schools. Also, 8 elementary schools offer Immersion and 9 offer Two-Way Immersion language instruction.	\$ (5.5)	(62.5)
Eliminate all funding for the Priority Schools Initiative-2 program that serves 35 elementary and middle schools. Of the total PSI-2 funding, \$2.2 million in FY 2014 was allocated for instructional coaches. The initiative was designed as an intervention to support the goals of improving student performance on the Standards of Learning tests, lessening achievement gaps, and attaining Annual Measurable Objectives (formerly known as Adequate Yearly Progress). The most recent evaluation of PSI in December 2012 showed mixed results; however, major changes in the math benchmarks made it difficult to interpret the test data.	\$ (4.3)	
Reduce the funding allocated to summer school by 50 percent. The most likely reduction would be in the number of students served; however shortening the length of summer school is also an option.	\$ (3.8)	
Reduce funding for replacement equipment (primarily computers) by nearly 40 percent.	\$ (2.0)	
Eliminate instructional coaches funding by FCPS. Instructional coaches facilitate professional learning and provide instructional support. (This does not count the coaches funded by grants, or the PSI, or school-funded coaches.)	\$ (1.8)	(22)
Reduce the allocation of custodial positions by 50 percent of the reduction recommended in the State Efficiency Review and remove their supervision by principals by adding central positions as supervisors.	\$ (1.7)	(38.5)
Reduce the allocation of school-based technology specialists to the state mandated level.	\$ (1.5)	(15)
Reduce the allocation of assistant principals , as discussed in the State Efficiency Review. This would pilot allocating a 0.5 assistant principal at small elementary schools and a 1.5 AP at small middle schools.	\$ (1.3)	(12)
Assistant principals currently on a 12-month contract would be changed to an 11-month contract.	\$ (1.2)	

Energy Savings

FCPS spends \$28.1 million per year on electricity costs, and an additional \$6.7 million per year on natural gas. Significant efforts have been made to reduce energy consumption, and most energy conservation measure projects have achieved substantial return-on-investments with very short payback periods. Almost one-half of the FCPS facilities are reported to have ENERGY STAR ratings of 75 or greater, indicating high energy efficiency. Schools with low ENERGY STAR scores represent the best potential for energy improvements and energy cost reductions. Performing retro-commissioning (upgrades to improve energy efficiency) has the potential to reduce energy consumption by 16 percent, on average, with a typical payback of one year.

The estimated cost of an outside contractor for performing retro-commissioning is \$0.20 per square foot, or a total cost of \$2,236,340. This effort can be spread across four years at \$559,085 annually. Assuming a one year payback for retro-commissioning, this amount of savings would begin to accumulate annually in 2014-15. (See Tanle 2.)

Three additional positions should be added to the permanent energy management staff at an average technical specialist pay of \$84,458, plus 43.7 percent benefits, an estimated annual cost of \$364,098. The return on investment will depend on the energy savings opportunities, the investment required, and the payback period for each opportunity. In the long run, an additional \$7 million in annual savings may be achieved, but most of this may occur after 2017-18.

Table 2 - Energy Savings

Energy Savings	2013-14	2014-15	2015-16	2016-17	2017-18	Total Impact
Cost of retro-commissioning	(\$559,085)	(\$559,085)	(\$559,085)	(\$559,085)	(\$559,085)	(\$2,795,425)
Annual savings from retro-commissioning	\$0	\$559,085	\$1,118,170	\$1,677,255	\$2,236,340	\$5,590,850
Additional staff costs	(\$364,098)	(\$364,098)	(\$364,098)	(\$364,098)	(\$364,098)	(\$1,820,490)
Total	(\$923,183)	(\$364,098)	\$194,987	\$754,072	\$1,313,157	\$974,935

Note: Costs are negative. Savings are positive

Efficiencies Requiring Investment

Bus Transportation

FCPS provides transportation services to approximately 135,000 daily student riders with a fleet of 1,542 buses (operational and spares), making it one of the largest K-12 student transportation operations in the country. School Board Policy 8611.3 states that *School buses should be replaced after no more than 15 years of service as bus reliability and cost are critical considerations to a successful transportation operation.*

In recent years, purchases of needed buses have been postponed. There are 190 buses (12.3 percent of the fleet) that will exceed the 15-year age maximum by the end of FY 2013, and an additional 874 buses (57 percent) that are older than eight years. Bus purchases over the past five years have fluctuated significantly, ranging from 105 in FY 2009 to 5 buses in FY 2012. One-third of the fleet should be replaced every five years.

If FCPS were to move toward compliance with its policy over the next five years, 750 buses would need to be purchased at a cost of \$87.3 million or an average of \$17.4 million a year. Regular investment in bus fleet replacement is important to ensure the ongoing safety, reliability, and efficiency of transportation services.

FCPS should consider a commitment to reinvest in bus fleet replacement through the establishment of a reserve, in addition to replenishing its fleet in the short term through financing. A reserve would provide a more stable funding source and help comply with board policy in the long term. Over time, as the reserve fund balance permits, FCPS could gradually replace the lease financing with self-sustaining funding from the reserve. The report recommends the establishment of a reserve for bus replacement at a cost of \$6.4 million per year over 5 years for a total of \$32 million.

Response to Intervention Program

Response to Intervention (RtI) is the practice of providing high-quality instruction and interventions matched to student need, and monitoring progress frequently to make decisions about changes in instruction or goals. By addressing academic problems earlier, RtI may be able to help avoid the need to refer a student to special education. In the nine years since its introduction, RtI has only been fully implemented in 57 schools, less than 30 percent of all FCPS schools. The report recommends accelerating the pace of implementing the RtI program by hiring 10 consultants over a two-year period at a cost of \$2.1 million.

Decision-making

FCPS currently does not have a decision-making framework or any single document that defines decision-making authority between the central office, the cluster offices, and the principals. The report states that decisions should be identified in the following four categories:

- a. *Site-based decisions not requiring division administration approval.* Decisions that can be made by principals, like teaching strategies and special project assignments.
- b. *Site-based selection from a list of division-provided options.* Example: computer and instructional software. Purchasing items that are not on the approved list could result in the inability of the technology function to effectively support the hardware or software. Selecting from a list provides decision-making flexibility within a framework that helps ensure division-wide efficiency and effectiveness.
- c. *Site-based decisions requiring division or cluster office approval.* Certain decisions, such as hiring or terminating school staff, should require the approval of cluster and division administration to ensure compliance with state and federal laws and division policy.
- d. *Division or cluster office decisions.* There are certain decisions that should be made by division administration and enforced at all schools. A

single standardized curriculum and the school bell schedule are examples of decisions that should be established, or standardized, by division.

The report recommends hiring a consultant to determine who makes what decisions at a cost of \$50,000.

Technology

There are many recommendations in the report for changes or upgrades in technology. Examples include:

a. Interactive data dashboards: Provide easier navigation into the details of lengthy and complex information like budget documents and transportation operations. Dashboard tools must be designed so that they are simple enough for the average Fairfax County citizen to use without instruction or help desk support, and rich enough to meet information needs.

i. Budget: The consultant cost of designing, developing, and implementing the budget dashboard would be \$500,000. There would be a \$40,000 annual maintenance expense.

ii. Transportation: Approximately \$50,000 would be needed to design and develop the transportation dashboard, and an additional \$100,000 is needed to implement the web-based distribution platform. The cost of maintaining both parts of the transportation dashboard would be \$15,000 annually.

b. Division-wide analytical tool: Reports such as membership, demographics, attendance, discipline, and assessments can be downloaded from the current eCART system. Although these reports are useful, many school administrators and teachers are looking for ways to go beyond these set reports. Users want to be able to access information at the individual student level, create visualizations, use filters, and customize reports. The initial cost to develop such a tool could be up to \$1 million, with \$50,000 annual maintenance expense

Efficiencies Requiring No Cost

Long-range Strategic Plan

In 2006, the Board adopted the Strategic Governance Manual that defines the role of the Board and FCPS vision, mission, beliefs, and student achievement goals. But FCPS does not have a long-range strategic plan. Strategic plans have a beginning and end date (5 to 7 years), and are updated annually based on needed changes. They establish priorities that drive long-term plans and have measurable objectives and targets. Long-range academic priorities and strategies have a significant impact on other long-term planning needs

such as facilities and technology. Without this guidance, lower-level plans tend to operate in a vacuum having to make assumptions about those priorities. A long-range strategic plan will contribute to more effective long-range planning in other areas.

Standardize Curriculum Support Materials

Teachers have access to curriculum and curriculum support documents such as pacing guides for math, science, social studies and reading. However, there is significant variation in how each content area's guides are prepared. FCPS should seek to standardize the level of detail and format of the elementary pacing guides to make them consistent and easier to use.

Part-time Elementary School Assistant Principals Pilot Program

The state minimum staffing standards for elementary school assistant principals (AP) are 0.5 assistant principals for 600 to 899 students, and 1.0 for 900 or more students. FCPS currently employs a formula that is approximately double that number. The report recommends that FCPS pilot a program of part-time assistant principals at a sample of low enrollment elementary schools. If FCPS learns through the pilot program that schools can achieve the same or higher level of success with fewer administrative staff, consideration should be given to modifying the staffing formula for assistant principals. This would be a short-term cost savings, unless, as recommended in the report, any initial savings are used for additional high school assistant principals where the staffing levels are low. Then there would be no fiscal impact associated with this recommendation. Part of this recommendation has been incorporated in the preliminary list for possible budget reductions. (See Table 1)

Part Two

Fairfax Schools Face Budget Gap

At the October 21 School Board work session reviewing the efficiency report, John Ringer, Associate Director of the Virginia Department of Planning and Budget, noted that the topics in the efficiency review and "how you balance your budget" are not always directly connected. The savings identified in the efficiency report do not come close to helping balance the budget for the next fiscal year. The next work session featured a review of the FCPS budget.

The FY 2015 fiscal forecast is that Fairfax County Public Schools will face a deficit of \$106.3 million if the Board of Supervisors (BOS) provides a 2 percent increase in the

transfer of funds to the schools. In the FY 2014 Budget Guidance passed by the BOS in April 2013, it stated, "based on anticipated resources for FY 2015, the FY 2015 assumption for the increase to the Operating Transfer to the Fairfax County Public Schools is adjusted from 3 percent to 2 percent." FCPS receives 69.8 percent of its funding from the transfer from Fairfax County government, which comprises 52.7 percent of Fairfax County General Fund disbursements. Since FY 2009, the County transfer has increased by 5.6 percent while enrollment has increased 8.9 percent.

Revenues have not kept pace with growing enrollment and increasing mandatory costs. Next year an additional 2,800 students are expected to enroll, costing an additional \$25 million. A health insurance rate increase will cost \$27 million. Increased contributions to the Virginia Retirement System (VRS) will cost \$37 million. The loss of one-time incentive funding and the recalculation of the LCI, local composite index, is expected to result in the loss of \$21 million in state revenue.

The LCI is adjusted every two years using three factors:

- True value of real property (weighted 50 percent)
- Adjusted gross income (weighted 40 percent)
- Taxable retail sales (weighted 10 percent)

In 2012-14, Fairfax's LCI was .6789, meaning that for every \$100 spent on basic education (as defined in the Standards of Quality), Fairfax paid \$67.89 while Virginia contributed \$32.11. In comparison, Scott County in southwestern Virginia had an LCI of .1831 and Rappahanock's LCI was .80, the cap. As a result of the LCI, FCPS received \$1,855 per pupil in state aid, while the state average allocation per pupil was \$3,420. FCPS's cost per pupil in FY 2014 was \$13,472. It is expected that in 2014-16 Fairfax's LCI will rise, reducing the amount of state aid we receive.

FCPS also has used one-time funding for recurring expenditures, resulting in a structural deficit. Kristen Michael, director of the Office of Budget Services explained that the FY 2014 Approved Budget included a budgeted beginning balance of \$65.7 million and a VRS reserve of \$16.9 million. Together, these total \$82.6 million in one-time funding that was used to balance the budget and meet ongoing expenditure requirements. "To eliminate the structural deficit, FCPS would need ongoing revenue to meet ongoing expenditures and one-time funding would only be used to fund one-time expenditures/purchases that don't have recurring/ongoing costs."

The FY 2015 forecast anticipates a budgeted beginning balance of \$45 million and no VRS reserve.

23, 2013, the members unanimously voted to direct the Superintendent to develop an FY 2015 Proposed Budget that includes compensation increases for employees, with step increases as their preference. The salary schedules are divided into steps based on years of experience and education. A step increase for all employees would cost \$42.7 million. There has only been one step increase funded in the past five years. When a step increase is added to the deficit of \$106.3 million, the deficit would increase to \$149 million.

The other means of increasing salaries is the market scale adjustment (MSA). To be eligible for \$6.3 million in state incentive funding, the School Board included a 2 percent MSA, effective January 1, 2014.

Table 3 summarizes the forecasted deficit:

Cost-cutting options

At the October 21 work session, Dr. Garza said she had asked all central administration departments to draft budget cuts of 10 percent in their departments for planning purposes. She also presented a preliminary list of possible budget cuts. "I have no proposal or plan today," she stressed. "It is too early in the budget process."

Here is a summary of the items with the largest cost saving found on that preliminary list:

Increasing class sizes

Increasing the student-to-teacher ratio by 1.0 student per teacher in general and career and technical education would save \$19.5 million and eliminate 271.5 positions. Smaller savings would result from a similar increase in the student-to-teacher ratio in special education classes (\$3.9 million), English for Speakers of Other Languages classes (\$1.7 million), and advanced academic centers (\$1.8 million). Table 4 shows a comparison of class sizes in several school districts in the Washington area.

Reducing needs-based staffing

Variable levels of additional staffing are provided to schools based on the percentage of students eligible for free and reduced-price meals. Reducing needs-based staffing by 30 percent would save \$14.6 million (208.1 positions). Currently almost all the schools have some of this additional staffing.

Eliminating many instructional assistants

If all non-kindergarten general education instructional assistant (IA) positions were eliminated, the savings would be \$10.2 million (306 positions). Currently all kindergarten

After the School Board adopted the FY 2014 budget May

Table 3 - Fiscal 2015 Forecast Projections (in Millions)

	<u>FY 2014</u>	<u>FY 2015</u>	<u>Change</u>	<u>Total Change</u>
<u>Funds Available:</u>				
Beginning Balance	65.7	45.0	(20.7)	
Virginia Retirement System (VRS) Reserve	16.9	0.0	(16.9)	
Textbook Reserve		3.5	3.5	
County Transfer Assuming 0 percent Increase	1717.0	1717.0	0.0	
State Revenue Assumes LCI increase	387.2	365.9	(21.3)	
Sales Tax	169.9	177.1	7.2	
Federal Aid	42.5	40.4	(2.1)	
Fairfax City & Other Revenue	61.2	62.4	1.2	
Reduction in Total Funds Available				(49.1)
<u>Expenditures:</u>				
Compensation	2166.9	2166.9	0.0	
Savings Due to Turnover	0.0	(24.9)	(24.9)	
Market Scale Adjustment (MSA)		15.9	15.9	
Virginia Retirement System Rate Increases	0.0	37.0	37.0	
Health Insurance Increase	0.0	27.2	27.2	
Other		1.1	1.1	
Student Enrollment Increase		25.0	25.0	
Logistics Adjustments (various)	256.4	264.3	7.9	
Transfers Out (Summer School, FECEP, etc)	34.5	33.2	(1.3)	
Increase in Total Expenditures				87.9
Reserve Funds				
Textbook Reserve	2.5	6.2	3.7	3.7
Projected Deficit Prior to Increased County Transfer				(140.7)
2 percent Increase in the County Transfer		34.3	34.3	34.3
Projected Deficit After 2 percent Increased County Transfer				(106.4)
STEP Increase		(42.7)	(42.7)	(42.7)
Projected Deficit After STEP Increase and 2 percent County Transfer				(149.1)

Table 4 – FY 2014 Average Class Size

School District	Students per Classroom Teacher		
	Elem	Mid/Int.	High
Arlington County	21.1	20.4	19.5
Fairfax County	21.4	24.3	25
Loudoun County	23.4	23.1	25.1
Montgomery County, MD	18.9	25.5	27.3
Prince George’s County, MD	19.4	19.7	25.1
Prince William County	23.3	30.8	30.3

Source: FY 2014 Washington Area Boards of Education Guide (WABE) p.29

classes have a teacher and an IA. A proposal to eliminate all the IAs in kindergarten while lowering the class size from an average of 22 students to 17.5 students would result in a net savings of \$6.3 million (419.4 positions). However, there might not be enough classrooms for this option.

IAs have various responsibilities. They monitor children on playground, coming on and off buses, to and from the classroom or lunch room as assigned. They also monitor students while the teacher is occupied, help maintain classroom records and files; prepare, compile and copy instructional materials; set up and clean up instruction projects, operate instructional equipment, take attendance and collect forms.

Reducing school counselors

Reducing school counselors to the minimum required by the state would result in a 12 percent reduction at elementary

schools, a 37 percent reduction at middle schools, and a 34 percent reduction at high schools. The savings would be \$10.2 million (121.9 positions).

Compensation

Reducing all employees' contract lengths by one day would save \$9.1 million. A contract length reduction would be a permanent change that will result in ongoing reductions to employee salaries. As a result, a contract length reduction would also decrease the employer and employee contributions to retirement that are based on employees annual salaries that would be reduced.

Another option would be furloughing all employees for one day, which would save \$7.9 million. A furlough is temporary; it only occurs for one year and does not reduce the employer or employee contributions to retirement.

At the October 21 work session, Dr. Garza noted that it is possible to have both an increase of a step and either a contract length reduction or a furlough in the same budget year. She also noted that the one-day costs savings listed here can be multiplied to produce larger savings as needed.

Other Proposed Reductions

Table 3 (see page EF-3) lists some of the other possible reductions presented by Dr. Garza at the October 21 School Board meeting. This list is representative and the items on it were all chosen because each has a possible savings of \$1 million or greater.

Revenue Enhancement

The discussion items included three methods of increasing revenues. An athletic participation fee of \$100 per student per sport, which would be waived for students eligible for free and reduced-price meals, would raise \$1.8 million.

Requiring students to pay for the cost of the tests in Advanced Placement and International Baccalaureate courses would raise \$4.5 million. The tests would be optional, since fees cannot be charged for mandatory tests. The test fees would be paid by FCPS for students eligible for free or reduced price meals.

Increasing community use fees charged for use of FCPS facilities by 5 percent could raise \$200,000. However, this estimate does not include the potential for decreased usage.

Further Reading

For more detailed information about the budget situation, A Citizen's Guide to Understanding the Budget can be found

at www.fcps.edu.

Endnotes

- 1 A Citizen's Guide to Understanding the Budget, page 9
- 2 A Citizen's Guide to Understanding the Budget, page 2
- 3 <http://www.fcps.edu/news/fy2015/bottomline/bottomline101813.html>
- 4 http://www.doe.virginia.gov/school_finance/budget/compositeindex_local_abilitypay
- 5 A Citizen's Guide to Understanding the Budget, page 2
- 6 A Citizen's Guide to Understanding the Budget, page 4
- 7 K. Michael (personal communication, November 6, 2013)
- 8 A Citizen's Guide to Understanding the Budget, page 9
- 9 A Citizen's Guide to Understanding the Budget, page 9

Discussion Questions

1. In a time of budget reductions, does it make sense to spend money now on future efficiencies?
2. A reduction in the number of teachers and a step increase are not necessarily mutually exclusive. Should teachers receive step increases when we have to let others go? Or should we forego step increases to retain as many teachers as possible?
3. Each additional penny in the real estate tax rate will produce approximately \$21 million in revenue at a cost of approximately \$216 for the average household. Do you think the Board of Supervisors should increase the tax rate to fund or partially fund a \$149 million deficit? How much?
4. Last month we talked about a meals tax. What would you think of a meals tax dedicated to funding education?
5. The County transfer is not based upon enrollment, but FCPS enrollment is increasing steadily. Are there pros and cons to changing the funding to a per-student enrolled basis?
6. What is the difference between a contract length reduction and a furlough? Which do you think would be more appropriate?
7. Is increasing class size an appropriate way to reduce the budget?
8. What do you think of the idea of reducing the number of instructional assistants, school counselors, or eliminating kindergarten instructional assistants?
9. Should foreign language be taught in all the elementary schools?
10. What do you think of the revenue enhancement options?

October Library Discussion Summary: Units Voice Opinion and Ask for More Information

By Karole McKalip

Introduction

The future of the Fairfax County Public Library System (FCPL) has been a reoccurring topic in our newspapers and in many local blogs for several months. The issue has sparked many county citizens to urge the entire community to learn more about the decisions that are taking place and that are proposed; to attend meetings; to take actions if necessary. Should the Fairfax LWV take any action to amend its current position? What should be our focus? While not comprehensive, our October VOTER article presented a picture of the county libraries with some of the key questions, concerns, and problems being faced by the decision-makers. In our October meetings, unit discussions centered on member opinions and suggestions that will contribute to wider public input.

Discussion

League units responded to the library director's proposals by voicing their concerns and suggestions about the library system's future. Lack of money due to budget cuts and the emerging technologies that have an impact on library usage were cited by all units as driving the efforts to reorganize the FCPL. Reston Evening summarized it this way: We thought the driving factor was the budget reduction; however, several of us thought that libraries need to change to adapt to the changing world and how people get information (printed materials/online) and use libraries.

Several other issues emerged in the various units. Not to be ignored are the needs of our increasingly larger and more diverse community (McLean, Springfield, Mt. Vernon Evening). The multicultural character of our county and the needs of lower-income patrons (Mt. Vernon Day) must be addressed in proposed library models. A lack of public knowledge of and input to possible changes concerned many members.

This last issue led into a discussion of the decision-making process and strategies that have so far been demonstrated by the director and the Library Board. Reston Evening, Fairfax Station, and Centreville/Chantilly called for greater "transparency" in meetings. All units decried the lack of public input and the perceived secrecy that seem to characterize meetings. Further, as some members attempted to get more information, their requests went unanswered. Because early on there was no advertising of Library Board meetings, the public was not part of the decision-making

process. Consequently, the public is unclear about the "Beta" plan and the concept of a "Central Desk."

The pros and cons of some of the proposed solutions were examined by the units: the one-desk model with a cross-trained staff requiring fewer Master of Library Science degrees; children's rooms and programming becoming part of a more generalized "youth services model," library programs and services expanding into the community, and more services being provided electronically. Members liked the idea of a greater community presence, but they felt the libraries should not lose their positions as a focus in their various communities. While it may be inevitable that libraries will become more technology based, they should still retain their role as centers for printed books, at least in the near term (McLean). Some in Reston Evening thought that we should support the libraries in changing to meet the new technological demands of the community.

All units agreed that books should continue to be an important focus in libraries. The Fairfax/Vienna unit stated, "We should always keep books." Mt. Vernon Evening said that library services should be complementary, not a competition. Not everyone has access to the Internet and e-books.

Four units believed that the current League position on libraries need not be changed. One unit believed it did not have enough information to make a judgment. However, while the current position is "adequate for advocacy" (Fairfax Station), nonetheless a number of items should be monitored and/or supported:

- Examination of the current position for relevancy
- Adequate funding for staffing, more open hours, more computers in each branch
- Emphasis on transparency in decision-making
- More autonomy for each library branch to serve its community as needs dictate
- Concerted efforts to engage the local community in the governance of its branch

Comments, Suggestions, Questions

Several units recognized that this VOTER article was published in the midst of public discussions about proposed library changes and noted that this topic needed further investigation. Some units went beyond discussing the questions posed in the article and ended their meetings with more questions to be answered, suggestions on what League members could be doing now, and observations about the evolving library situation.

Reston Evening had several questions related to the article:

1. Why aren't certain publishers selling e-books to libraries?
2. What was the stand of the Library Board?
3. What is the Beta plan?
4. What is the deal with Amazon and libraries?
5. Why did the library discard books and not give them away, contribute them to book sales or donate them to developing countries, etc?

The topic of book disposal generated a great deal of discussion, and if libraries needed to clear their shelves, several units had suggestions of how better to accomplish this. The Springfield unit asked who decides what books should go. When? Where can they be moved? One member pointed out that while libraries have been getting rid of books for many years, the number of disposed books has increased and their quality was still good. Others thought that these books could be put to good use in hospitals, retirement homes, or in poorer areas.

Fairfax City/Vienna had some other points to make:

1. With the increasing number retirees, there is an increased number of potential volunteers.
2. Rules need to be changed regarding when books should be purged on the basis of not being used. Dolly Madison and other libraries have lots of empty shelves.
3. Users of libraries should be called "patrons" not "customers."
4. Eliminating the MLS as a librarian requirement and counting retail experience as applicable is wrong.
5. "Single Service" desks are risky, particularly with the homeless, disruptive, sick patrons, etc.
6. Fairfax County libraries need to be funded comparable to other surrounding jurisdictions.

Mt. Vernon Day had some additional observations:

1. The unit wants to continue to be informed on library issues and have our point of view made known to the Library Board and the Board of Supervisors, particularly in the area of adequate public financing.

2. We need a League observer at Library Board meetings.
3. Encourage members to join the Friends of the Library at their local libraries.
4. How is the county increase in diversity going to be served?
5. We should encourage more children's programs to increase children's literacy. Keep qualified children's staff.
6. Going to eBooks is very costly for libraries.
7. Clarification is needed regarding the book weeding policies.

McLean proposed:

1. Begin an email campaign—as individuals—to alert the Board of Supervisors to concerns over the future of the county libraries. Ask them for a "library corner" in their newsletter.
2. Encourage members to contact their representatives on the Library Board of Trustees, asking to be kept abreast of Board meetings and decisions, to learn the results of any Beta tests and to be permitted to attend meetings.
3. Update the FCPL Strategic Plan after public hearings.

Mt. Vernon Evening saw activities provided by the FCPL as contributing to a countywide community. The library provides a sanctuary, from school kids to seniors living alone, without another place to go.

The Briefing Unit asked for a future VOTER article to follow-up on what other libraries are doing. Do others have Beta plans? We need more discussion to identify what actions the Fairfax League can take now.

Conclusion

Libraries are very important to our members who revealed the many ways that they use them:

- Borrow books, both hard copies and eBooks
- Utilize meeting rooms for events
- Purchase books at sales
- Participate in book discussion groups
- Do research
- Tutor students
- Disseminate information
- Volunteer

Because of the value that our membership places in libraries, all units responded vigorously to the questions, voicing their opinions and asking for more information. In doing so, they call for greater public input into the changing nature of our society and to the proposed changes to the Fairfax County Public Libraries. Partnerships within the community are critical to ensure that future changes be smooth and gradual.

This Month's Unit Meeting Locations

Topic: The Future of Fairfax County Schools

Members and visitors are encouraged to attend any meeting convenient for them, including the "At Large Meeting" and briefing on Saturdays when a briefing is listed. As of November 1, 2013, the locations were correct; please use phone numbers to verify sites and advise of your intent to attend. Some meetings at restaurants may need reservations.

Saturday, December

10 a.m. At-Large Unit and Briefing

Packard Center
4026 Hummer Rd.
Annandale 22003
Contact: Judy, 703-725-9401

7:45 p.m. Mt. Vernon Evening (MVE)

Paul Spring Retirement Community
Mt. Vernon Room
7116 Fort Hunt Road
Alexandria 22307
Contact: Jane, 703-960-6820

7:30 p.m. Reston Evening (RE)

Reston Art Gallery at Heron House
Lake Anne Village Center
Reston 20190
Contact: Lucy, 703-757-5893

Monday, December 9

1:30 p.m. Greenspring (GSP)

Hunters Crossing Classroom
Spring Village Drive
Springfield 22150
Contact: Kay, 703-644-2670

Wednesday, December 11

9:30 a.m. Mt. Vernon Day (MVD)

Mt. Vernon Dist. Government Center
2511 Parkers Lane
Alexandria 22306
Contact: Louise, 703-960-0073

Thursday, December 12

9 a.m. Reston Day (RD)

1624 Sourwood Lane
Reston 20191
Contact: Margo, 703-620-9054

Tuesday, December 10

10:30 a.m. Centreville-Chantilly (CCD)

Sully District Gov. Center
4900 Stonecroft Blvd.
Chantilly 20151
Contact: Olga, 703-815-1897

9:30 a.m. McLean Day (MVD)

Star Nut Café
1445 Laughlin Ave.
McLean 22101
Contact: Peggy, 703-532-4417 or
Sharone 703-734-1048

9:30 a.m. Springfield (SPF)

Packard Center
4026 Hummer Rd.
Annandale 22003
Contact: Nancy, 703-256-6570
or Peg, 703-256-9420

1 p.m. Fairfax City/Vienna (FX-V)

Oakton Regional Library
10304 Lynhaven Pl.
Oakton 22124
Contact: Bobby, 703-938-1486 or
Liz, 703-281-3380

10 a.m. Fairfax Station (FXS)

7902 Bracksford Ct.
Fairfax 22039
Contact: Lois, 703-690-0908

January Meetings:

No Unit Meetings - Sign up for the General Meeting



The League of Women Voters of the Fairfax Area (LWVFA)
 4026-B Hummer Road, Annandale, VA 22003-2403
 703-658-9150. Web address: www.lwv-fairfax.org

Non-Profit Org.
 U.S. Postage Paid
 Merrifield, VA
 Permit No. 1202

The LWVFA *Fairfax VOTER* ©
 Decemberr, 2013
 Julie Jones, Co-President
 Helen Kelly, Co-President
 Ron Page, Editor
 Liz Brooke, Coordinator

The League of Women Voters is a nonpartisan political organization that encourages the public to play an informed and active role in government. At the local, state, regional and national levels, the League works to influence public policy through education and advocacy. Any citizen of voting age, male or female, may become a member.

The League of Women Voters never supports or opposes candidates for office, or political parties, and any use of the League of Women Voters name in campaign advertising or literature has not been authorized by the League.

LWVFA MEMBERSHIP APPLICATION

(Dues year is July 1 through June 30. Current dues year ends June 30, 2014.)

Membership Category: Individual \$65 ____ ; Household (2 persons-1 *VOTER*) \$90 ____ ; Donation \$ ____
 Student \$32.50 ____ ; (Coll. Attending _____)

Membership is: New ____ ; Renewal ____ ; Reinstate ____ ; Subsidy Requested ____

We value membership. A subsidy fund is available, check block above and include whatever you can afford.

Dues are not tax deductible. Tax-deductible donations must be written on a separate check payable to LWVFA Ed. Fund.

Please Print Clearly!

Name _____ Unit _____

Address _____

City _____ State _____ Zip + 4 _____

Phone (H) _____ (M) _____ E-Mail _____

Thank you for checking off your interests:

- | | | | |
|---|--|--|---|
| <input type="checkbox"/> County Govt | <input type="checkbox"/> Voting Procedures | <input type="checkbox"/> Health Care | <input type="checkbox"/> Schools |
| <input type="checkbox"/> Fiscal | <input type="checkbox"/> Environmental Quality | <input type="checkbox"/> Human Services | <input type="checkbox"/> Other (Specify) |
| <input type="checkbox"/> Public Libraries | <input type="checkbox"/> Land Use Planning | <input type="checkbox"/> Judicial Systems | <input type="checkbox"/> Affordable Housing |
| <input type="checkbox"/> Transportation | <input type="checkbox"/> Water | <input type="checkbox"/> Juvenile Problems | <input type="checkbox"/> Domestic Violence |

Mail to: LWVFA, 4026-B Hummer Road, Annandale, VA 22003-2403

64

FAIRFAX COUNTY FEDERATION OF CITIZENS ASSOCIATIONS
RESOLUTION REGARDING LIBRARY OPERATIONS

December 2013

(Draft)

WHEREAS the Fairfax County Public Libraries are centers for self-directed education for all ages and provide skilled research assistance and instruction for individuals and groups,

WHEREAS the Library Board of Trustees has rejected the Beta Plan/Library Redirection,

WHEREAS the Library Board of Trustees has recommended the Library continue to employ professional librarians, especially children's and information librarians,

WHEREAS the Library Board of Trustees has recommended continuing Youth Services,

WHEREAS the Library Board of Trustees rejects reclassification of library staff positions,

WHEREAS Fairfax County Public Library has been directed to fill the currently funded 45 vacant positions,

WHEREAS the Library Board of Trustees has requested more coordination with branch managers to make the floating collection successful and will receive an interim report in February 2014 and a one year status report June 2014 to assess its performance,

WHEREAS the Library collection has been depleted by years of excessive culling, especially of nonfiction and children's books with a net loss to the collection of nearly 400,000 books since 2006,

WHEREAS the Library Board of Trustees recommends that digital books should not supplant print books in a premature move to new technologies,

WHEREAS no later than January 31, 2014 the culling of damaged books will be managed at the branch level and not centralized at Technical Operations,

WHEREAS the Library Board of Trustees has requested a broader outreach including surveys to reach all population demographics to ascertain current and projected community library needs,

WHEREAS the Library Budget has been cut from \$34 million in 2007 to \$27 million in 2013 during the same time that two new branch libraries were opened,

WHEREAS the per capita Materials Budget has decreased from \$6.33 in FY 2000 to \$2.11 in FY 2011,

WHEREAS the Fairfax County Board of Supervisors voted November 19, 2013 an increase of \$1 M as a consideration item to the FY 2015 Library Budget for non-fiction materials,

WHEREAS the Fairfax County Federation accepts the December Interim Report by Fairfax Federation Library Committee Chair Kathy Kaplan and Analysis of the Library Budget by Federation officer Fred Costello,

THEREFORE BE IT RESOLVED THAT

The Fairfax County Federation of Citizens Associations

1. Supports the Reports of the Ad Hoc Communications and Evaluation Committee and the Floating Collections and Discards Committee of the Fairfax County Library Board of Trustees as presented to the Fairfax County Board of Supervisors November 19, 2013,
2. Calls for a new Library Strategic Plan to be developed with full participation of all library stakeholders, including citizens, staff, volunteers, and members of library Friends groups, that includes metrics and standards for success that are agreed to by the community,
3. Calls for a staged increase in funding to restore depleted collections as determined by careful evaluation and to restore staffing levels that reflect that Fairfax County Public Library is central to Fairfax County's matrix of education infrastructure and as such is critical to the county's image as an economic powerhouse.

FAIRFAX COUNTY FEDERATION OF CITIZENS ASSOCIATION

INTERIM REPORT

DECEMBER 2013

(Draft)

LIBRARY COMMITTEE

Kathy Kaplan, Chair

On November 19, 2013, the Fairfax County Library Board of Supervisors voted to accept the Report of the Library Board of Trustees. That report recommends rejection of the Library Reorganization or the Beta Plan. The Board of Supervisors also voted to approve a consideration item of an additional \$1 M to the Library Budget to restore the Library collection.

After a six week period of public outreach, it was determined by the Library Board of Trustees that citizens of Fairfax County value their library and do not want it diminished in any way. Citizens also value the books that are housed in the branch libraries and want them protected and their shelf life extended with care and mending. Citizens are opposed to the severe culling of the collection that has been ongoing since 2005. The Library Board of Trustees will continue public outreach into 2014 with focus groups and surveys to reach a wider demographics of library patrons, and they will report to the Board of Supervisors January 11, 2014 with a time table for further action.

Citizens in Fairfax County value the professional status of librarians, they want the services of children's librarians, and depend on the knowledge and expertise of librarians to help them with research. Removing large percentages of branch collections to make room for meeting spaces and other non-traditional uses of the library has been questioned by citizens in outreach meetings.

Citizens are also willing to pay more than they currently do for library services and materials and have voiced such opinions at many outreach meetings held by the Library Board of Trustees and county supervisors. Citizens view libraries as educational institutions and would like services expanded to support the needs of Fairfax County's growing population. Citizens do not want print books replaced with digital books.

Digital books may be unsuitable for the education of young people according to current research in contemporary scientific journals such as Scientific American, the International Journal of Educational Research, and Contemporary Issues in Early Childhood (see references below). It appears that the way the human brain processes material on a written page, children should use print books for their studies. Because scrolling on a digital screen appears to interfere with retention of information in long

term memory and appears to reduce reading comprehension, children should be reading paper books. Transition to digital media for children's library materials is inappropriate until further research is completed.

A careful evaluation of the Library's purpose and function in the 21st Century needs to be undertaken to include all library stakeholders. The 2012 Library Strategic Plan needs to be reworked. The addition of a Central Library with a collection sized for the large metropolitan area that Fairfax County wishes to become, a permanent archive for low-activity books, and expanded outreach of Youth Services programs into the community to promote literacy are some items that should be included for discussion as part of any long range plans.

Because libraries provide self-directed education for all ages, provide skilled research assistance and instruction for individuals and groups, Fairfax County needs to reaffirm its long term investment in its library system.

REFERENCES:

Scientific American, November 13, 2013, *Why the Brain Prefers Paper* (attached)

This Week, October 18, 2103, *No, Paper Isn't Dead* (attached)

Anne Mangen, Reading Linear Texts on paper versus computer screen. Effects on reading comprehension.

[http://www.academia.edu/3055159/Mangen A. Walgermo B. and Bronnick K. 2013 . Reading linear texts on paper versus computer screen Effects on reading comprehension](http://www.academia.edu/3055159/Mangen_A._Walgermo_B._and_Bronnick_K._2013_.Reading_linear_texts_on_paper_versus_computer_screen_Effects_on_reading_comprehension)

Trustees Reports to BOS November 19, 2013:

<http://www.fairfaxcounty.gov/library/news/communicationandevaluationreport.htm>

<http://www.fairfaxcounty.gov/library/news/floatinganddiscardsreport.htm>

Branch Collections Report FY 2006 to FY 2013, Library Committee Chair Kathy Kaplan (attached)

Interim Report September 30, 2013, Library Committee Chair Kathy Kaplan

<http://fairfaxfederation.org/library1.htm>

Fred Costello Analysis of Library Budget, August/November 2013

<http://reston2020.blogspot.com/2013/11/analysis-of-library-budget-fred.html>

Incident Report November 2013

Branch	Type of Incident	Number of Incidents
PO	Building Emergency	1
TY	Verbal Abuse	1
JM	Building Emergency	1
LO	Vandalism *	1
RB	Parking Lot Customer Injured	1 1
TJ	Mental Illness *	1
Total Incidents November 2013		7

* Police, Fire Department, Animal Control, or FMD notified

69

