



# 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:** September 10, 2014

## AGENDA

### I. PUBLIC COMMENT

1. Jennifer McCullough, President, Fairfax County Public Library Employees' Association
2. Kathy Kaplan

### II. MINUTES – July 2014

### III. CHAIR'S REPORT

- A. Fall for the Book

### IV. COMMITTEE REPORTS

- A. Library Foundation – Michael Donovan
- B. Budget Committee – Michael Donovan – meeting, Wednesday, September 3, 2014, 6:30pm, George Mason Regional Library
- C. Ad Hoc Communication and Evaluation Committee – Karrie Delaney – meeting, Friday, September 5, 2014, 1:00pm at Government Center, conference center room 4/5
- D. FCPL Director Selection Committee – Karrie Delaney – meeting, Monday, September 22, 2014, 10:00am, Government Center, conference room 232

### V. DIRECTOR'S REPORT

- A. Financial Issues
  1. FY2015 Budget Status
  2. FY2016 Budget Discussions
  3. Office of Financial & Program Audit – Quarterly Report, March 2014 (Attachment 1)
- B. Capital Issues
  1. Woodrow Wilson Library Update – Draft Timeline (Attachment 2)
  2. Reston Regional Library and John Marshall Library Update
  3. Pohick Regional Library: Temporary Library
  4. Monthly Status Report - North County Study – Reston Town Center North (Attachment 3)
  5. Plan Amendment for #2014-III-FC2 - Fairfax Towne Center (Attachment 4)
  6. Facilities Update – June 28 – July 11, 2014 (Attachment 5)
  7. Facilities Update - August 16 – 22, 2014 (Attachment 6)

**V. DIRECTOR'S REPORT (cont'd)**

**C. Technology Issues**

1. Get Ready for Comprise At Your Branch (Attachment 7)
2. Comprise Update (Available at meeting)

D. How State Aid Money Can Be Spent (Attachment 8)

E. Burke Centre has an Information Desk (Attachment 9)

F. Early Literacy Outreach Visits – July 2014 (Attachment 10)

G. FCPS Book List (Attachment 11)

H. New Voting Equipment Demo (Attachment 12)

I. Centreville Library Used as a Polling Place? (Attachment 13)

J. Update on ILLiad and reminders for ILL (Attachment 14)

K. Change of Date, September Friends Forum (Attachment 15)

L. Procedural Memorandum No. 12-03, Accountability of Fairfax County's Accountable Equipment (Attachment 16)

M. Marketing Update – 7-24-14 (Attachment 17)

N. Staff Day: Update

**VI. CONSIDERATION ITEMS – FY2016 Budget Reduction Proposal (Available at meeting)**

**VII. ACTION ITEMS - NONE**

**VIII. INFORMATION ITEMS**

A. Fairfax County Federation of Citizens Association – August Board Meeting Agenda (Attachment 18)

B. The Local Public Library Tops Amazon (For Now) (Attachment 19)

C. What Will Become of the Library? (Attachment 20)

D. Monthly Statistical Snapshot – July and August 2014 (Available at meeting)

E. Incident Reports – July and August 2014 (Attachment 21)

F. Chair Report – July 2014 (Attachment 22)

**IX. ROUNDTABLE**

# OFFICE OF FINANCIAL & PROGRAM AUDIT



March 2014

Quarterly Report

FAIRFAX COUNTY BOARD OF SUPERVISORS

AUDITOR OF THE BOARD

[www.fairfaxcounty.gov/boardauditor/](http://www.fairfaxcounty.gov/boardauditor/)

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# Office of Financial & Program Audit

## QUARTERLY REPORT

### EXECUTIVE SUMMARY

#### Central Warehouse Internal Controls Review

We conducted a review of internal control procedures and building security at the Fairfax County Public Schools (FCPS)/County Central Warehouse in response to concerns raised by the Fairfax County Board of Supervisors over a recent case of FCPS employee theft. Both FCPS and the County maintain and manage surplus property at the Central Warehouse. During fiscal year 2013, the sale and disposal of surplus property generated nearly \$4 million in combined revenues for FCPS and the County. Internal controls are a system of standardized activities that are designed to safeguard assets, minimize risk, and enhance accurate reporting. We found that neither FCPS nor the County had developed adequate internal control procedures for their respective Central Warehouse operations. In addition, previous and current security assessments have revealed longstanding security weaknesses on the County's side of the warehouse. We recommended that the responsible departments develop procedures that address the five basic types of internal controls and take steps to address security weaknesses at the Central Warehouse.

#### FOCUS Reports Survey

To determine whether the standard reports in FOCUS are meeting users' business needs, our office and the Department of Information Technology (DIT) conducted an online survey of FOCUS users. The survey respondents' overall satisfaction with the standard reports in FOCUS was evenly divided between very satisfied or satisfied (38%), very dissatisfied or dissatisfied (27%), and neutral (35%). More than half of the survey respondents reported that they use other systems and applications to supplement the standard reports in FOCUS. In addition, 60% of survey respondents reported that they manage and maintain data outside of FOCUS on at least 25 different external (shadow) systems and applications. We recommended refresher trainings on FOCUS reports and adequate controls over external (shadow) systems and applications (such as Excel) that are used to manage and maintain data outside of FOCUS.

#### Retirement Administration Disclosures

The Fairfax County Retirement Administration manages three separate defined benefit retirement systems: (1) Employees' Retirement System, (2) Uniformed Retirement System, and (3) Police Officers Retirement System. The Employees' System is the largest of the County's three retirement systems, with \$3.4 billion in net assets and over 23,000 members. The funded ratio represents the amount of money that is available to pay for the long-term financial obligations of a retirement fund. A funded ratio of less than 100% means that a retirement fund has an "unfunded liability." The funded ratio for the Employees' System was 71.6% as of July 1, 2012. The rates of return on investments are an important part of the overall funding picture for a retirement system. The Employees' System has met the assumed rate of return for eight of the past 10 years. Based on our review of the Employees' System Comprehensive Annual Financial Report (CAFRs), we posed five questions to Retirement Administration staff regarding disclosures related to high risk investment instruments (derivatives and below-investment-grade fixed income holdings). The Retirement Administration's responses to our questions are presented in our report.

**Dulles Metrorail Project Status**

As of January 2014, construction for Phase 1 was 99% complete. Actual Phase 1 costs were \$2.759 billion as of January 2014, which represents 83% of the total \$3.343 billion budget for Phase 1. Construction for each of the five new stations was 99% complete. In February 2014, MWAA announced that the Project's Phase 1 prime contractor (Dulles Transit Partners) had not met the contract requirements for substantial completion. Specifically, MWAA determined that 7 of the 12 contract criteria for substantial completion were deficient. MWAA instructed Dulles Transit Partners to provide a plan for addressing the deficiencies "as quickly as possible." As of the date of our report, Phase 1 of the project had not yet achieved the substantial completion milestone and MWAA project officials would not provide an estimated date for substantial completion.

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## STUDY BRIEFINGS

### CENTRAL WAREHOUSE INTERNAL CONTROLS REVIEW

#### Overview

The Fairfax County Public Schools (FCPS) and Fairfax County Government share a 750,000 square foot central warehouse facility located in Springfield.<sup>1</sup> Both FCPS and the County maintain and manage surplus property at the Central Warehouse. Surplus property includes office furniture, equipment, vehicles, computers, cell phones, televisions, and other electronic devices. During fiscal year 2013, the sale and disposal of surplus property generated nearly \$4 million in combined revenues for FCPS and the County. As noted in the table below, primary operations at the Central Warehouse are divided into two distinct sections: FCPS' side and the County's side.

**Primary Central Warehouse Operations  
Fairfax County Public Schools and Fairfax County Government**

	Fairfax County Public Schools	Fairfax County Government
<b>Department</b>		Purchasing and Supply Management
<b>Square Footage</b>	546,000 sq. ft.	136,000 sq. ft.
<b>Staff Positions</b>	50	12
<b>Type of Stock</b>	Inventory	Consigned Goods
<b>Tracking System</b>		Excel Spreadsheets
<b>General Activities</b>	<ul style="list-style-type: none"> <li>• Maintenance and repair of equipment</li> <li>• Assembly and distribution of materials for the Instructional Programs Service Center</li> <li>• Maintenance and repair of equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee the storage and distribution of materials for county departments and agencies</li> <li>• Store electronic voting machines and related election equipment</li> <li>• Pick-up, sort, and redistribute library books to the 23 Fairfax County Public Library branches and store library books for new and renovated facilities prior to being</li> <li>• Monitor the sale and disposal of surplus property, as needed</li> </ul>
<b>Surplus Property</b>	<ul style="list-style-type: none"> <li>• Online Public Auctions</li> <li>• Recycling/Disposal</li> <li>• Redistribution</li> </ul>	<ul style="list-style-type: none"> <li>• Online Public Auctions</li> <li>• Recycling/Disposal</li> <li>• Redistribution</li> </ul>

<sup>1</sup> Six departments and agencies maintain space in the Central Warehouse: (1) FCPS Office of Procurement Services, (2) Fairfax County Department of Purchasing and Supply Management, (3) Fairfax County Fire & Rescue, (4) Fairfax County Libraries—Archives, (5) Fairfax County Office of Elections, and (6) Fairfax County Health Department. In addition, three external entities (American Red Cross, Friends of the Library, and the Northern Virginia Senior Games) store property in the Central Warehouse under a space agreement with the County.

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FCPS' surplus property is primarily sold, recycled; and disposed of at the Central Warehouse. Conversely, the County takes a decentralized approach to managing surplus property. Any department or agency can sell, recycle, and dispose of surplus property from any location. FCPS and the County use the same online public auction vendors to sell surplus property (Public Surplus® and Property Room®) and the same vendor for recycling surplus computer equipment (Creative Recycling Solutions), as needed. FCPS primarily sells surplus computer equipment through online public auctions while the County has elected to primarily recycle surplus computer equipment. The table below provides a summary of revenues generated from the sale and disposal of surplus property.

**Revenues Generated from Surplus Property  
Fiscal Year 2013**

	Fairfax County Public School	Fairfax County Government
Surplus Property/Salvage	\$ 2,204,637	\$ 2,204,637
Surplus Vehicles	\$ 1,424,499	\$ 1,424,499
<b>TOTAL</b>	\$ 3,629,136	\$ 3,629,136

Source: Summary of fiscal year 2013 revenues posted to the surplus property general ledger accounts in FOCUS.

#### Scope and Methodology

We conducted our review in response to concerns raised by the Fairfax County Board of Supervisors over a recent case of FCPS employee theft of surplus property at the Central Warehouse.<sup>2</sup> The scope of our review included an assessment of internal control procedures and building security at the FCPS/County Central Warehouse located in Springfield. Our assessment of internal control procedures was limited to the sections of the Central Warehouse operated by the FCPS Office of Procurement Services and the Fairfax County Department of Purchasing and Supply Management (DPSM). At our request, the Fairfax County Facilities Management Department (FMD) Security Office conducted a security assessment of access controls at the Central Warehouse. The County's security consultant (Securitas) conducted a previous security assessment of the Central Warehouse in August 2008. The August 2008 and February 2014 security assessments were limited to the County's side of the Central Warehouse.

We conducted walk-throughs of both sides of the Central Warehouse (FCPS and County) and interviewed warehouse staff and managers from Fairfax County DPSM and the FCPS Office of Procurement Services. In addition, we requested from the directors of the FCPS Office of Procurement Services and Fairfax County DPSM copies of all formal (written and approved) policies and procedures for warehouse staff. We reviewed Fairfax County Internal Procedural Memorandum No. 12-400, *Receiving and Storing Material at DPSM Warehouse*, dated January 25, 2012. We also reviewed surplus property sales reports from the online auction vendors (Public Surplus® and Property Room®) and summarized fiscal year 2013 revenues posted to the surplus property general ledger accounts in FOCUS, the enterprise resource management system for FCPS and the County.

<sup>2</sup> In January 2014, the former Fairfax County Public Schools (FCPS) Warehouse Operations Coordinator was arrested for allegedly taking surplus laptop computers from the Central Warehouse, refurbishing them, and selling them online through his personal account on eBay®. At the time of his arrest, police removed over 1,200 stolen computers from his home.

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### Internal Control Procedures

Internal controls are a system of standardized activities that are designed to safeguard assets, minimize risk, and enhance accurate reporting.<sup>3</sup> As noted in the text box below, there are five basic types of internal control activities. To help ensure internal control activities are consistently applied, procedures should be formalized in writing and approved by management. However, we found that neither FCPS nor the County had developed adequate internal control procedures for their respective Central Warehouse operations.

Although FCPS has established a broad set of procedures for warehouse staff, the procedures do not adequately address the five basic types of internal control activities. The FCPS Office of Procurement Services is in the process of improving its warehouse procedures and developing new procedures to address control weaknesses related to the recent case of employee theft.

DPSM has a broad set of policies outlined in Internal Procedural Memorandum No 12-400: *Receiving and Storing Materials at DPSM Warehouse*. However, PM 12-400 does not establish specific internal control procedures for warehouse staff. For example, PM 12-400 states that warehouse staff should update the inventory list (an Excel spreadsheet), but does not specify which employees should have access to modify the Excel spreadsheet or how access should be controlled to prevent unauthorized modifications. In addition, PM 12-400 does not establish controls to safeguard high theft risk items, such as surplus computer equipment, cell phones (Blackberries), and ink cartridges. A single "auction lot" of surplus Blackberries can sell for as much as \$4,000. A single "auction lot" of surplus ink cartridges can sell for as much as \$3,000. Surplus cell phones are currently stored in a warehouse employee's cubicle. Other high theft risk items are stored in an open area of the warehouse.

**Standard Internal Control Activities**

**Separation of Duties** – Having two people perform a task together or splitting the task into separate parts to ensure that one person does not handle the complete assignment.

**Restriction of Access** – Only designated individuals have permission to complete certain tasks.

**Physical Controls** – Implement physical safeguards (such as locks, proximity cards, safes, and fences) to prohibit access to assets and records.

**Independent Checks** – Job rotations, vacations, periodic audits, and external reviews.

**Documentation** – Maintain a system of documents and records that provide an audit trail to help ensure that controls are placed in operation and ongoing activity can be identified.

### Security Weaknesses

In response to the recent case of FCPS employee theft at the Central Warehouse, the FCPS Procurement Services Office is working with the FCPS Office of Safety and Security to address security weaknesses. Specifically, FCPS is researching the costs and benefits associated with placing security cameras in key locations within their side of the Central Warehouse and installing cages for high theft risk items (such as laptops and other computer equipment).

<sup>3</sup> It is important to note that internal control procedures alone cannot prevent fraud. Internal control procedures are one part of an overall internal control framework that should include an effective control environment and ongoing monitoring, as defined in the Committee of Sponsoring Organizations (COSO) Treadway Commission, *Internal Control – Integrated Framework*.

The Fairfax County Facilities Management Department (FMD) is responsible for building maintenance and security on the County's side of the Central Warehouse. In August 2008, the County's security consultant (Securitas) conducted an assessment of the Central Warehouse facility and made recommendations to improve security controls. At our request, the FMD Security Office conducted a follow-up security assessment of the County's side of the Central Warehouse. As noted in the table below, many of the security weaknesses reported in August 2008 have remained unaddressed nearly six years later.

**Selected Security Assessment Recommendations  
County's Side of the Central Warehouse**

Recommendations	Reported August 2008	Reported February 2014
All doors leading into restricted areas within the Central Warehouse should be converted to Proximity Card readers that are tied into the County's existing system, with the capability of producing an audit trail.	X	X
Digital cameras should be placed to cover all four sides and entrances into the Central Warehouse. The cameras should have the capability of being monitored and recorded at the County's central security station.	X	X
All emergency and outside doors should be for exit only and should remain alarmed at all times.	X	X
Install a doorbell at the front entrance of the DPSM section of the Central Warehouse to alert staff if someone enters.		X
Install door alarm at the front entrance of the Fire & Rescue/County Archives section of the Central Warehouse to alert staff if someone enters.	X	X
Secure both the Archives and Fire & Rescue entrances to the Central Warehouse with card reader access. Persons without authorized access should remain in the entry foyer until an authorized employee allows entry.	X	X
Repair all broken intrusion devices.		X
Perform complete audit of the Central Warehouse intrusion system. The audit should test the functionality of the devices, current mapping/naming of devices and the current partitioning of alarms.		X
All interior cages should be raised to the ceiling or have a barrier placed at the top of the fence to prevent unauthorized entrance by climbing.		X
All high value and high theft risk items should be stored in a secure area.		X
Install cage to house pallets containing IT equipment and other electronic devices and peripherals that are staged to be picked up by the recycling vendor.		X
Identify and utilize an inventory management system to replace current manual tracking on Excel spreadsheets.		X
Routine maintenance of lighting fixtures should be scheduled and repairs made as required.	X	X

Source: Central Warehouse security assessment reports, dated August 2008 and February 2014, conducted by Securitas and the Fairfax County Facilities Management Department Security Office.

**Recommendations:**

The respective directors of the three departments listed below agreed with the findings and recommendations noted in our report.

**Fairfax County Public Schools Office of Procurement Services**

- Continue to work with the FCPS Office of Safety and Security to address security weaknesses at the Central Warehouse and implement related recommendations, as appropriate.
- Continue efforts to develop formal (documented and approved) internal control procedures for FCPS' Central Warehouse operations that address the five basic types of control activities: (1) Separation of Duties, (2) System of Authorizations, (3) Physical Safeguards, (4) Independent Checks, and (5) Documentation.

**Fairfax County Department of Purchasing and Supply Management**

- Implement appropriate safeguards and controls for high theft risk items, such as surplus computer equipment, cell phones (Blackberries), and ink cartridges.
- Continue efforts to research an alternate tracking system to replace the current process of tracking property and consignment stock on Excel spreadsheets, which do not have adequate user access controls or audit trails.
- Develop formal (documented and approved) internal control procedures for DPSM's Central Warehouse operations. The internal control procedures should address the five basic types of control activities: (1) Separation of Duties, (2) System of Authorizations, (3) Physical Safeguards, (4) Independent Checks, and (5) Documentation.

**Fairfax County Facilities Management Department**

- Take steps to address longstanding security weaknesses identified in previous and current security assessments of the County's side of the Central Warehouse.
- Update the space plans for the Central Warehouse (the space plans were last updated in November 2004).

## FOCUS REPORTS SURVEY

### Overview

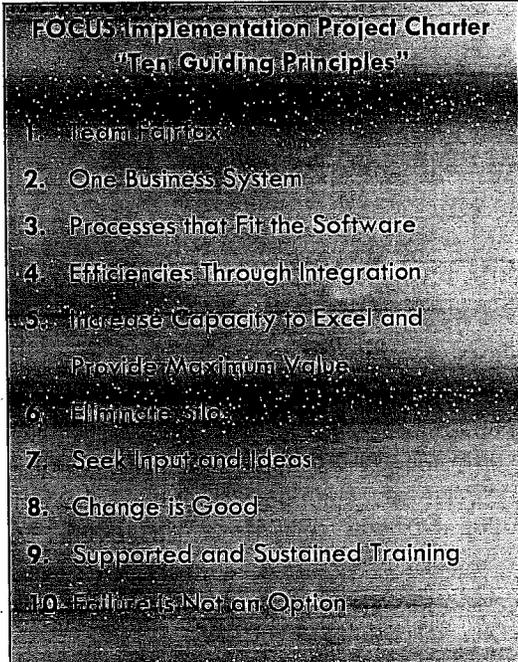
In November 2011, the County implemented the first phase of an integrated SAP® Enterprise Resource Planning system known as "FOCUS" (Fairfax County Unified System). The mission of the FOCUS Implementation Project was to, "Replace finance, budget, procurement and human resources legacy systems with an integrated ERP system while promoting strategic business process improvements to meet the needs of Fairfax County and Fairfax County Public Schools now and in the future."<sup>4</sup> The County's FOCUS-related expenditures and commitments total \$60 million, not including staff time and other internal costs.

The initial FOCUS contract included only baseline core reports. A dynamic reporting function that would allow users to customize their own ad-hoc system reports was not included in the contract and was not implemented. System reports are a critical component of an information technology system because they allow users to access information and data that are needed to support business functions. Effective system reports allow users and external reviewers to monitor and manage an organization's financial position and operating status on the department level as well as enterprise-wide. System reports should be accurate, reliable, user friendly, and provide relevant information.

### Scope and Methodology

To determine whether the standard reports in FOCUS are meeting users' business needs, our office and the Department of Information Technology (DIT) conducted an online survey of FOCUS users. The purpose of the survey was to evaluate the effectiveness of the standard reports in FOCUS, solicit recommendations for improvement, and identify external systems and applications that are used to supplement FOCUS reporting functions. The scope of the survey included users with access to the standard reports in the FOCUS financial system module (FILO).<sup>5</sup> The Department of Information Technology created the survey distribution list and controlled access to the survey instrument and survey responses. We received 336 valid responses representing approximately 20% of the total survey population of 1,786. Survey respondents represented 40 of the County's 52 departments and agencies.

The FOCUS Reports Survey was conducted to supplement county management's efforts to provide a comprehensive Post-Implementation Review of FOCUS, as requested by the Chairman of the Fairfax County Board of Supervisors during the January 2014 meeting.<sup>6</sup> A complete copy of the survey instrument is included in the Appendix section of this report.



<sup>4</sup> FOCUS ERP Implementation Project Charter, dated September 15, 2010. The current County Executive served as the Project Sponsor for the FOCUS Implementation Project. The FOCUS project team was composed of SAP consultants and staff and managers from the County and FCPS.

<sup>5</sup> The survey excluded Fairfax County Public Schools (FCPS) FOCUS users.

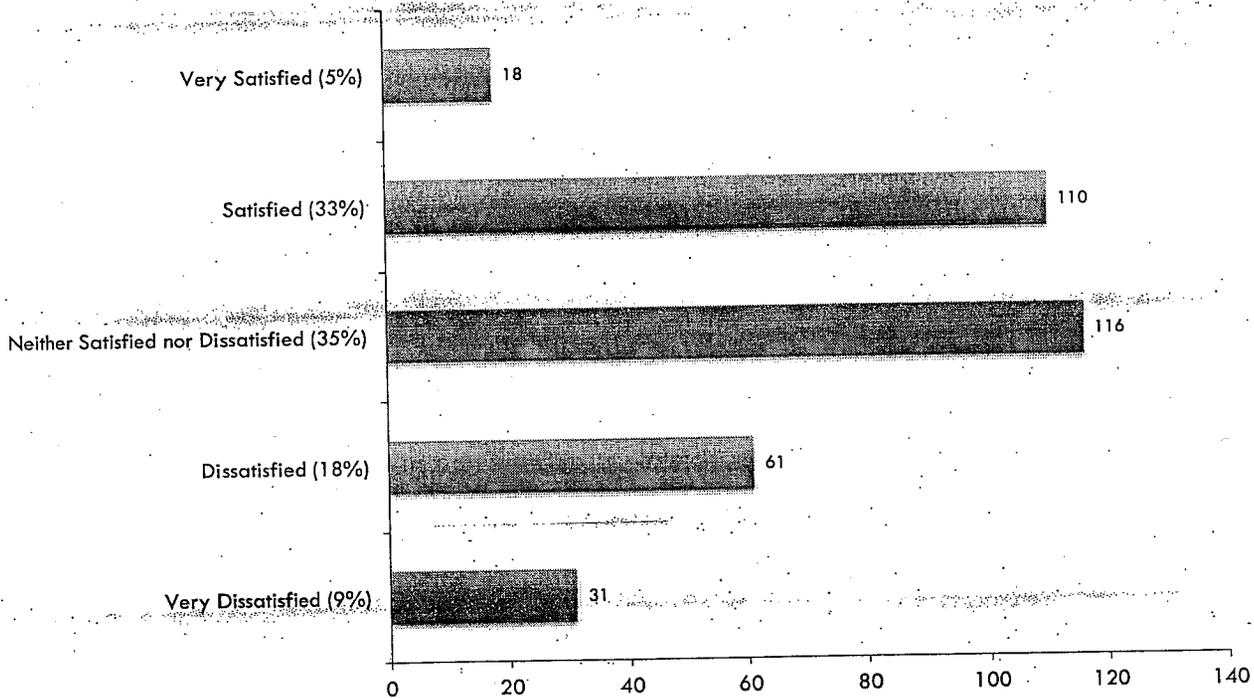
<sup>6</sup> In a Board Matter presented at the January 14, 2014 meeting, the Chairman of the Board directed the County Executive to provide a comprehensive Post-Implementation Review of FOCUS. The purpose of a Post-Implementation Review is to evaluate the functionality and performance of a system, as well as to assess the effectiveness of the development activities that produced the system. Post-Implementation Reviews are a common industry practice and are typically conducted six months after implementation.

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**User Satisfaction with FOCUS Reports**

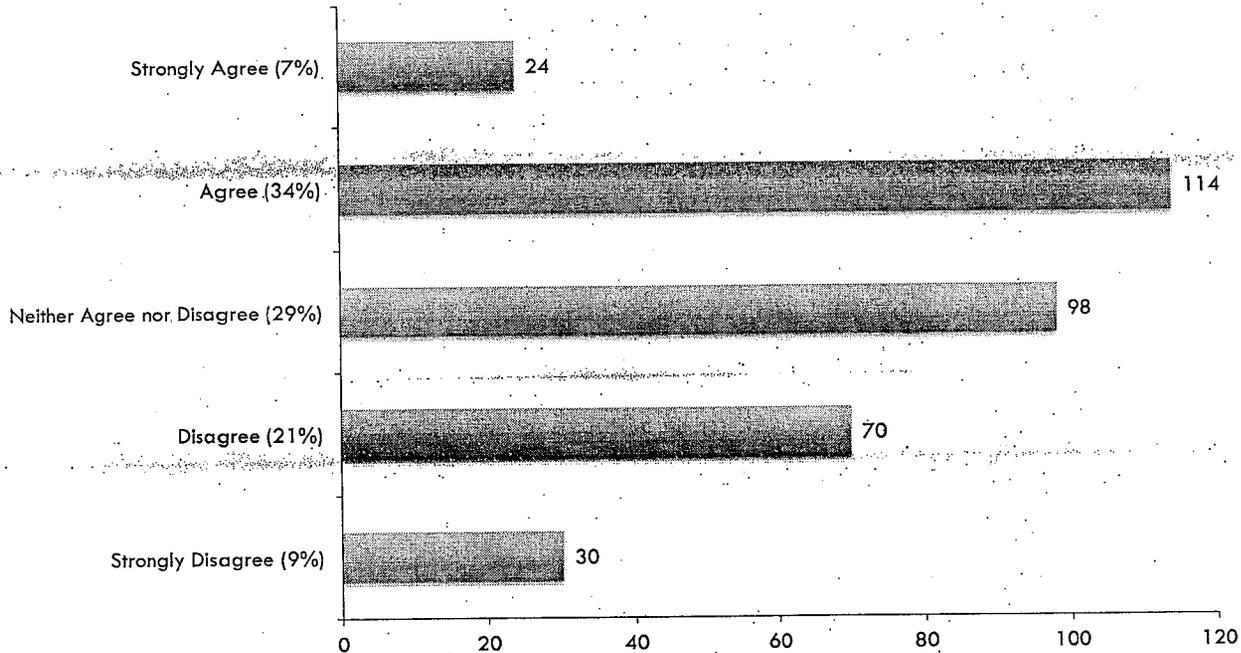
The survey respondents' overall satisfaction with the standard reports in FOCUS was evenly divided between very satisfied or satisfied (38%), very dissatisfied or dissatisfied (27%), and neutral (35%). Many survey respondents noted a need for greater flexibility in the FOCUS reports, such as the ability to run ad-hoc reports that include all relevant data fields. Survey respondents reported having to run two or three separate FOCUS reports and combining that data into Excel spreadsheets in order to have all the data fields they need in one place. DIT and the FOCUS Business Support Group are in the process of developing a FOCUS Data Warehouse which will combine data fields from different FOCUS modules and other data sources to allow users to run ad-hoc customizable reports.

**Survey Question #10: Overall, how satisfied are you with the standard reports in FOCUS?**



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**Survey Question #2: Do the standard reports in FOCUS effectively provide the information you need to support your department/agency's business needs?**



**Reliance on External (Shadow) Systems and Excel Spreadsheets**

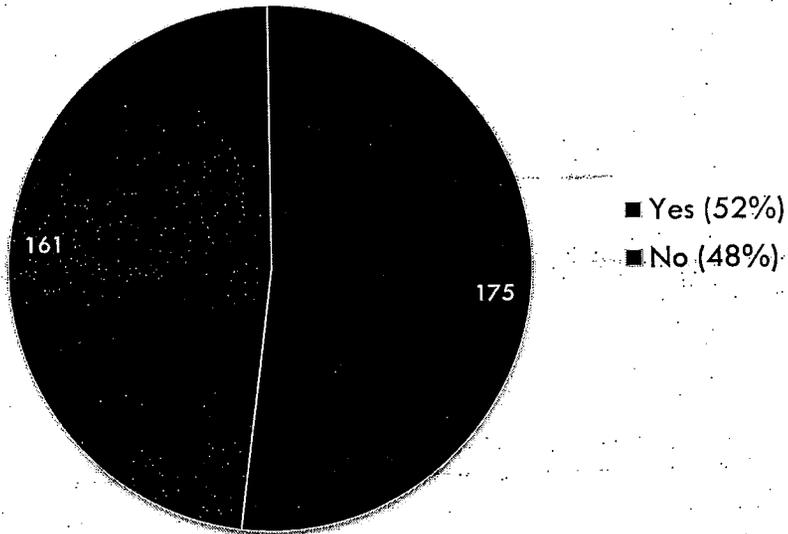
More than half of the survey respondents reported that they use other systems and applications to supplement the standard reports in FOCUS. In addition, 60% of survey respondents reported that they manage and maintain data outside of FOCUS on at least 25 different external (shadow) systems and applications. "Shadow systems" are small scale databases or spreadsheets that are developed for and by end users, outside the direct control of an organization's information technology department.<sup>7</sup>

Of the respondents who answered "yes" to questions related to use of external systems, more than half reported using Excel spreadsheets to manage financial data (revenues and expenditures), human resources data, contract data, grants data, and cash proffer data. Because Excel spreadsheets do not have the access controls or audit trails of a standard information technology system, a heavy reliance on Excel spreadsheets increases the potential risk for errors, misstatements, and omissions. Specifically, unauthorized modifications to transactions and amounts cannot be adequately traced and formula errors may go unnoticed. Therefore, it is important for departments and agencies to ensure that they have implemented appropriate controls over their Excel spreadsheets.

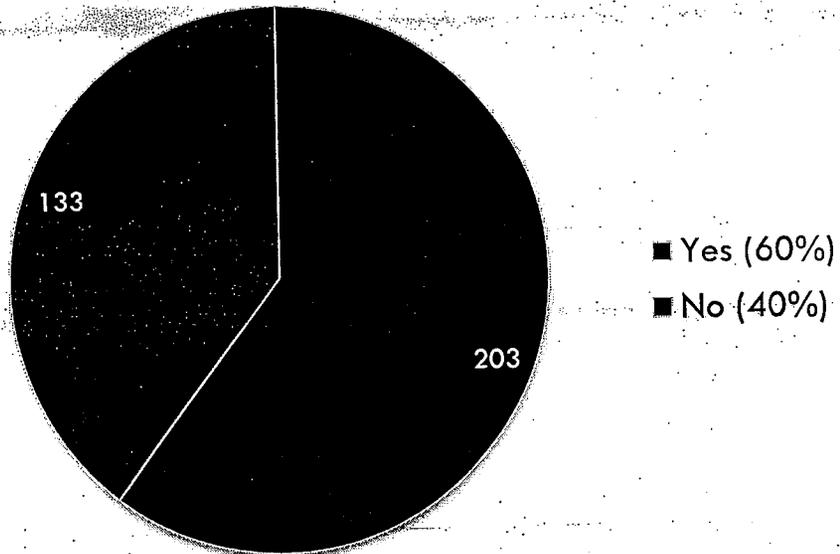
<sup>7</sup> Shadow Systems = Shadow Risks, Scott Rogerson, ISACA Now, 2/16/2012.

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Survey Question #4: Do you use other systems or applications to supplement the standard reports in FOCUS?



Survey Question #7: Do you currently maintain and manage data outside of the FOCUS system?



**Recommendations:**

- The FOCUS Business Support Group should continue to seek input from departments, agencies, business process owners, and FOCUS training staff to help identify recommendations for improvements, as appropriate, and provide refresher trainings on the standard reports in FOCUS that incorporate real examples and best practices.
- The Department of Information Technology should work with the departments and agencies that maintain critical financial and operational data in various external (shadow) systems and incorporate that data into the FOCUS Data Warehouse that is currently under development.
- All departments and agencies should ensure that appropriate controls (such as user access controls, version management, and error checking) over Excel spreadsheets and other external (shadow) systems are in place and operating effectively.

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## RETIREMENT ADMINISTRATION DISCLOSURES

### Overview

The Fairfax County Retirement Administration manages three separate defined benefit retirement systems: (1) Employees' Retirement System, (2) Uniformed Retirement System, and (3) Police Officers Retirement System. The three systems provide retirement benefits to vested current and former County employees and are funded through annual contributions from employees and the County's General Fund.<sup>8</sup> In fiscal year 2013, the County contributed a combined total of \$215 million to the three retirement systems. The Employees' System is the largest of the County's three retirement systems, with \$3.4 billion in net assets and over 23,000 members.

### Fairfax County Retirement Systems Fiscal Year 2013

	Employees' Retirement System	Uniformed Retirement System	Police Officers Retirement System
Membership	23,166	3,142	2,258
County Contributions	\$ 127,448,018	\$ 53,722,160	\$ 34,011,347
Net Assets Held for Retirement Benefits	\$ 3,353,932,103	\$ 1,318,814,003	\$ 1,102,522,083

Source: Fiscal year 2013 Comprehensive Annual Financial Reports (CAFRs) for the Employees' Retirement System, Uniformed Retirement System, and Police Officers Retirement System.

Each of the County's three retirement systems has a separate Board of Trustees composed of members appointed by the Fairfax County Board of Supervisors, ex officio members, and elected members. The Trustees are responsible for overseeing the investment programs, hiring investment managers, monitoring investment performance, and complying with all applicable laws, rules, regulations, and ethical standards. Virginia Code §51-803 requires the Trustees to invest Retirement System assets with the care, skill, and diligence that a prudent person acting in a like capacity would use. Virginia Code also requires the Trustees to diversify the investments to minimize the risk of large losses. Although the County's Retirement Systems are not subject to the requirements of the Employment Retirement Income Security Act (ERISA), the Trustees endeavor to comply with the spirit of ERISA to the extent that it does not conflict with Virginia Code.

Retirement Administration staff (which includes the Executive Director and Chief Investment Officer) are responsible for assisting the Trustees in fulfilling their fiduciary responsibilities, ensuring the timely delivery of services and benefits, preparing the annual financial reports, serving as the primary interface between the Trustees and the investment managers, and reporting the quarterly and longer term performance of each investment manager to the Trustees.

<sup>8</sup> All retirement benefits vest after five years of service. The Systems' benefits are established and may be amended by County ordinance.

### Scope and Methodology

The scope of our study included a review of information presented in the Comprehensive Annual Financial Reports (CAFRs) for the Employees' Retirement System, which is the largest of the County's three retirement systems. The purpose of this review was to provide information on funding levels, investment returns, and disclosures related to certain types of high-risk investment instruments, such as derivatives.<sup>9</sup>

The Retirement Administration contracts with an accounting firm (KPMG) to conduct an annual financial audit of the financial statements and related disclosures reported in the Employees' System CAFR. At the conclusion of the annual financial audit, KPMG determines whether the financial statements and related disclosures are in accordance with Generally Accepted Accounting Principles (GAAP), in all material respects. KPMG has consistently issued unqualified (clean) audit opinions on the financial statements and related disclosures reported in the Employees' System CAFRs. Therefore, we relied on the information reported in the Employees' Retirement System CAFRs for our study.

We also reviewed the financial disclosure requirements set forth in Government Accounting Standards Board (GASB) Statement No 53, *Accounting and Financial Reporting for Derivative Instruments* and the Employees' Retirement System Investment Policy Statement, dated January 18, 2012. In addition, we reviewed Virginia Code §51-803, which establishes the requirements and responsibilities related to retirement fund investments, and the January 2014 credit report on Fairfax County prepared by Moody's Investors Service. We obtained information related to national benchmarks for retirement system funding from reports and studies published by the Pew Center on the States and the Center for Retirement Research at Boston College. We also reviewed the Montgomery County Office of Legislative Oversight Follow-up Report on Questions related to the County Government's Retirement Plans, dated January 19, 2011.

### Funded Ratios

The funded ratio represents the amount of money that is available to pay for the long-term financial obligations of a retirement fund. Specifically, the funded ratio is the actuarial value of assets expressed as a percentage of actuarial liabilities. A funded ratio of less than 100% means that a retirement fund's long-term financial obligations (liabilities) exceed the amount of money it has to pay for those obligations (assets).<sup>10</sup> When a funded ratio is less than 100%, the difference between the actual funded ratio and 100% represents an "unfunded liability." The funded ratio for the Employees' System was 71.6% as of July 1, 2012.

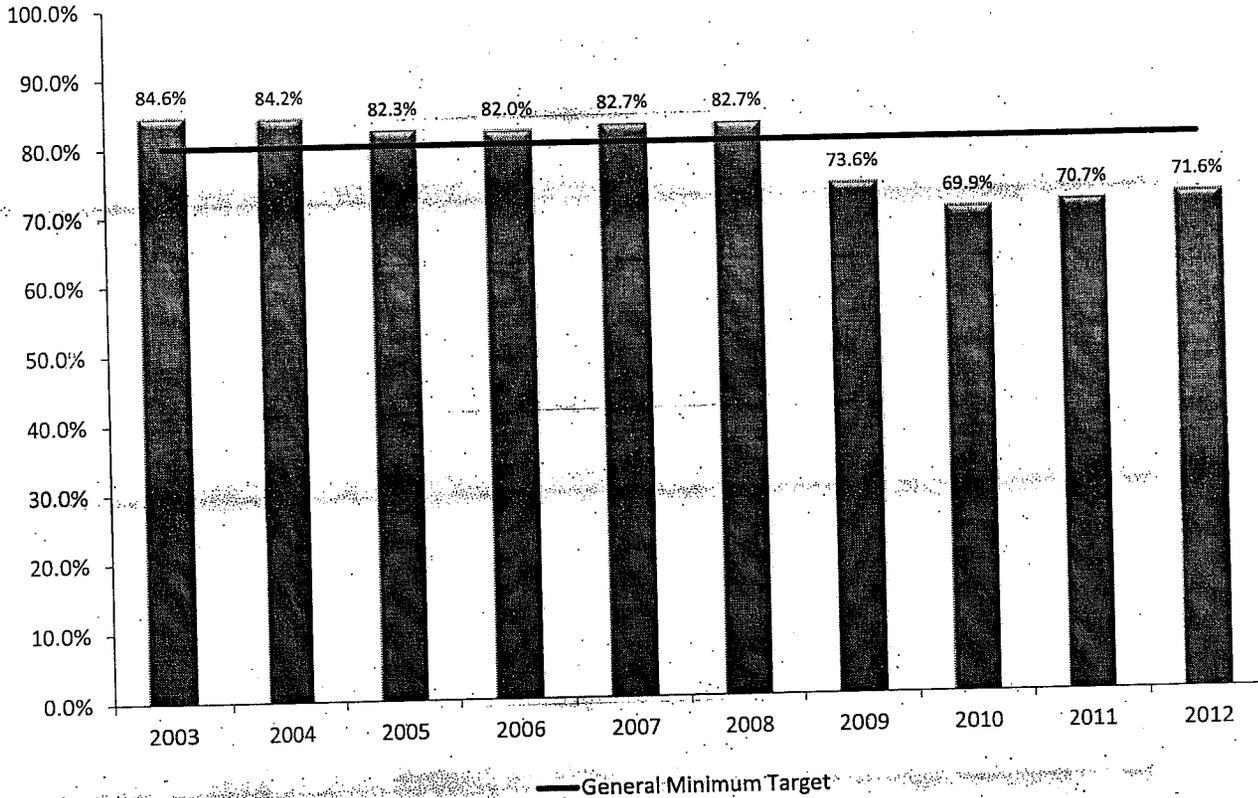
In January 2014, Moody's issued a "negative outlook" for Fairfax County. Moody's cited upcoming budget gaps and the additional costs associated with addressing the Retirement Systems' unfunded liabilities. During the recent presentation of the County's Fiscal Year 2015 Advertised Budget, the County Executive announced a plan to gradually increase the level of funding for the Retirement Systems to 100% by the end of the decade, starting in fiscal year 2015.

<sup>9</sup> GASB Statement No. 53 defines derivatives as financial arrangements with values or cash payments that are based on what happens in separate transactions, agreements, or rates. Derivatives must have two primary characteristics: (1) the financial arrangements are leveraged – they require minimal or initial investment on the part of a government but can achieve changes in value (gains or losses) that can far exceed the initial investment, and (2) the financial arrangements can be settled early with a cash payment or the transfer of an equivalent asset.

<sup>10</sup> Montgomery County Office of Legislative Oversight Follow-up Report on Questions related to the County Government's Retirement Plans, January 19, 2011.

The following chart presents the funded ratios for the Employees' System as of July 1, 2003 through July 1, 2012.

**Employees' Retirement System Funded Ratios**  
**July 1, 2003 through July 1, 2012**

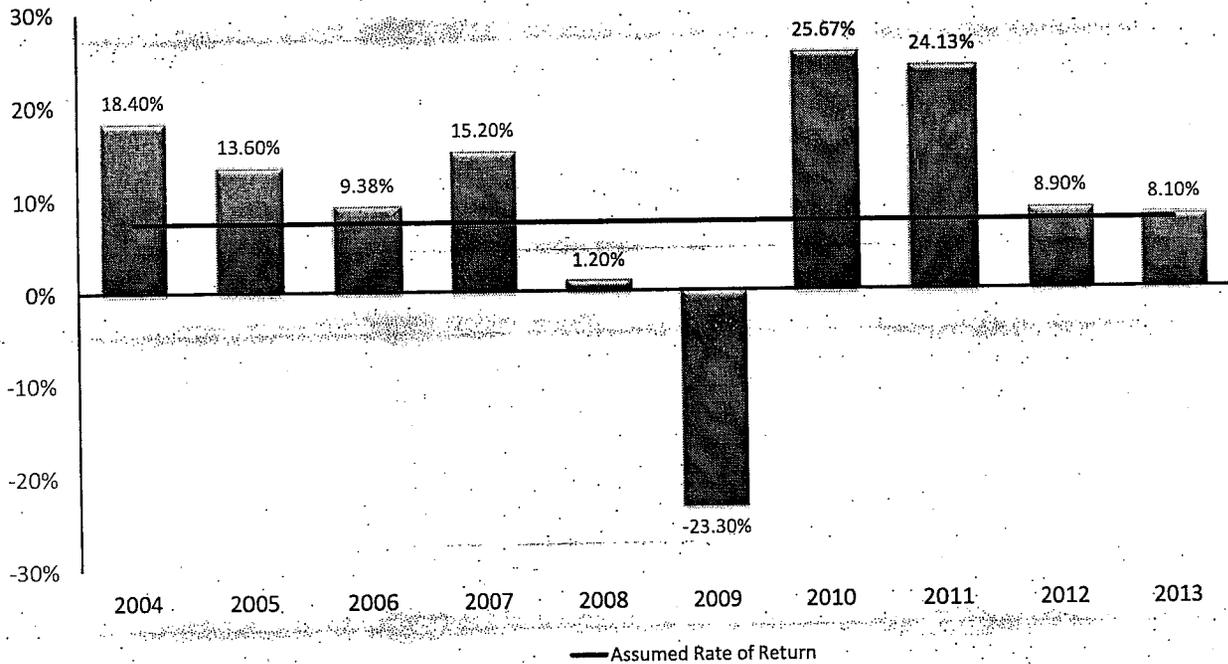


Source: "Schedule of Funding Progress" reported in the Employees' System Comprehensive Annual Financial Reports (CAFRs) for fiscal years 2004 through 2013. We obtained the 80% general minimum target ratio from the Center for Retirement Research at Boston College, *The Funding of State and Local Pensions: 2009-2013*. Specific minimum target ratios depend on the individual characteristics of a particular retirement plan.

**Investment Rates of Return**

The rates of return on investments are an important part of the overall funding picture for a retirement system. The assumed rate of return is one of several key assumptions that directly affect the actuaries' calculation of the recommended annual County contribution.<sup>11</sup> During fiscal years 2004 through 2013, the County's actuaries assumed that the Employees' System investments would earn 7.5% annually. As shown in the chart below, the Employees' System has met the assumed rate of return for eight of the past 10 years. In fiscal year 2009, Employees' System had a negative investment return of -23.30%, which means that the System had an overall loss in that year.

**Employees' Retirement System Investment Rates of Return  
June 30, 2004 through June 30, 2013**



**Source:** Actual investment rates of return reported in the Employees' System Comprehensive Annual Financial Reports (CAFRs). We obtained the assumed rate of return of 7.5% from the actuary reports included in the "Actuarial Section" of the CAFRs.

<sup>11</sup> Montgomery County Office of Legislative Oversight Follow-up Report on Questions related to the County Government's Retirement Plans dated January 19, 2011.

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**Retirement Administration Responses**

Based on our review of the Employees' System Comprehensive Annual Financial Report (CAFRs), we posed five questions to Retirement Administration staff regarding disclosures related to high risk investment instruments (derivatives and below-investment-grade fixed income holdings). The following tables represent our questions and the responses from Retirement Administration staff with our minor edits in brackets and the footnotes we added for clarification:

<p><b>Question 1:</b></p>	<p>Page 22 of the Employees' System Fiscal Year 2013 Comprehensive Annual Financial Report (CAFR) states, "In accordance with the Board's investment policies, the System regularly invests in derivative financial instruments with off-balance-sheet risk..."</p> <p>Please provide the page number and/or section of the Employees' System Investment Policy Statement that specifically covers investments in derivatives with off-balance-sheet risk.</p>
<p>RA Staff Response:</p>	<p>The following disclosure is on Page 3 of the ERS [Employees' Retirement System] Investment Policy Statement:</p> <p><i>"Risk parity. The System follows a risk parity approach to diversify Beta (asset class) risk and returns. Using futures, the System increases the allocation to low risk and return asset classes and reduces the relative allocation to high risk, higher return asset classes.</i></p> <p><i>In implementing a risk parity approach, the System must use leverage to increase the return potential from low risk asset classes. This is implemented using futures which increases the portfolio's risk adjusted return from all asset classes combined together. By using futures, the System's economic exposure or weighting to Beta commonly exceeds 100% of the value of the portfolio's assets."</i><sup>12</sup></p> <p>The policy language above does not specifically reference the term derivative financial instrument with off balance sheet risk but does reference the use of futures which is part of this category. Clifton [Investment Management Company] will buy and sell futures to gain exposure to markets for us at the portfolio level.<sup>13</sup> Individual Investment Manager contracts include specific guidelines and restrictions to the use of derivatives by that manager for the pool of assets under their control.</p>

<sup>12</sup> The term "Beta" refers to the measure of an investment instrument's price volatility in relation to the overall market. Investment instruments that have a beta greater than 1 (100%) have greater price volatility than the overall market and are more risky.

<sup>13</sup> The Retirement Administration contracts with the Clifton Group Investment Management Company (Clifton) to provide futures-and options-based investment management and risk management services.

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**Question 2:** What information does Retirement Administration staff provide to the Trustees regarding derivatives with off-balance-sheet risk? How often do you provide the information and in what form (e.g. reports, presentations)? Please provide examples.

RA Staff  
Response:

The Board [of Trustees] is provided with several primary sources of information regarding derivative use.

- The annual CAFR [Comprehensive Annual Financial Report].
- Monthly Market Value reports that provide detail on the Clifton [Investment Management Group] Futures Exposures.
- Quarterly Investment Manager Reports distributed to all Board [of Trustees] members.
- Presentations by Investment Managers to the Board [of Trustees].
- Staff Presentations on Asset Allocation.
- Due Diligence meetings at manager offices.

**Question 3:** Page 22 of the Employees' System Fiscal Year 2013 CAFR states, "Gains and losses on derivative securities are determined based on fair market values as determined by our custodian and recorded in the Statement of Changes in Plan Net Position."

Please provide the realized gains and losses on derivative securities for fiscal years 2010, 2011, 2012, and 2013 (preferably by category: futures, currency forwards, options, and swaps).<sup>14</sup>

RA Staff  
Response:

We have asked our custodian to provide this information. We do not commonly break this out separately.

Derivative Type	2013 Realized Gain/(Loss)	2012 Realized Gain/(Loss)	2011 Realized Gain/(Loss)	2010 Realized Gain/(Loss)
FOREIGN EXCHANGE Total	\$ (382,416)	\$(1,759,604)	\$5,044,709	\$ (181,360)
FUTURE Total	30,862,162	21,850,069	29,958,158	22,123,574
OPTIONS Total	117,980	91,086	(120,888)	1,744
SWAPS Total	17,735,875	(29,210,035)	34,960,466	(6,599,021)
<b>Grand Total</b>	<b>\$48,333,601</b>	<b>\$(9,028,485)</b>	<b>\$69,842,445</b>	<b>\$15,344,937</b>

<sup>14</sup> The Employees' Retirement System invests in four basic categories of derivatives: (1) Futures, (2) Currency Forwards, (3) Options, and (4) Swaps. Futures are contract agreements to buy or sell a product for a specific price on a specific future date. Currency Forwards are foreign exchange contracts that are commitments to purchase or sell a foreign currency at a future date and at a negotiated price. Options are contracts that provide the holder with the right, but not the obligation, to purchase (call) or sell (put) a financial instrument at a future price and time. Swaps are contracts in which two parties agree to exchange one stream of payments for another over an agreed upon period of time.

Question 4: Page 20 of the Fiscal Year 2012 Employees' System CAFR states, "As of June 30, 2012, the System held futures with net exposure of \$487.2 million."

What was the total net exposure (\$ amount) of derivative securities held as of June 30 2013, 2012, 2011, and 2010 for the Employees' System?

RA Staff  
Response:

The reference on page 20 is to the net exposure to futures at Clifton [Investment Management Company]. In 2013 we improved the level of disclosure to include the small amount of futures held in separate accounts.

**ERS FUTURES EXPOSURES**

2013 \$401.9 million

2012 \$487.2 million (Clifton only)

2011 \$540.3 million (Clifton only)

2010 \$376.3 million (Clifton only)

We are not sure what to provide you as to "net exposure" for Swaps, foreign Currency forwards, and Options. Our 2013 CAFR includes detailed tables for these. Only the Swaps table includes a total for "Base Exposures" of a negative \$6.6 million.

Historically the futures exposures we maintain with Clifton are the focus of the derivative disclosure staff makes to the Board [of Trustees] on a monthly basis since these are the largest most volatile positions.

Question 5:

Page 19 of the Employees' System Fiscal Year 2013 CAFR states, "The System's fixed income portfolio shall be, on average, comprised of high-quality issues and limits are imposed on investment managers' below-investment-grade holdings." As reported in the 2013 CAFR, approximately 41% of the total fixed income portfolio for the Employees' System was invested in below-investment-grade securities and 25.2% was invested in unrated securities.

Is there a specific percentage limit set in policy for below-investment-grade securities in the fixed income portfolio? Do the limits address unrated securities?

RA Staff  
Response:

There is not a specific credit quality limit for fixed income in the ERS [Employees' Retirement System] Investment Policy nor do we address unrated securities.

However, the investment guidelines do call for a target portfolio allocation to high yield exposures of 7.5% (see page 32 of 2013 CAFR). This is the main limit, so to speak, on investment quality in the investment Policy. These high yield managers tend to hold only below investment grade securities and some portion in cash. These high yield managers have \$263.4 of asset under management at YE [year end] 2013 and represent the majority of non-investment grade exposure. Very roughly the \$263.4 million of AUM [Assets Under Management] represents 33% (versus 41% referenced above) of the below investment-grade securities of the total fixed income of \$797.0 million we report on page 20 of the CAFR for 2013. Please note not all of the \$263.4 million is reported in the \$797.0 million fixed income (some is cash).

RA Staff Response (cont.)	We do have a couple of "non-high yield" fixed income managers that the Board [of Trustees] has authorized to hold non-investment grade fixed income securities based on specific investment guideline in each manager's Investment Management Contract. There are limits, targets and minimums as to what securities the manager may hold in those accounts. Note only 6 of 14 fixed income managers in [the] Employees' [System] have separately managed accounts.
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Retirement Administration staff also provided the following general comments:

*"Our CAFR's [Comprehensive Annual Financial Report] derivative and fixed income disclosures are consistent with GAAP [Generally Accepted Accounting Principles] and provide detail mainly on the 60% of the Employees' [Retirement System] portfolio assets that are managed in separate accounts. The CAFR has the added benefit of being audited but is issued only once a year. On a monthly basis, the Board [of Trustees] and staff monitor the exposures to risk and quality concentration in the portfolio across 100% of the portfolio. The portfolio's asset allocation to broad asset categories is the primary tool we use and the ERS [Employees' Retirement System] Investment Policy identifies the asset class targets and ranges. Our goal is to create a well diversified portfolio that has many sources of uncorrelated risk and returns. Historically the futures exposures we maintain with Clifton [Investment Management Group] are the focus of the derivative disclosure staff makes to the Board [of Trustees] on a monthly basis since these are the largest most volatile positions."*

**DULLES METRORAIL PROJECT STATUS****Overview**

The Dulles Metrorail Project is a 23-mile extension of the Metrorail system through the Dulles Corridor. The project is divided into two phases. Phase 1 of the project includes five new stations as well as improvements to the West Falls Church rail yard. Phase 2 of the project will include six new stations as well as a maintenance and storage facility at Dulles International Airport. The Metropolitan Washington Airports Authority (MWAA) is responsible for managing the Dulles Metrorail Project through the substantial completion of each phase, at which point the project will be turned over to the Washington Metropolitan Area Transit Authority (WMATA).

As shown in the table below, the total combined budget for Phase 1 and Phase 2 is currently \$6.5 billion. Funding for the project is provided through a combination of federal, state, and local sources. Fairfax County's baseline funding obligation for the project is 16.1% of total actual capital costs, notwithstanding construction costs related to parking garages.

**Dulles Metrorail Project Budget\***  
**As of January 2014**

	<b>PHASE 1</b>	<b>PHASE 2</b>	<b>TOTAL</b>
Baseline Construction	2,443,450,279	2,226,784,385	4,670,234,664
Contingency	462,245,014	551,451,179	1,013,696,193
<b>Total Capital Budget</b>	<b>2,905,695,293</b>	<b>2,778,235,564</b>	<b>5,683,930,857</b>
Parking Garages (Fairfax and Loudoun)	N/A	348,215,194	348,215,194
<b>Total Construction Budget</b>	<b>2,905,695,293</b>	<b>3,126,450,758</b>	<b>6,032,146,051</b>
Project Finance Costs (MWAA)	438,184,571	N/A	438,184,571
<b>Total Project Budget</b>	<b>\$ 3,343,879,864</b>	<b>\$ 3,126,450,758</b>	<b>\$ 6,470,330,622</b>

\*Project budget amounts reported in MWAA's Phase 1 and Phase 2 January 2014 Monthly Progress Reports and Quarterly Updates.

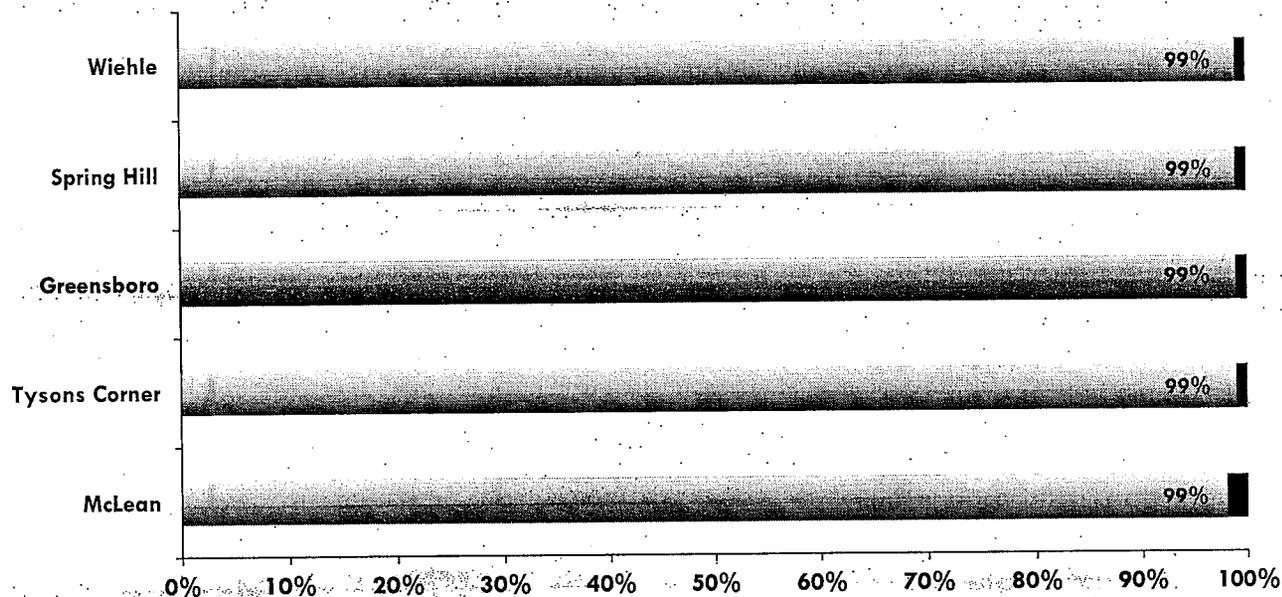
**Project Progress**

As of January 2014, construction for Phase 1 was 99% complete. Actual Phase 1 costs were \$2.759 billion as of January 2014, which represents 83% of the total \$3.343 billion budget for Phase 1.<sup>15</sup> As of January 2014, the West Falls Church rail yard had an estimated completion date of March 2014. Site work and track work were 99% complete. The Service and Inspection Building for the West Falls Church rail yard was 99% complete and system testing was 60% complete. The initial delivery of the new 7000-series rail cars is scheduled for February 2014 with additional deliveries running through 2014 and 2015.

<sup>15</sup> The total \$3.343 billion budget for Phase 1 includes \$438 million for budgeted project finance costs. The total \$2.759 billion in actual costs as of January 2014 includes \$150 million in actual project finance costs incurred by MWAA. We obtained project budget and cost information from MWAA's January 2014 Monthly Progress Report for Phase 1, which was issued in March 2014.

The following chart shows the percentage of completion for the five new Phase 1 stations as of January 2014.

**Dulles Metrorail Project  
Phase 1 Station Construction Progress as of January 2014**



#### Project Schedule

Two critical dates for Phase I are the Scheduled Substantial Completion Date (SSCD) and Revenue Operations Date (ROD). The substantial completion date represents the point at which MWAA is ready to turn over the project to WMATA. The Revenue Operations Date is the point at which the Dulles Metrorail is ready for passenger service. The revenue operations date is projected to occur 90 calendar days after the scheduled substantial completion date.

The scheduled substantial completion date has been pushed back at least eight months from the original baseline date of July 31, 2013. The Project's prime contractor for Phase 1 (Dulles Transit Partners) has previously attributed the delays to holdups in subcontracting, a lack of access to construction sites, prolonged design, design revisions, permit approvals, adverse weather conditions, and coordination issues. However, MWAA's Project Team has attributed the delays to Dulles Transit Partners' inadequate planning and resources, as well as other performance issues.

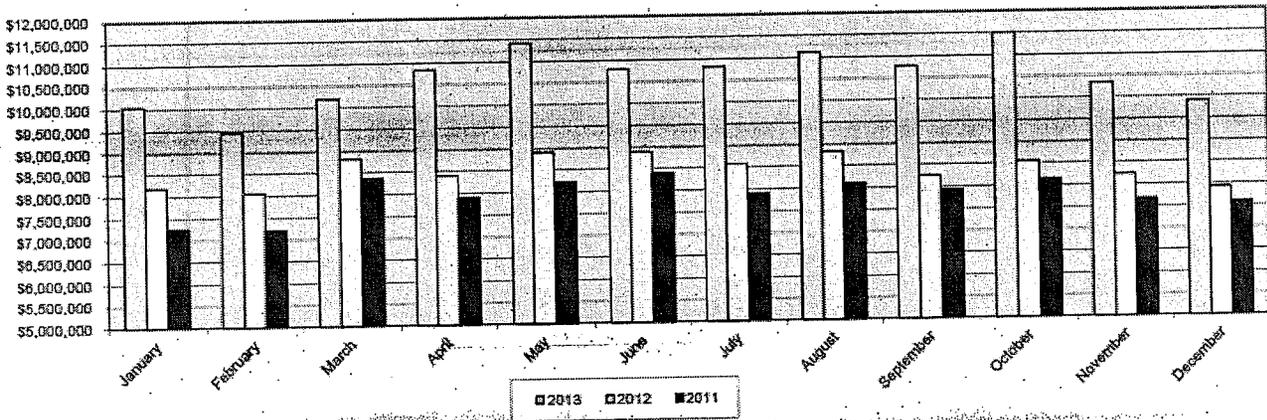
In its January 2014 Monthly Progress Report, MWAA reported a revised substantial completion date of January 31, 2014, which would result in projected revenue operations by May 2014. In early February 2014, Dulles Transit Partners reported that Phase 1 was substantially complete. However, after a 15-day review period, MWAA announced that Dulles Transit Partners had not met the contract requirements for substantial completion. Specifically, MWAA determined that 7 of the 12 contract criteria for substantial completion were deficient. MWAA instructed Dulles Transit Partners to provide a plan for addressing the deficiencies "as quickly as possible." As of the date of our report, Phase 1 of the project had not yet achieved the substantial completion milestone and MWAA project officials would not provide an estimated date for substantial completion.

**Dulles Toll Road Revenue and Transaction Trends**

Revenues generated from the Dulles Toll Road are the single most significant funding source for the Dulles Metrorail Project. More than half of the project's estimated \$6.5 billion in total costs will be supported through long-term debt obligations backed by toll road revenues. Dulles Toll Road revenues will be used to sustain debt service payments until the debt is retired in 2047. As of December 2013, MWAA reported that actual toll road revenues and transactions were consistent with budget estimates and toll road study projections.

MWAA's reported toll road revenues for calendar years 2011 through 2013 are presented in the chart below:

**Dulles Toll Road Revenues  
Calendar Years 2011 - 2013**



Source: MWAA Dulles Corridor Enterprise December 2013 Financial Report, presented to the MWAA Board on February 19, 2014.

**Audit and Oversight Activities**

The Federal Transit Administration (FTA) has contracted with a private company (known as the Project Management Oversight Contractor) to provide ongoing monitoring and oversight of Phase 1. In addition, the FTA Office of the Inspector General (FTA OIG) has conducted audits of FTA's oversight of Phase 1 and the underlying assumptions used to develop MWAA's estimates of toll road revenues. The FTA Inspector General made recommendations to improve project oversight of Phase 1 and concluded that the toll road revenue estimates were generally reasonable. In January 2014, the FTA Inspector General issued an audit report on the financial management of Phase 1 and made recommendations to improve the oversight and management of Project grant expenditures. FTA and MWAA are in the process of developing a corrective action plan to address the findings noted in the Inspector General's report.

## FOLLOW-UP AND OTHER ONGOING ACTIVITIES

### EMPLOYEE RECRUITMENT STATISTICS

In March 2014, the Department of Human Resources implemented a new employee recruitment and applicant management system known as NEOGOV. Over 1,200 public sector organizations use NEOGOV including the City of Alexandria, Arlington County, Prince William County, and the Town of Vienna. NEOGOV replaced the County's old recruitment and applicant management system (AIMS Resume Builder), which had limited reporting capabilities. NEOGOV has expanded reporting capabilities and will allow for a more in-depth analysis of recruitment statistics. The Department of Human Resources is working with the FOCUS Business Support Group, the Department of Information Technology, and the system vendor to configure the new system. We will commence a review of employee recruitment statistics once the Department of Human Resources gains more experience with the new system and has collected a sufficient amount of new recruitment data to analyze.

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## APPENDIX

Fairfax County  
Infoweb

### FOCUS Reports Survey

1. In which department/agency do you work?

2. Do the standard reports in FOCUS effectively provide the information you need to support your department/agency's business needs?

- Strongly Agree  
 Agree  
 Neither Agree nor Disagree  
 Disagree  
 Strongly Disagree

3. Which category of FOCUS reports do you use the most?

- Procurement (Contract/Vendor/Purchase Order)  
 Funds Management  
 Accounts Payable  
 Accounts Receivable  
 Asset Accounting  
 Grants Management  
 Projects Management  
 General Ledger  
 Human Resources  
 Other

Please specify "Other":

4. Do you use other systems or applications to supplement the standard reports in FOCUS?

- Yes  
 No

5. If you answered "Yes" to the previous question, for what purpose do you use other systems or applications to supplement the standard reports in FOCUS?

- Audit and Review Functions  
 Cash Proffers Management  
 Contract Management  
 Funds Management  
 Grants Management  
 Human Resources Management  
 Project Management  
 Asset Management  
 Purchasing Management  
 User Account Management  
 Other

Please specify "Other":

**6. What systems or applications do you use to supplement the standard reports in FOCUS?**

- Excel (spreadsheet)
- Access
- Not Applicable
- Other

**Please specify "Other":**

**7. Do you currently maintain and manage data outside of the FOCUS system?**

- Yes
- No

**8. If you answered "Yes" to the previous question, what type of data do you manage outside of FOCUS?**

- Revenue Data
- Expenditure Data
- Budget Data
- Cash Proffers Data
- Contract Data
- Assets Data
- Grants Data
- Project Management Data
- Personnel (Human Resources) Data
- Other

**Please specify "Other":**

**9. What systems or applications do you use to manage data outside of FOCUS?**

- Excel (spreadsheet)
- Access
- Not Applicable
- Other

**Please specify "Other":**

**10. Overall, how satisfied are you with the standard reports in FOCUS?**

- Very Satisfied
- Satisfied
- Neither Satisfied nor Dissatisfied
- Dissatisfied
- Very Dissatisfied

**11. Please provide any comments, suggestions, or recommendations for improving the usefulness of FOCUS reports.**

**12. Please provide any general comments or suggestions you have regarding FOCUS.**

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## LIST OF ACRONYMS

AUM	Assets Under Management
CAFR	Comprehensive Annual Financial Report
DIT	Department of Information Technology
DPSM	Department of Purchasing and Supply Management
ERISA	Employment Retirement Income Security Act
ERS	Employees' Retirement System
FCPS	Fairfax County Public Schools
FMD	Facilities Management Department
FOCUS	Fairfax County Unified System
FTA	Federal Transit Administration
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
MWAA	Metropolitan Washington Airports Authority
OFPA	Office of Financial and Program Audit (Auditor of the Board)
PMOC	Project Management Oversight Contractor
RA	Retirement Administration
ROD	Revenue Operations Date
SSCD	Scheduled Substantial Completion Date
WMATA	Washington Metropolitan Area Transit Authority

### Logic for the Prioritization

1. Secure the perimeter of the building from intrusions
  - Purchase and install a new intrusion device system that will alarm the Government Center Security staff of a break-in at the warehouse.
2. Control access within the building during normal business hours
  - Purchase and install an access control system that includes card readers to all entrance doors.
  - Purchase and install controls on all emergency and outside doors to ensure they are for exit only
3. Monitor activities around the building and at key entry points with cameras
  - Purchase and install cameras to cover all four sides and entrances to the warehouse
4. Secure Equipment
  - Raise the interior cage for voting equipment

## Central Warehouse

	Selected Security Assessment Recommendations	FMD Cost Estimate	Priorization
1	All doors leading into restricted areas within the Central Warehouse should be converted to Proximity Card readers that are tied into the County's existing system, with the capability of producing an audit trail.	\$ 24,991	2
2	Digital cameras should be placed to cover all four sides and entrances into the Central Warehouse. The cameras should have the capability of being monitored and recoded at the County's central security station.	\$ 30,125	4
3	All emergency and outside doors should be for exit only and should remain alarmed at all times.	\$ 9,874	3
4	Install a doorbell at the front entrance of the DPSM section of the Central Warehouse to alert staff if someone enters.	\$ 1,356	
5	Install door alarm at the front entrance of the Fire & Rescue/County Archives section of the Central Warehouse to alert staff if someone enters.	\$ 1,356	
6	Secure both the Archives and Fire & Rescue entrances to the Central Warehouse with card reader access. Persons without authorized access should remain in the entry foyer until an authorized employee allows entry.	\$ 3,866	2 (not included in item 1)
7	Repair all broken intrusion devices.	\$ 39,475	1
8	Perform complete audit of the Central Warehouse intrusion system. The audit should test the functionality of the devices, current mapping/naming of devices and the current partitioning of alarms.	\$ 11,688	(not required with a new system)
9	All interior cages should be raised to the ceiling or have a barrier placed at the top of the fence to prevent unauthorized entrance by climbing.	\$ 19,100	5 (Elections only is \$6,970)
10	All high value and high theft risk items should be stored in a secure area.	\$ 7,725	
11	Install cage to house pallets containing IT equipment and other electronic devices and peripherals that are staged to be picked up by the recycling vendor.	\$ 6,970	
12	Identify and utilize an inventory management system to replace current manual tracking on Excel spreadsheets.	\$ -	
13	Routine maintenance of lighting fixtures should be scheduled and repairs made as required.	\$ -	

**TOTAL \$ 156,528 \$ 115,302**



## Attachment 2

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**From:** Clay III, Edwin S.  
**Sent:** Tuesday, August 05, 2014 9:26 AM  
**To:** Gross, Penny; 'Liz Clements (clements\_jl@verizon.net)'  
**Cc:** Gates, Karen  
**Subject:** WW draft timeline  
**Attachments:** WWL 7.31.14.docx

Sup. Gross and Liz-

Attached please find a draft timeline for WW's renovation. Please note that it is a draft and subject to modification.

Call if you have questions.

I hope you are having a great summer.

Sam

Edwin S. Clay III  
Director, Fairfax County Public Library  
[Edwin.clay@fairfaxcounty.gov](mailto:Edwin.clay@fairfaxcounty.gov)  
703-324-8308-phone  
703-963-6310-cell  
703-222-3193-fax

## Woodrow Wilson Library Schedule-Draft

July 31, 2014

Owner Installation of Telecom Cabling	September,15, 2014
Building Enclosure Complete (Rand Schedule)	August 8, 2014
Building Substantial Completion (Rand Schedule)	Nov 14, 2014
45 Day Punch List Completion (per Contract)	Dec 29, 2014
Systems Furniture/DIT Cable and Phone Install	Dec 15, 2014
DIT Install Staff and public PCs	Dec 17, 2014
Shelving Install	Jan 5, 2015
Loose Furniture	Jan 12, 2015
Start Library Move	Jan 26, 2015
Library Move Complete	February 2015
FMD work at Temporary Space	Feb-May 2015
Temporary Lease expires	July 1, 2015

J:\CAP\Projects\Building Design\Woodrow Wilson Library\Schedule\WWL 7.31.14.docx

Hunter Mill District

**MONTHLY STATUS REPORT**  
**Pre-Design Phase**

**PROJECT:** North County Study  
Project Number 2G25-079-000 / 300-C30070  
**PROJECT MANAGER:** Pitarque, Luis  
**PROJECT ENGINEER:**  
**LAND ACQ. AGENT:** Cate, Dennis  
**USER AGENCY:** Capital Facilities  
Board of Supervisors

**APPROVED TOTAL PROJECT ESTIMATE:** \$700,000  
**CURRENT TOTAL PROJECT ESTIMATE:** \$700,000  
**CURRENT FISCAL YEAR APPROPRIATION** \$700,000

**FUNDING INFORMATION:** The master planning study was funded in the FY 2012 Third Quarter Carryover. Additional funding was approved in the FY 2013 Third Quarter Carryover for the anticipated rezoning effort.

**PROJECT DESCRIPTION**

Master Planning Study for the Reston Town Center North block.

**PROJECT STATUS**

A draft agreement was submitted to the Fairfax County Park Authority on May 20, 2014, for the Board of Supervisors (Board) to act as agent for the FCPA parcel on future zoning actions and is being reviewed. A meeting was held with Inova on July 8, 2014, to review the draft Interim Agreement and discuss road network analyses, prior to reviewing with FCDOT in early August 2014. A draft Memorandum of Understanding for joint redevelopment of the Housing and Community Development (HCD) parcel was submitted for review and comment on July 21, 2014, to confirm HCD's participation in the overall project. The Office of the County Attorney remains involved in the review process and is working with the Department of Planning and Zoning (DPZ) for resolution of any title/deed issues.

The Public Private Partnerships Branch (P3B) will lead the drafting of an RFP for the library parcels to be issued for review in late August 2014. Working groups have been formed within the County to work on the RFP and the Inova agreement. Coordination with Deputy County Executive and Supervisor Hudgins is continuing.

County and Inova design teams initiated development of urban design guidelines for the project and will work with the Office of Commercial Revitalization for urban street standards. P3B coordinated with DPZ on the Comprehensive Plan Amendment adopted by the Board on February 11, 2014, to ensure the Reston Town Center North development plan is consistent with the approved changes to the comprehensive plan.

**Architect:** Noritake Associates  
**Engineer:** Civil - Vika





## County of Fairfax, Virginia

## MEMORANDUM

DATE: July 24, 2014

**TO:** Distribution

**FROM:** Lilian Cerdeira, Planner II   
Department of Planning and Zoning

**SUBJECT:** Plan Amendment #2014-III-FC2

The purpose of this memo is to notify you that on June 17, 2014 the Board of Supervisors (Board) authorized the consideration of a Comprehensive Plan amendment for Fairfax Towne Center (Tax Map Parcel 46-3((1))24A), in Sub-unit J1 of the Fairfax Center Area, Bull Run Planning District, Springfield Supervisor District.

The adopted Plan recommends office/mix use up to an intensity of 0.45 floor area ratio (FAR) at the overlay level for Sub-unit J1 with an option for residential and retail mixed-use on a portion of the subject property. The Board requested that staff consider mixed-use redevelopment of the shopping center that may include multifamily, retail/commercial, hotel, and office uses up to a maximum intensity of 1.2 FAR, concurrent with any rezonings, development plans, or site plans.

Public hearings for this Plan amendment have not been scheduled. An announcement concerning interagency coordination for this Plan amendment will be forthcoming. If you have any questions or if other staff in your agency should be notified of this Plan amendment, please contact Tom Merce at (703) 324-1382 or [tmerce@fairfaxcounty.gov](mailto:tmerce@fairfaxcounty.gov).

Distribution -DPZ:

Fred Selden  
Marianne Gardner  
Chris Caperton  
Pam Nee  
Meghan Van Dam  
Linda Blank  
Greg Chase  
Kristen Hushhour  
Harry Rado  
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Laurie Turkawski  
Daniel White  
Barbara Berlin  
Leslie Johnson  
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Distribution - Other Agencies:

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Charlene Fuhrman-Schulz, Dept. of Housing and Community Development  
David Bowden, Park Authority  
Sandy Stallman, Park Authority  
Keith Cline, DPW&ES, Urban Forestry Management  
Tom Biesiadny Dept. of Transportation  
Dan Rathbone, Dept. of Transportation  
Angela Rodeheaver, Dept. of Transportation  
Leonard Wolfenstein, Dept. of Transportation  
Shahram Mohsenin, DPW&ES, Wastewater Management  
Danielle Wynne, DPW&ES, Stormwater Management  
Gordon Daisley, Fairfax Water  
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Department of Planning and Zoning

Planning Division

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### Facilities Update: PP14, June 28 – July 11, 2014

#### BC

- Telecom was not able to program the telephones as needed for the conversion to two service desks by Friday, June 27. The conversion has been rescheduled for Thursday, July 24.

#### CH

- An extensive ceiling leak over the Children's area occurred in the evening on Thursday, 7/10. The roofing company working on the roof accepts responsibility for the leak. FMD is aware of the extent of the leak and is working on repairs. A water restoration company was called to assist with drying out books and items that got wet and damaged. Risk Management, Claims has been notified. A claim will be filed.

#### HE

- Installation of the delivery entrance proxcard reader has been put on hold until a needed part that was ordered arrives.

#### KP

- Repairs to the exterior of the building that were noted during a site survey conducted by a vendor for FMD are scheduled to begin the week of July 14. In addition, most of the ceiling tiles will be replaced in the public area of the branch. Informational flyers have been made and a message has been posted on the branch webpage. The work is scheduled to take 3 weeks.

#### LO

- Repairs to the exterior of the building that were noted during a site survey conducted by a vendor for FMD are scheduled to begin the week of July 14. In addition, cracks noted in some interior walls will be sealed and painted. Informational flyers have been made and a message has been posted on the branch webpage. The work is scheduled to take 3 weeks.

#### MW

- Significant water leaking coming from under the emergency exit by the Circulation desk with each rainstorm stopped when a bird's nest was removed from the gutter.

#### OK

- Phase I of the parking lot stormwater maintenance project was completed June 20. Phase II of the project started the week of June 23.

PH

- The city of Vienna is replacing curbs and resurfacing part of Center Street. As a result the Center Street entrance into the branch parking lot is closed until the beginning of September. An informational message has been added to the branch webpage.

SH

- The branch experienced several episodes where the public elevator malfunctioned and stopped running sometimes with customers inside. FMD and the elevator contractor responded to each report of malfunction. They are working on determining the cause of the malfunctions.
- Several parking lot potholes were repaired on Thursday, 7/10.

TJ

- Staff reported a worsening "fish market" odor in some work stations that share a wall with the public restrooms. Upon investigation by FMD the odor was determined to be perhaps a result of beetle "mating season" and/or a dead mouse. Pest control has been called to treat. Custodial services have been called for additional cleaning.

## Attachment 6

Facilities Update: August 16 – 22, 2014

AD

- Reconfiguration of Melanie's office was completed.
- A safe in the suite 324 secure room was mounted on the floor.

CE

- The Paint Shop is in the process of painting the ceiling beams the color of the walls thus removing the teal color (see picture below).

CH

- Occasional ceiling leaks continue. FMD and the roofing contractor are working to remedy the situation.

KP

- The majority of the work scheduled to be completed as a result of an FMD site survey conducted in April, 2014 has been finished.

LO

- The majority of the work scheduled to be completed as a result of an FMD site survey conducted in April, 2014 has been finished. A third party engineering company has been retained to inspect the beam above the main entrance and recommend a repair.

OK

- The parking lot stormwater management project is scheduled to be completed by the end of August.

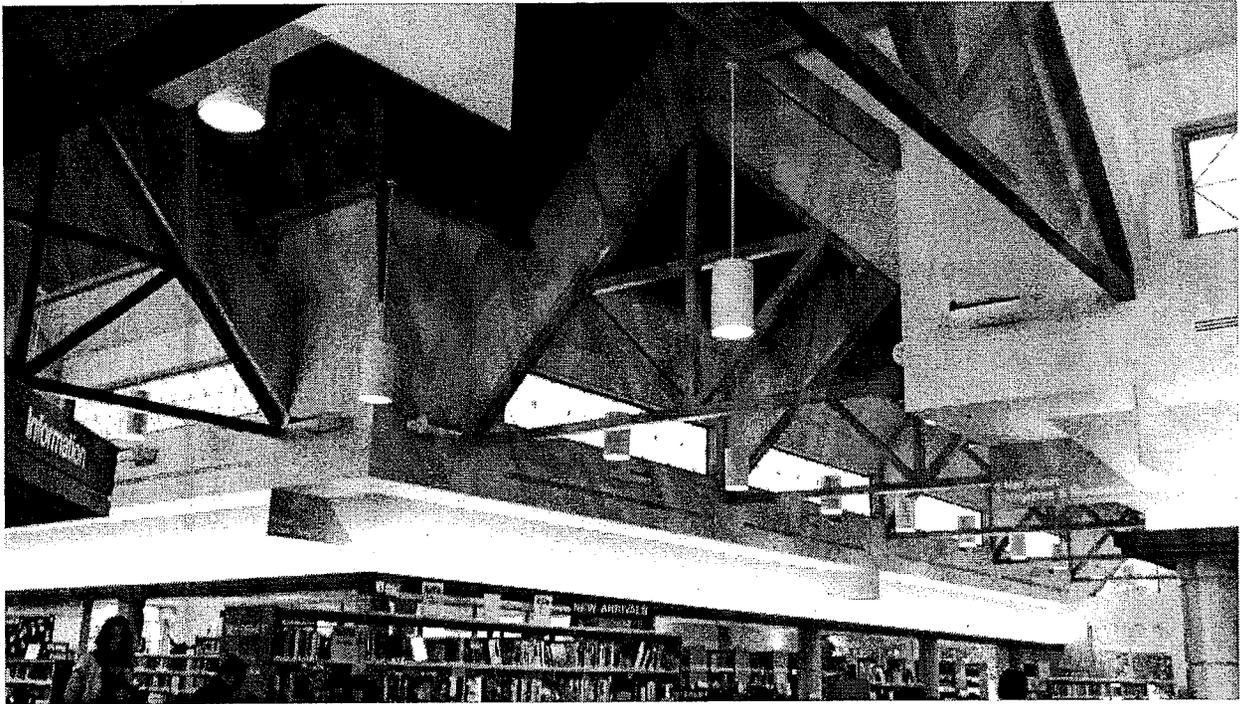
TJ

- A new flushable urinal was installed in the Men's public restroom the week of August 11 completing the repairs required as a result of the leak that occurred from the waterless urinal.

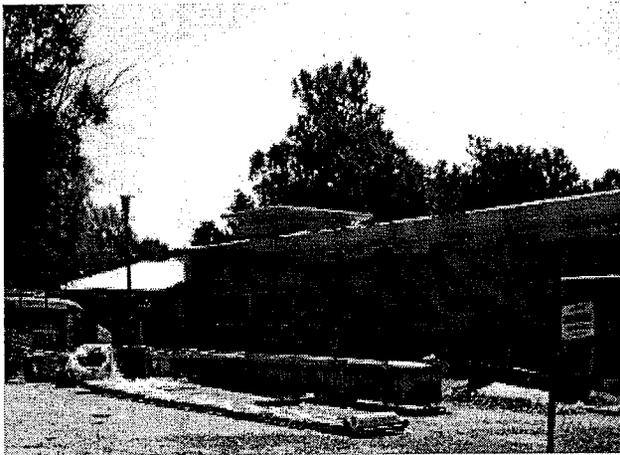
WW

- The exterior walls have been installed (no windows or doors yet).
- The roof installation should be completed within a week to 10 days.
- Interior drywall installation is scheduled to begin the week of August 25.

**CE: Ceiling Beams Painting**



**WW: Renovation**



**Subject:** FW: Get ready for Comprise at your branch

**From:** Kositch, Margaret R  
**Sent:** Wednesday, August 20, 2014 4:59 PM  
**To:** LIB-BRANCH MANAGERS  
**Cc:** LIB-Comprise  
**Subject:** Get ready for Comprise at your branch

Hello Branch Managers,

We'd like to take this opportunity to thank the staff at Herndon and Reston who have participated in a test implementation of the Comprise software. As a result, we've learned a great deal about our assumptions and would like to acknowledge all the feedback and effort from these valiant staffers who have played a pivotal and critical role in ensuring the success of the project. Some issues have arisen, but the challenges have been addressed through a collaborative effort between branch and Admin staff. As a result, the Comprise team is preparing to proceed with implementations of SAM, Smart Money Manager and Smart Payment Center Kiosks system-wide.

The critical measure at this point is to complete the financial integration for the point-of sale transaction with the FOCUS system. This has required significant business process redesign but is well underway and must be completed before moving forward beyond the limits of Herndon and Reston.

Please be aware that our anticipated implementation will begin in the first week of September. The dates are still a moving target at present, but will be finalized once the testing of the referenced financial integration has been completed. The order of implementation, as of today, is as follows:

<i>Week</i>	<i>Branches</i>
1	FX, VR*, TY, PH
2	SH, MW, JM
3	GM, PO, KP
4	CE, CH, OK
5	GF, DM, TJ, WW
6	LO, KN, BC, RB
7	Archives and VR book sale

\*VR is kiosk only and does not include book sale at this time

It's time for branches to get ready for the parts of Comprise that face the customers and staff, and we'll need the following to be completed:

1. Talk to your branch Comprise volunteer(s) about attending hands-on Comprise training at Herndon or Reston. We will soon email you a schedule for this 1-hour train-the-trainer program, with instructions on how to register. The first round of training sessions will begin the week of August 25 and run through the week of September 15. Once your Comprise volunteer has attended a hands-on training session, we will ask him or her to share what they know with your staff, and with other branches that follow you in the deployment schedule. With your approval, if your Comprise volunteer is available to join the deployment effort, the Comprise Team would appreciate their assistance. This would involve joining the Comprise Team as they install the system at library branches.

2. Identify which catalog PCs, if any, you want to convert to internet PCs. Please note that we cannot install any new network drops, new electrical outlets, or provide furniture at this point, so if you are converting catalog PCs to internet PCs now, plan to leave the PCs close to their current location. No additional internet PCs (that were not previously catalog PCs) may be added to any location at this time, but we can take them away, if you choose.
3. Think about whether you are willing to give up your Queue Station PC. You may recall from the lab tours that with Comprise, everything that displays on the Queue Station is also visible on the Sign-up Station, so giving up your Queue Station is an option for you to consider.
4. Review the document called **Branch PCs Identified to Receive SMM** on the Comprise site on FairfaxNet, to confirm which PC at your Circ Desk will receive Smart Money Manager (SMM). Please note Velocity will be removed from that PC prior to SMM installation, if it has not been removed already. If you have questions about this document, please contact Robert Harvey.

We will shortly send out details about the hands-on training and deployment schedules.

If you have any additional questions, please let us know.

Thank you,

Melanie & Margaret

Melanie: 703-324-8328

Margaret: 703-324-8314

**Subject:** FW: How can state aid money be spent?

**From:** Virginia Public Library Directors Association [<mailto:VPLDA@LISTVPL.LIB.VA.US>] **On Behalf Of** Adams, Carol (LVA)

**Sent:** Wednesday, July 23, 2014 9:48 AM

**To:** [VPLDA@LISTVPL.LIB.VA.US](mailto:VPLDA@LISTVPL.LIB.VA.US)

**Subject:** How can state aid money be spent?

As everyone is completing the state aid budget for next year, I just wanted to clarify that state aid funds can be spent on library programs. These expenditures would typically be included in supplies or contractual services categories. If you have a good idea and wonder if you can use state aid or if you just have a question about something, please let me know.

Carol

Carol Adams  
Assistant Director  
Library Development and Networking  
Library of Virginia  
800 East Broad St.  
Richmond, VA 23219  
804-692-3774  
[carol.adams@lva.virginia.gov](mailto:carol.adams@lva.virginia.gov)

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**Subject:** FW: BC has an Information Desk

**From:** Schlekau, Linda  
**Sent:** Thursday, July 24, 2014 2:26 PM  
**To:** Strotman, Katie; Quinn, Melanie E.; White-Williams, Patricia; Schrantz, Barbara  
**Cc:** Harvey, Robert; LIB-BC-MGMT  
**Subject:** BC has an Information Desk

Hi All,  
The transfer back is nearly complete.  
Most computers are computing.  
Phones are phoning.  
Customers are quizzical.

Still to be done:  
Pharos Nerve Center and an Express Checkout still need to be swapped. Robert has put in a work order to change the cabling from Staff to Public and visa versa in our wire closet for them to work properly.  
Need a work order to move the hanging signage.  
Daoud says we can send a work order to have the USB ports at the front of the machines activated functioning, since we can no longer reach the back of one of the Express Machines.

Thanks  
Linda  
Linda Schlekau  
Branch Manager  
Burke Centre Library  
5935 Fred's Oak RD  
Burke VA 22015  
703-249-1521



**Subject:** FW: Early Literacy Outreach Visits – July 2014

**From:** Edwards, Renee  
**Sent:** Tuesday, July 15, 2014 8:36 AM  
**To:** LIB-Youth Services Managers  
**Cc:** Edwards, Trinity; Miller, Susan; Girondo, Jane; Kavich, Ted; Conners, Roberta  
**Subject:** Early Literacy Outreach Visits – July 2014

Good Morning Youth Services Managers,

Below are the outreach visits the early literacy assistants and I have in July.

Please let me know if you have any questions.

Thank you.

*Renee*  
 Early Literacy Outreach Manager  
**Early Literacy Services**  
 Fairfax County Public Library  
 703-324-8413

**July 2014  
 Early Literacy Outreach Storytimes**

| Renee                                                                                                                                                                                                                     | Susie                                                                                                                                                                                                                                                                                                                                       | Trinity                                                                                                                                                                                                                                                                                                                                  | Jane                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>LO</b><br>7/14 – Halley ES Preschool Summer School<br><br><b>Other Early Literacy Activities</b><br>7/23 – assisting at “Lights, Camera, Action: Stories Children Can Act Out” training for child care providers at MW | <b>FX</b><br>7/16 – Ms. Delia’s Daycare*<br>7/7 – Calvary Baptist Church Preschool<br><br><b>GM</b><br>7/24 – Annandale United Methodist Preschool<br><br><b>HE</b><br>7/24 – Hopkins House<br><br><b>KP</b><br>7/15 – Kiddie Country I<br>7/23 – Kiddie Country II<br><br><b>MW</b><br>7/2 – Bryant Early Learning Center<br><br><b>RB</b> | <b>CE</b><br>7/15 – Happy Faces<br>7/15 – Rainbow Child Development Center<br><br><b>DM</b><br>7/16 – Westgate Child Care Center<br><br><b>KN</b><br>7/17 – Fort Belvoir Child Development Center North Post<br>7/17 - Fort Belvoir Child Development Center South Post<br><br><b>JM</b><br>7/29 –Lee District RECenter<br><br><b>KP</b> | <b>CE</b><br>7/24 – Maias Child Care*<br><br><b>FX</b><br>7/31 – Main Street Child Development Center<br><br><b>GM</b><br>7/9 – Sara A Family Child Care*<br>7/9 – Jovan Day Care*<br><br><b>KN</b><br>7/29 – JoAnn Blanks Child Development Center<br>7/8 – Kaye’s Kids<br><br><b>LO</b><br>7/24 – Lucky Stars Preschool Academy*<br><br><b>PH</b> |

|                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>7/16 – Crestwood ES Head Start Summer School</p> <p><b>WW</b><br/>7/3 – Higher Horizons Head Start</p> <p>*family child care provider</p> <p><b>Other Early Literacy Activities</b><br/>7/23 – assisting at “Lights, Camera, Action: Stories Children Can Act Out” training for child care providers at MW</p> | <p>7/22 – Jackson Child Care*</p> <p><b>RR</b><br/>7/23 – Laurel Learning Center<br/>7/23 – TLC4Kids<br/>7/23 – Great Day Learning Center</p> <p><b>SH</b><br/>7/24 – Capital Kids</p> <p><b>TJ</b><br/>7/10 – James Lee Preschool</p> <p><b>WW</b><br/>7/18 – Bailey’s ES Head Start Summer School<br/>7/10 – Seven Corners Children’s Center</p> <p>*family child care provider</p> | <p>7/17 – Happy Younglings LLC*</p> <p><b>RR</b><br/>7/16 – Horizon Child Development<br/>7/16 – Robert E. Simon Jr. Children’s Center<br/>7/16 – Kid’s Corner Learn and Play*<br/>7/18 – Dogwood ES Head Start Summer School</p> <p><b>SH</b><br/>7/15 – Creative Learning School<br/>7/8 – KinderCare Buckman Rd</p> <p><b>WW</b><br/>7/17 – Dawn of the Smurfs*</p> <p>*family child care providers</p> <p><b>Other Early Literacy Activities</b><br/>7/23 – presenting “Lights, Camera, Action: Stories Children Can Act Out” training for child care providers at MW</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Subject:** FW: FCPS Book Lists

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**From:** Rhodes, Elizabeth  
**Sent:** Thursday, July 24, 2014 12:05 PM  
**To:** 'pmdando@fcps.edu' <pmdando@fcps.edu>  
**Cc:** Jones, Christine; Strotman, Katie; Quinn, Melanie E.  
**Subject:** FCPS Book Lists

Dear Ms. Dando,  
Your question regarding FCPL and FCPS book list collaboration was forwarded to my office by Christine Jones. Our Collection Services and Programming Departments have always worked closely with the school system on the school reading lists, and we appreciate the opportunities for involvement.

As part of our mission to support education and enhance learning experiences, we do everything possible to provide the support materials for the schools. In order to carry out this charge, it would also be extremely helpful to have FCPS staff contact our office directly whenever they have questions or information regarding titles for reading lists and assignments. That ensures the most timely and accurate response for the school system.

Christine also had some suggestions that would help students find selections more quickly once they are in our libraries. These suggestions include:

- Clarify that students can read any age-appropriate book (when applicable) and not just those on a specific list;
- Assignments could include broad categories of an author's entire work or any book in a series, for instance, instead of a particular title;
- Lists include FCPL's call numbers, are separated by fiction and non-fiction, are listed alphabetically by author, etc. (if we have book lists early, FCPL staff can help with some of this research to put lists in order, look up call numbers, etc.)

I welcome the opportunity to discuss with you how we can collaborate further in order to ensure a successful reading experience for the students and families of Fairfax County.

Thank you for your time, and please let me know if you have any questions.  
Sincerely,  
Liz Rhodes

*Elizabeth Rhodes  
Collection Services Coordinator  
Fairfax County Public Library System  
Technical Operations Center  
Direct: (703) 222-3111 Main: (703)222-3115*



**Subject:** FW: new voting equipment demo  
**Attachments:** Election office outreach.xlsb

**From:** Strotman, Katie  
**Sent:** Tuesday, August 12, 2014 10:15 AM  
**To:** LIB-Mgmt Teams; Ferguson, Patricia S.  
**Cc:** Clay III, Edwin S.; Mulrenan, Mary; Gates, Karen  
**Subject:** new voting equipment demo

Fairfax County's Office of Elections staff will be visiting your branch at some point during late August through October (see attached schedule). They will be demonstrating the new voting machines to customers. The "lobby" space in Evanced has been booked; if you don't technically have a lobby area, please reserve or add a table near the front door. They will need access to electricity, one table and 2-4 chairs. It is unlikely, but if a customer requests a voter ID card, the elections staff will need to momentarily connect their laptop to the county staff network to gain access to state records. If this is necessary the staff person will inquire at the information desk on the best place to do this – at the circ desk, info desk or workroom. While this will be an inconvenience, it is a necessary step for them to help assist a citizen. If you have any questions about this process, please let me know. Thanks, Katie Strotman

### More info:

The Fairfax County Office of Elections has purchased a new integrated voting system, including over 1,125 state-of-the-art voting machines. This is the **most comprehensive replacement of the county's voting equipment in over a decade.**

The new system from Election Systems & Software (ES&S), includes 525 DS200 electronically scanned paper ballot machines and 600 ExpressVote machines that use technology similar to touch screen equipment to generate paper ballots. The initial cost for the machines is approximately \$6.4 million. **The new machines are expected to be in use for the upcoming Nov. 4 election.** County voters will have an opportunity to take a look at and test-drive the machines at events to be scheduled beginning in August. Election officer training will also begin in August.

"The Electoral Board and the Office of Elections staff have spent over a year on this critical selection – reviewing bids, working with vendors and doing our best to ensure that our final decision and contract terms were both what the county needed and the most cost-effective solution," said Electoral Board Secretary Brian Schoeneman. "Having a brand-new, fully integrated voting system for the county will make the voting process more efficient, secure and easy for Fairfax County voters."

Purchase of new, integrated equipment was recommended to the Board of Supervisors by the Bipartisan Election Process Improvement Commission in March 2013. The recommendation included having new machines in place prior to the presidential election in 2016, so election officers and most voters would be familiar with the equipment.

**Voters who have used electronically scanned paper ballots will notice very little change in how they vote using the new DS200 optical scan voting machines.** As with the current equipment, voters will mark a paper ballot and place her/his ballot in the optical scan machine, which will scan the ballot, record the vote and inform the voter that their ballot has been cast. The new machines also will let the voter know if the ballot is blank or over voted (voted for more candidates than allowed in a contest). In addition to providing results when the polls close, **the new equipment provides a paper ballot for all voters, including those who need to use the new accessible equipment called ExpressVote.** There also will be a voter verified paper audit trail for every vote in case of a recount.

**The ExpressVote machine is fully compliant with the Americans With Disabilities Act (ADA) and enables voters with special needs to use technology similar to touch screen equipment to generate a marked paper ballot.** The ballot will then be inserted in to the same DS200 optical scan machine used by other voters. The technology allows those with special needs to vote independently and privately.

To learn more about using these voting machines, watch the ES&S videos on the DS200 machines or ExpressVote, or contact the Fairfax County Office of Elections at 703-222-0776 (TTY 711) or email [voting@fairfaxcounty.gov](mailto:voting@fairfaxcounty.gov).

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| Title                    | Date      | Time     | End Time | Setup Time | Takedown Time | Library                          | Primary Event Type |
|--------------------------|-----------|----------|----------|------------|---------------|----------------------------------|--------------------|
| Election Office Outreach | 8/25/2014 | 5:00 PM  | 7:00 PM  | 4:00 PM    | 8:00 PM       | Chantilly Regional Library       | zPartnership       |
| Election Office Outreach | 8/26/2014 | 11:00 AM | 1:00 PM  | 10:00 AM   | 2:00 PM       | Tysons-Pimmit Regional Library   | zPartnership       |
| Election Office Outreach | 8/27/2014 | 3:00 PM  | 5:00 PM  | 2:00 PM    | 6:00 PM       | City of Fairfax Regional Library | zPartnership       |
| Election Office Outreach | 8/28/2014 | 1:00 PM  | 3:00 PM  | 12:00 PM   | 4:00 PM       | Pohick Regional Library          | zPartnership       |
| Election Office Outreach | 8/28/2014 | 1:00 PM  | 3:00 PM  | 12:00 PM   | 4:00 PM       | Reston Regional Library          | zPartnership       |
| Election Office Outreach | 9/3/2014  | 11:00 AM | 1:00 PM  | 10:00 AM   | 2:00 PM       | Kings Park Library               | zPartnership       |
| Election Office Outreach | 9/3/2014  | 5:00 PM  | 7:00 PM  | 4:00 PM    | 8:00 PM       | Centreville Regional Library     | zPartnership       |
| Election Office Outreach | 9/4/2014  | 1:00 PM  | 3:00 PM  | 12:00 PM   | 4:00 PM       | Sherwood Regional Library        | zPartnership       |
| Election Office Outreach | 9/4/2014  | 3:00 PM  | 5:00 PM  | 2:00 PM    | 6:00 PM       | Martha Washington Library        | zPartnership       |
| Election Office Outreach | 9/4/2014  | 5:00 PM  | 7:00 PM  | 4:00 PM    | 8:00 PM       | Lorton Library                   | zPartnership       |
| Election Office Outreach | 9/8/2014  | 5:00 PM  | 7:00 PM  | 4:00 PM    | 8:00 PM       | George Mason Regional Library    | zPartnership       |
| Election Office Outreach | 9/8/2014  | 5:00 PM  | 7:00 PM  | 4:00 PM    | 8:00 PM       | Reston Regional Library          | zPartnership       |
| Election Office Outreach | 9/9/2014  | 1:00 PM  | 3:00 PM  | 12:00 PM   | 4:00 PM       | City of Fairfax Regional Library | zPartnership       |
| Election Office Outreach | 9/9/2014  | 5:00 PM  | 7:00 PM  | 4:00 PM    | 8:00 PM       | Pohick Regional Library          | zPartnership       |
| Election Office Outreach | 9/9/2014  | 5:00 PM  | 7:00 PM  | 4:00 PM    | 8:00 PM       | Thomas Jefferson Library         | zPartnership       |
| Election Office Outreach | 9/10/2014 | 11:00 AM | 1:00 PM  | 10:00 AM   | 2:00 PM       | Chantilly Regional Library       | zPartnership       |
| Election Office Outreach | 9/10/2014 | 11:00 AM | 1:00 PM  | 10:00 AM   | 2:00 PM       | Great Falls Library              | zPartnership       |
| Election Office Outreach | 9/11/2014 | 5:00 PM  | 7:00 PM  | 4:00 PM    | 8:00 PM       | Herndon Fortnightly Library      | zPartnership       |
| Election Office Outreach | 9/12/2014 | 12:00 PM | 2:00 PM  | 11:00 AM   | 3:00 PM       | Tysons-Pimmit Regional Library   | zPartnership       |
| Election Office Outreach | 9/15/2014 | 1:00 PM  | 3:00 PM  | 12:00 PM   | 4:00 PM       | Sherwood Regional Library        | zPartnership       |
| Election Office Outreach | 9/15/2014 | 5:00 PM  | 7:00 PM  | 4:00 PM    | 8:00 PM       | Tysons-Pimmit Regional Library   | zPartnership       |
| Election Office Outreach | 9/16/2014 | 11:00 AM | 1:00 PM  | 10:00 AM   | 2:00 PM       | Centreville Regional Library     | zPartnership       |
| Election Office Outreach | 9/16/2014 | 3:00 PM  | 5:00 PM  | 2:00 PM    | 6:00 PM       | Reston Regional Library          | zPartnership       |
| Election Office Outreach | 9/17/2014 | 11:00 AM | 1:00 PM  | 10:00 AM   | 2:00 PM       | George Mason Regional Library    | zPartnership       |
| Election Office Outreach | 9/17/2014 | 11:00 AM | 1:00 PM  | 10:00 AM   | 2:00 PM       | Oakton Library                   | zPartnership       |
| Election Office Outreach | 9/18/2014 | 5:00 PM  | 7:00 PM  | 4:00 PM    | 8:00 PM       | City of Fairfax Regional Library | zPartnership       |
| Election Office Outreach | 9/22/2014 | 3:00 PM  | 5:00 PM  | 2:00 PM    | 6:00 PM       | Chantilly Regional Library       | zPartnership       |
| Election Office Outreach | 9/23/2014 | 11:00 AM | 1:00 PM  | 10:00 AM   | 2:00 PM       | Sherwood Regional Library        | zPartnership       |
| Election Office Outreach | 9/23/2014 | 5:00 PM  | 7:00 PM  | 4:00 PM    | 8:00 PM       | Centreville Regional Library     | zPartnership       |
| Election Office Outreach | 9/24/2014 | 11:00 AM | 1:00 PM  | 10:00 AM   | 2:00 PM       | Martha Washington Library        | zPartnership       |
| Election Office Outreach | 9/24/2014 | 1:00 PM  | 3:00 PM  | 12:00 PM   | 4:00 PM       | Kings Park Library               | zPartnership       |
| Election Office Outreach | 9/25/2014 | 3:00 PM  | 5:00 PM  | 2:00 PM    | 6:00 PM       | Pohick Regional Library          | zPartnership       |
| Election Office Outreach | 9/25/2014 | 3:00 PM  | 5:00 PM  | 2:00 PM    | 6:00 PM       | Great Falls Library              | zPartnership       |
| Election Office Outreach | 9/29/2014 | 11:00 AM | 1:00 PM  | 10:00 AM   | 2:00 PM       | Herndon Fortnightly Library      | zPartnership       |

|                          |            |          |         |          |         |                                  |              |
|--------------------------|------------|----------|---------|----------|---------|----------------------------------|--------------|
| Election Office Outreach | 9/30/2014  | 3:00 PM  | 5:00 PM | 2:00 PM  | 6:00 PM | George Mason Regional Library    | zPartnership |
| Election Office Outreach | 10/1/2014  | 11:00 AM | 1:00 PM | 10:00 AM | 2:00 PM | Thomas Jefferson Library         | zPartnership |
| Election Office Outreach | 10/1/2014  | 3:00 PM  | 5:00 PM | 2:00 PM  | 6:00 PM | Centreville Regional Library     | zPartnership |
| Election Office Outreach | 10/3/2014  | 11:00 AM | 1:00 PM | 10:00 AM | 2:00 PM | George Mason Regional Library    | zPartnership |
| Election Office Outreach | 10/3/2014  | 3:00 PM  | 5:00 PM | 2:00 PM  | 6:00 PM | Oakton Library                   | zPartnership |
| Election Office Outreach | 10/4/2014  | 11:00 AM | 1:00 PM | 10:00 AM | 2:00 PM | Sherwood Regional Library        | zPartnership |
| Election Office Outreach | 10/4/2014  | 11:00 AM | 1:00 PM | 10:00 AM | 2:00 PM | Chantilly Regional Library       | zPartnership |
| Election Office Outreach | 10/4/2014  | 12:00 PM | 2:00 PM | 11:00 AM | 3:00 PM | Pohick Regional Library          | zPartnership |
| Election Office Outreach | 10/7/2014  | 5:00 PM  | 7:00 PM | 4:00 PM  | 8:00 PM | Sherwood Regional Library        | zPartnership |
| Election Office Outreach | 10/8/2014  | 11:00 AM | 1:00 PM | 10:00 AM | 2:00 PM | Lorton Library                   | zPartnership |
| Election Office Outreach | 10/11/2014 | 11:00 AM | 1:00 PM | 10:00 AM | 2:00 PM | City of Fairfax Regional Library | zPartnership |
| Election Office Outreach | 10/11/2014 | 11:00 AM | 1:00 PM | 10:00 AM | 2:00 PM | Reston Regional Library          | zPartnership |
| Election Office Outreach | 10/11/2014 | 12:00 PM | 2:00 PM | 11:00 AM | 3:00 PM | Tysons-Pimmit Regional Library   | zPartnership |

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**Subject:** FW: Centreville Library used as a polling place?

**From:** Flaig, Judy  
**Sent:** Tuesday, August 12, 2014 11:29 AM  
**To:** Ferguson, Patricia S.; Strotman, Katie; Jones, Christine  
**Cc:** Scott, Gary; Doherty, Christopher; Methfessel, Beth D.  
**Subject:** RE: Centreville Library used as a polling place?

All: Just to clarify... FYI

Centreville Regional Library has been proposed as a polling place and the proposal has been endorsed by Supervisor Frey. It will not be official, however, until the Board of Supervisors approves the change. A public hearing concerning this proposal and several other changes is scheduled for 4 p.m. on September 9. If the BOS votes to approve the change on September 9, then Centreville Regional will become an "official" polling place and the voters will be notified.

Chris Doherty, copied above will be the primary contact and he will schedule a "walk through" with the library managers before the end of August. We are operating under the assumption that the Centreville Library will be approved and would very much appreciate it if you would reserve the large conference room and put the election on the calendar for November 4.

I apologize that the our communication has been lacking and that you may be hearing this secondhand. New voting equipment and new polling places have consumed our summer. Thank you so very much for your assistance and understanding - we'll be in touch soon.

*Judy Flaig, CERA*  
Election Manager  
Fairfax County, VA  
Tel: 703-324-4735  
Fax: 703-324-4706  
[Judy.Flaig@fairfaxcounty.gov](mailto:Judy.Flaig@fairfaxcounty.gov)

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**From:** Ferguson, Patricia S.  
**Sent:** Tuesday, August 12, 2014 10:34 AM  
**To:** Strotman, Katie  
**Cc:** Flaig, Judy  
**Subject:** RE: Centreville Library used as a polling place?

Hello Katie,

I have confirmed with Gary Scott that the Centreville Library will be a polling place starting with the November 4, 2014 General Election. I am including Judy Flaig, our Elections Manager, with my response. Judy will be your contact with anything related to the polling place and will be glad to assist you with further information. I appreciate all that you have done in assisting our office with the new voting machine roadshow, Jon has been terrific as well!

Thanks, Pat

---

**From:** Strotman, Katie  
**Sent:** Tuesday, August 12, 2014 10:16 AM  
**To:** Ferguson, Patricia S.  
**Subject:** Centreville Library used as a polling place?

Hi Patti, we understand that Centreville Library has been proposed as a polling place. Can you tell me if this was confirmed? I apologize if you have communicated with someone else in the library on this subject, and I may simply not be aware of it. Thanks, Katie Strotman

**Subject:** FW: Update on ILLiad and reminders for ILL

**From:** Kim, Dori D.

**Sent:** Monday, August 04, 2014 12:28 PM

**To:** Plummer, Kenneth; Hamdi, Alham; Herrera, Gerardo; Conerly, Amy E; Johnson, Jill; Kim, Jane; Ray, Phyllis; Cruciotti, Joshua D.; Flood, Monika; McDonald, Claudia; Shah, Ghazala; Slim, Suhair; Martin, Susan Diane; Mraz, Quintina; Ocampo, Jose E.; Appich, Kim; Butler, Jacqueline K; Choe, Jennifer; Cullen, James D.; Gollamudi, Vijaya; Walker, Wendy; Cylke, Mary E.; Glick, Lois; Nguyen, Cuong; Post, Amanda T.; Cason, Thomasina; Christ, Norene; Goodson II, Gary; Raymond, Laura; Falkofske, Randy; Leftwich, Sandra; Lisowski, Susan; Reid, Koreen C; Koenig, Jennifer; Price, Diane; Williams, Karen; Belefski, Lolly; Taylor, Colleen; Chawla, Paramjit K; Jarmon, Katherine; Bouzid, Chahinaz; Hall, Cindy L.; Vandenaeker, Linda C.; Kizale, Mary C.; Medina, Mary; Mertens, David E.; Polson, Jerilyn; Hamzpour, Mandana; Heneberry, Donna J.; Ryan, Nancy R; Sharifi, Masoumeh; Smith-Cohen, Deborah; Vedula, Sailaja V; Karst, Nancy; Ostergaard, Kristin; Whipple, Florence; Brown, Kathleen B; Duggan, Christopher Thomas; Jordan, Dorothy; Barbano, Laura; Bissell, Joan; Flynn, Nancy; Jih, Heidi; Apter, Rose; Madhavan, Deepa; Markowitz, Jane; Aguirre, Martha; Peters, Barbara J.; Banks, Christine; Bottiny, Ellen; Keener, Charles; Shutov, Vladimir Y.; Erokhina, Elena; Young, Kathryn K.

**Cc:** LIB-MGMT

**Subject:** Update on ILLiad and reminders for ILL

I hope everyone is enjoying the benefits of ILLiad at the branches. The transition has been very smooth and we have received positive feedback from many customers. I know they are enjoying the 24/7 aspect of ILLiad since we are getting ILL requests from them at all hours of the day and night.

ILLiad status update:

- Over 700 registrations have been approved since we went live (2 ½ months ago)
- Over 1300 ILL requests have been submitted in the same time period

IMPORTANT REMINDERS:

- Please make sure to trap the ILL when you receive it at the branch. If this isn't done, the customer doesn't get notified that the item has arrived. Since due dates are determined by the lender and some of them are very short, this is a crucial step that needs to be done at the branch. (Please don't put a sticky hold label on the item, if one prints out.)
- Please remember to put items "in transit" in ILLiad as soon as possible. This step affects the number of active ILLs on a customer's account and determines if they will receive an overdue notice from ILLiad.

Other notices and reminders:

- We have purchased more ILL pouches so feel free to ask for more. There is no need to wait to return ILLs until a bag is full. Please return items as you receive them back.
- We are now all ILLiad so soon we will not be providing a blue instruction sheet with every ILL. Please make sure you have one printed out in all the ILL areas for quick reference.
- I will be working on updating the ILL handbook as I can over the next several months. In the meantime, please feel free to call me or Sue directly if you have any questions.

Thanks.

*Dori Kim  
ILL/Tech Ops  
703-222-3124*



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**Subject:** FW: Change of date, Sept. Friends Forum

-----Original Message-----

From: Smith, Starr  
Sent: Tuesday, July 08, 2014 3:34 PM  
To: LIB-BRANCH MANAGERS  
Cc: LIB-TY-MGMT  
Subject: Change of date, Sept. Friends Forum

Dear Branch Managers,

The Friends Forum committee has asked me to inform you of a change of date: the next Forum will be at TY on Sunday, Sept. 14, rather than on 9/21. All Branch Managers are invited to attend. The theme of this Forum is "Building an Advocacy Toolbox : A Conversation Among Friends." Refreshments will be available beginning at 12:30 pm. The opening welcome from the Branch Manager (aka, me!) and the start of the program will take place at approx. 1:00 pm.

Forum facilitators will be David Broder, President of SEIU VA 512 and Janice Kuch, Branch Manager of Access Services. The agenda will feature sharing about advocacy by guests including Supervisor Linda Smyth and representatives from the League of Women Voters of Fairfax County, the Federation of Citizens Associations of Fairfax County, the Fairfax County Government Employees Union, and Organizing for Action.

Thanks,

Starr

cc: TY Management Team

\*\*\*\*\*

Starr E. Smith, Branch Manager  
Tysons-Pimmit Regional Library, Fairfax County Public Library  
703-790-4000

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County of Fairfax, Virginia **Attachment 16**

**MEMORANDUM**

**DATE:** August 11, 2014

**TO:** Edwin S. Clay III, Director  
Fairfax County Public Library

**FROM:** *mg molyfor*  
Cathy Muse, Director  
Department of Purchasing and Supply Management

**SUBJECT:** FY15 Audit of Accountable Equipment

**REFERENCE:** Procedural Memorandum No. 12-03, "Accountability of Fairfax County's Accountable Equipment"

The Fairfax County Public Library is scheduled for a site visit audit of its accountable equipment during **the period of November 3-7, 2014**. The property manager of your account or another member of your staff will be required to accompany our auditor while the site visit is being conducted. A DPSM Inventory Management auditor will contact your property manager in advance to coordinate an exact date and time.

**Audit Preparation**

In order to ensure a successful and efficient audit, detailed pre-audit guidelines will be provided to your property manager of record, Barbara Schrantz. Reminder: Any movements (transfers, disposals, additions) of your accountable equipment (items \$5,000 or greater) should be documented using an Inventory Maintenance Report (IMR01) **prior to the site visit**; preferably by October 24, 2014. Any unreported changes will adversely affect your results.

If your property manager has changed, or if you have any questions, please contact Lynn McAuliffe, Inventory Management Analyst, at [Lynn.McAuliffe@fairfaxcounty.gov](mailto:Lynn.McAuliffe@fairfaxcounty.gov) or 703-324-8895. Thank you for your cooperation.

cc: Barbara Schrantz, Property Manager  
Fairfax County Public Library

Department of Purchasing and Supply Management  
12000 Government Center Parkway, Suite 427  
Fairfax, VA 22035

Website: [www.fairfaxcounty.gov/dpsm](http://www.fairfaxcounty.gov/dpsm)  
Phone: 703-324-3201, TTY: 1-800-828-1140, Fax: 703-324-3681

63

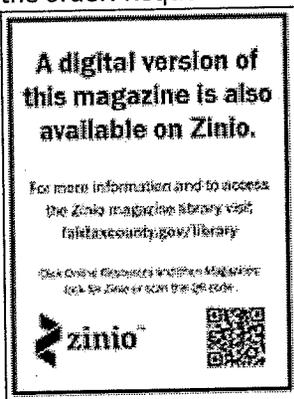


**Subject:** FW: Marketing Update - 07.24.14

**From:** Jones, Gwendolyn Anne  
**Sent:** Thursday, July 24, 2014 3:58 PM  
**To:** LIB-BRANCH MANAGERS; LIB-BRANCH MANAGERS ASST  
**Subject:** Marketing Update - 07.24.14

Hi Everyone,  
Here is a rundown of recent marketing initiatives:

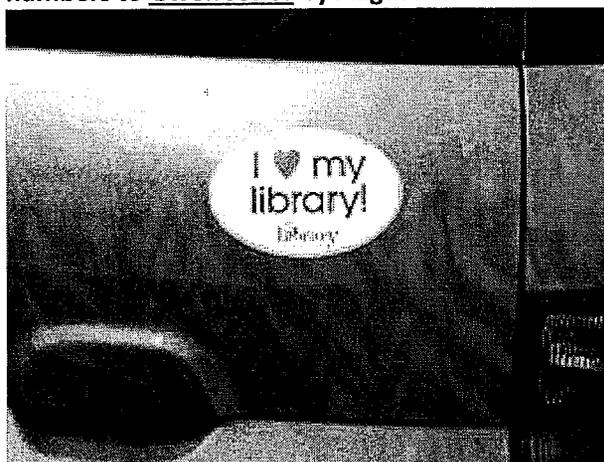
- **Thank you** to everyone who provided feedback on the current format of the Free Events calendar. Your voices were clear, and we will be making changes to the current format to address your concerns. Look for the changes in the September issue of Free Events.
- **Zinio Magnet Project:** as reported in a previous update, marketing partnered with FX on a Zinio magnet pilot program where we created a shelf magnet that identifies periodicals that are available on Zinio as well as in printed format. We are now ready to roll the magnets out to other branches that wish to use them. If your branch has metal shelving for its periodicals, and you want to use the magnets, please email [Gwen Jones](#) your required quantity of magnets. **Please respond no later than August 25** so we can tally the numbers and place the order. Requests received after the due date are not guaranteed. See sample below.



- **Now Available - Additional Publicity Request Form:** A [form](#) to request additional publicity for your branch events is now available on FairfaxNet. Staff are asked to identify the reason for the request (slow sign-ups, unique program, etc.). The form will streamline the request process.
- **Update:** The first issue of the early literacy e-newsletter, Library Ready to Read, will be August. We erroneously reported that the first issue will come out in July. You can sign up for any or all of the library's e-newsletters on our [subscription page](#).
- A task group led by Rudy Rodela has been formed to assess and suggest changes to the [Online Resources](#) page of the library's website. Stay tuned for updates.
- **Available Now:** The perfect book bookmark in both English and Spanish. They can be ordered via the online ordering form.
- **Back to School Night:** The new school year is fast approaching, which means back to school night! If you are representing the library at any Back to School nights, please let us know. We are piloting a kit of special

giveaways to kids and would be happy to send you one. **Send your name and branch to Gwen Jones by August 25 to receive a kit.** If you miss the kit deadline or are unsure of your back to school plans, please remember that marketing has created three Homework Help handouts – Educator Help, Homework Help K-8 and Homework Help 9-12. These flyers provide information to parents, teachers and kids about all the helpful resources the library offers.

- **75<sup>th</sup> Anniversary commemorative posters:** Earlier this year we sent each branch a few posters celebrating our 75<sup>th</sup> Anniversary. We've had a request from at least one branch for more to use as giveaways to customers. In order to determine the quantity we need, please let us know if this is something you would be interested in and a rough estimate of the quantity you would like to receive. **Send an email to Gwen Jones by September 1 to submit your request.**
- **Library Car Magnets:** Marketing had a batch of car magnets printed up declaring "I (heart) my library!" We are offering these magnets first to all library employees and volunteers. To that end, we ask that each branch designate an individual to send us a list of the number of employees at your branch that would like a magnet. If you could provide a general number of how many magnets you'd like for volunteers, we can send a stack that you can place where volunteers check in. Any leftovers will be given to the Friends groups at the September Friends Forum. Possibly we could print more or a Friends group may be interested in printing more as customer giveaways and to make sure all of the Friends who want one get one. See a sample below. **Please send your numbers to Gwen Jones by August 27.**



- Marketing is updating the Media Section of the Problem Behavior Manual. Please let us know if you have suggestions for topics that should be included in this section or if you have questions about dealing with the media that are not answered in this section. **Please email your suggestions to Mary Mulrenan by COB Monday, July 29, if possible.**
- **Coming Soon:** Marketing has purchased various ALA bookmarks and materials and will be sending them to you over the next few months. Next week look for a batch of genealogy bookmarks to arrive through delivery. Additional quantities are not available but please let us know what items prove popular with customers.

#### **Deadline reminders:**

July 29 – suggestions to “dealing with media” section of the problem behavior manual

Aug. 25 – Zinio magnets quantity **and** if you will be going to back to school events in September and would like giveaways for kids

Aug. 27 – # of car magnets you'd like

Sept. 1 – # of anniversary posters you'd like

**Gwen Jones**

Supervising Graphic Artist

Fairfax County Public Library

703-324-8303

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**Board Meeting Agenda**  
**7:30 pm, Thursday, August 14, 2014**  
**Mason Governmental Center, 6507 Columbia Pike, Annandale VA**

Call to Order/Welcome - Tim Thompson

- ▶ **Administrative Topics** - Tim Thompson
- ▶ **Federation Appointments:**
  - Nomination for Public Safety Committee Co-Chair - Daniela Cockayne
- ▶ **Bulletin/Newsletter** - Fred Costello
- ▶ **Meeting Minutes** - Curtis Anderson - approval of the June board meeting minutes
- ▶ **Treasurer's Report** - Matt Bell
- ▶ **Old Business**
- ▶ **New Business**
  - Presentation of Audit Committee's review of 2013 - 2014 Finances Bill Hanks et al.
  - Presentation of the Meals Tax Task Force - Morgan Jameson
- ▶ **Board & Committee Reports**
  - Budget** - Rob Jackson & Linda Boone - County Budget Review - 90 minutes
  - Citizens Association Services** - Don Hinman
  - Education** - Tim Thompson & Ed Saperstein
  - Environment** - Flint Webb
  - Human Services** - Cherie Tripp Lejeune & Morgan Jameson
  - Land Use** - Fred Costello & Matt Bell
  - Library** - Kathy Kaplan
  - Legislation** - Frank Anderson & Bill Barfield
  - Membership** - Ed Wyse & Tania Hossain
  - Public Safety** - Daniela Cockayne
  - Resolutions** - Bill Hanks
  - Transportation** - Jeff Parnes & Karen Campblin
  - Website** - Jeff Parnes
- ▶ **District Council Reports (Dranesville & Hunter Mill - N/A) Membership - Open Floor**
  - Braddock** - Art Wells Lee - Chris Soule
  - Mason** - Roger Hoskins **Mt. Vernon** - Karen Pohorylo
  - Providence** - Flint Webb **Sully** - Jeff Parnes
  - Springfield** - Ed Wyse
- ▶ **Adjournment**

**Next Meetings:**

**Membership Meeting (Stream Stewardship), Sept 18, 2014, Mason Governmental Center, 6507 Columbia Pike, Annandale.**

**Board Meeting, Sept 25, 2014, Braddock Hall, 9002 Burke Lake Road, Burke**



## Attachment 19

THE NATION'S PREMIER DEAL FLOW AND BUSINESS CONFERENCE  
ACG LOS ANGELES  
**BUSINESS CONFERENCE 2014**  
Sept. 16-17, 2014 • Beverly Hilton  
Click [HERE](#) to register  
ACG Los Angeles

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PERSONAL TECHNOLOGY

# The Local Public Library Tops Amazon (For Now)

By GEOFFREY A. FOWLER



Updated Aug. 13, 2014 12:48 a.m. ET

A growing stack of companies would like you to pay a monthly fee to read e-books, just like you subscribe to Netflix to binge on movies and TV shows.

Don't bother. Go sign up for a public library card instead.

Really, the public library? Amazon.com recently launched Kindle Unlimited, a \$10-per-month service offering loans of 600,000 e-books. Startups called Oyster and Scribd offer something similar. It isn't very often that a musty old institution can hold its own against tech disrupters.

But it turns out librarians haven't just been sitting around shushing people while the Internet drove them into irrelevance. Over 90% of American public libraries have amassed e-book collections you can read on your iPad, and often even on a Kindle. You don't have to walk into a branch or risk an overdue fine. And they're totally free.

Though you still have to deal with due dates, hold lists and occasionally clumsy software, libraries, at least for now, have one killer feature that the others don't: e-books you actually want to read.

To compare, I dug up best-seller lists, as well as best-of lists compiled by authors and critics. Then I searched for those e-books in Kindle Unlimited, Oyster and Scribd alongside my local San Francisco Public Library. To rule out big-city bias, I also checked the much smaller library where I grew up in Columbia, S.C.

Of the Journal's 20 most recent best-selling e-books in fiction and nonfiction, Amazon's Kindle Unlimited has none—no "Fifty Shades of Grey," no "The Fault in Our Stars." Scribd and Oyster each have a paltry three. But the San Francisco library has 15, and my South Carolina library has 11.

From Amazon's own top-20 Kindle best-seller lists from 2013, 2012 and 2011, Kindle Unlimited has no more than five titles a year, while the San Francisco library has at least 16.

Of Stephen King's 2012 list of his all-time 10 favorite books, Amazon and the other subscription services have four, including classics such as George Orwell's "1984" and Charles Dickens's "Bleak House." But the San Francisco library has all of those, as well as Salman Rushdie's "The Satanic Verses" and William Golding's "Lord of the Flies" for a total of eight. (My South Carolina library also only has four.)

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You will find plenty to read on these paid services. For \$9 a month, Scribd offers a slightly superior browsing experience and collection, especially if you're a reader who goes deep into a genre. Of one critic's list of the "10 best vampire novels no one has read," Scribd has four, Oyster has three and Amazon has none. My South Carolina library has two, the San Francisco library just one.

But who needs to pay for a "Netflix for books" subscription? I am a little awed by binge book readers. Still, not everyone is so voracious that they could guarantee reading \$120 worth of e-books in a year.

Another argument against shelling out for Kindle Unlimited comes from Amazon itself: If you own a Kindle device and subscribe to Amazon Prime, you already get one e-book loan a month as part of the service.

The subscription companies say their services are designed to let you try more books without the barrier of committing to buy. But none of these services yet feel as complete as Spotify, the \$10-per-month all-you-can-eat music streaming service I used to explore the latest Miley Cyrus album without the regret of buying it.

How did library e-book collections get such a leg up? Amazon is locked in a hate-hate relationship with many publishers, so none of the five largest will sell their whole collection to Amazon for its subscription service. (Amazon bought a few big titles like the Harry Potter and Hunger Games series, has 500 books already in the public domain and pads out the rest with back-catalog and self-published books to reach the 600,000 tally it touts.) And so far only two of the big publishers will sell even part of their collections to startups Oyster and Scribd.

Over at the library, the situation is different. All of the big five publishers sell their e-book collections for loans, usually on the same day they're available for consumers to purchase. They haven't always been so friendly with libraries, and still charge them a lot for e-books. Some library e-books are only allowed a set number of loans before "expiring."

Publishers have come to see libraries not only as a source of income, but also as a marketing vehicle. Since the Internet has killed off so many bookstores, libraries have become de facto showrooms for discovering books.

I have a soft spot for public libraries. I grew up reading at the one where my mom, now retired, worked. Like many, I hadn't used my library card much since I started reading books on screens. But in the past few weeks, discovering my library's e-book collection helped me reconnect with the power of the library card I felt when I was young.

It's easier than you might think. At the typical public library, you need only log in with your card number and a PIN to its e-book collection, then search the online catalog.

During online checkout, many will give you the choice to zap your borrowed book directly to a Kindle reader, a tablet or phone app, or a computer screen. When it's time to "return" the e-book, it just disappears.

In exchange for this free access, you have to accept a bit more hassle. Your loans may expire after 21 days or less, but you can recheck them out. Some libraries have multiple e-book collections that you have to search and learn to use. Most aren't as pretty as Scribd or Oyster, which let you scroll through large images of book covers to find something that suits your fancy.

The most legitimate argument against libraries is the wait list: About half the e-books I surveyed were checked out. This required placing a "hold" that could last a few weeks, or sometimes even months. The smaller your library, the less likely it could afford extra digital copies.

What's available will depend on your community tax dollars—many libraries took a hit in the last recession. Some communities have banded together to create larger e-libraries; for example, all Colorado residents can use the Denver Public Library.

Libraries' current collection advantage, borne of those publisher contracts, isn't likely to last forever. Publishers may resolve their squabbles with Amazon or come to see paid subscriptions as a lucrative new market. What would happen to libraries if they truly had to go head-to-head with Amazon? Ultimately, the winner will be the service that offers the most convenient access to the best array of e-books.

But libraries serve nobler purposes than just amassing vampire romances. They provide equal access to knowledge, from employment services to computer training. And in an age where getting things "free" usually means surrendering some privacy, libraries have long been careful about protecting patron records.

The rise of paid subscription services is proof that there's demand for what libraries can offer in our Internet era.

—Write to Geoffrey A. Fowler at [geoffrey.fowler@wsj.com](mailto:geoffrey.fowler@wsj.com) or follow him on Twitter @geoffreyfowler

<http://online.wsj.com/news/articles/SB20001424052702303996604580086191560891202?KEYWORDS=local...> 8/13/2014





DESIGN

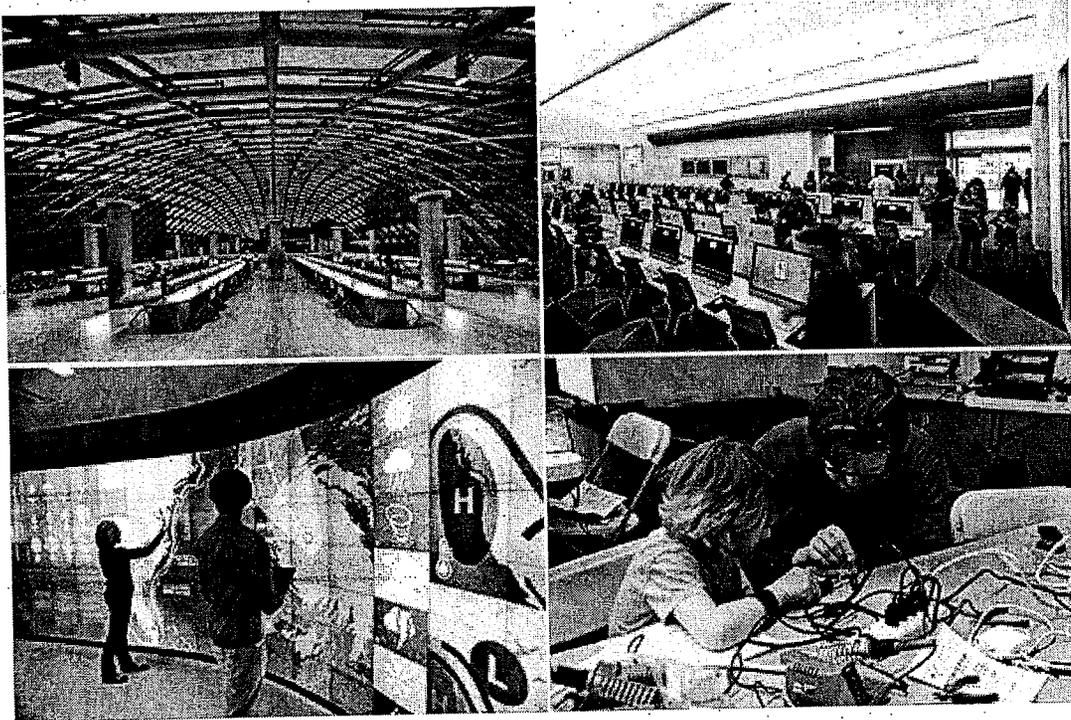
THE WAY THINGS LOOK.

APRIL 22 2014 11:31 PM

# What Will Become of the Library?

How it will evolve as the world goes digital.

By Michael Agresta



What's missing from these four pictures of library interiors?

Photo by Tom Rossiter from the book *Building Ideas: An Architectural Guide to the University of Chicago*; Photo courtesy Bexar Bibliotech/Facebook; Photo courtesy Mitch Altman/Flickr; Photo courtesy Marc Hall/NC State University

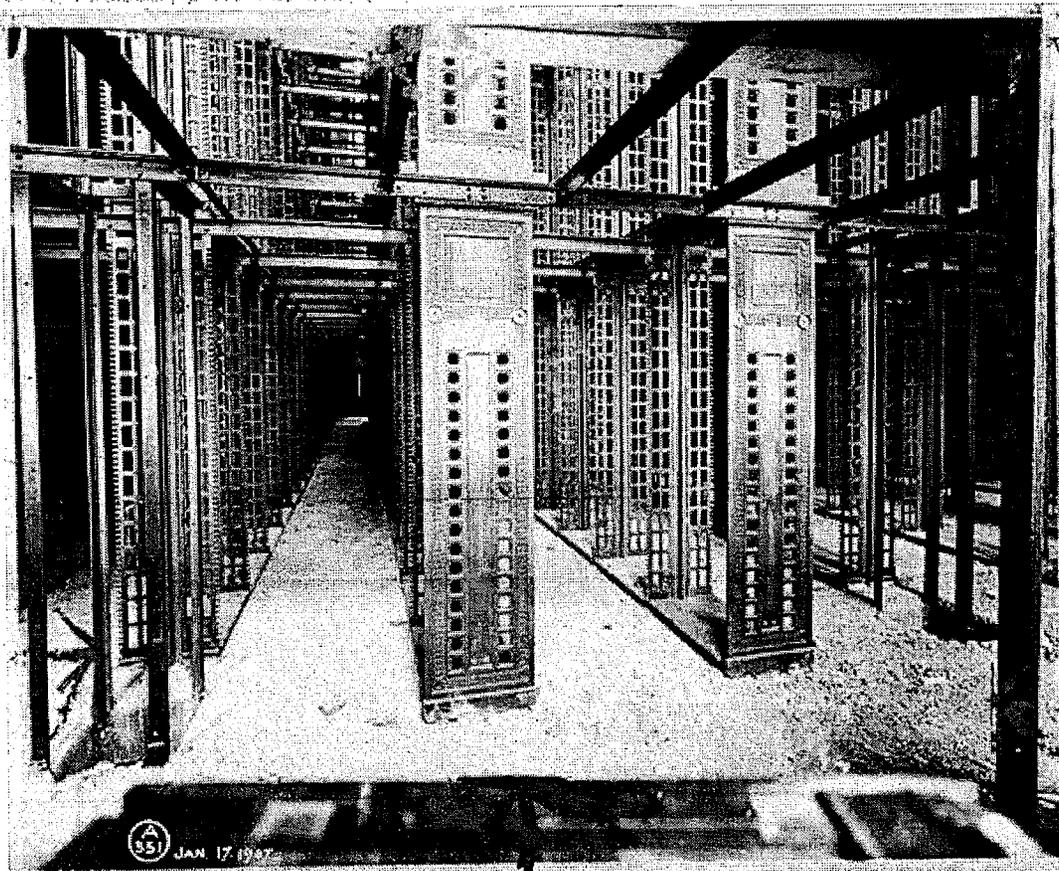
Around the turn of the 20<sup>th</sup> century—a golden age for libraries in America—the Snead Bookshelf Company of Louisville, Ky., developed a new system for large-stack library shelving. Snead's multifloor stack systems can still be seen in many important libraries built in that era, for instance at Harvard, Columbia, the Vatican, and at Bryant Park in New York City. Besides storing old bundles of bound paper, Snead's stacks provided load-bearing structural support to these venerable buildings. To remove the books would literally invite collapse.

A recent attempt by the New York Public Library to do away with stacks at its main branch and move much of its research collection to New Jersey invited just this concern.

Engineers described the idea of removing the shelves that support the Rose Reading Room as "cutting the legs off the table while dinner is being served." The plan was to transform the interior of the iconic 42<sup>nd</sup> Street building from its original purpose—a massive storage space for books with a few reading rooms attached—to a more open, services-oriented space with many fewer books on-site. An outcry from scholars and preservationists may yet halt the NYPL's renovation. A revised version of the plan, which would keep more of the collection onsite, awaits a final verdict later this year.\*

**A library  
without books  
was once  
unthinkable.  
Now it seems  
almost  
inevitable.**

That decision will be just one milestone in the rapidly developing identity crisis of 21<sup>st</sup>-century libraries. In Snead's era, a library without books was unthinkable. Now it seems almost inevitable. Like so many other time-honored institutions of intellectual and cultural life—publishing, journalism, and the university, to name a few—the library finds itself on a precipice at the dawn of a digital era. What are libraries for, if not storing and circulating books? With their hearts cut out, how can they survive?



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Pillars of civilization at the New York Public Library, 1907.

Photo courtesy New York Public Library

The recent years of austerity have not been kind to the public library. 2012 marked the third consecutive year in which more than 40 percent of states decreased funding for libraries. In 2009, Pennsylvania, the keystone of the old Carnegie library system, came within 15 Senate votes of closing the Free Library of Philadelphia. In the United Kingdom, a much more severe austerity program shuttered 200 public libraries in 2012 alone.

Ours is not the first era to turn its back on libraries. The Roman Empire boasted an informal system of public libraries, stretching from Spain to the Middle East, which declined and disappeared in the early medieval period. In his book *Libraries: An Unquiet History*, Matthew Battles calls such disasters "biblioclasm."

The most commonly invoked image of biblioclasm is the burning of the Library of Alexandria, probably the greatest-ever collection of Hellenic manuscripts, many of which are now lost to history. In most versions of the story, the arson was committed by early Christian zealots or by invading Arabs under the banner of Islam. Indeed, either group might have seen the burning of the pagan Library as an act of devotion and a net gain for civilization. Just as likely, however, the fire is a myth that obscures a long, slow decline, and the flames that brought down the ancient library were fed not by a single man or group, but by the winds of history—changing reading habits, political instability, and the decline of the administrative state.

Will the digital age mark another era of decline for libraries? To an observer from an earlier era, unfamiliar with the screens and devices now crowding out printed books, it may look that way at first. On the other hand, even the smallest device with a Web browser now promises access to a reserve of knowledge vast and varied enough to rival that of Alexandria. If the current digital explosion throws off a few sparks, and a few vestigial elements of libraries, like their paper books and their bricks-and-mortar buildings, are consigned to flames, should we be concerned? Isn't it a net gain?



A 19th-century imagining of the burning of the Library of Alexandria.

Image courtesy Ambrose Dudley/The Stapleton Collection/The Bridgeman Art Library

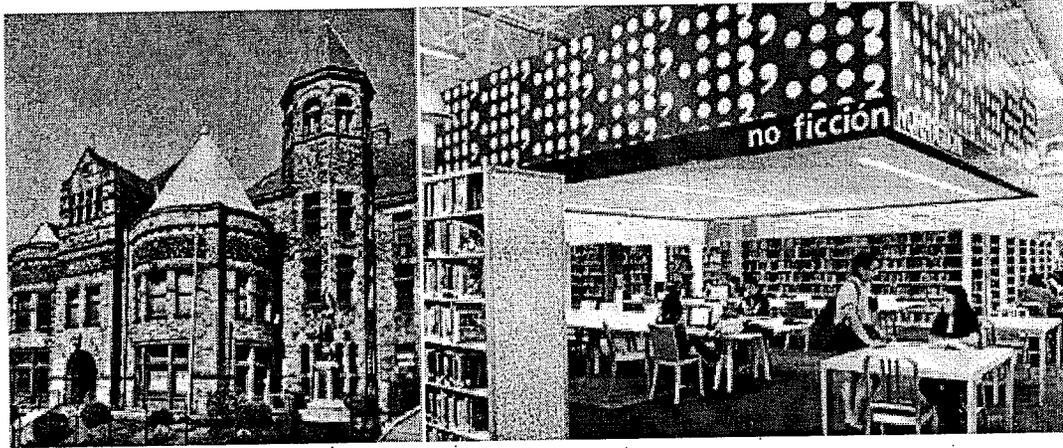
Libraries have come a long way since Alexandria, of course. Much of what we'd miss if they disappeared are more recent traditions, dating back a few hundred years.

In 1888, Scottish-American industrialist Andrew Carnegie endowed a public library in Braddock, Penn., connected by an underground tunnel to a steel works he owned. As an immigrant working boy, he had been the beneficiary of an informal lending-library operated by a prominent Pittsburgher, and Carnegie wanted to pay the favor on to the next generation of strivers. Over the next decades, as he became one of the richest men on the planet, he devoted a substantial part of his fortune to building what would become the backbone of the American public library system—about 2,500 Carnegie libraries stretching from Maine to California.

Though tastes and designs have shifted, a few of the ideals enshrined in the old Carnegie libraries are still held dear today. They are monumental, carrying a reader up a flight of stairs into a beautiful building, evoking a temple of learning. The layout, with books arranged in alcoves and open shelves, encourages random browsing. Most importantly, the space is egalitarian and open to all (though Carnegie did endow so-called “separate but equal” libraries in the South). Carnegie libraries exemplify what sociologist Ray Oldenburg calls a “**third place**”—neither work nor home, a universally accessible space where citizens are free to congregate and fraternize without feeling like loiterers.

These ideals can still be seen in the design of many more recent libraries, even if today they're

more likely to be built in a strip mall or a converted Walmart.



Left, the first Carnegie Library in Braddock, Penn. It has recently been threatened by closure. Right, a converted Walmart in McAllen, Texas.

Photo courtesy Christopher Rolinson/Braddock Carnegie Library/Wikimedia; ©Lara Swimmer Photography

These design benefits were ancillary, of course, to the fundamental purpose of the Carnegie libraries—access to “the precious treasures of knowledge and imagination through which youth may ascend,” in the words of the benefactor. If Carnegie were alive today, however, an Internet connection and perhaps a good e-book lending program would be enough to provide him treasures beyond his wildest dreams.

Libraries have compensated for this shift by redefining their mission around providing access to new technologies. The slow invasion of computer clusters that has defined the past two decades of library design serves an important purpose, but that mission, too, now seems increasingly redundant. Already, three-quarters of Americans access the Internet at home, with both broadband and mobile access rising steadily, particularly among younger people. It seems unlikely that providing on-site public access to online media will be a compelling justification for funding brick-and-mortar libraries even a decade from now.

Instead, librarians have begun to identify a rationale for institutional survival in the ancillary public benefits noted above, in particular the principle of a “third place” focused on learning. The British writer Caitlin Moran, mourning the closings of public libraries in her country, eloquently defends the ideal:

A library in the middle of a community is a cross between an emergency exit, a life raft and a festival. They are cathedrals of the mind; hospitals of the soul; theme parks of the imagination. On a cold, rainy island, they are the only sheltered public spaces where you are not a consumer, but a citizen, instead. ... A mall—the shops—are places where your money makes the wealthy wealthier. But a library is where the wealthy's taxes pay for you to become a little more extraordinary, instead.

Across the United States, librarians have been experimenting with ways of expanding on this newly elaborated mission—for instance, by opening so-called “maker spaces” in annexes and areas where bookshelves have been cleared out. A throwback to the **mechanic’s library** of the 19<sup>th</sup> century, maker spaces collect old and new technologies, from sewing machines to 3-D printers, and encourage patrons to develop and share skills that cannot be practiced over the Internet.



A trend-setting maker space called the Fab Lab at Fayetteville Public Library, in New York.

Photo courtesy Fayetteville Free Library FabLab

**Some look askance at the library morphing into a bookless social club for gearheads and gadget nerds.**

For those who might look askance at the prospect of their library morphing into a bookless social club for gearheads and gadget nerds, a group of young arts-oriented librarians have formed the **Library as Incubator Project** to promote a different, though by no means incompatible, vision of “third place.” On its website, the Library as Incubator Project highlights library programs from around the country that involve displaying, facilitating, or disseminating art, often by and for the local community. Favorite projects include the **Local Music Project** at the Iowa City Public Library, where librarians lease recordings from local artists and offer them online to cardholders for free,

and the Brooklyn Art Library's **Sketchbook Project**, a traveling bookmobile that accumulates donated 32-page sketchbooks from both professional and amateur artists and displays them around the country. It's easy to imagine how a local institution built on these sorts of programs could continue to serve as hospital of the soul and theme park of the imagination long after all the paper books have been cleared away.



The Idea Box at Oak Park, Ill. public library—a rotating interactive exhibition and artist residency space.

Photo courtesy of Oak Park Public Library/Flickr

Both maker spaces and Library as Incubator-style art programs engage library patrons to produce their own content. Also in this vein, some wealthier libraries have begun hosting self-publishing and print-on-demand technologies like the **Espresso Book Machine**. If basic Internet access is no longer anything to write home about, it's notable that the cutting-edge technologies that libraries can boast of providing on-site access to are used more for creating and less for passive, traditional library activities like reading and watching.

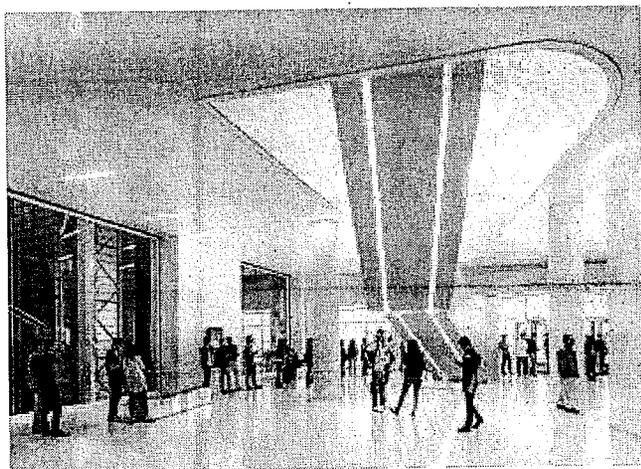
On a broader scale, the recently-launched **Digital Public Library of America**, operating out of the Boston Public Library, is building a nationwide digital collection of historical materials sourced everywhere from libraries and private collections to family photo albums and boxes of old letters in the attic. According to founder Dan Cohen, the DPLA's ambition is to work with local libraries to collect materials and perhaps eventually to present them at touch-screens designed to help patrons explore the history of their specific communities. "We love the idea of making a connection between the digital and physical realm," Cohen says.

Here, the new emphasis on user-generated content overlaps with one of the longtime pillars of the library ideal, going back to Alexandria—a comprehensive archive of human knowledge, imagination, wisdom, and experience. The local library, the community's traditional point of contact with that vast archive, becomes a place where we not only download culture, but upload it too.

As cash-strapped public libraries scramble to reorient themselves for the digital age around access to technology and "third place" services, better-funded university libraries have been steadily pushing ahead with the same set of revamped ideals writ large. A few bold new constructions, like the James B. Hunt, Jr. Library at North Carolina State University, reflect widespread confidence that universities will always have a place for libraries as service desks, collaboration spaces, and technology access points.

The Hunt, completed in early 2013, stores the vast majority of its book collection in a compact system of metal bins accessed by book-fetching robots. Similar systems are used by companies like Walmart at distribution centers. The robots work 24 hours a day and can retrieve a book ordered from a computer or mobile device in two to five minutes. On display to the public upon entering the building, the robots have become a museum-like attraction, drawing not just curious engineering students but also children, who get a kick out of pushing a button and spurring the robots into action.

The rest of the library is an experiment in what to do with an abundance of space and a mandate for technology and collaboration. Many walls and even furniture pieces can be written on, illustrating the library's transition away from a mood of hushed reverence. In addition to loud rooms and quiet rooms, the Hunt features several spaces that offer to the entire campus community specialized technology that might in other circumstances be available only to a certain academic program. "We find that people in other disciplines will use the technology differently, extend it," says university librarian Susan Nutter.



Students in front of the robotic book storage system at NC State's Hunt Library.

Photo courtesy Jeff Goldberg/Esto

For example, the Hunt's four visualization labs allow students and professors to share **MicroTiles** screens to collaborate on complicated projects that require looking at multiple images, documents, videos, or websites side-by-side. These labs attracted the attention of the campus ROTC chapter, which is training students in warship steering simulations, and the local video game industry, which has formed new research collaborations with professors on campus.

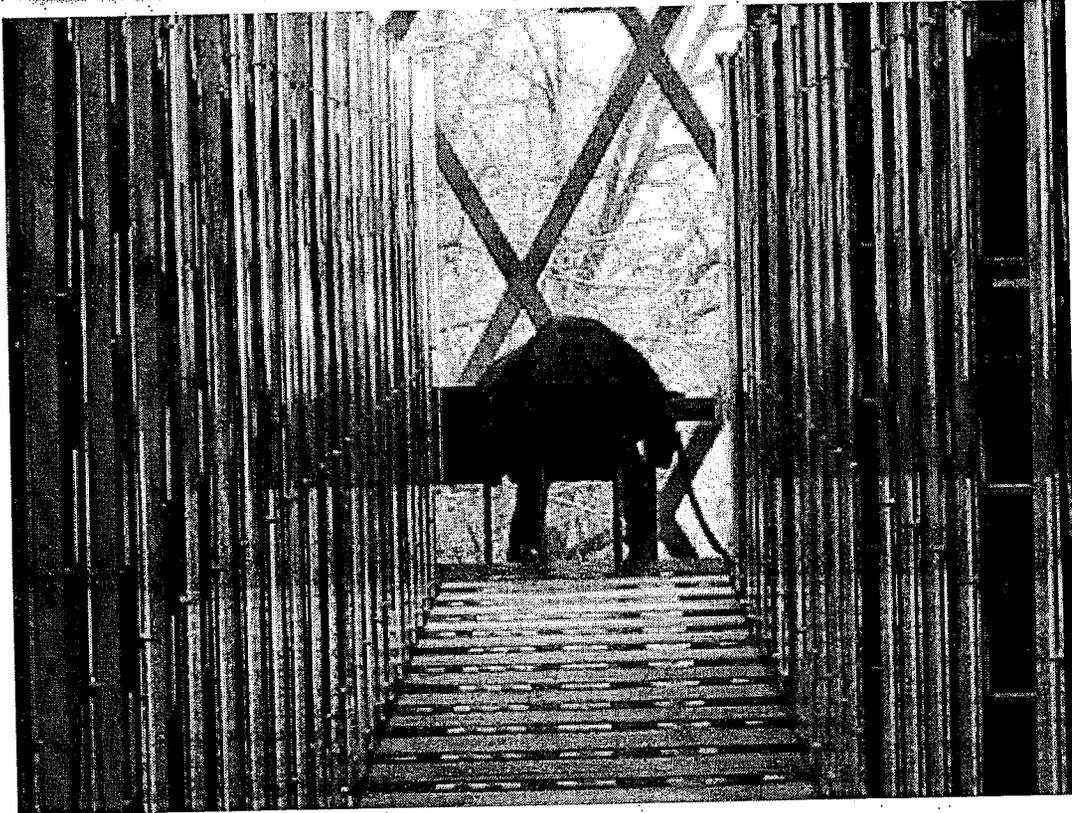


Students explore traffic simulations at a teaching and visualization lab at NC State.

Photo courtesy Marc Hall/NC State University

The high-tech future of libraries might lie in buildings like the Hunt, but walk into a typical American public library and you'll probably identify about three current core services: storing an underused circulating collection of paper books, ensuring community-wide access to Facebook on desktop computers, and sheltering homeless people.

As at the New York Public Library, the books are making a quiet last stand against the technological forces pushing them aside. It seems unlikely they'll hold onto their real estate for very long. The desktops are, for now, essential for a significant but shrinking slice of the population—mostly poor and elderly people—who can't reliably access the Internet from home or on a mobile device. Eventually, the Venn diagram of those who lack smartphones and those who lack homes may nearly overlap exactly. Libraries are well positioned to serve many of the needs of this demographic, the dispossessed of the digital age.



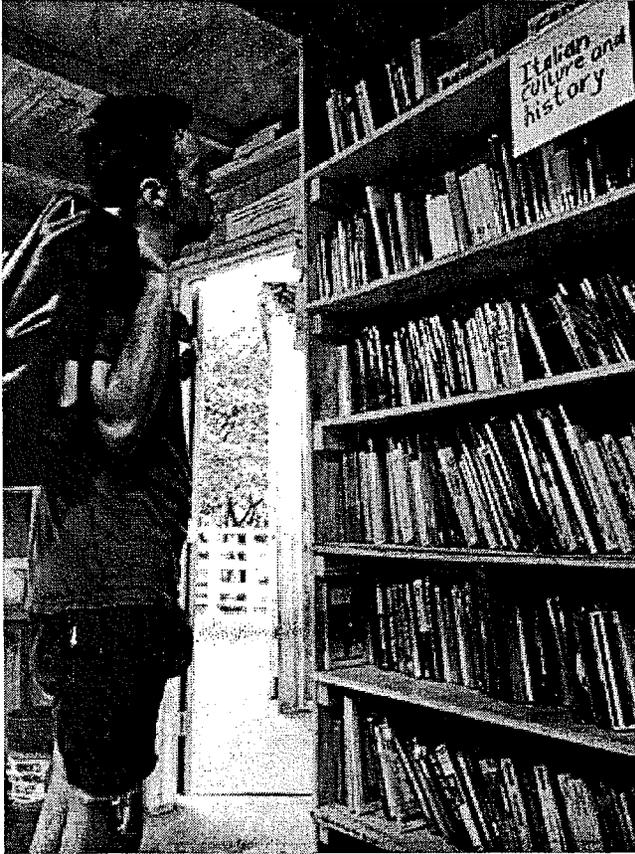
Library interior.

Photo courtesy Bradleyolin/Flickr

Patching the gaps of the fraying social safety net with shelter, bathrooms, and other very basic services for people in crisis is not part of the original mission of public libraries. It can detract from other services, particularly those aimed at children. Perhaps for this reason, a library in Orange County, Calif., recently instituted a napping and odor ban.

However, public libraries have long served a progressive, interventionist agenda, putting knowledge directly into the hands of the poor, the immigrant, and those historically excluded from certain educational institutions. If no better resources can be cobbled together, isn't it against the spirit of the library to turn away a person in need? It remains to be seen how this commitment will affect middle-class willingness to fund public libraries.

Outside of the publicly financed system, the library-as-intervention model thrives in fringy endeavors like books-to-prisons projects, the Occupy Wall Street library, or the Little Free Library's outdoor book-sharing boxes. It's a good time to operate one of these outsider libraries, which are particularly well positioned to make use of the vast detritus of



The Gramsci Monument Library at the Forest Houses, in the Bronx, 2013.

Photo courtesy Jason Eppink/Flickr

unwanted paper books currently washing up every day at Goodwill stores and recycling centers.

It remains uncertain exactly what will happen to the New York Public Library's Main Branch in the renovations already underway. Supposedly forthcoming is a plan that will preserve the Snead stacks as part of a new circulating library, allowing patrons to see and experience the historic stack design, which has been off-limits to visitors up until now. This plan should satisfy preservationists, if not scholars hoping to keep the research collection intact. If it carries the day, the stacks will have survived less as a functional element of city infrastructure and more as a museum curiosity for tablet-toting patrons of the future.

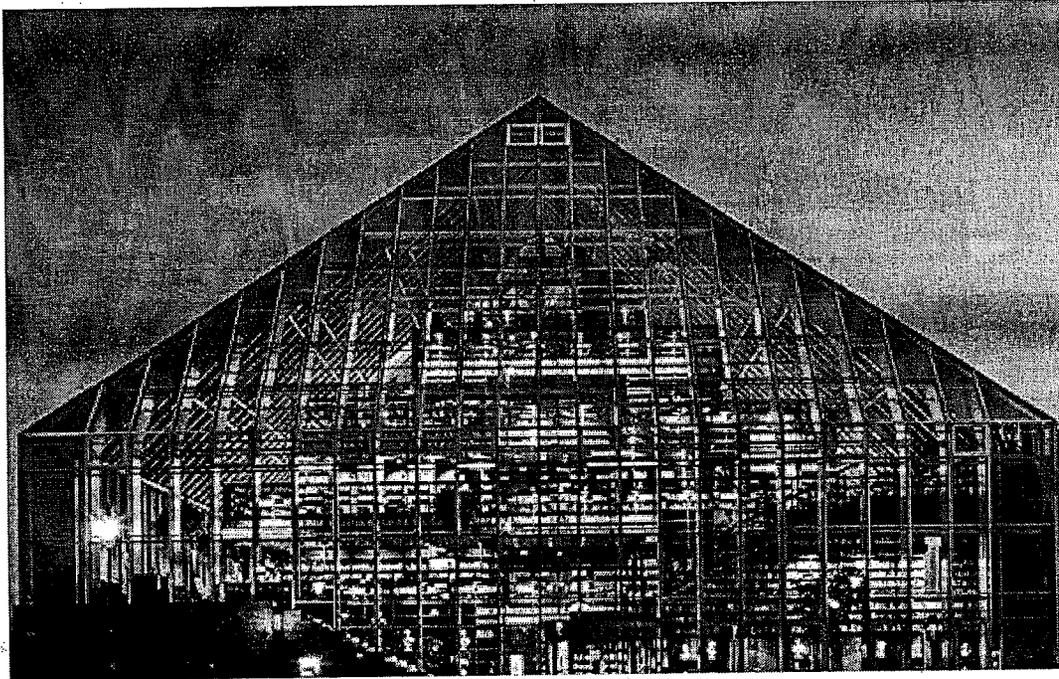
But perhaps it's in the model of the museum that nostalgic and futurist visions of libraries converge. Just as families have begun to visit

NC State's campus to gawk at the book-fetching robots, so tourists of the coming decades might plan trips to 42<sup>nd</sup> Street to walk the venerable stacks that once served as intellectual aquifer to a great city in its era of cultural blossoming.

Since Alexandria, we've gone to libraries look backward, to give our focused, undivided attention to the wisdom and imagination of the past. This ethic, bound up for centuries in the symbol of the book, can be a kind of intervention in itself, particularly in the current era of constant distraction and multitasking. A library of the future might also be, at its best, a sanctuary where we are encouraged to spend entire hours looking at *just one thing*, losing awareness of our phones in our pockets, our messages that have to be checked, the thousands of informational tasks that we set for ourselves every day. The book-oriented library, where it survives in defiance of the digital shift, tends to take on the aspect of a temple for this sort of focused, old-fashioned study and contemplation.

For instance, **Book Mountain**, a recently completed library in the Netherlands, proudly emphasizes paper books. It abuts a 42-unit development of residential homes, the so-called "Library Quarter"—a sort of mission town for a "cathedral of the mind."

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Book Mountain in Spijkenisse, the Netherlands, by MVRDV.

Photo courtesy Daria Scagliola/MVRDV

These days, of course, cathedrals aren't in much better shape than libraries. To maintain a monumental institution in the middle of a community requires patronage, in both the financial and civic engagement senses. If the people want emerging technologies more than they want books, libraries have to respond to that, even if it means closing up shop and moving entirely online.

Matthew Battles, who since publishing his history of libraries has become a principal at Harvard's forward-looking **metaLAB**, believes that the future of libraries must be decided not by nostalgic scholars or librarians hoping to save their jobs, but in conversation with communities. "Librarians, scholars, policy makers all have to be part of that dialogue, but it must embrace a civic context, not the institutional context," he says. "If you do that, having spent a lot of time in libraries and meetings with library administration, you end up in this conversation of how do you save the library. People say, 'We know we have to change, but we don't know how.' There's a death spiral in that dialogue."

## Libraries will only survive if the communities

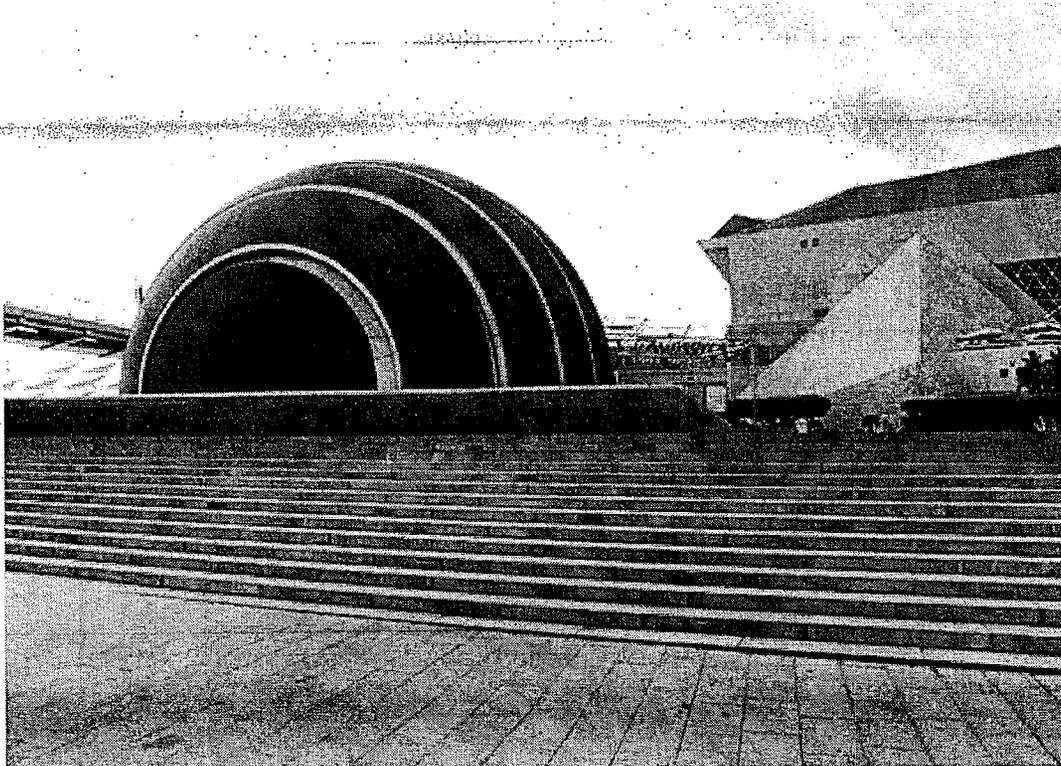
In the 1990s, the Egyptian government under Hosni Mubarak decided to rebuild the famous library of Alexandria. The Bibliotheca Alexandrina, a monumental design by the Norwegian firm Snøhetta, was completed in 2002 at a cost of about \$220 million. Despite the obvious echo of the past, it is in many ways a library of the future. In partnership with the Internet Archive, it features an offline

they serve want  
and need them  
to.

backup of every website since 1996—an early stab at long-term preservation of online materials. It is also a hub for projects digitizing early Arabic and ancient Egyptian archives.

From the start, however, the Bibliotheca has been plagued by funding problems. Its book collection has never rivaled those of other major national libraries, and, perhaps due to its Latin name, the institution has had trouble earning the trust of its own country. During the recent political upheavals, dissidents physically attacked the executive floor of the library. The director was investigated for corruption, and the library it lost its endowment. More recently, a tweeted photo of a library gift shop covered in broken glass accused demonstrators of firing bullets at the Bibliotheca and injuring security staff.

History can repeat itself. Libraries will only survive if the communities they serve want and need them to. It would be a tragedy of historic proportions if, for instance, the public library system that Carnegie endowed and inspired is dismantled in the coming decades, but it's a real possibility. In the end, it's up to us—scholars, makers, and artists, seekers of community, access, and safe haven, and above all, readers in the old, human sense of the word—to rise to the level of these monuments we've built.



Bibliotheca Alexandrina.

Photo courtesy Ting Chen/Flickr

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**Correction, April 30, 2014:** This article originally misstated that the original plan for the New York Public Library's main branch proposed moving all of the research collection to New Jersey. It only proposed that much of the research collection would move to New Jersey. (Return.)

**Update April 30, 2014:** This article has been updated to clarify that the current New York Public Library proposal would keep more of the collection onsite than had initially been proposed.

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# Incident Report July 2014

## Attachment 21

| Branch                           | Type of Incident             | Number of Incidents |
|----------------------------------|------------------------------|---------------------|
| CE                               | Theft of Personal Property * | 1                   |
|                                  | Building Emergency *         | 1                   |
| CH                               | Building Emergency *         | 1                   |
| FX                               | Building Emergency *         | 1                   |
| GM                               | Theft of Personal Property * | 1                   |
| RR                               | Mental Illness *             | 1                   |
|                                  | Verbal Abuse *               | 1                   |
| SH                               | Disruptive behavior          | 1                   |
| TY                               | Camping *                    | 1                   |
|                                  | Stalking                     | 1                   |
|                                  | Police Activity              | 1                   |
| DM                               | Vandalism *                  | 1                   |
| GF                               | Verbal Abuse *               | 1                   |
| HE                               | Customer Injured             | 1                   |
| JM                               | Vandalism                    | 2                   |
| KP                               | Customer Injured             | 1                   |
| MW                               | Customer Injured *           | 1                   |
|                                  | Building Emergency *         | 2                   |
| RB                               | Customer in Distress *       | 1                   |
| TJ                               | Mental Illness               | 1                   |
|                                  | Verbal Abuse *               | 1                   |
|                                  | Sexual Misconduct *          | 1                   |
| <b>Total Incidents July 2014</b> |                              | <b>24</b>           |

\* Police, Fire Department, or FMD notified

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### Chair Report

Good evening. Tonight we begin a new fiscal year. The past year was filled with more excitement than is usually found in our library system. This year I am sure will be filled even more excitement as we go forward with plans for the future, to determine the role of the future library, the staffing of the facilities and a search for a replacement of the Library Director.

Each member of the Board has been selected by a different constituency, but while you do represent that group, your commitment is to the library as a whole. The whole is the sum of all its parts; our role is to ensure the parts mesh together.

The role of the Board is to determine policy for the Library and to oversee its operation. We do not have the responsibility of running the day to day affairs, nor to direct staff as to their duties. The Director works for the Board, every other staff member works for the director. Because of our interaction with the system we do know many employees, we do hear from them of their unhappiness if such exists. This makes it difficult as our friends expect us to intercede or be their advocate. It is our responsibility to be the advocate for the community and the system, not for individuals or groups.

Each of you will be assigned at least one committee. It is imperative that you become involved in that committee in order to bring to the total Board the best advice possible on a particular issue. We are fortunate that the members of our Board are dedicated intelligent individuals. Committees must take their duties seriously in order to make the system work. There will be criticism directed at us from time to time, some justified, many times unjustified.

I would now mention that I am appointing a committee to undertake the search for a new director. The final decision will rest with the Board, but there will be a great deal of work to get to that point. The committee will be Chaired by the Vice Chair Karrie Delaney, its members will be Peggy Koplitz from our Board, Duwain Ketch, a member of the Friends of both Burke Center & Kings Park and a member of the Foundation, a member to be designated by the Chair of the BOS, David Mulchany, Jennifer McCullough, and a member to be selected from the Branch Managers of our library system. Karrie will call the

meetings. These will be open until such time as it is determined that Personnel privacy dictates executive sessions.

I ask each of you to assist me as we go forward. We are a collegial body and we want to enjoy our work together.

Charles Fegan, Chair  
Fairfax County Public Library Board of Trustees