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: May 13, 2015

AGENDA

I. PUBLIC COMMENT

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

II. MINUTES – April 2015

III. CHAIR'S REPORT

A. Opening Remarks
B. Welcome New Board of Trustees Members – Fran Millhouser, Mason District and Miriam Smolen, Providence District (Attachment 1, Page 1)
C. Library Board Workshop – Saturday, May 2, 2015

IV. COMMITTEE REPORTS

A. Library Foundation – Michael Donovan
B. Budget Committee – Michael Donovan
C. Planning Committee – Priscille Dando
D. Ad Hoc FCPL Director Search Committee – Karrie Delaney
E. Nominating Committee – Dr. Sirh

V. DIRECTOR'S REPORT

A. Executive Summary
   1. FY 2016 Budget Markup Process and FY 2017 Budget Plan Recommendations (Attachment 2, Page 7)
   2. Board of Supervisors Audit Committee Report
   3. Branch Renovations – Pohick Regional Library, John Marshall Library
   4. Tysons-Pimmit Regional Library – Temporary Location Status
   5. Gateway to Freedom Dedication – Director's Remarks (Attachment 3, Page 29)
   6. Board of Trustees Email Accounts (Attachment 4, Page 33)
   7. Library Card Availability at Schools

FAIRFAX COUNTY PUBLIC LIBRARY
12000 Government Center Pkwy. • Suite 324
Fairfax, VA 22035
703-324-3100 TTY: 703-324-8365 FAX: 703-653-1789
www.fairfaxcounty.gov/library

Fairfax County Public Library
We're everywhere you are

VI. CONSIDERATION ITEM – Addition to Board of Trustees Policy J "Policy Regarding Privacy of Patrons' Research and Reading Materials" (Attachment 5, Page 37)

VII. ACTION ITEMS - None

VIII. INFORMATION ITEMS

A. Monthly Statistical Snapshot, March, 2015 (Attachment 6, Page 39)
B. Incident Report – April 2015 (Attachment 7, Page 43)
C. Reston Town Center North, Redevelopment of Fairfax County and Inova Properties (Attachment 8, Page 45)
D. Supervisor Herrity's report regarding Potential Budget Reductions (Attachment 9, Page 51)
E. Changing Lives Through Literature – reading *Wuthering Heights* with Juvenile Offenders (Attachment 10, Page 57)
F. Do We Still Need Libraries? – The Washington Post (Attachment 11, Page 61)
G. Fairfax Library Advocates advertisement in The Washington Post (Attachment 12, Page 65)
H. The Future of MLS (Attachment 13, Page 67)

IX. ROUNDTABLE

Attachment 1

Frances E. Millhouser

3325 Prince Charles Court
Falls Church, VA 22044

Home phone: 703-532-2446
Cell phone: 703-622-0518

bfm1010@cox.net

Education, Certifications, Affiliations

Degrees:	Masters in Library and Information Science University of Maryland, College Park, MD
	B.A. in Sociology Miami University, Oxford, Ohio
Certifications:	Virginia State Library Certificate Myers Briggs Type Indicator
Affiliations:	Fairfax County Genealogy Society, Records Chair
	Mount Vernon Genealogy Society
	Virginia Genealogy Society
	National Genealogy Society

Volunteer Activities

Virginia Room City of Fairfax Regional Library	Coordinate the gift book trade database
Friends of the Virginia Room	Current President
Fairfax County Library Foundation	Scholarship Committee member
School Library Journal	Review children's non fiction books

Employment History

October 1977 to July 2007 Fairfax County Public Library Training Coordinator	Agency resource in training and development initiatives for all levels of employees.
October 1994 to October 1997 Chantilly Regional Library Branch Manager	Coordinated the opening of the Chantilly Regional Library and administered its operation.
September 1993 to October 1994 John Marshall Community Library	Administered the operations.

Branch Manager

November 1992 to September 1993
Woodrow Wilson Community Library
Branch Manager

Administered the operations.

January 1990 to November 1992
City of Fairfax Regional Library
Assistant Branch Manager

January 1989 to January 1990
Reston Regional Library
Assistant Branch Manager

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MIRIAM SMOLEN

9306 Coronado Terrace, Fairfax, VA 22031
(571) 275-8601 miriam.smolen@gmail.com

Strategic attorney with extensive in-house experience in highly-regulated mortgage finance company; law firm partner and federal prosecutor experience. Strengths in regulatory compliance, litigation, internal investigations and corporate compliance and ethics. Proactive leader who identifies and addresses legal issues and effectively balances critical business objectives with risk management.

PROFESSIONAL EXPERIENCE

FEDERAL HOUSING FINANCE AGENCY, Washington, D.C. March 2015 – present
Associate General Counsel
Represent financial regulatory agency in its mission relating to the supervision of the secondary mortgage market. Supervise teams responsible for regulatory compliance, solutions for mortgage lending issues, and conservatorship matters.

GILBERT LLP, Partner, Washington, DC, 2012 – 2015

Represented policyholders in complex insurance coverage litigation, with particular emphasis on Directors & Officers liability, privacy and cybercrime liability, professional services liability, and insurance issues arising in the financial services and housing industries. Appeared and argued in trial and appellate courts.
- Conduct investigations through interviews and document review for resolution of insurance disputes.
- Managed large litigation matters including: litigation budgets, teams of associates, staff, consultants and experts, client relationships.

FANNIE MAE, Washington, DC, 2003 - 2012
Director, Associate General Counsel, Office of Corporate Compliance and Ethics
Director, Associate General Counsel, Litigation Group

Corporate Compliance/Regulatory
- Built new Office of Corporate Compliance and Ethics for mortgage finance company to manage compliance, legal and regulatory risk assessments, training and ethics program. Created business unit specific legal and regulatory Compliance Plans for 17 business units including mortgage acquisition, technology, and finance through successful collaboration with business unit personnel. Developed specialized compliance training, monitoring and enforcement plans.
- Key counsel advising and implementing regulations impacting mortgage business. Direct and frequent interaction with federal agencies on regulations. Partnered with business units responsible for mortgage acquisition and loss prevention to ensure compliance with existing and new legal requirements.
- Responded to many dozens of government regulatory and law enforcement inquiries and examinations. Lead attorney for engagement with federal law enforcement agencies such as the Offices of Inspector General for FHFA, HUD, SIGTARP, and the FBI. Established good and effective working relationship with government examiners, regulators and law enforcement agents.
- Drafted Corporate and Business Unit Policies and Procedures and provided recommendations and reports to senior management on Compliance operations.
- Created and implemented privacy policies and training. Responded to privacy incidents including investigation, addressing breach through customer management, and responding to federal regulator.
- Managed ethics program for 6,000 employees including implementing Code of Conduct and conflict of interest reviews. Provided in-person and electronic ethics training courses.

Litigation and Investigations

- Represented company in complex commercial litigations, including insurance coverage, securities class action, fair lending laws violations, foreclosure matters, and employment issues. Obtained multi-million dollar settlement through mediation of insurance coverage dispute related to mortgage fraud.
- Investigated and responded to government and independent counsel investigations of securities, accounting fraud, and mortgage fraud claims. Significant experience directly conducting internal investigations and advising management on findings and responses.
- Managed large teams of outside counsel including setting litigation strategy and budgeting. Reduced outside counsel spend by hundreds of thousands of dollars by implementing Attorney Billing Guidelines.

UNITED STATES ATTORNEY'S OFFICE FOR THE DISTRICT OF COLUMBIA, 1989-2003,
Assistant U.S. Attorney and Senior Litigation Counsel, Economic Crime Section

- Tried over 60 jury trials in federal and state courts. Supervised federal law enforcement agents and prosecutor staff from initial referral of criminal allegation through successful conclusion of prosecution. Investigated and prosecuted complex financial crimes, health care frauds, computer crimes, securities law violations, regulatory violations, homicides and narcotics cases.
- Served as Acting Chief, Economic Crimes Section supervising 16 staff. Responsibilities included advancing prosecutorial goals, managing work production, conducting personnel evaluations and training, and reporting to Senior Management.

SIGNIFICANT PROSECUTIONS:

- Multi-million dollar money laundering and embezzlement scheme using sham corporate bonds, false accounting and straw companies.
- Convictions for cases of cyber breach and Internet identity fraud victimizing hundreds of consumers.
- Billing frauds of Medicare and private health insurance companies.
- False tax returns generating hundreds of illegitimate refunds.
- Embezzlements of millions of dollars by employees through fabrication of accounting systems, false documents and bank fraud.

LATHAM & WATKINS, Litigation Associate, 1986-1989

THE HONORABLE STANLEY S. HARRIS, UNITED STATES DISTRICT COURT, DISTRICT OF COLUMBIA, Judicial Law Clerk, 1985-1986

EDUCATION AND BAR MEMBERSHIPS

Boalt Hall School of Law, University of California, Berkeley, J.D. 1985
Order of the Coif (top 10%); California Law Review, Symposium Editor University of California
University of California, Berkeley, B.A. with High Honors, Phi Beta Kappa 1981
Member of the Bars of the District of Columbia and the State of California

COMMUNITY AND BOARD SERVICE

- Capital Camps and Retreat Center, Waynesboro, PA – non-profit summer camp and retreat center
    - Secretary, Member of the Executive Committee: Spring 2015
    - Board Member and Chair of Strategic Planning Committee and Retreat Committee (current)
    - Fundraiser for capital and operation campaigns (current)
- BBYO youth group, adult Board Member (current)
- Congregation Olam Tikvah, Fairfax, VA
    - Chair, $5 million Capital Campaign (completed)

- Board of Directors, member for six years (former)

- Frost Middle School, PTA Chair, fundraising events
- Mantua Elementary School, volunteer for carnival and classroom events
- Mantua Swim and Tennis Club volunteer to organize adult tennis
- The Jewish Federation of Greater Washington
    - Board member (former)
    - President, Young Leadership Division (former)
    - Awarded Jerome Dick Young Leadership Award
    - National Young Leadership Cabinet member (former)

AWARDS AND AFFILIATIONS

- Litigation Forum chair, Washington D.C. Association of Corporate Counsel (WMACCA) 2011-2012.
- Chair, Litigation Committee, Association of Corporate Counsel 2008-2009. Led the national litigation committee made up of 2000 in-house counsel, and supervised the organization of numerous panels, webcasts and publications. Created and hosted *Litigation Master Series*, a four part webinar series on litigation issues for 200 attendees.
- Edward Bennett Williams Inn of Court, Barrister.
- Awarded Department of Justice Special Achievement Award six times. Awarded Senior Litigation Counsel, U.S. Attorney's Office.
- Awarded Department of Health and Human Services Inspector General's Integrity Award, twice, for prosecution of abuse of the Medicaid and Medicare program.

April 21, 2015

FY 2016 BUDGET MARKUP PROCESS and FY 2017 BUDGET PLAN RECOMMENDATIONS

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Chairman's Remarks - Fiscal Year 2016 Budget Mark-Up

Fiscal Year 2016 Advertised Budget Mark-up
Investing in Fairfax
April 21, 2015

It wasn't hard to identify a theme for this year's budget. Speakers during our three days of public hearings adopted as their theme a call to ***Invest in Fairfax*** and that is what this Mark-up package seeks to do.

The Advertised Budget as amended by these actions results in some changes that will make some folks happy, some relieved, and some disappointed. It is, however, a responsible package that:

- Maintains our current tax rate at $1.09

- Addresses our commitment to bolster our reserves

- Does not rely on one-time funding for on-going needs

- Implements a new Compensation Plan for our General County employees with an average increase of approximately 3.60%, including a Market Rate Adjustment (MRA) of 1.10%. Compensation increases for our public safety employees include the MRA and merit steps/longevities.

- Comes very close to fully funding the School Board's request for their Transfer with an increase of over $66 million (including funding for School Debt Service) over last year and 52.7% of our General Fund Budget. In Fiscal Year 2016 the Schools receive almost 2/3 of the entire increase in General Fund Revenue, and benefit from a net $9.9 million unanticipated increase from the State.

- Honors our commitment to allocate funding to both the County and Schools for Infrastructure Investment and School Construction through Fiscal Year 2015 Carryover balances

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- Restores the most critical Human Services reductions in the Advertised Budget – notably, *Healthy Families, Parenting Education/Good-Touch/Bad-Touch, as well as mental health services in the jail, and detox diversion positions. Also restores Enforcement of the Grass Ordinance which addresses care of premises issues in neighborhoods.*

The Mark-up Package that I am about to move is the result of much hard work by my colleagues, members of the School Board, our County staff and our Fairfax County community. It is not a "great news" package, but I think that it is **responsible and responsive** to the needs of our community and to the uncertain fiscal climate we are operating in.

Work will continue during the next months and years ahead to address our County's challenges through a comprehensive **Lines of Business Review**. This important discussion will engage the community in an evaluation of programs and services Fairfax County offers in light of our current fiscal environment. This will be an important exercise to ensure that we maintain the quality of life our residents value and rely upon, while making sure taxes are affordable.

With that, Madam Chairman I will now move approval of the separate motions for the *FY 2015 Third Quarter Review* and the Budget Mark-up amendments that we discussed at the Budget Committee last Friday:

Approval of the FY 2015 Third Quarter Review

I move approval of the *FY 2015 Third Quarter Review* including approval of Supplemental Appropriation Resolution AS 15190 and Amendment to the Fiscal Planning Resolution AS 15901 which includes the revenue, expenditure and transfer adjustments, grant awards and adjustments, and associated reserve adjustments contained in the County and School's Third Quarter Review as presented on March 3, 2015, resulting in an available balance of $0.

FY 2016 Budget Mark-Up with FY 2017 Budget Recommendations

I will next outline and move approval of the budget proposal:

We start the package with a balance of $5.52 million available after the adjustments included in the County Executive's Add-On package of April 8, 2015. This balance is the result of the $3.06 million balance identified in the FY 2016 Advertised Budget Plan, as well as an increase of $2.73 million in General Fund revenue based on final State budget actions, offset by expenditure and associated reserve increases of $0.27 million.

	FY 2016		FY 2017
FY 2016 Advertised Balance	**$3,063,792**		**($92,923,623)**
Add-On Adjustments			
Additional State Revenue	$2,732,619		$2,732,619
Board Salary Increase	($102,500)	R	($205,000)
Planning Commission Salary Increase	($48,000)	R	($96,000)
Board of Zoning Appeals Salary Increase	($9,450)	R	($18,900)
Police Consultant Study	($100,000)	NR	($0)
Economic Development Authority Position	$0		$0
Revenue Stabilization Reserve (3% Target)	($8,039)		($1,606)
Managed Reserve (2% Target)	($5,360)		($1,070)
Subtotal:	$2,459,270		$2,410,043
Balance as of Add-On	**$5,523,062**		**($90,513,580)**

This package maintains the Real Estate tax rate at $1.090 per $100 of assessed value. As a result of the FY 2016 increase based on equalization, the average annual tax bill for County homeowners increases by approximately $185.

This package maintains the 3.20% increase in the School Operating transfer included in the Advertised Budget. It is important to note that this increase in

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funding represents almost two-thirds of all new revenues received by the County in FY 2016. Additionally, the Board recognizes the importance in providing funding for the Schools to address capital needs and directs the County Executive to fund up to $13.1 million for the School Construction Fund using available balances at Carryover. The package also assumes a preliminary increase of 3% to the School Operating transfer in FY 2017 for the School Board and the Superintendent as they start planning for the costs in FY 2017 associated with enrollment growth and employee compensation. This level is above anticipated revenue growth of 2.48 percent and will be revisited if the County's economic outlook changes.

FY 2016 marks the first year of a new compensation plan for General County employees, and the Board remains appreciative of the hard work and compromise shown by employee group representatives during the development of the plan. The new plan outlines pay priorities in years during which the program cannot be fully funded. The compensation package approved by the Board follows these priorities by maintaining full funding of performance and longevity increases and partially funding the Market Rate Adjustment (MRA). An MRA of 0.84% was included in the Advertised budget; this package increases the MRA for all County employees to 1.10%. In addition, the Board approves the long-term plans for pension financing as outlined in the County Executive's Advertised budget.

This package restores positions and/or funding for a number of programs impacted by proposed reductions in the Advertised budget – such as Healthy Families and Good-Touch/Bad-Touch – for which we have heard compelling testimony from the community. It also adds funding for other priorities of the Board.

Funding Adjustments Recommended by Board

	FY 2016		FY 2017
Adjustments to address Proposed Reductions:			
Restore funding and 11 positions for the Healthy Families Fairfax Program in the Department of Family Services and Health Department	($1,871,715)	R	($1,871,715)
Restore funding for the Contract for Legal Services for Persons with Disabilities	($51,017)	R	($51,017)
Restore funding and 1 position for the Good-Touch/Bad-Touch Program	($85,056)	R	($85,056)
Restore funding and 2 positions for the Parenting Education Program	($216,816)	R	($216,816)
Restore funding for the Rent Relief Program	($275,000)	R	($275,000)
To accommodate critical mental health services within the Adult Detention Center, staff is directed to generate planned efficiencies and restructure operations through partial restoration of funding and 1 position within Jail-Based Behavioral Health Services in the Community Services Board	($105,110)	R	($105,110)
To maintain Diversion options in the community, restore funding and 3 positions in the Diversion to Detoxification Outreach Program	($257,394)	R	($257,394)
Delay closing of Annandale Adult Day Health Care (ADHC) Program site by six months. Funding, if needed, will be provided at *FY 2015 Carryover Review.* In addition, 1 position and funding of $66,805, completely offset by revenue, is maintained from the Annandale ADHC reduction and transferred to the Lincolnia ADHC to provide staffing in support of all current Annandale clients.	$0	R	$0

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Funding Adjustments Recommended by Board

	FY 2016		FY 2017
Restore funding for the Enforcement of the Grass and Lawn Provisions of the County Code	($120,000)	R	($120,000)
Restore funding for the Weekend Fire Boat Patrols	($10,000)	R	($10,000)
Restore 4 Planner positions in the Department of Planning and Zoning (DPZ) with the stipulation that funding will be identified from existing transportation resources appropriate for transportation studies to be performed by these positions and/or flexibility identified in DPZ as a result of upcoming retirements	$0	R	$0
Consistent with the action taken by the Board of Elections the proposed reductions in training of Election Officers and absentee satellite voting hours will not be taken. Instead the reduction to be taken by the Office of Elections will be accomplished as a result of efficiencies gained due to the new online voter registration and by further delaying the scanning and archiving of existing paper voter registration records.	$0	R	$0
Adjustments to address other Board Priorities:			
Increase Market Rate Adjustment for all County employees from 0.84% to 1.10%	($2,928,541)	R	($2,928,541)
Accelerate funding and positions included in the FY 2017 projected budget by adding 2 Probation Counselor II positions in the General District Court for the Veterans Docket	($211,163)	R	$0
Increase support for Fort Belvoir National Army Museum from $100,000 to $150,000	($50,000)	R	($50,000)

Funding Adjustments Recommended by Board

	FY 2016		FY 2017
Adjustments to provide additional flexibility:			
Consistent with health care reform changes on the horizon, staff is directed to explore options related to health insurance, including plan design changes and the offering of lower-cost plan alternatives, resulting in lower increased costs for the plan year beginning in 2016	$448,839	R	$448,839
Based on the latest fuel projections, reduce the estimated per gallon costs in FY 2016, resulting in additional savings on top of the $1 million already included in the FY 2016 Advertised budget	$500,000	R	$500,000
Revenue Stabilization Reserve (3% Target)	($174,054)		$11,915
Managed Reserve (2% Target)	($116,035)		$7,942
Subtotal:	($5,523,062)		($5,001,953)
Final Remaining Balance/(Shortfall)	**$0**		**($95,515,533)**

As a result of these changes, we have a balanced FY 2016 budget.

There continues to be a projected shortfall of over $95 million as we project ahead to FY 2017. Difficult budget decisions will continue to face this Board. Our challenge will be aided by the **Lines of Business** exercise process being undertaken by the County which will be used to inform the budget decisions over the next several years.

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In addition, this budget includes other tax and fee adjustments, including:

- An increase in Sewer Service Charges to $6.65 per 1,000 gallons. This is an increase from the FY 2015 service charge of $6.62 per 1,000 gallons.

- An increase in the Sewer Service Base Charge from $15.86 per quarter to $20.15 per quarter.

- An increase in the Stormwater Services district tax rate from $0.0225 to $0.0250 per $100 of assessed value.

- An increase in the Tysons Service District tax rate from $0.04 to $0.05 per $100 of assessed value per the recommendation from the Tysons Service District Advisory Board.

- A decrease in the Phase I Dulles Rail Transportation Improvement District tax rate from $0.21 to $0.19 per $100 of assessed value.

Other fee adjustments included in the budget proposal are increases to School-Age Child Care (SACC) fees and refuse disposal fees.

Therefore, having provided public notice and conducted a public hearing as required by Virginia law, **I move approval of the FY 2016 Budget as Advertised, with the changes I just summarized**, advertised changes to other taxes and fees, and required Managed Reserve and Revenue Stabilization adjustments. The tax and fee increases become effective on and after July 1, 2015 unless otherwise noted. **These actions result in a balanced budget for FY 2016.**

Adoption of Ten Principles of Sound Financial Management

I move adoption of the updated Ten Principles Sound Financial Management which is attached. The changes to the Ten Principles focus on the County's reserve policies and include:

- Increasing the Managed Reserve from 2% to 4% of General Fund disbursements;
- Increasing the Revenue Stabilization Fund from 3% to 5% of General Fund disbursement; and
- Establishing a new Economic Opportunity reserve, totaling 1% of General Fund disbursements, to allow strategic investment in economic development opportunities. This fund will act as a revolving reserve to address opportunities that are identified as priorities of the Board. Criteria will be developed for the utilization of this reserve, including regular replenishment, and will be funded after the Managed Reserve and Revenue Stabilization Fund are fully funded at their new levels.

In total, targeted County reserves will increase from 5% to 10% of General Fund disbursements.

Options to fund the reserves include:

- A deposit into the Revenue Stabilization Fund as part of the *FY 2015 Third Quarter Review*/consolidation of the Sequestration Reserve;
- One-time revenues or one-time balances not required for critical one-time expenditures;
- Allocation of 40% of year-end balances not required for critical items;
- Allocation of savings from bond refundings; and/or
- Budgeting funds for reserves when available including contributions for increased disbursements.

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Ten Principles of Sound Financial Management

Background

The *Ten Principles*, adopted by the Board of Supervisors on October 22, 1975, endorsed a set of policies designed to contribute to the County's fiscal management and maintain the County's "triple A" bond rating. The County has maintained its superior rating in large part due to its firm adherence to these policies. The County's exceptional "triple A" bond rating gives its bonds an unusually high level of marketability and results in the County being able to borrow for needed capital improvements at low interest rates, thus realizing significant savings now and in the future for the residents of Fairfax County.

From time to time the Board of Supervisors has amended the Ten Principles in order to address changing economic conditions and management practices. Changes adopted on April 21, 2015 have been made which reflect the Board's commitment to increasing the County's reserve policies and continue to strengthen the County's financial position. The rating agencies have for many years validated the approach the County has taken identifying a Managed Reserve at 2 percent of General Fund Disbursements and the Revenue Stabilization Reserve at 3 percent of General Fund Disbursements (for a total of 5 percent), as well as funding other replacement reserves, as strong financial management. The increases recommended further strengthen this approach by adjusting the policy for the two primary reserves and adding an additional reserve for a total reserve policy of 10 percent. As a result, the County reserve policy will be more in line with the other triple-A jurisdictions. Funding of this increase will begin immediately; however, it will take several years to fully fund the new target level.

In addition to the more traditional methods of long-term financing through General Obligation Bonds, the County has been able to accomplish major capital improvements through the use of alternative financing while maintaining the County's fiscal integrity as required by the *Ten Principles*. Accomplishments such as Metro station parking garages, construction of Route 28, the opening of a commuter rail, and construction of government facilities have all been attained in addition to a robust bond construction program. In 2003 the County was able to accelerate the construction of a new high school by three years through the creative use of revenue bonds in connection with the joint development of a senior care facility and a golf course in conjunction with the high school. From 1999 through 2014, the County has approved $3.47 billion of new debt at referendum, with $2.31 billion for Schools and $1.16 billion for the County.

Since 1975, the savings associated with the County having a "triple-A" bond rating is estimated at $470.88 million. Including savings from the various refunding sales, the total benefit to the County equates to $702.51 million. Also, implementation of a Master Lease program and judicious use of short-term lease purchases for computer equipment, copier equipment, school buses and energy efficient equipment have permitted the County and the Schools to maximize available technology while maintaining budgetary efficiency.

The *Ten Principles* full text is as follows:

Ten Principles of Sound Financial Management
April 21, 2015

1. **Planning Policy**. The planning system in the County will continue as a dynamic process, which is synchronized with the capital improvement program, capital budget and operating budget. The County's land use plans shall not be allowed to become static. There will continue to be periodic reviews of the plans at least every five years. Small area plans shall not be modified without consideration of contiguous plans. The Capital Improvement Program will be structured to implement plans for new and expanded capital facilities as contained in the County's Comprehensive Plan and other facility plans. The Capital Improvement Program will also include support for periodic reinvestment in aging capital and technology infrastructure sufficient to ensure no loss of service and continued safety of operation.

2. **Annual Budget Plans and Reserves**. Annual budgets shall continue to show fiscal restraint. Annual budgets will be balanced between projected total funds available and total disbursements including established reserves.

   a. A Managed Reserve shall be maintained in the General Fund at a level sufficient to provide for temporary financing of critical unforeseen disbursements of a catastrophic emergency nature. The reserve will be maintained at a level of not less than four percent of total General Fund disbursements in any given fiscal year.

   b. A Revenue Stabilization Fund (RSF) shall be maintained in addition to the managed reserve at a level sufficient to permit orderly adjustment to changes resulting from curtailment of revenue. This Fund shall be maintained at five percent of total General Fund disbursements in any given fiscal year. Use of the RSF should only occur in times of severe economic stress. Accordingly, a withdrawal from the RSF will not be made unless the projected revenues reflect a decrease of more than 1.5 percent from the current year estimate and any such withdrawal may not exceed one half of the RSF fund balance in that year. A drawdown of this Fund should be accompanied with expenditure reductions.

   c. An Economic Opportunity Reserve shall be established in addition to the Managed Reserve and the Revenue Stabilization Fund. This reserve is meant to stimulate economic growth and will provide for strategic investment opportunities that are identified as priorities by the Board of Supervisors. When fully funded, this reserve will

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equal one percent of total General Fund disbursements in any given fiscal year. Funding for this reserve would only occur after the Managed Reserve and the Revenue Stabilization Fund are fully funded at their new levels of four percent and five percent, respectively. Criteria for funding, utilization, and replenishment of the reserve will be developed and presented to the Board of Supervisors for approval. The criteria for use will include financial modeling analysis (e.g. cost-benefit, etc.) to determine the fiscal impact to the County of the proposed investment opportunity and will require approval from the Board of Supervisors for any use.

d. Budgetary adjustments which propose to use available general funds identified at quarterly reviews should be minimized to address only critical issues. The use of non-recurring funds should only be directed to capital expenditures to the extent possible.

e. The budget shall include funds for cyclic and scheduled replacement or rehabilitation of equipment and other property in order to minimize disruption of budgetary planning from irregularly scheduled monetary demands.

3. **Cash Balances.** It is imperative that positive cash balances exist in the General Fund at the end of each fiscal year. If an operating deficit appears to be forthcoming in the current fiscal year wherein total disbursements will exceed the total funds available, the Board will take appropriate action to balance revenues and expenditures as necessary so as to end each fiscal year with a positive cash balance.

4. **Debt Ratios.** The County's debt ratios shall be maintained at the following levels:

a. Net debt as a percentage of estimated market value shall be less than 3 percent.

b. Debt service expenditures as a percentage of General Fund disbursements shall not exceed 10 percent. The County will continue to emphasize pay-as-you-go capital financing. Financing capital projects from current revenues is indicative of the County's intent to use purposeful restraint in incurring long-term debt.

c. For planning purposes annual bond sales shall be structured such that the County's debt burden shall not exceed the 3 and 10 percent limits. To that end sales of General Obligation Bonds and general obligation supported debt will be managed so as not to exceed a target of $275 million per year, or $1.375 billion over five years, with a technical limit of $300 million in any given year. Excluded from this cap are refunding bonds, revenue bonds or other non-General Fund supported debt.

d. For purposes of this principle, debt of the General Fund incurred subject to annual appropriation shall be treated on a par with general obligation debt and included in the calculation of debt ratio limits. Excluded from the cap are leases secured by equipment, operating leases, and capital leases with no net impact to the General Fund.

e. Use of variable rate debt is authorized in order to increase the County's financial flexibility, provide opportunities for interest rate savings, and help the County manage its balance sheet through better matching of assets and liabilities. Debt policies shall stipulate that variable rate debt is appropriate to use when it achieves a specific objective consistent with the County's overall financial strategies; however, the County must determine if the use of any such debt is appropriate and warranted given the potential benefit, risks, and objectives of the County. The County will not use variable rate debt solely for the purpose of earning arbitrage pending the disbursement of bond proceeds.

f. For purposes of this principle, payments for equipment or other business property, except real estate, purchased through long-term lease-purchase payment plans secured by the equipment will be considered to be operating expenses of the County. Annual General Fund payments for such leases shall not exceed 3 percent of the annual General Fund disbursements, net of the School transfer. Annual equipment lease-purchase payments by the Schools and other governmental entities of the County should not exceed 3 percent of their respective disbursements.

5. **Cash Management**. The County's cash management policies shall reflect a primary focus of ensuring the safety of public assets while maintaining needed liquidity and achieving a favorable return on investment. These policies have been certified by external professional review as fully conforming to the recognized best practices in the industry. As an essential element of a sound and professional financial management process, the policies and practices of this system shall receive the continued support of all County agencies and component units.

6. **Internal Controls**. A comprehensive system of financial internal controls shall be maintained in order to protect the County's assets and sustain the integrity of the County's financial systems. Managers at all levels shall be responsible for implementing sound controls and for regularly monitoring and measuring their effectiveness.

7. **Performance Measurement**. To ensure Fairfax County remains a high performing organization all efforts shall be made to improve the productivity of the County's programs and its employees through performance measurement. The County is committed to continuous improvement of productivity and service through analysis and measurement of actual performance objectives and customer feedback.
8. **Reducing Duplication**. A continuing effort shall be made to reduce duplicative functions within the County government and its autonomous and semi-autonomous agencies, particularly those that receive appropriations from the General Fund. To that end, business

process redesign and reorganization will be encouraged whenever increased efficiency or effectiveness can be demonstrated.

9. **Underlying Debt and Moral Obligations**. Debt related to but not directly supported by the County's General Fund shall be closely monitored and controlled to the extent possible, including revenue bonds of agencies supported by the General Fund, the use of the County's moral obligation, and underlying debt.

    a. A moral obligation exists when the Board of Supervisors has made a commitment to support the debt of another jurisdiction to prevent a potential default, and the County is not otherwise responsible or obligated to pay the annual debt service. The County's moral obligation will be authorized only under the most controlled circumstances and secured by extremely tight covenants to protect the credit of the County. The County's moral obligation shall only be used to enhance the credit worthiness of an agency of the County or regional partnership for an essential project, and only after the most stringent safeguards have been employed to reduce the risk and protect the financial integrity of the County.

    b. Underlying debt includes tax-supported debt issued by towns or districts in the County, which debt is not an obligation of the County, but nevertheless adds to the debt burden of the taxpayers within those jurisdictions in the County. The issuance of underlying debt, insofar as it is under the control of the Board of Supervisors, will be carefully analyzed for fiscal soundness, the additional burden placed on taxpayers, and the potential risk to the General Fund for any explicit or implicit moral obligation.

10. **Diversified Economy**. Fairfax County must continue to diversify its economic base by encouraging commercial and, in particular, industrial employment and associated revenues. Such business and industry must be in accord with the plans and ordinances of the County.

Budget Guidance for FY 2016 and FY 2017 – April 21, 2015

At a regular meeting of the Board of Supervisors of Fairfax County, Virginia, held in the Board Auditorium of the Fairfax County Government Center on Tuesday, April 21, 2015, the Board approved the following Budget Guidance for FY 2016 and FY 2017:

Fairfax County Public Schools Operating Support

The Board recognizes the fiscal pressure that rapidly increasing enrollment and rising compensation costs are placing on the Fairfax County Public Schools (FCPS). The reliance on one-time balances in recent years during the economic downturn has also created added challenges to meet school funding needs. County revenue growth for FY 2017 is projected to be 2.48 percent. A preliminary guideline is provided to the FCPS for an increase of 3 percent in the School Operating Transfer for the FY 2017 Advertised Budget Plan. If there are significant changes in the driving factors impacting the Schools or if revenue growth exceeds or declines from the current 2.48 percent projected for FY 2017, the Board will reevaluate the 3 percent guideline for the FCPS transfer. The Board of Supervisors will continue to advocate in partnership with the School Board for sufficient levels of state funding necessary to fund the County's excellent schools.

Board of Supervisors/School Board Collaboration

Recognizing the important role that the Lines of Business (LOBs) process will play over the coming years, the Board encourages FCPS to participate as a full partner in LOBs. This unique opportunity will allow both Boards to continue to work cooperatively in determining and addressing joint priorities and will build upon the positive efforts of the Joint Budget Development Committee (JBDC). By coordinating County and Schools LOBs reviews, the Boards and the community can focus more clearly on program effectiveness and identify desired outcomes with the goal of improving services in shared priority areas. The LOBs process also provides the opportunity to identify areas in which there may be duplication of efforts between County and Schools as a means of generating efficiencies and improvements in the provision of services. The Board suggests that the Schools enhance their discussion of their program budget by including metrics and performance information so that the

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respective Boards and the community are able to understand the importance of various programs.

Consistent with the direction from the JBDC concerning meeting joint priorities, the Board of Supervisors and School Board should also collaborate on identifying multi-year plans for closing the minority achievement gap and enhancing career and technical education programs. These plans should identify both long-term and interim goals, suggested funding allocations (within realistic fiscal guidelines), and programmatic priorities designed to reach the ultimate goals. The Board suggests the 10-Year Plan to End Homelessness be used as a model for the development of these plans.

County and Schools Infrastructure Investment

The Board also directs that the County Executive include a County transfer of up to $13.1 million to the School Construction Fund as part of the *FY 2015 Carryover Review*, subject to availability of sufficient year-end balances. This increase in the transfer, which would fund Infrastructure Replacement and Upgrades projects, was originally intended to begin in FY 2016, however was deferred until FY 2017 as part of budget balancing decisions. It is expected that the $13.1 million be maintained in the County Executive's Advertised budget for FY 2017. FCPS has used an average of $13.1 million in bond funding each year for the past five years to meet what is now termed Infrastructure Replacement and Upgrades. This transfer will fund, through pay-as-you-go funding, capital replacement and upgrade requirements and will free up general obligation bond funding for large replacement or new capacity requirements.

County Employee Market Rate Adjustment

The Board recognizes the importance of fully funding the Market Rate Adjustment (MRA) as calculated by the approved formula. While the MRA is the flexible component of the newly adopted compensation plan, and as a result was not completely funded in FY 2016, maintaining the integrity of the calculation and ensuring the agreed-upon increases for County employees is a Board priority. The County Executive is directed to fully fund the MRA in his FY 2017 Advertised Budget.

Public Safety Compensation/Equipment

The Board appreciates the hard work and dedication of public safety employees and remains committed to ensuring that employees are supported in terms of adequate and safe equipment, as well as pay structures which allow for successful recruitment and retention. The Board directs staff to develop long-term plans to appropriately fund reserves for Fire and Rescue apparatus and vehicles for both career and volunteer stations and to provide necessary equipment for Police Officers. As always, the Board encourages staff to pursue federal or state funding to offset the General Fund impact of these requirements. Additionally, the Board directs staff to examine the two-year hold at Step 8 in all public safety plans to determine whether removal of the hold would allow plans to be more competitive with peer jurisdictions. Staff should also provide analysis regarding additional adjustments to the Social Security offset for Service-Connected Disability Retirements, perform further research on uniformed Sheriff employee salaries, specifically addressing questions regarding pay parity with uniformed Police employees, and look at the pay and organization structure for employees in the Animal Control Division.

Police Reorganization

With the projected growth and urbanization of Fairfax County the need for an efficient Police Department to adequately address the needs of the County residents is increasing rapidly. Due to the demographic and topographical changes to the County since the Police Department was founded 75 years ago it is necessary to reorganize the operational and administrative structure of the department in synchronization with the concepts of the Five-Year Public Safety Staffing Plan. The Board directs the County Executive and County staff to work with the Police Department and Police Employee Groups, seeking outside consultant assistance if required, to develop a plan to reorganize the operational and administrative structure of the Police Department, to include but not limited to changes to the current rank structure. Any adjustments should be made in the context of the anticipated creation of a South County Police Station as included in the County's CIP, which will require redrawing of Police District boundaries.

Comprehensive Services Act for At-Risk Youth and Families

Under the psychiatric residential treatment benefit in Virginia Medicaid youth with serious mental health issues who meet medical criteria may be placed directly by parents in residential treatment facilities with Medicaid as the funding source. Residential services include three service components and costs: treatment and room and board services are covered by Medicaid; there is, however, no funding source that fully covers the cost of educational costs for youth in Medicaid-funded residential treatment, which average $160 per day. Each year residential providers and parents must fund the educational cost for the more than 500 youth placed in residential facilities, of which approximately 50 annually are Fairfax residents.

A state proposal being considered to close this funding gap would require that these educational costs to be funded by the CSA pooled funds on a state-local cost-sharing basis. Localities would also incur a match requirement on the otherwise Medicaid-funded portions of the placements. It is estimated that the proposal would cost Fairfax an additional $1.35 million annually - $425,000 for the required local CSA match of residential education services and $925,000 for the required local match to the Medicaid-covered services.

County staff are advocating for changes in the state proposal that would reduce or eliminate the local cost associated with this new state mandate. In the event those efforts are unsuccessful, the local cost for CSA in FY 2016 could increase as much $1.35 million. Staff will monitor the CSA expenditures and address any shortage at Third Quarter.

Service Source

The Service Source Disability Resource Center embodies a strategic direction the Human Services System is moving to in support of our nonprofit organizations. Nonprofit centers provide community-based organizations with high-quality, affordable space, increasing the capacity of people to work together. Across the County, these centers are redefining how communities use space to improve people's lives and to enhance collaboration and resource sharing among the nonprofits. For the past 4 years, Human Services has worked to encourage and find ways to support multi-tenant Nonprofit Centers in all 5 regions of the County. Nonprofit centers are buildings that house multiple organizations and provide accessible, efficient, quality, mission-enhancing workspace. In a time of constrained resources, it is difficult to identify and commit multi-year funding necessary to support the development of the Disability Resource Center with the objective of gaining space for County or County-supported organizations. However, one-time only funding may be possible should savings be identified at Carryover or at Third Quarter in the next few years.

Year-End Balances

There continues to be pressure at year-end to use available balances to address numerous priorities. By policy, the Board has directed that 60% of year-end balances not needed for critical items be allocated for capital infrastructure requirements (20%) and increased reserve requirements under the new policy (40%). In order to establish clear expectations, the Board directs the County Executive to propose guidance that clearly outlines the methodology for allocating resources available at year-end, including the definition of critical items. This proposal should be delivered to the Board no later than June so that feedback can be provided by the Board to the County Executive before the *FY 2015 Carryover Review* is released.

Future Year Investments/FY 2017 Lines of Business (LOBs) Process

Consistent with the recent adoption of the Board's economic strategy, the Board agrees with the importance of investing in Fairfax as expressed by many speakers during public testimony. This investment will take many different forms, ranging from the workforce, to traditional capital infrastructure, to technology requirements. It is important to recognize that meeting our investment goals is a multi-year process. As part of the planning for the next several budgets, the Board endorses the opportunity to comprehensively review the County's Lines of Business (LOBs). The first phase of this process will culminate in the Winter/Spring of 2016 with discussion by the Board and the community about the priorities of the County in the context of the LOBs inventory.

This discussion will focus on both providing an understanding of what the County's LOBs are and a reaffirmation of which programs should continue and which are no longer viable in the current fiscal environment. The comprehensive presentation of what the County does will be critical to help evaluate where resources need to be added to ensure that the proper investments are made. The added focus on metrics to be incorporated into this LOBs exercise will be critical to provide the Board and the community with an evaluation tool as they review what the County does to determine the effectiveness, efficiency, and outcomes of our programs.

The Board directs that the County Executive provide updates on the timeline and the steps of the LOBs process early in FY 2016.

I now move the Budget Guidance that I just reviewed which will help direct the FY 2017 Budget process.

Approval of the FY 2016-2020 Capital Improvement Program (with future fiscal years to 2025)

I move Board approval of the FY 2016-FY 2020 Capital Improvement Program (with future fiscal years to 2025) with the following amendment:

- Make all necessary adjustments to reflect actions taken during the Board's decision on the FY 2016 Adopted Budget Plan that impact the CIP.

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Sam Clay Remarks
May 2, 2015, 4 p.m.
Gateway to Freedom -- Dedication
Thomas Jefferson Library

Good afternoon. I am Sam Clay, director of the Fairfax County Public Library.

It is a pleasure for me to be here today to thank the Vietnamese-American community, the Gateway to Freedom Committee, The Fairfax Library Foundation, The Fairfax County Public Library Board of Trustees and all of the donors for their generous support of this inspired project

The library has always been a wonderful place for new Americans to learn about their new country and adjust to its way; I am gratified that Fairfax County Public Library could play such an important role for so many Vietnamese refugees. We are very fortunate that so many chose Fairfax County as their home.

In a few minutes, we will unveil the completed walkway that raised an additional 38,000 dollars for the library. On behalf of all the residents of Fairfax County that your gifts have touched, I say Thank you. Cam on. *(Vietnamese)*

And now, I would like to introduce Brian Engler,

Chairman of the Fairfax Library Foundation Board.

Attachment 4

FAIRFAX COUNTY PUBLIC LIBRARY
EMPLOYEE/VOLUNTEER AGREEMENT
CONCERNING THE SUPPORT AND USE OF INFORMATION SYSTEMS AND COMMUNICATIONS TECHNOLOGY AT FAIRFAX COUNTY, VIRGINIA

I, ______________________________ working as an employee or volunteer in the Fairfax County Public Library (FCPL), recognize my legal and ethical obligation to conduct my work on any Fairfax County information or communications system using computer hardware and/or software (programming languages, operating systems, databases, third party application software and databases (COTS), system utilities, security solutions, data or voice communications software and electronics, and the Internet), herein referred to as 'technology', in a responsible and accountable manner. My purpose in using computer based technology is to perform technology related work for Fairfax County Government in the Fairfax County Public Library (FCPL) in support of Fairfax County Government agencies and business functions, and therefore I am subject to the technology standards, IT Security and Privacy policies, procedures, and ethics and behavior policies of Fairfax County Government, and any public law that governs use of technology. As a condition for and in consideration of being given access to the information technology systems, equipment, and data, I agree that:

I will not use Fairfax County technology systems to access any information available or acquired from the technology systems for any reason except for purposes directly related to my job assignments and responsibilities as defined by FCPL and the agencies I support as required. I will not use Fairfax County technology systems to disclose any information available or acquired from the computer systems for any reason except for purposes directly related to my job assignments and responsibilities as defined by DIT and policy. I understand that taking or moving data or information trusted for use by me in my job assignments to unauthorized venues outside county systems to include personal e-mail stores or personal hard media is prohibited.

I understand that a user agency may ask me to sign a separate agreement relating to the privacy and security of the information that the user agency owns and administers.

I will use vendor provided software and/or utilities only in accordance with such provisions as may have been agreed to between the vendor/licensor and Fairfax County. I will not deliberately violate any copyright laws or agreements as stated or implied in my use of the software. I recognize that to do so makes me personally liable for applicable penalties.

I further understand that the deliberate misuse of Fairfax County software, technology systems or assets which results in the change, damage or destruction of County systems, programs, and/or data is considered destruction of County property and may result in disciplinary action taken against me. Such disciplinary action may include dismissal or possible prosecution for my destruction of County property. I further understand and recognize that there are criminal penalties for deliberate destruction of government property, misusing government information and for the improper use of government information.

I have completely read and fully understand the terms of this agreement and accepted these terms.

______________________________ ______________
FCPL Employee or Volunteer Signature Date

I accept this agreement on behalf of Fairfax County, Virginia.

______________________________ ______________
Program Manager/Supervisor Signature Date

______________________________ ______________
Director's Signature Date

______________________________ ______________
ISO Date

FAIRFAX COUNTY PUBLIC LIBRARY

VOLUNTEER ACKNOWLEDGMENT DISCLOSURE

I, ______________________________, agree to comply with the following terms and conditions regarding the Fairfax County Public Library's privacy policy;

- I agree to comply with the privacy of customer's materials as outlined in the Fairfax County Public Library Circulation Manual.
- I agree to comply with the Fairfax County Code of Ethics which emphasize the appropriate use and protection of resources and exercising corporate stewardship. http://fairfaxnet.fairfaxcounty.gov/Dept/CEX/Pages/Code-of-Ethics.aspx
- I have participated in the library's confidentiality training and understand and agree to follow established procedures concerning customer records. (See branch Volunteer Coordinator for training.)
- I understand that misuse of customer records may result in disciplinary action, up to and including termination of volunteer assignment.

____
VOLUNTEER'S SIGNATURE DATE

____
VOLUNTEER'S DEPARTMENT/BRANCH

____
SUPERVISOR'S SIGNATURE DATE

____
BRANCH COORDINATORS SIGNATURE DATE

USERID REQUEST FORM

Date

Name

Place of Birth (City & State)

Mother's Maiden Name

Office Location

Office Phone Number

Please List Any Special Access Required

Supervisor's Name

Fairfax County Public Library Board of Trustees

CONSIDERATION ITEM – Addition to Board of Trustees Policy J "Policy Regarding Privacy of Patrons' Research and Reading Materials"

May 13, 2015

ISSUE: On April 8, 2015 the Library Board of Trustees adopted the American Library Association's July 2011 "Resolution to Protect Library User Confidentiality in Self-Service Hold Practices". http://www.oif.ala.org/oif/?p=2371

RECOMMENDATION:

The holds process will be updated to mask the borrower's complete name by adjusting the full name to a code, to include letters and numbers related to customer's name and library card number. The update will be included in Policy J, number 3.

BACKGROUND: At present, on the holds self-pick up shelves, the customer's complete name and the book title are visible to others. With the adoption of the ALA resolution, this procedure is not in compliance.

The new process involves coding changes to the label software, a marketing campaign for current customers, updates to the webpages, staff and volunteer training, etc. The new privacy procedure will begin September 1, 2015.

Attachments: Current Policy J

J. POLICY REGARDING PRIVACY OF PATRONS' READING MATERIALS

1. Laws governing library records of patrons, Virginia Code 2.1-340[15] (Virginia Freedom of Information Act, in part, of July 1, 1979) (b). The following records are excluded from the provisions of this chapter:

   (7) Library records which can be used to identify both (i) any Library patron and who has borrowed material from a Library and (ii) the material such patron borrowed.

2. Library service records are for the sole purpose of maintaining and conserving public property and are not to be used for identifying the titles or kinds of material or equipment used by individual Library patrons.

   a) The staff shall not provide to a third party the details, nature, or purpose of information requested by an individual patron.

   b) Such records or information shall not be revealed to any individual or agency unless ordered by a court of competent jurisdiction. Prior to release of such information or records, the Library Director shall consult with the County Attorney to determine the possible avenues of relief from the order. Upon receipt of any such order, the Library Director shall advise the County Attorney and the Chairman of the Fairfax County Public Library Board. The members of the Library Board shall be informed of any action taken pursuant to such order.

   c) Any costs incurred by the Library in any search through patron records, under a court order, shall be chargeable to the agency demanding such search.

[15] The Virginia Freedom of Information Act, Addendum 15, p. 38

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Attachment 6

Memorandum

May 5, 2015

To: Library Management Staff

From: Doug Miller, SP&CRS
Martha Sue Hess, SP&CRS

Subject: Monthly Statistical Snapshot, March 2015

Attached is the monthly statistical snapshot for March 2015.

- Circulation for FY2015 is 4% below FY2014 levels
- Library visits for FY2015 are 4% below FY2014 levels.
- As noted in previous snapshots, the library has transitioned the signup for public Internet PCs from Pharos to SAM/Comprise. Beginning with the January snapshot the number of "Internet SignUps" formerly provided by Pharos, will be replaced by the number of "Internet Sessions" now provided by SAM. Since the new system is tracking usage differently, any comparison between previous Pharos data for "Internet Signups" and SAM data for "Internet Sessions" would be greatly dissimilar and highly misleading.
- Several branches experienced power outages, phone problems, and computer during the month.

Please call Strategic Planning and Customer Research Services if you have any questions.

Monthly Statistical Snapshot
March 2015

Site	Circulation March	Circulation % Change Cumulative FY14 - FY15
OVD	97,784	29%
RR	59,471	-9%
CH	56,102	-8%
PO	48,207	-5%
CE	44,057	-9%
GM	42,848	-11%
FX	39,462	-8%
KP	32,762	-9%
TY	32,385	-11%
PH	31,984	-10%
SH	28,208	-10%
DM	25,050	-9%
OK	23,829	-6%
BC	20,512	-9%
RB	19,666	-7%
KN	18,861	-10%
TJ	18,327	-11%
HE	15,449	-8%
MW	13,900	-9%
JM	13,493	-14%
LO	10,647	-14%
GF	9,727	-10%
AD	8,924	-13%
WW	4,147	-24%
FCPL	1,063,157	-4%

Site	Door Count March	Door Count % Change Cumulative FY14 - FY15
FX	40,415	-12%
RR	35,749	-4%
PO	28,350	-3%
CE	27,061	-5%
CH	26,320	2%
GM	25,675	-4%
SH	22,865	-6%
TY	20,468	-5%
PH	17,675 *	-4%
KP	17,420	-6%
RB	15,733	-0.2%
DM	15,124	-5%
HE	13,122	2%
BC	12,923	10%
OK	12,905	-6%
KN	12,829	-6%
TJ	12,259	-7%
JM	9,296	-7%
LO	8,681	3%
MW	8,455	-5%
GF	7,809	-7%
WW	4,994	-21%
AS	894	-6%
FCPL	397,022	-4%

* Door Count is an estimate

Monthly Statistical Snapshot
March 2015

	March		Year-to-date	
Customers				
Program Attendance	12,552		107,284	
Database Usage	86,780		979,603	
Collection:				
Check In / Check Out	649,370	1,038,932	5,893,391	9,231,219
In-house Use	85,823		769,452	
Transfers In / Out	9,857	11,459	104,084	123,473
Discards by Category:	14,325		117,747	
Damage	74%		65%	
Lease	4%		7%	
Inaccurate	2%		7%	
Low Demand	13%		7%	
Magazines	7%		15%	
Phone Renewal	9,263		83,800	
Community				
Early Literacy Outreach Office:				
Number	168		1,126	
Attendance	3,172		20,953	
Technology				
Internet SignUps	109,047		527,162	
WiFi Usage:				
Client Count	218,097		1,904,799	
Website:				
Visits	414,615		3,576,096	
Catalog Logins	835,302		7,354,915	
Web Renewals	335,252		2,910,205	

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Incident Report
April 2015

Attachment 7

Branch	Type of Incident	Number of Incidents
CE	Verbal Abuse	1
CH	Verbal Abuse	1
FX	Parking Lot	1
	Assault *	1
	Vandalism *	1
	Substance Abuse *	1
GM	Theft of Personal Property *	1
	Parking Lot *	1
	Physically Threatening Behavior *	1
PO	Suspicious Activity	1
RR	Customer in Distress *	2
	Police Activity	1
	Parking Lot *	1
	Customer Complaint	1
	Mental Illness *	1
SH	Customer Injured	1
TY	Suspicious Activity	1
	Theft of Library Materials	1
MW	Mental Illness	1
	Customer Injured	1
OK	Building Emergency *	1
TJ	Mental Illness *	1
	Assault *	1
	Disruptive Behavior *	1
TechOps	Theft of Personal Property *	1
	Total Incidents April 2015	**26**

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

SPCRS
5/4/2015

Attachment 8

County of Fairfax, Virginia

MEMORANDUM

DATE: April 23, 2015

TO: Board of Supervisors

FROM: Robert A. Stalzer RA Stalzer
Deputy County Executive

SUBJECT: Reston Town Center North
Redevelopment of Fairfax County and Inova Properties
Project 2G25-079-000, Fund 300-C30070

The Reston Town Center North (RTCN) area is an approximately 47.6-acre site located immediately north of Reston Town Center, as indicated in Figure 1. The area consists of a number of irregularly-shaped parcels that are either owned by the County (or County-affiliated entities such as the Fairfax County Park Authority (FCPA) and Redevelopment and Housing Authority) or by Inova. Several County and Inova facilities are currently located on the site. County buildings include the Reston Regional Library, the Embry Rucker Shelter, the North County Human Services Building, a FCPA park, and the new North County Governmental Center and Reston Police Station. Inova's buildings consist of the recently vacated Cameron Glen rehabilitation center, an emergency care center, and a senior living facility. (See Figure 2)

The Comprehensive Plan, per an amendment approved by the Board of Supervisors in June 2014, envisions that the RTCN area will be reconfigured to a mixed-use development site with a grid of streets and blocks consistent with those in the Reston Town Center. County staff, in coordination with Inova, has been working since 2012 to evaluate options to successfully redevelop the RTCN area. An agreement with Inova is required and has been negotiated in order to begin the redevelopment process; the County and Inova will jointly rezone the entire RTCN 47.6 acre site and swap land to create the grid of streets and developable blocks as shown on Figures 3 and 4. Blocks 1, 3, 5, 7, 8 and 9 would be County-owned, while blocks 2, 4 and 6 would be owned by Inova. The land swap will be on a one-for-one, square foot basis, with both the County and Inova remaining whole as to their respective amount of land holdings.

Inova will develop its blocks as a mixed-use development. The County is intending to pursue additional development opportunities through the public-private partnerships process (PPEA) to develop its blocks as a mixed-use development, that would include new and replacement public facilities. Blocks 7 and 8 are intended to be redeveloped as Phase 1. The remaining County-owned blocks will be redeveloped as Phase 2. An RFP (Request for Proposal) to redevelop Blocks 7 and 8 will be issued in spring 2015. Redevelopment of the County-owned blocks will improve the delivery of public services to the North County area by replacing aging facilities with new facilities designed to meet the area's evolving needs. It will also provide an opportunity to diversify and expand the tax base through mixed-use development of a well-situated property, consistent with the recently adopted "Strategic Plan to Facilitate Economic Success." It is anticipated that leveraging existing County-owned properties in the redevelopment through PPEA partnerships, may provide replacement of the public facilities at a lower overall cost than

Office of the County Executive
12000 Government Center Parkway, Suite 552
Fairfax, VA 22035-0066
Phone: 703-324-2531, TTY: 703-222-5494, Fax: 703-324-3956

traditional design-bid-build methods. Specifically, the library, shelter and human services building are anticipated to be replaced and integrated into the RTCN mixed-use development. The new public facilities will include a 90,000 square-foot recreation center in Phase 2 and a 2.6-acre central green, which will serve as a focal point for community activity and recreation.

Projected timelines:

- To simplify negotiations with Inova, the FCPA will transfer its parcel to the County prior to the execution of the County's agreement with Inova. An agreement between the County and FCPA has been approved by the FCPA and will be ready for Board consideration by mid to late spring 2015.

- An interim agreement between the County and Inova, which would commit the parties to pursue a joint rezoning, has also been drafted and will be ready for Board consideration in summer 2015, followed by submission of the rezoning application as soon as possible thereafter.

- County staff is preparing "Part 1" of the PPEA RFP, to be issued in spring 2015, to solicit qualifications from interested development partners for the redevelopment of Blocks 7 and 8. Blocks 7 and 8 (the sites of the existing Reston Regional Library and Embry Rucker Shelter south of Bowman Towne Center Drive and referred to as "Phase 1") are currently owned by the County and will not be exchanged under the agreement with Inova.

If you have any questions regarding the PPEA and RFP land transactions and subsequent redevelopment, please contact me or Carey F. Needham, Director, Building Design and Construction Division, at 703-324-5800.

Attachments: Figure 1
Figure 2
Figure 3
Figure 4

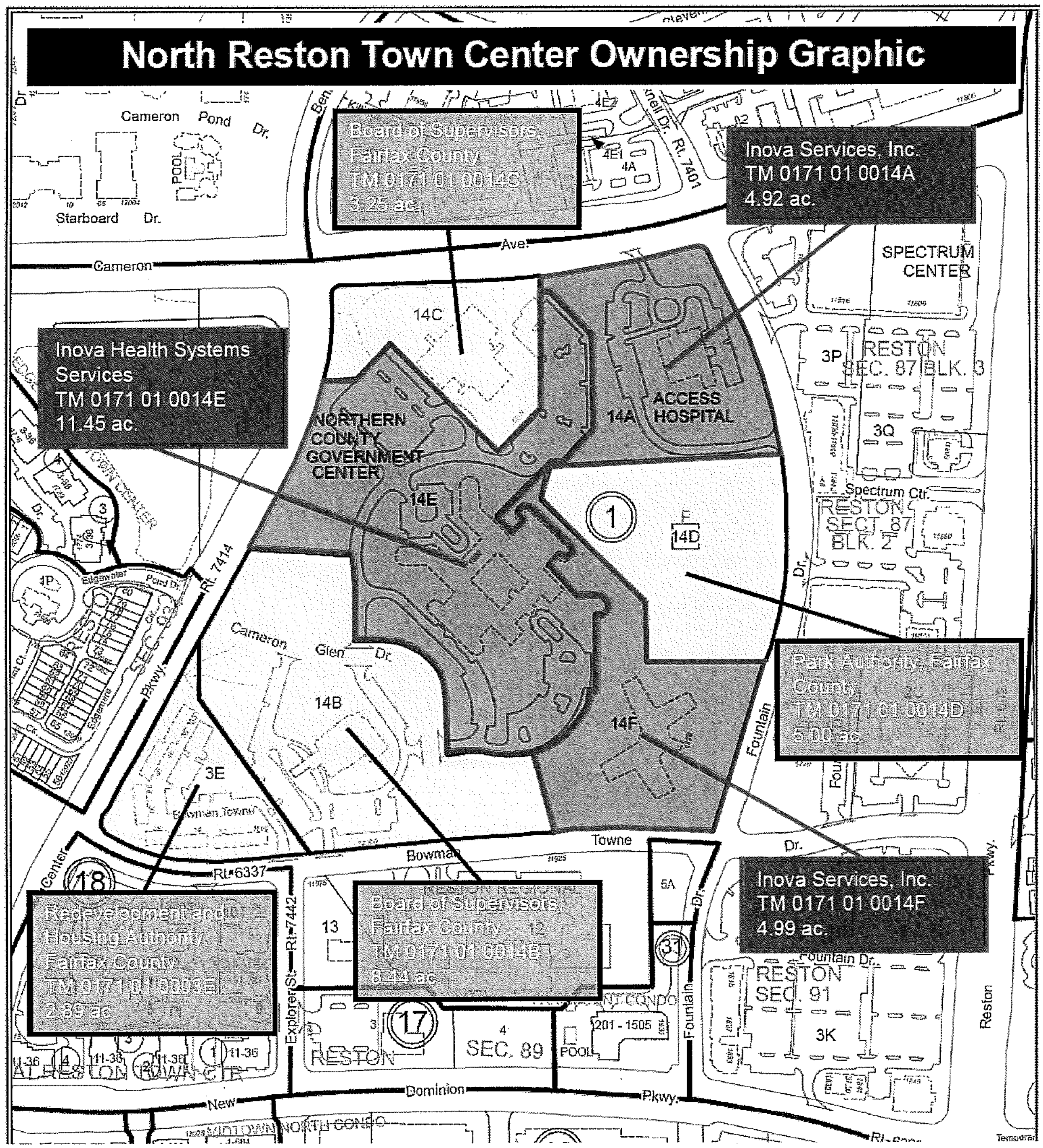
cc: Edward L. Long Jr., County Executive
Patricia D. Harrison, Deputy County Executive
David J. Molchany, Deputy County Executive
David M. Rohrer, Deputy County Executive
Barbara A. Byron, Director, Office of Community Revitalization
Thomas P. Biesiadny, Director, Department of Transportation
Edwin S. Clay, Director, Library Administration
Kurt Creager, Director, Department of Housing and Community Development
Dean H. Klein, Director, Office to Prevent and End Homelessness
Joe Mondoro, Acting Chief Financial Officer, Department of Management and Budget
Cathy A. Muse, Director, Department of Purchasing and Supply Management
James W. Patteson, Director, Department of Public Works and Environmental Services
Fred Selden, Director, Department of Planning and Zoning
Ronald N. Kirkpatrick, Deputy Director, Department of Public Works and Environmental Services
Carey F. Needham, Director, Building Design and Construction Division
Ryan Wolf, Assistant County Attorney, Office of the County Attorney

SUBJECT: Reston Town Center North
Redevelopment of Fairfax County and Inova Properties
Project 2G25-079-000, Fund 300-C30070

Figure 1

SUBJECT: Reston Town Center North
Redevelopment of Fairfax County and Inova Properties
Project 2G25-079-000, Fund 300-C30070

Figure 2



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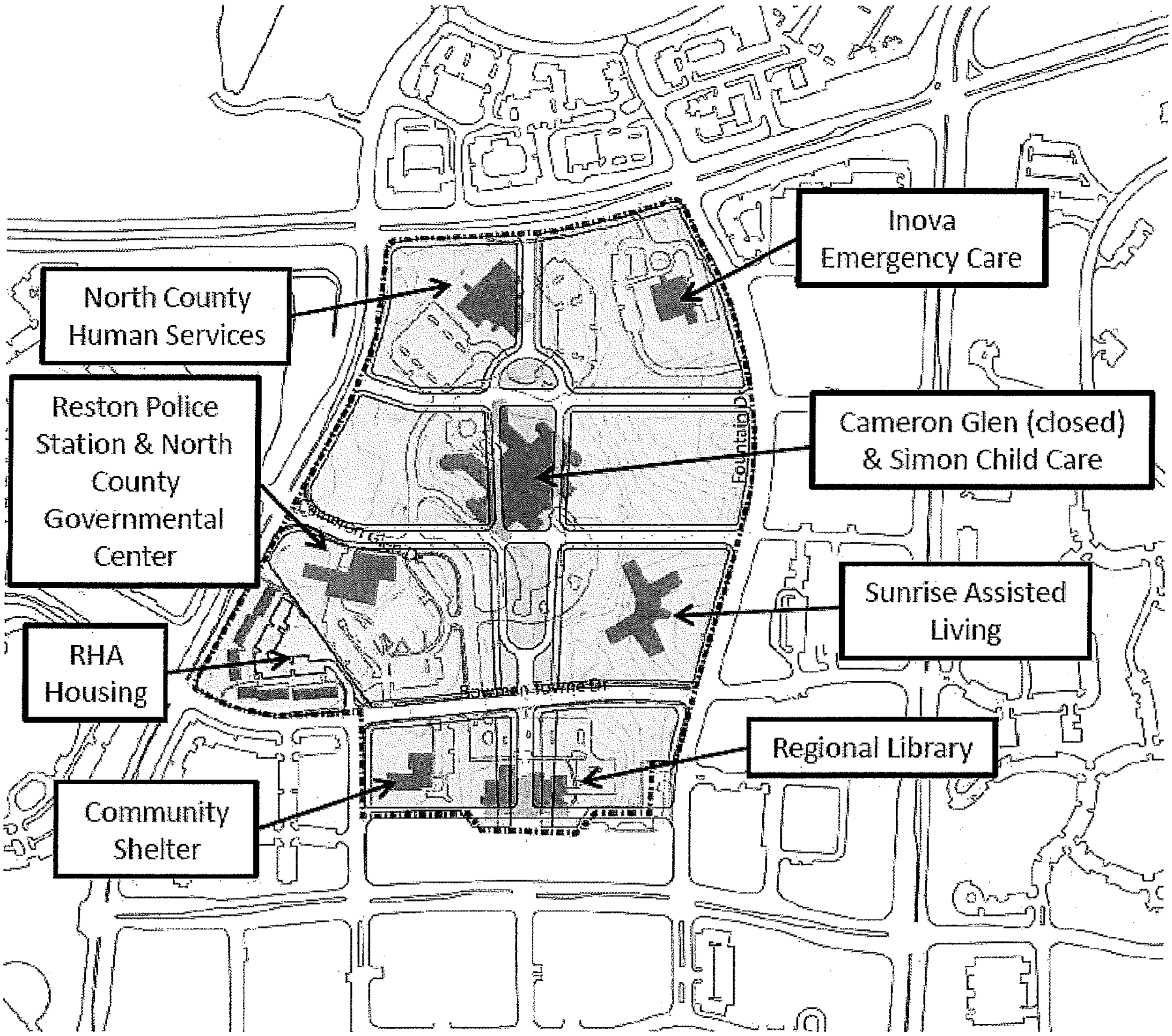
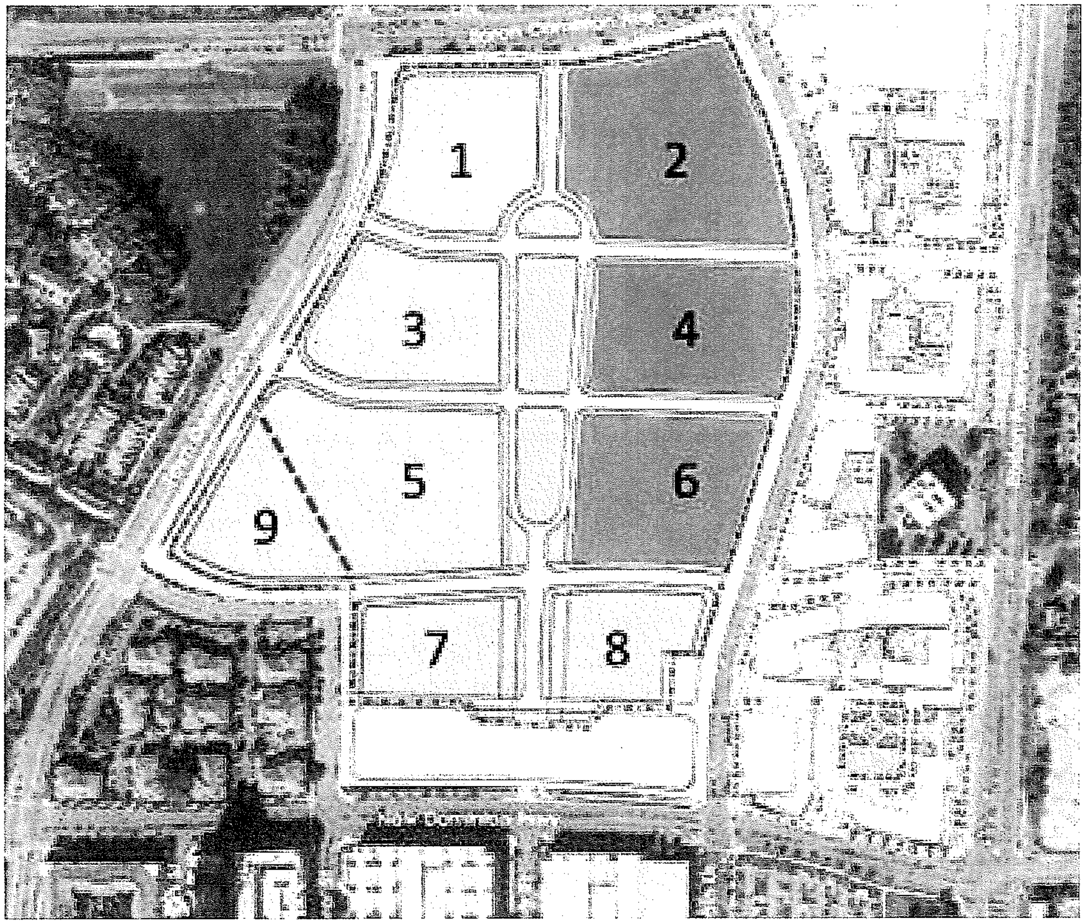
SUBJECT: Reston Town Center North
Redevelopment of Fairfax County and Inova Properties
Project 2G25-079-000, Fund 300-C30070

Figure 3



SUBJECT: Reston Town Center North
Redevelopment of Fairfax County and Inova Properties
Project 2G25-079-000, Fund 300-C30070

Figure 4



Attachment 9

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- Board Votes to Raise Taxes Again: Board of Supervisors votes for a $1.09 tax rate, which translates to an over 16% increase in taxes over 3 years and a number of other tax and fee increases. I voted against this budget. Read why below.
- Getting Ahead of Next Year's $100M Shortfall: We are already facing a $100M projected shortfall next year. It is imperative that we start working on this budget now to remedy this issue. However the Board, along party lines, did not agree with adding additional Budget Committee meetings to the Board calendar.
- Potential Reductions: Herrity Report readers will know that I have offered reductions to get our spending under control in the past. See below to find out where we could be spending less.

Board Votes to Raise Taxes

Today, the Fairfax County Board of Supervisors voted 7 to 3 for a property tax rate of $1.09 in addition to a 12.5% increase in storm water taxes and a variety of other fees. As a result taxpayers will see a $185 increase to the average real estate tax bill, and yet again those that can least afford it will see a much greater increase.

I am disappointed that not only did the Board raise our citizens' taxes, but the Board majority failed to even make the easy decision to vote to discuss reducing spending to address the $100M shortfall we are facing in FY 2017. Under this Board's watch our homeowners have seen their tax bills go up by 16% in three years, our commercial vacancy rate has spiked to over 16%, and we could not agree to even meet to consider options to address next years projected $100M shortfall, but the Board thought they deserved a pay raise for themselves. I voted against this budget.

As economic growth has stalled in the region and we are losing good paying jobs for lower paying ones, our taxpayers are having to make difficult choices - cutting spending to meet increased costs in the face of steady or shrinking incomes - our government should be doing the same. It is truly a shame that yet again we are balancing our budget primarily on the backs of our residents, but this problem didn't emerge overnight. The Board has failed to make the tough decisions needed, and instead has misplaced priorities. Some of the problems that have got us where we are today include:

- **High Commercial Vacancy Rate**: This year, more than any of the past budget years the importance of a broad and diverse commercial tax base was painfully evident. For every $1 paid by a commercial entity, only $0.60 in services are used by that entity allowing the county to provide high quality services at a low tax rate for homeowners. Decades ago, the Board of Supervisors set a goal to have commercial taxes comprise 25% of total real estate taxes collected. While we have reached that goal in the past, in the current budget it dropped to 19%.

  I have been stressing the importance of a healthy commercial tax base since I got on the Board. It was a lesson I learned young as I watched a successful Fairfax grow while the tax burden stayed low. While some of the current decline in the commercial tax base is due to economic conditions beyond our control, we also have not helped it with additional taxes on businesses, a time consuming regulatory and permitting process, and expensive comprehensive plan requirements. If we are to begin to grow the commercial tax base we must:
    - Redouble our efforts to attract new businesses to the County.
    - Keep our schools the best in the nation to attract businesses.
    - Eliminate the barriers to commercial development that increase the time to process applications.
    - Keep the burden of overlay tax districts off our commercial and residential districts.
    - Leverage research in our universities and hospitals.
    - Increase access to capital to grow businesses; I asked that the County look at putting some of our money into local banks instead of Bank of America that could be loaned locally to qualified lenders to finance job growth and expansion.

- **Growing Needs in Schools:** Schools make up more than 53% of our budget, and each year their funding request gets larger because of growing needs. Our current Kindergarten classes are now over 35% English as a Second Language (ESOL) students and over 35% qualify for the free or reduced lunch programs. That's a staggering number and some of it is due to the Board of Supervisors land use decisions. This situation is also exacerbated when the federal government places over 1,300 unaccompanied minors in our schools which cost our schools an additional approximately $18M for basic instructional services. I requested that the Board seek reimbursement from the federal government for these costs last year. The School Board has requested the assistance but the County has yet to act other than to approve my motion.

- **Not Treating the Budget as a Priority**: During the last budget I requested that the Board's Budget Committee meet more regularly to work on the budget year round. The motion was defeated on a 5 - 5 vote but promises to meet more on the budget were made. I repeated that request this year after those promises were ignored. The preliminary budget for next fiscal year's shows a $100M shortfall and I do not understand the Board majority's reluctance to schedule Budget meetings earlier in the year to find ways other than tax increases to address it. Based on the current timetable, the Chairman's proposed Lines of Business (LOBs) review will not be completed in time to discuss with the Board until next year's budget is prepared. If the Board does not take the time to discuss potential cost reductions then we will be in the same place next year looking at tax increases on top of the expected meals tax proposal.

The Board did vote to fund the raises they voted for themselves but failed to fund the raises they promised to employees; not a healthy situation in the public or private sector. I'm sure our citizens in the face of rising taxes would love to have the luxury of being able to do the same for themselves.

I would also like to note that maybe the best budget news this year is that the schools did adjust their lapse rate to closer reflect their true employee attrition. As I had pointed out in the past, their projections had been off by several tens of millions of dollars. I believe this progress is largely due to the Joint Budget Development Committee which I served on last year with Supervisors Smyth and Hudgins and School Board members Patty Reed, Dan Stork, and Ryan McElveen. I believe this was a worthwhile exercise and I asked that the committee be continued as we address the challenges with the FY 2017 budget as the school budget next year will also have significant challenges. This is the closest we have come to funding the entire School Board request in years.

This year's budget is sadly "more of the same" with very few lasting cuts to get our budget under control, and very little foresight for the future success of the county. Our citizens will continue to bear the brunt of our budget expansion until we attract more and better jobs to Fairfax County, get our spending on the Board and in schools under control, and start taking a year-round look at our budget instead of just two months a year.

Getting Ahead of Next Year's $100M Shortfall

At today's meeting, I made two requests to begin addressing the $100M shortfall in the FY 2017 budget. The items were:

- **Additional Budget Committee Meetings:** A motion to hold Budget Committee meetings prior to the FY 2015 Carryover meeting to discuss ways to address the looming $100M FY 2017 budget shortfall.
- **Employee Pension System Analysis:** A motion to have the County Executive report back to the Board with an analysis of the various pension system costs to

the employee and employer as well options to address funding and rating agency challenges.

Both requests failed on 7-3 votes.

Potential Reductions

I voted against this budget after again recommending ways spending could be reduced at the Board's budget markup session. As Herrity Report readers know I have been proposing some simple reductions for the last several years. Many of these ideas would have been worthy of Budget Committee meetings last year as well as the coming year as we need to address the $100M shortfall projected for FY 2017. Below are some of them:

- **Eliminate Duplicative Agencies:** Fairfax County is the ONLY jurisdiction in the state to have a separate consumer affairs department. While they do a good job, consumer affairs is a state responsibility and this is good enough for EVERY other jurisdiction in the state.

- **Consider Streamlining and Centralizing Functions:** There are agencies in the county that could centralize certain functions and better utilize personnel. For instance, 13 County departments have 23 positions in charge of public relations, but we also have a central Office of Public Affairs with 18 employees; 12 departments or agencies have 29 personnel in separate Human Resource functions in addition to the 76 positions authorized in the centralized HR Department.

- **Excess Rents should go to Debt Reduction:** Rather than pay off our debts from county owned rent control housing, $6.5M is being leveraged to incur more obligations. These funds should be used to reduce our housing subsidies from the General Fund. Since FY2010 the County has spent over $335M on housing programs in addition to the hundreds of millions developers have been required to pay through proffers.

- **Address Our Growing Pension Cost:** With people living longer, the attention paid to retirement programs by the rating agencies, our desire to fund our retirement programs through contribution formulas without supplementation from the general fund, and the shift in importance of pensions in the workplace, the Board needs to address pensions as businesses, localities and the Federal government have. Options could include raising the retirement age for new employees, increasing the rule of 85 for new employees, reviewing the sustainability of the social security offset (County employees receive a payment equivalent to Social Security from the time they retire until the time they reach retirement age), the ratio between employer and employee premiums and shifting to a 401(k) type plan for new General County employees.

- **Reducing Excessive County Publications:** Each year we spend hundreds of thousands of dollars on printing and mailing publications through the County. A few, targeted reductions in these could generate significant savings. Several times per year, ACE catalogs and ParkTakes magazines are mailed to every County resident and cost nearly $1 million. Registration for these courses has largely shifted to online platforms and continuing to print and mail catalogs to those who have not requested one is a waste.

- **Reducing our Facilities Cost.** Earlier this year, the Board approved my motion to consider increasing the use of a private sector concept called hoteling as a way to reduce our facility cost.

- **Privatization:** There are many areas of the County that could be privatized which would result in significant cost savings. Some examples include trash collection and disposal (especially the county agency trash routes), RECenter operations, and the solid waste center operations.

- **Focusing Developer Contributions on our Priorities**: We need focus the contributions we receive from our developers on our priorities instead of everything from bird friendly glass on buildings to even more rent control housing. We can't do everything for everyone - we must focus on priorities.

Until we get spending under control, start to refocus on our priorities, and reinvigorate our commercial tax base, we will continue to have very difficult budget seasons.

Attachment 10

Women Writers, Women[']s Books

- HOME
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Reading Wuthering Heights With Juvenile Offenders

April 25, 2015 | By Amanda Holmes | Reply More

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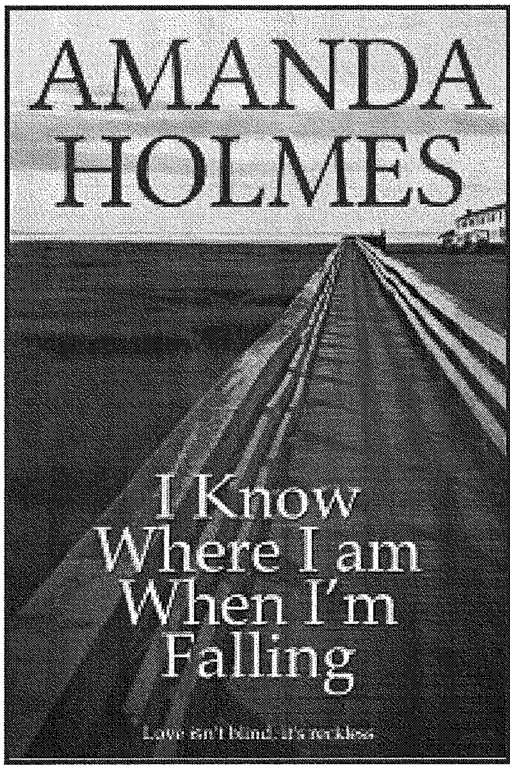
The idea that literature changes people's lives is the premise of a program I facilitate through Fairfax County Public Library. It's called Changing Lives Through Literature (CLTL) and it's run in partnership with Fairfax County Juvenile and Domestic Relations District Court and Fairfax Library Foundation. I work with first time offenders and girls in a residence facility. We meet for ten weeks. Each class is an hour and fifteen minutes, during which we talk and write about a selected book. At the end of the course there is a completion ceremony, sometimes at the courthouse.

CLTL favors young adult novels with female protagonists. We've read such titles as Jacqueline Woodson's *Brown Girl Dreaming* and Liz Murray's *Breaking Night*. Last semester, I tried something out of their comfort zone – Emily Bronte's *Wuthering Heights*.

Reading Bronte would be a risk. English is a second language for some of the girls and the language and vocabulary is challenging. But thousands of girls their age have read and responded to *Wuthering Heights* and I wanted to prove it could also speak to them. One girl, who had participated in the group before, told me she wanted a selection with more sex and violence. Bronte would qualify, I thought, but also might take her further.

This particular group included seven girls. I passed out the books on the first day of class, and watched their faces fall. What's with the cover painting, they asked. They didn't like the thickness of the novel, or the small writing, and weird language.

I described the isolation of the Bronte sisters, in the tiny village of Haworth in a parsonage, where they made up stories and drew pictures on their bedroom walls. I told them that I had been to the Haworth Parsonage and seen their drawings! The girls began to fidget.



Then, I discouraged them further. "You'll struggle with the opening chapters," I said. "They are written from Lockwood's point of view, and he's boring. If you find these chapters difficult and boring, that's because they ARE difficult and boring. Bear with it," I told them. "I wouldn't have picked this book if I didn't think you'd like it."

But I drove home uneasily. What if they hated the novel? What if reading it made them dislike books more than some of them already did? What if the experience alienated them?

As predicted, the girls found Lockwood boring. So we discussed what made him boring. Why was he such a cold fish? What was Emily Bronte thinking to use such a narrator for the opening of her passionate story?

Another problem was the character Joseph, who speaks in dialect. But Catherine's ghost, who appears at Lockwood's window, intrigued the girls. I played them a recording of Kate Bush singing "Wuthering Heights" and as they listened, something behind their eyes began to change. "Kate Bush was like a 70's Lady Gaga," I told them. "But better." The spark of their interest was thus ignited – with a little help from Kate Bush.

As weeks went by, we discussed Heathcliff who was bullied and tormented by Hindley and mercilessly teased by Cathy. The girls thought Cathy had serious mental problems. They also found her irritating. But they were now amused by Joseph and had grown accustomed to his dialect.

Things picked up when the narrator shifted to Nelly Dean. They liked Nelly. But was she biased? Did she have a crush on Edgar Linton? The girls didn't think so. But they all felt sorry for Hareton.

Was there an incestuous quality to the novel, I asked? Was it possible that Heathcliff was Earnshaw's illegitimate son? Or that young Cathy was actually Catherine and Heathcliff's daughter? No, they said. Because young Cathy has blonde hair. She looked too much like Edgar.

By the time we got into Book Two, everyone was hooked. They loved the many parallels: Thrushcross Grange and Wuthering Heights; the two Cathys; the several romances; the fathers and sons; the fathers and daughters; the way Bronte switches elements and unfolds them in different ways.

One morning, they wrote about a character they identified with. One of the girls picked Hareton, because he was quiet and didn't show his feelings much. He'd lost his mother at a very young age. She identified with this because she too had lost family members and hadn't known how to grieve them. This had contributed to her later problems.

Another girl identified with Heathcliff's anger. She longed for him to show a good side of his nature – to come through in the end. He had been wronged and hadn't been given a chance. It was sad that revenge had become his driving motivation.

We discussed Linton Heathcliff. Most decided he was weak, selfish and manipulative. But one girl liked him. "He can't help how he is," she cried. "He's SICK!"

At the completion ceremony, the library awarded certificates to the girls and the girls gave speeches. Some of their family members were present and the girls were proud. *Wuthering Heights* had found its way into their hearts. They had risen to the challenge of a difficult text and it felt fantastic. As to their analysis, I'd confidently put them head to head with any high school or undergraduate class. "I liked this book better than the one we read last time," said one girl. "Because I identified more with the characters."

Reading can be a solitary activity which nourishes our inner lives. But in programs like CLTL we discover that we aren't as alone or as different from each other as we think. That is empathy, and it transforms us. Last but not least, recidivism rate in CLTL is 2/3 of what it is in other programs – such as community service, etc. Books can change lives.

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Amanda Holmes is the author of I KNOW WHERE I AM WHEN I'M FALLING, a novel. Her stories have appeared in such publications as *Ploughshares, The Christian Science Monitor, Rattapallax, Main Street Rag.* She blogs at www.irrelevanceofhope.blogspot.com Her website is www.byamandaholmes.com twitter @byamandaholmes

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Attachment 11

The Washington Post

Opinions

Do we still need libraries?

By Carlos Lozada April 24

Carlos Lozada is the nonfiction book critic of The Washington Post.

BIBLIOTECH

Why Libraries Matter More Than Ever in the Age of Google

By John Palfrey

Basic. 280 pp. $26.99

Libraries are repositories of books, music and documents, but above all of nostalgia: the musty stacks, the unexpected finds, the safety and pleasure of a place that welcomes and shelters unconditionally.

John Palfrey shares these memories, but he is also wary of them. After all, fond recollections of pleasant reading rooms can cloud our judgment of what libraries offer us — and need from us — today. In an era when search engines, online retailers and social media are overtaking some of libraries' essential tasks, "nostalgia can actually be dangerous," Palfrey warns. "Thinking of libraries as they were ages ago and wanting them to remain the same is the last thing we should want for them."

Palfrey, the former head of the Harvard Law Library and the founding chairman of the Digital Public Library of America, wants a library revolution, one that remakes the institution's technology, goals and training. Libraries are in peril, he writes, facing budget cuts and a growing perception that technology has rendered them less necessary. All that's at stake, Palfrey argues, is America's experiment in self-government. "If we do not have libraries, if we lose the notion of free access to most information, the world of the haves and the have-nots will grow further and further apart. Our economy will suffer, and our democracy will be put at unnecessary risk."

You don't really have to believe that the fate of the republic hangs in the balance to recognize that libraries are facing unique challenges wrought by changing technology and consumer habits. Palfrey's

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main concern seems to be not that people will be cut off from information but that the main conduits for that information will be private companies rather than public libraries. "The private sector has been wildly successful in digital innovation. . . . When it comes to the cultural, historical, political, and scientific record of a society, however, the public sector needs to play a leading role."

But when Google is America's reference librarian and Starbucks its ISP, what role for your local library? "BiblioTech" serves as an extended mission statement for libraries' continued relevance. But relevance comes with a price. "For centuries, libraries have remained essentially separate, even competing with one another to establish and maintain the greatest collection," Palfrey writes. Now, they need to "recast themselves as platforms rather than storehouses." This transition won't be easy, he cautions, and will require giving up lots of old, bad habits.

But Palfrey is somewhat vague about how to get there. Libraries must operate more as "nodes in a larger network" of organizations and must move toward "the digital, networked, mobile, and cloud-based library." We must "hack" libraries, he urges, meaning we must find ways of distributing their traditional tasks — gathering, sorting and safeguarding physical materials, and helping people access them — among the members of a network, leaving more time for staffers to focus on helping users access the array of works available throughout these linked institutions. Think of a virtual, turbo-charged interlibrary loan system. (FYI, simply "reforming" or "rethinking" an institution won't get it done; for lasting change, always be hacking.)

Palfrey points to some libraries and initiatives, and even to specific small-town librarians, that are starting down this path. Among these efforts is the Digital Public Library of America, a nexus of state- and university-based collections that seeks to digitize their holdings and make them available to the public. Palfrey also highlights efforts in South Korea, Singapore and across Europe that are further along in making disparate holdings available across national borders. "Libraries must act as ambitiously networked institutions," he reiterates, and must "connect their network effectively with partner institutions: archives, historical societies, museums, and other cultural heritage organizations."

Still, none of this compares to the transformations underway in the business world. "Most of the innovation in how we create and use knowledge is occurring in the private, for-profit sector," Palfrey admits. "Funded by ambitious venture capitalists and pursued relentlessly by entrepreneurial CEOs and their programming teams, the start-up scene has been cranking out successful new information-related projects for decades." Next to Google's search engine, Amazon's Kindle, Facebook, Twitter and Apple's apps platform, he asks, "what is the biggest innovation to emerge from libraries in the digital age?"

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Yes, it's a rhetorical question. But Palfrey has faith that libraries can rise to the challenge, if only because he is so freaked out by the alternative. "The risk of a small number of technically savvy, for-profit companies determining the bulk of what we read and how we read it is enormous," he warns. And those companies will always have incentives to offer services that are "biased, limited, and costly."

"BiblioTech" is a slim book, but it reads long — the author repeats himself, probably for emphasis, but the proliferation of high-tech-speak becomes a tiresome substitute for a tighter, more grounded approach. (At times, all the hacking comes off as a little hacky.) A longish magazine article might have sufficed; absent that, make sure to read the final chapter, which recaps the whole thing.

Nonetheless, Palfrey, a director at Harvard's Berkman Center for Internet & Society, is adept at explaining the struggles libraries face with technologies that constrain as much as they liberate. Digital information is easier to access but harder to preserve than its analog forms, for instance, in part because of constantly shifting digital file formats. "As each year passes," he laments, "we are losing essential materials that we ought to be preserving for the historical record."

And as a lawyer rather than a professional librarian (a fact he seems a tad defensive about), Palfrey is particularly good at explaining new legal challenges to preserving information. Libraries can purchase books and then lend them out as often as they like. But when libraries are renters rather than owners of digital materials — as is the case with e-books — their ability to lend is limited by licensing agreements. Because of longstanding copyright laws, "the digital age could perversely become an era with less accessibility, not more, than the analog age."

So, how does Palfrey propose to fund the transformations he wants — all those hacks that will empower libraries and keep the information citizens need out of corporate control? Private philanthropy, of course! Yes, as suspicious as he is of corporate motives, Palfrey is eager for libraries to sop up the benevolent cash that private sources could provide. "The next big innovation in knowledge management should come out of the world of libraries," he asserts. Sure, but it will be funded by the world of corporations. Citing the philanthropy of Joshua Bates in Boston and Andrew Carnegie's massive infusions of cash for libraries across America, Palfrey declares: "The moment is right for a new investment of this same type and scale."

As with most mission statements, "BiblioTech" is full of flowing prose while remaining a bit short on details or a clear road map. And maybe that's okay. First set out the big vision, then fill in the blanks over time. Palfrey's biggest service may be in shaking us free of our nostalgia for the local public libraries of our youth. "Just as we all love a *memory* of a childhood experience, we love the *idea* of libraries in

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general." But that can be a "patronizing sort of love," Palfrey cautions. And it won't get libraries to where they need to be or how they need to think.

Can nodes in a digital network someday elicit similar devotion? In a world where more than half of Americans use a library regularly, Palfrey believes they can. "Libraries must create new nostalgia," he concludes. "The purpose of renewed investments in libraries should be to establish new services and ways of discovering and accessing knowledge."

Carlos Lozada is associate editor and nonfiction book critic of The Washington Post.

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Attachment 12

IF YOU LOVE LIBRARIES...

If you love having access to thousands of printed books, e-books, newspapers, magazines, and computers; attending cultural events, seminars, and classes; being assisted by knowledgeable staff, finding bargains at the Friends' book sales, seeing people relaxing and reading in a clean, comfortable environment while students are tutored and children delight in borrowing books; if you value your libraries and want to ensure that you, your children, grandchildren, and future generations will have access to these valuable institutions, tell your supervisor today and every year:

Sharon Bulova, Chairman	703-324-2321	chairman@fairfaxcounty.gov
John Cook, Braddock	703-425-9300	braddock@fairfaxcounty.gov
Michael Frey, Sully	703-814-7100	sully@fairfaxcounty.gov
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Pat Herrity, Springfield	703-451-8873	springfield@fairfaxcounty.gov
R. Scott Silverthorne, Mayor	703-385-7850	Mayor&Council@fairfaxva.gov

NO MORE LIBRARY CUTS

FfxLibraryAdvocates.blogspot.com, FairfaxLibraryAdvocates@gmail.com

Attachment 13

(http://americanlibrariesmagazine.org/)

MENU

The Future of MLS

Rethinking Librarian Education

By John Carlo Bertot and Lindsay Sarin | February 26, 2015

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We've all seen various reports and discussions around the future of libraries. From Pew ("The Future of Libraries: 7 Questions Librarians Need to Answer") and the Aspen Institute ("Rising to the Challenge: Re-Envisioning Public Libraries") to forums (ALA Summit on the Future of Libraries) to articles (Slate's "What Will Become of the Library?"), and our own white paper ("Re-Envisioning the MLS"), there is no shortage of data or discussion on the topic. We know the challenges:

- **State and local government workforces have faced significant reductions since 2009.** In 2011 alone, state and local governments cut nearly 250,000 jobs. While some hiring has occurred lately, reductions have been significant and are unlikely to grow to pre-recession levels.
- **Securing a library job can be challenging.** Competition is fierce, and the skill sets of students who have recently graduated with an MLS need to correlate with the skills libraries seek.
- **There are many sources of information and providers of information services.** It's not just Google. Individuals have many choices of which a library or librarian may not be preferred or even considered.
- **The nature of information is changing.** Being data and information literate (analytics, visualization, curation) will be critical to success in education, employment, and everyday life.
- **Communities are changing.** We're growing older and more diverse in terms of race, ethnicity, income, and ability. The information and technology needs changing populations will pose challenges.

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Given these challenges, there is need to engage in a parallel discussion regarding the future of librarians.

To seed this discussion, the iSchool at the University of Maryland launched its three-year Re-Envisioning the MLS initiative. We started with two key questions: What should an MLS program look like in four years? And what types of students should we recruit into the profession? This duality is critical, as we anticipate substantive changes to what makes up an MLS degree, which will affect who we recruit into the profession.

Our first year is focused on engagement, with years two and three focused on redesign and implementation. More information about our efforts, including speaker archives and dates of future events, is available at mls.umd.edu (search #HackMLS).

What have we learned to date? Key findings indicate the need for MLS programs to graduate information professionals who:

- **Inform**, by serving as vital conduits to the information resources that people need when they need them.
- **Enable**, by actively providing their communities with tailored opportunities to succeed through the resources and services provided.
- **Equalize**, by ensuring that – regardless of background, ability, means, or any other factors—their communities have access to the information resources, services, and skills necessary for today and tomorrow.
- **Lead**, by taking leadership roles in their communities around access to and the availability, dissemination, and preservation of information.

Success in these areas is critical and requires the right type of person from the onset. Characteristics identified include:

- **Adaptable**. Information professionals must be willing and eager to continually learn and adapt to the people using the information, how they use information, and the kinds of services they need.
- **Creative**. Information professionals must be willing to try new techniques, programs, and services. There should be a willingness to take risks, to fail, to learn, and to try again. They must actively seek information about trends and best practices.
- **Leader**. Information professionals need to have a strong ability to communicate and adapt their leadership style to their environment, as well as effectively navigate the changing needs of organizations. They are self-reflective enough to know when to be constructively aggressive and when to provide others with the opportunity to lead.
- **Tech-savvy**. Information professionals must be comfortable with technology and have a desire to always adapt and update their skills. They should be eager to learn how to use new devices, be comfortable with social

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media platforms, apps, analyzing data, and developing coding skills—and should approach technology through the lens of usability, accessibility, and inclusiveness.

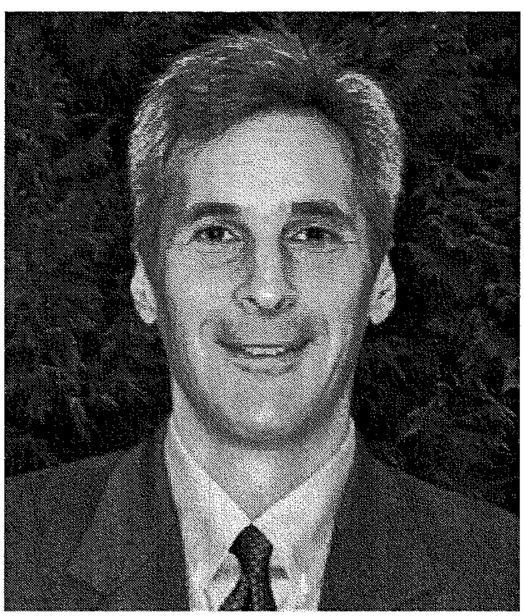
- **Marketer**. Information professionals need to know how to advocate on behalf of their organizations and communities. They also need to anticipate and know how to articulate a vision for access, inclusion, services, technologies, and other key community needs. This requires a willingness to engage in constant and ongoing analysis and change.
- **Service-oriented**. Information professionals have an obligation to focus on the community that they serve, individual needs, and inclusion. They need to ensure that services—whether they be programming, literacy instruction, data analysis, or records management – are designed and implemented based on the actual needs of their users and communities and not based on arcane information practices of our professional past.

Future MLS students must embrace change, work well with ambiguity and uncertainty, be willing to pick up new skills all the time, focus on the needs of increasingly diverse communities, meet people where they are and get them to where they need to be, be able to articulate and move toward a vision, and lead.

We are only part way through our journey toward Re-Envisioning the MLS – but it is clear that the future of the MLS does not lie with those who seek a quiet refuge or who won't embrace ongoing change in the information, technology, and community needs landscapes.

John Carlo Bertot is professor and MLS program director at University of Maryland's iSchool.

Lindsay Sarin is MLS program coordinator at University of Maryland's iSchool. ■



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(http://americanlibrariesmagazine.org/wp-content/uploads/2015/02/Lindsay-Sarin-headshot.jpg)JOHN CARLO BERTOT is professor and MLS program director at University of Maryland's iSchool. LINDSAY SARIN is MLS program coordinator at University of Maryland's iSchool.

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