

FAIRFAX COUNTY PUBLIC LIBRARY  
MINUTES OF THE BOARD OF TRUSTEES  
January 13, 2016

Chair Charles Fegan called the meeting to order at 7:00 p.m.

**Special Presentation: Lines of Business** Joe Mondoro, Chief Financial Officer  
Dave Molchany, Deputy County Executive

Chair Fegan welcomed Mr. Mondoro and Mr. Molchany.

Mr. Mondoro mentioned that he grew up nearby using both Woodrow Wilson and George Mason as his libraries and said it is nice to be back. Mr. Mondoro gave the Board of Trustees copies of the Citizen's Guide to Fairfax County's 2016 Lines of Business (LOB). This information went live yesterday so the timing of this meeting is good as the process starts in earnest. Staff has been working for quite some time, at the direction of the County Executive, to pull the LOB information together. The LOB at its core is an inventory of what we do. The county is a \$7 billion enterprise across all of our funds – including the school system - and we have 390 distinct lines of business. Staff has been pulling this information about those LOB together for the last few years including identifying what those LOB are and pulling together specific information that relates to the LOB. The LOB are a more detailed presentation than is typically provided in the budget document. The budget is focused on the numbers and the narrative of what we do but the LOB gets into the nitty gritty of the services that we provide, why we provide them, who benefits from them and the metrics in terms of how well we provide them.

To talk a little bit about the entire context of the LOB, the first volley in this discussion is getting the information out to the community and to the Board of Supervisors. The information is live now and we have a robust web presence this time. We have done LOB exercises in the past and we have had it online but it has really just been a document placed online. This time we have lots of different ways to access the information. You can look at the information in the department context or based on what you have heard in discussions by the LOB number. You have the ability to search by keywords, by categories or based on the date of the presentation. There are a lot of different ways to get to the information depending on who the audience is and what their interest is. Hopefully this will be useful to folks.

As you start looking at the information online, we also have live means to gather comments, and if there is anything you see that is not quite the way you would do it in terms of the search, please let us know and we will work on that. In terms of this discussion that we are going to have about LOB, there is a lot of education that goes into this. We typically perform the education part of the LOB process when a new Board of Supervisors sits, so as we have a new Board that is coming into office – we have two new members - it is a good opportunity to have a discussion about what it is that the county does in a lot of detail. We have almost 1900 pages of LOB information so there is a lot of information for Board members to go through.

To try to help that process, we are going to have presentations on every LOB and these will start on Tuesday, January 19 and run through the end of March. Most of the non-Board meeting Tuesdays, and many of the Fridays also, will be dedicated to the LOB meetings. We will go through program area by program area, agency by agency, LOB by LOB, giving agencies the opportunity to tell their story – what it

is they do and how they do it - and provide lots of opportunity for discussion with the Board, with questions being asked. Hopefully we will be able to answer many questions as soon as they are asked. We will also have a Q and A process where we will be able to do some research, for example how a certain LOB compares to other jurisdictions and provide that information to the Board. It really is designed to be a period where there is a lot of discussion about the LOB, providing opportunity for the Board to re-familiarize themselves with the LOB or learn about it if it is new information and really talk about what we do. Sprinkled in with the strict LOB presentations, we are also going to take the opportunity to talk about some key items that are important to the BOS as they look forward to set the strategic direction of the county which is the ultimate goal of this process over several years.

For example, we are going to talk about what revenue opportunities are available for the BOS. If you have come to any of the budget presentations you know that, because we are dealing with the state, there are a lot of restrictions placed upon the flexibility that the BOS has in raising revenue. There are some limited areas where we can make changes and we will talk about those on the first day of the LOB to set the stage. We are going to talk in detail about the economic success plan the county has undertaken that will tie directly into some LOB. There will also be discussion about how it ties into some significant projects that are being undertaken throughout the county, in many cases involving partnerships with the private sector, such as in Reston and the Mosaic district. Some of these projects have been completed and some are still in the early planning stages. This will be an opportunity for the BOS to hear a lot of information about those processes as it fits into the strategic direction of the county.

We will also be soliciting input from the community and will have a robust presence on the website to take comments and questions. We are not committing to answering every question we get on the website, but when we identify frequently asked questions, we will answer them and put them on the website. We will also provide these to the BOS so they will see what interests the community. We will be posting all of the comments that we receive and providing them to the BOS also. That gives you a sense of some of the online activities that are available now.

We are also working on survey instruments that will hopefully go live in early to mid-February and will probably be active for about a month. Then we will close the survey and compile the results which will also inform the LOB process. We are providing an opportunity for folks to answer more specific questions to see what is important in terms of their priorities relative to county services. In addition, we will have some in-person opportunities for participation as different people like different ways of being involved.

During the budget process, and because this does align with the 2017 budget process, we typically have 30-35 meetings in the community from February through early April. Many meetings are sponsored by individual BOS members and some by civic groups, such as the Federation of Civic Associations which will meet at George Mason on February 20. The County Executive or budget staff attend many of these meetings around the county. In addition to talking about normal budget topics, we will be talking about the LOB process so that people are aware of this process. We will also share the FAQs and direct them to the focused input and activities which will take place on March 12 and 19. On these dates, we have meetings at the South County Government Center on Route 1, the Government Center in Fairfax and at the new Providence Community Center near the Vienna Metro. These three meetings will have facilitated opportunities for discussion. Hopefully we will have a good turnout and have the opportunity to talk about the online access, the questions and comments we have received to date and also break into facilitated small groups and have discussion about the priorities, etc. of the LOB process.

All this information that we are gathering in different ways will be posted online and given to the BOS to help inform the process. The goal is that by the end of the meetings scheduled through late March, the BOS will have a huge amount of information – the 1900 pages of the LOB, many pages of power point presentations from the agencies and all of the input from the community – from which to develop their own insights. What they come up with will guide the next phase of the LOB – which is the BOS directing staff relative to areas they want us to look at for future opportunities.

An example of this process, while not related to the LOB, occurred when county employees were given the opportunity to make suggestions as part of the development of last year's budget. They asked questions about why we have three very similar programs offered to children over the summer. The three programs were the Summer SACC program run by Family Services; Rec Pac run by the Park Authority and Rec Quest run by Neighborhood and Community Services. Each program covers a different time in the summer, has different hours and fee structures and serves a slightly different population. Staff questioned why these three programs were needed. This kind of question will come out of the LOB process and then provide staff with opportunity to do follow-up work. In this case, staff came up with some good rationale as to why these three programs exist but also found some good opportunities for sharing of resources and maybe modifying the programs to take on some of the benefits that other programs adopt. The outcome of these small projects, or in some cases big projects, will be an opportunity for the BOS to dig deeper into the things that we do.

While our \$7 billion budget does include schools, for purposes of this first round of LOB discussions, the LOB will focus on the county side of the budget. There are going to be some points of intersection with schools and the County Executive and the school superintendent agree to look at these three areas:

Transportation services – The schools and the county have significant transportation programs and there may be some opportunities for efficiencies across this program. There is a pilot on the Route 1 corridor that is being looked at this semester and next semester as to whether there is an opportunity for the use of county bus lines to help get kids, especially high school age, to school.

School Health Services – This service is entirely provided in the school system by county staff as the Health Department is on the county side and there needs to be a linkage with the Health Director, etc. There may be opportunities to do this a little differently.

Behavioral Health Services – These services also cross the line between the social workers in the schools and the social workers in Family Services.

In the future, I would anticipate there will be other programs that are looked at which cross county and school lines, but these three will be looked at in this round and probably will also involve a number of years of work.

The final pages of the LOB guide are the listings of the LOB which are organized by department and numbered 1 -390. On the website there is a similar, more linear, chart where you can choose the agency you want to look at, the LOB or the date of the presentation. Right now there is a blank column for date which will be populated as we get closer to those meeting dates and you will be able to pull up the actual physical presentation that is given. There is a way to provide comments or questions on each individual LOB.

Again, meetings are scheduled from January 19 through April 1, but April 1 is more dedicated to the BOS for wrapping up their directions to us for the next phase. As you might imagine with all the county agencies, 390 LOB to get through and the other topics that were mentioned, there is a lot on the BOS agendas. We will attempt to allocate the right amount of time to each of these discussions but will need to be flexible in terms of running over if the Board discussion is more robust about one topic than we were anticipating. We will be posting updates to these agendas every time there is a change. That information will be on the website by date, by agency and by topic that is going to be presented. You can access information by the QR (Quick Response) code on the front of the LOB guide, by the web site listed on the back of the guide or by going to the county website.

Mr. Molchany commented that he has read through the library LOB and said the staff did an outstanding job putting it together. It covers the business of the library very well and he encouraged all to read the LOB. Mr. Molchany said the library Board of Trustees can send the Board of Supervisors a memo or letter to add anything you want to the library LOB. He does think the staff has covered the library very well and thinks all will be as pleased upon reading the LOB write up as he was.

Chair Fegan thanked Mr. Molchany and Mr. Mondoro for attending the meeting and presenting information on Fairfax County's 2016 Lines of Business.

#### **Public Comment**

Deb Smith-Cohen, President, Fairfax County Public Library Employees' Association. Attached.

**Minutes** – Motion accepted to approve the minutes of the December 2015 meeting as submitted.

#### **Chair's Report –**

Chair Fegan wished all a Happy New Year and welcomed all to the January meeting. He said we can expect much to change as we begin a New Year, noting that Director Clay, who has done an excellent job for nearly 34 years, will be leaving the system. A change will return to the top management, in the manner of a few years back, and a new system of succession will be in place. Chair Fegan shared the sad news of the passing of Lorrie Bennett who had a long career with the library. He asked that a letter of condolence be sent to her husband who was also a long time library employee.

As you were made aware by an email from Deputy Molchany and Chair Fegan, a change has taken place at the top management level of the library. This is an internal matter and does not involve the BOT since it is administrative. Nevertheless, both the Vice Chair and Chair of the BOT were called in for consultation on this important matter and both concurred with the change so it was important that the Chair sign this email. He does not want the Board to think it is our role to delve into administrative matters. The choice of a new Deputy Director is a matter for county personnel and does not involve Board action. This is not to say that the Chair and Vice Chair may not be asked to serve on a selection panel if such is the method selected by the appropriate personnel. The advertisement went out internally a few days ago, and a schedule for interviews will be set by the appropriate county personnel. The Board will be notified when a selection takes place.

He is currently working with the Deputy County Executive, Dave Molchany, on the recruitment of a director for the library. We will employ the basic method used in the past to reduce the applicants so that the best candidates can be presented to the Board for their selection. He does hope that the coming year sees the Finance Committee keeping a close watch on the expenditures so that at the end of the year we do not have a large amount that we need to negotiate to return. Until a purchase order

is issued and signed, there is no encumbrance and the county does not have to issue those funds for the next year. We have been most fortunate that, thanks to our present director, we have been most successful over the years in obtaining this. It is also difficult to seek additional funds from the BOS when they are aware that we are not spending the funds given to us. When large expenditures are to be negotiated with the Office of Management and Budget, the Board must be involved and not told as an afterthought.

Chair Fegan received a sad email today with the news that Board member Don Heinrichs was resigning from the Board after excellent service due to his wife's serious illness. Mr. Fegan will send a note thanking him for his service and moved that a motion be entertained thanking him for his excellent service. The motion passed.

Chair Fegan received an inquiry concerning insurance coverage for volunteers in the area of physical coverage that is covered by the insurance of the county. While he believes that the county has the coverage for volunteers including the library BOT, and that the physical facilities of the county are covered, it does not hurt to request a report from county administration as to the exact limits. Mr. Fegan asked Dave Molchany to give this request for information to the appropriate person and thanked him for his help.

The BOT received from Director Clay a lovely email noting the schedule of his retirement. The Board will salute him in March. Chair Fegan thanked him for his long and excellent service and noted that Mr. Clay will be on leave until March 22, the date of his retirement. Therefore, he is not scheduled to attend any further meetings of this Board as director. Having worked with Mr. Clay for many years and having witnessed the progress of the library under his stewardship, Mr. Fegan thanked him for his leadership and for the direction he has given to the system.

### **Committee Reports**

- A. Library Foundation – Ms. Millhouser said that the Foundation Jubilee will be held on Saturday, October 15, 2016 at Dolley Madison. The funding activities are on track and the Executive Director and her staff are working on exploring creative new ways of funding for the library Foundation which is very exciting.
- B. Finance Committee – Ms. Delaney had no report but said an announcement regarding the next committee meeting for the third quarter instructions will be announced as soon as a date is set.
- C. Ad Hoc MOU Committee – Ms. Smolen had no report.
- D. Planning Committee – Ms. Dando said that in December the representatives of CIVICTechnologies and The Ivy Group visited for 2.5 days during which they held several launching activities one of which was the presentation to the BOT with some detail of the scope of the process for getting our survey and outreach effort underway. There was also a meeting for the Planning Committee which is made up of some members of the Board, a representative from the Branch Managers and a citizen representative from the Foundation. There was also a staff meeting, which was optional for staff to attend, and there will be an additional staff meeting scheduled for the next visit of the vendor group. There was also the

opportunity for members to tour several branches to meet and have informal conversations with library staff. In addition to this, they were also able to hold one stakeholder interview with the library Foundation's Executive Director.

In between this first visit and tonight, there have been multiple conversations and emails that Ms. Dando and Katie Strotman have had with the vendor group in trying to wrangle the very huge task of the logistics of everything that they are tasked with completing. We are just about ready to share specifics as far as dates, times and locations but can share now our next steps in general terms. If there are any questions, you can contact Ms. Dando or in our public document there is an email address which goes directly to CIVICTechnologies and to which only they have access to where they can receive any questions or inquiries.

In general terms, we will be meeting again in a conference call in the next few weeks with the Planning Committee to get some information from and reaction from them around some specific decision points in the outreach. As well as the informational meeting with library leadership staff, the next phase is to do a more specific interview type meeting where they will be extracting and prompting for information from specific areas in all the different categories and services that the library provides. For example Internet Services and Staff Development Services with different key people in those areas, and right now there are about 12 different areas that they will be reaching out to. For public outreach the scope is very detailed and will include public sector, private sector and nonprofit sector meetings. This is one of those areas where the Planning Committee will need to review their proposed outreach avenues and provide feedback and any suggestions if they see any gaps or if they have any questions. These are the stakeholder interviews.

There will also be library advocate interviews. These meetings will include the Friends and other organizations, and there has already been an interview with the Executive Director of the Foundation. There are other library advocacy type groups that they would like to reach out to and get feedback from. There will be seven focus groups, and they have a proposal for different areas that the focus groups would cover such as seniors and teens. Finally, there will be three public forums which will take place on different days of the week, to include a Saturday, and at different times. These will be spread out so that people have enough time to plan, in advance, if they want to attend multiple meetings. All these meetings will provide important feedback.

Our next point of business is to get the Planning Committee together in a conference call so they can receive the documents to review and then be able to provide some feedback. In addition to this, we have 99% confirmation that the next visit of the vendor group will be March 17-19 to start to conduct these outreach efforts. As we finalize these logistics, they will be posted. Some of these events the public will be invited and encouraged to attend and in some cases Board members might also be free to attend and participate. As soon as we have something definite, I will write it up in a document so we can share it with everyone who is interested.

Chair Fegan asked who would be taking part in the conference call and thought that if three Board members are involved, the public must be notified of the call.

Ms. Dando said, as we are using CIVICTechnologies system for the call, she would check to see if there are any limits on capacity and we can publish the call information. People can listen in on the conference call, but only the Planning Committee members would be speaking. If this isn't a viable way of communicating, we may have to find another avenue, a survey possibly or something else.

Discussion ensued as to the FOIA and this call and all agreed that we need to abide by the rules and find the least restrictive way to hold this conference call hopefully using CIVICTechnologies conference call system.

Chair Fegan realized that Don Heinrichs was on this Planning Committee and, because of his resignation, appointed Will Jasper to take Mr. Heinrich's seat on the committee.

**Director's Report –**

- A. Mary Prisbey (GM) selected to be the Dolley Madison Branch Manager.
- Dave Folmar selected to be the John Marshall Branch Manager.
- Nancy Ryan (PH) selected as the new Branch Coordinator.

Chair Fegan acknowledged that Debra Clay, the director's wife, was in attendance.

**Executive Session -**

Vice Chair Delaney Executive Session - Vice Chair Delaney moved that the Board recess and go into closed session for discussion and consideration of matters enumerated in Virginia Code Section 2.2- 3711 and listed in the agenda for this meeting as follows:  
Discussion or consideration of personnel matters pursuant to Virginia Code 2.2-3711(A)(1).  
The motion was seconded and it carried by unanimous vote. The Board recessed at 7:45 p.m.

Vice Chair Delaney moved that the Board certify that, to the best of its knowledge, only public business matters lawfully exempted from open meeting requirements and only such public business matters as were identified in the motion by which closed session was convened were heard, discussed, or considered by the Board during the closed session.  
The motion was seconded and it carried by unanimous vote. The Board reconvened at 8:15 p.m.

Chair Fegan noted that there were no Consideration Items or Action Items.

**Roundtable –**

Ms. Levy – Received a sad email that Kay Halpern (Tech Ops) passed away on January 10. Wished all a Happy New Year.

Dr. Sirh – Happy New Year. Confirmed that Mr. Clay would not be at future Board meetings and hopes that a farewell for him will be planned.

Ms. Millhouser – Happy New Year. Celebrate the Vietnamese Lunar New Year at the Thomas Jefferson Library on Saturday, January 16 at 11 a.m. as they host a dragon dance and other events.

Ms. Millhouser said that in other organizations she has belonged to, a timeline was created so that at the beginning of each year you can get an overview of what will be happening and when. If this would be useful to the BOT she would be glad to work on this. It would be helpful to get a glimpse of the cycle of what the Board does.

Mr. Ewing – Welcomed Ms. Janega to the Board. He said he had been in Vietnam during Tet (Vietnamese New Year) and wished he were there now as it is would be much warmer.

Ms. Dando – Although Mr. Heinrichs isn't here, Ms. Dando feels he has been her unofficial mentor as several different tasks she has had, he has also been assigned to. She will miss him as part of the Board and wished him well in the future and appreciated his work. Thank you also to Mr. Clay for his years of service and hopes to have a more informal farewell.

Ms. Delaney – Happy New Year. In regards to the timeline, when we first formed the new Finance Committee there was a document created that is the Finance Committee's calendar as to when we want to hold certain definitive meetings that are related to the budget. This could be a starting point for a timeline for the Board and she will track that document down and give it to you. Thank you to Mr. Clay for his years of service to the county and it has been a pleasure to work with you. She is so glad she had this opportunity.

Ms. Smolen – At one point, she had a previous conversation with Melanie Quinn and the county attorney regarding the volunteer insurance question so she will follow up with Mr. Molchany. This information was not put in any final form that could be made public as it was a series of conversations. Thank you to Mr. Clay.

Ms. Janega – Thank you to Mr. Clay. She thinks the timeline would be very helpful to understand how the Board operates.

Mr. Clay said that there are a number of issues related to this – a timeline for the buildings and the Planning Commission schedule in addition to the Financial Committee timeline.

Mr. Donovan – Thanked Mr. Clay.

Chair Fegan – Will contact Dr. Sirh and the chairman of the Foundation about planning a farewell for Mr. Clay. Mr. Fegan has worked with Mr. Clay for over 20 years and while they haven't always agreed, he has always respected him and is proud that he was the director while Mr. Fegan served on the Board. Thank you to Mr. Clay.

Chair Fegan adjourned the meeting at 8:25 p.m.

Members Present

Sam Clay  
Charles Fegan  
Karrie Delaney  
Priscille Dando  
Michael Donovan  
Darren Ewing  
Sheila Janega

Members Absent

Don Heinrichs  
Will Jasper

Suzanne Levy  
Fran Millhouser  
Dr. Joseph Sirh  
Miriam Smolen

Respectfully Submitted:

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Edwin S. Clay III  
Library Director

Approved:

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Charles Fegan, Chairman  
FCPL, Board of Trustees

**Deb Smith-Cohen**  
**Fairfax County Public Library Employee Association President**  
**Statement to Library Board of Trustees**  
**January 2016**

Happy New Year to all. I am Deb Smith-Cohen and I've just become the 2016 President of FCPLEA. I've been with Fairfax County Public Libraries for nearly 10 years and worked in several branches. Currently, I'm the Asst. Branch Manager at Patrick Henry Library in Vienna. I've met many of you before and a few of you have even worked with me! I look forward to learning from and working with all of you.

2016 will mark big changes and opportunities for FCPL. Changes are stressful, but can also be energizing. Like you, library staff were disappointed and anxious on hearing that the search for our new Director could not be concluded as planned. Like you, we are eager for as much information as possible to understand how the new searches for a Deputy Director as well as a Director will be pursued, what timelines exist, and how interim assignments will be made.

Having two regional branches under renovation with the associated distribution of staff from Pohick and (beginning in February) Tysons-Pimmit may create opportunities for branches receiving additional staff (including Patrick Henry). We can benefit from working with "new" colleagues. Experience and ideas can be shared and we can increase our ability to provide programming or outreach to the public. Whenever staff get to interact with different colleagues, either through overtime assignments, program swaps, or networking at committee meetings, especially face to face, we are sure to come away with new energy, new ideas and new insights. Perhaps most importantly, the better we understand not only our own branches but the variety of needs and solutions at other branches, the better we can contribute to the larger success of this library system.

Other issues that are on our minds include, as always, the prospects for an increased budget to allow us to provide more – and more varied -- content in all formats, as well as better services. Staff crave appropriate opportunities to share stories about our current passions and our future dreams for this system. I am reading a book (no surprise) titled *Whoever Tells the Best Story Wins* and finding new insights, some of which will be familiar to you, about how we can get our stories out and heard with the greatest impact.

We are excited about the potential of the Community Survey Project as outlined for you and for branch management staff last month. The chance to participate in this project in multiple ways as staff is much appreciated and will certainly enrich the results and contribute toward the identification of high impact, actionable shifts in our service priorities.

Finally, I want to be sure to follow my predecessor Jennifer McCullough's best advice to me. She said, "Whenever you are interacting with our Trustees, remember that they are volunteers performing a time-consuming service. Their commitment to FCPL is as deep as ours. Always remember to thank them." So: On behalf of FCPLEA, for your time, your commitment, and the chance to share staff insights and concerns with you, I thank you.

