



# County of Fairfax, Virginia

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

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

**TIME: 7:00 P.M.**

**DATE: September 14, 2016**

## **LIBRARY BOARD OF TRUSTEES MEETING AGENDA**

### **I. PUBLIC COMMENT**

1. Deb Smith-Cohen, President, Fairfax County Public Library Employees' Assoc.

### **II. MINUTES – July meeting**

### **III. CHAIR'S REPORT**

### **IV. COMMITTEE REPORTS**

- A. Library Foundation – Willard Jasper
- B. Finance Committee – Miriam Smolen
- C. Ad Hoc Planning Committee – Charles Fegan
- D. Ad Hoc MOU Committee – Miriam Smolen
- E. Public Relations – Fran Millhouser
- F. Ad Hoc Policy Committee – Gary Russell

### **V. DIRECTOR'S REPORT**

- A. Staff Day
- B. Branch Visits
- C. Administrative Update

### **VI. CONSIDERATION ITEMS**

- A. Space agreement for Mt. Vernon at Home

### **VII. ACTION ITEMS**

- A. Division of Proceeds from Ongoing Book Sales

### **VIII. ROUNDTABLE**

### **IX. INFORMATION ITEMS**

- A. Public Engagement Process Report
- B. Monthly Statistical Snapshot, July 2016 and August 2016
- C. Incident Reports, July 2016 and August 2016

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12000 Government Center Pkwy. • Suite 324  
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[www.fairfaxcounty.gov/library](http://www.fairfaxcounty.gov/library)



# MINUTES

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

Chair Karrie Delaney called the meeting to order at 7:05 p.m.

**I. Public Comment:**

1. **Public Comment:** Deb Smith-Cohen, President, Fairfax County Public Library Employees Association (Attached.)

**II. Minutes:** A motion to approve the June minutes was accepted.

**III. Chair's Report:**

Opening Remarks: It was with great excitement that I called this meeting to order tonight. It is not only my first time being chair, but also the first meeting that I sit beside the new director of the Fairfax County Public Library system, Jessica Hudson. We have asked staff and the citizens who use FCPL for patience as we navigated a very difficult time in our system's history. I would like to start this meeting first by thanking our past chair, Charles Fegan, for his steadfast leadership that brought us to this point of new beginnings. We now have Jessica Hudson leading library admin and we are nearing the completion of the community outreach effort, an exhaustive process that will provide essential data for creating a new strategic plan and for setting our priorities. I give a huge thanks to the entire committee and to Priscille for leading this effort. So I can't help but feel a bold sense of potential for all we have become, for all we can become in the coming years.

As the chair of the Library Board of Trustees, I have committed to focus on several areas. With several new board members coming on in recent months, I feel it is important to focus on board development this year. I would like to schedule a series of trainings for the Library Board of Trustees so that we can function as effectively as possible.

I will also introduce new protocols for ensuring our effectiveness as well. I believe we should focus on community engagement. The Library Board of Trustees should be fully informed on issues that concern our community and receive accurate and timely information.

Another goal is to schedule site visits so that each trustee has the opportunity to visit every branch in the system, so that we can each better visualize the diverse challenges in our community.

And finally, strategic planning must be a priority this year as we create our new plan for the system. I would like to see the Library Board of Trustees use the information that we receive to focus on setting priorities, not only for our system, for our budget and for gifts that we receive.

I have a list of new assignments for committees and I am going to go through them briefly. I have spoken to some of you that I am asking to chair and the committees are:

Public Relations Committee: Will identify priorities for marketing and establish protocol for presentations and outreach. Chair, Ms. Millhouser with Ms. Janega and Ms. Dando.

Ad Hoc Friends MOU Committee: Will complete its function soon I hope. Chair, Ms. Smolen with Mr. Donovan and myself.

Planning Committee: Change to an Ad Hoc committee. This is a project that does have an ending in sight as we now have the information coming in from our outreach effort and that will lead us to develop the strategic plan and identify our priorities. Chair, Charles Fegan with Ms. Dando, Mr. Jasper and Ms. Levy.

Budget Committee: Will track the finance calendar throughout the year and ensure that the Library Board of Trustees gives input and guidance where needed. Chair, Ms. Smolen with Mr. Ewing and Dr. Choi.

Library Foundation Committee: Liaison, Mr. Jasper

Policy Committee: Change to an Ad Hoc committee. The primary duty of this group will be to review all of the existing library policies that we have on the record and report to the Board of Trustees any recommendations for changes, updates and additions. Chair, Mr. Russell with Mr. Donovan and Ms. Janega.

#### IV. Committee Reports

**A. Library Foundation:** Mr. Jasper. The FY 2017 budget has been approved. The budget will be used for enhancement of the library Foundation programs in the following areas – Ready to Read Early Literacy Outreach program, Early Literacy Professional Development Conference, Early Literacy Library Family Night, Changing Lives through Literature and the Summer Reading Program Challenge. Also for scholarships and special presentations. The summer deadline for the continuing education and professional development scholarships is July 15. You can go on the Foundation website for the necessary forms.

The Foundation was the recipient of two grant awards: The McLean Community Foundation is granting an award for \$9,400 for the McLean History Portal project. The Maximus Foundation has awarded \$3,000 for the Early Literacy program.

As a reminder, October 15 is the Library Jubilee. The purpose of the Jubilee is to raise money for library programs. Last year we raised \$197,000 and this year we hope to raise \$200,000. Please come and bring your friends!

**B. Budget Committee:** No report.

**C. Planning Committee:** Ms. Dando. Our intake of data is complete and CIVICTechnologies is consolidating, analyzing, creating benchmarks and preparing the report that will be ready for presentation to the Board in September – the date and time to be determined. At the time of the report, that will conclude the obligation that CIVICTechnologies has for their contract. As we have the time as we await this report, the Board might want to think about how we move forward when once we have the opportunities and the gaps identified – what are the processes and how are we going to move forward with that. This is critically important as our Chair has said, and I, as well as everyone in this room, am eagerly anticipating the outcomes of that report. As soon as we have a confirmed date and time, we'll make sure that it is communicated to everyone so that it will be on our calendars.

**D. AD Hoc MOU Committee:** No report.

**E. Public Relations Committee:** Ms. Millhouser. Sheila and I have been working informally and talking to different people. Karrie and I have spoken and I have been taking notes on things we want to work on now that we have our full committee.

#### V. DIRECTOR'S REPORT

**A. Notification to Trustees of News Items**

Karrie and I were talking about something that popped up in the news that related to one of the libraries and how you all, as BOT members, would be notified about these. This seemed like a reasonable way to get everyone who needs to be notified, notified quickly. The goals for us are that when Library Administration is made aware of something that is potentially newsworthy – more police interest than something that we are used to; falls outside of a routine incident report; or if there has already been media interest – we want to make sure that the Chair of the Board of Trustees and the Board of Trustees member from the affected area are notified. Our anticipation is that we will be able to provide you with a short update on what’s happening as well as a link to any current news articles so that you are aware if someone calls you. The notification would come from myself, the deputy director or from our marketing director – whoever is available and finds out about this first. If it happens during a weekend, and I don’t know that it’s happening, I cannot let you know. But if I know that it is happening, I see it on my phone or in the news, we’ll be happy to contact you as soon as we know.

**B. Contact Information for Trustees**

When I started reviewing the Library Board of Trustees’ manual on our website, I noticed that each of you has a listing on the page that the public can access. This contains your name, personal email and phone number and your home address. I wanted to offer you an opportunity. We would be happy to provide you all with our Administration phone number listed and then forward these calls to you. For email, rather than have your personal email listed, there would be a message box with a dropdown for each district. People could click on this and it would go to your personal email without having that email listed.

Chair Delaney stated that we are still working on having county email addresses for the Board. This is underway and she will update when available.

Mr. Ewing asked what the protocol was for other county boards and thought that it is preferred not to have this personal data show to the public.

Chair Delaney stated that she did not see this personal information listed for other county boards.

A motion to change this contact information page as suggested by Ms. Hudson was presented and accepted.

**C. Summer Reading Challenge**

Update from Ted Kavich, Program and Educational Services Manager:

This year's Summer Reading Challenge is off to its usual brisk start. As of July 13, a total of 12,612 kids and teens have registered online (this number does not yet include the thousands of kids who are using paper reading logs) and a total of 37,100 books have been logged so far. At library branch events, families have enjoyed performances such as music and movement with Wolf Trap Master Teaching Artist Sue Trainor and West African drumming and dance with Soul in Motion...while preschoolers and parents were treated to cool science experiments by Mad Science...school age kids thrilled to magician Peter Wood's tricks and illusions and met live animals courtesy of Wildlife Ambassadors...and teens learned about 3D printing, computer deconstruction and sphero robotic balls at hands-on workshops presented by TechShop DC-Arlington.

Discussion about the Pokemon Go app and whether this has been seen in our libraries. No reports of this as yet.

## CONSIDERATION ITEMS

### A. Division of Proceeds from Ongoing Book Sales

Library staff recommends a change to the proceeds of ongoing book sales from a 50/50 split between FCPL and the Friends to a 35/65 FCPL to Friends split. This item is to be voted on in September.

## ACTION ITEMS – None

## ROUNDTABLE

Dr. Choi: How much money do book sales generate? Ms. Levy responded: This varies year to year and branch to branch. For the Virginia Room one year's sales were \$500-\$600.

Dr. Choi: Is learning about the Board and the library system and is going to library programs, such as the songwriting group at Kingstowne.

Ms. Levy: Thank you to Dave Molchany regarding the Board email issue. Thank you to Jon Lutz for sending the monthly branch event listings.

Sam Clay, former Library Director, was honored at the City of Fairfax council meeting for his years of service to the citizens of the City of Fairfax.

She is a member of Fairfax County's 275<sup>th</sup> birthday committee. On June 17, 2017, we are celebrating the 275<sup>th</sup> anniversary of the founding and incorporation of Fairfax County and there will be an all-day event on the Courthouse complex lawn. The library was very involved in the 250<sup>th</sup> celebration and Ms. Levy hopes to work with Ms. Hudson and Mr. Kavich (Programming and Educational Services Manager) so that the library is included in the year long events that will be planned.

Mr. Ewing: Is glad to have Ms. Delany as the board chair and welcomes Ms. Hudson as our director.

Mr. Jasper: No comment.

Ms. Dando: As the school representative to the Board, would like to support the Fairfax County birthday celebration next year and will work with Ms. Levy also in this effort. Also sends a hearty shout out to the Kings Park branch, to Pam Coughlan and the library staff for integrating Book Your Summer and Read for the Win summer program in the branch. Staff used the individual bingo squares from Book Your Summer and posted them around the library to highlight special displays and books that pertain to the subjects on the squares. Discussion regarding the square found on the Book Your Summer bingo card that references myON and TumbleBooks software. Access to this software is available to all FCPS students both in school and at home.

Mr. Fegan: No comment.

Mr. Donovan: No comment.

Ms. Millhouser: Suggests that for ALA Library Week (and perhaps for Banned Books Week), the library ask that the Board of Supervisors have a proclamation to recognize this week. A

suggestion is made that Trustees speak to their supervisor about this to see who would move this forward.

Recognition for Vicky Chu, Circulation Manager at Thomas Jefferson Library.

Concern regarding branch staff and customer safety and active shooter training.

Ms. Millhouser is optimistic and upbeat about our potential and the future.

Mr. Russell: No comment.

Ms. Janega: Has found a free ALA webinar (and sent this info to Board members) to teach attendees how to create, market and implement effective advocacy campaigns for libraries.

Ms. Janega attended the 3D printer training at Reston Regional Library and recognized Amy Conerly as one of the trainers who did a fabulous job. There are staff and public programs on this in the library and Sherwood has such a printer which is free for the public to use. This technology is being used now. It is the wave of the future and she is happy that the library is investing in this technology.

Welcome to Ms. Hudson.

Ms. Delaney: Is excited to see opportunities such as the 3D printing in the libraries. As we receive our survey and outreach data we will have the ability to create our vision for what the library of the future means in Fairfax County. She thinks that information will guide us for our day to day priorities and setting that vision for what the library of the future will mean in this community. It is very responsible of us to consider what really makes anything, a library system or any community service, what role it plays in the economy and economic development. She believes that libraries will always be a place for books and learning and the extension of that is innovation. It is critical that libraries play a role in that as it will give opportunity for those future innovators to create something that could be good for the economy in Fairfax County. Inventors could use the 3D printing technology at the library to make a prototype of their invention rather than hire a company to do this.

Discussion regarding the City of Fairfax summer Maker Camp.

Chair Delaney adjourned the meeting at 7:55 p.m.

**Members Present**

Karrie Delaney  
Michael Donovan  
Yearn Hong Choi  
Priscille Dando  
Darren Ewing  
Charles Fegan  
Sheila Janega  
Will Jasper  
Suzanne Levy  
Fran Millhouser  
Gary Russell

**Members Absent**

Miriam Smolen

Respectfully Submitted:

Approved:

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Jessica Hudson  
Library Director

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Karrie Delaney, Chairman  
FCPL, Board of Trustees

DRAFT

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

We are deep into the summer with its spikes in branch visits, programs, and checkouts. Our teen volunteers have learned the rhythm of their tasks. Staff have learned the patterns too: mornings are manic; afternoons more mellow unless there is a program or rain; evenings are steady. DVDs and audiobooks for road trips are in high demand. Reading program finishers clasp their coupon books with glee. Registration for the next puppet show, musician, science troupe, or theatrical is already full. Keeping up with re-shelving requires new strategies and constant attention. Each branch is noisy-ish, energized, and exuberantly happy.

It is good to celebrate seeing our new Director here tonight. Like many staff, I was excited to have a chance to meet Ms. Hudson within her first few weeks here. We are all glad for her eagerness to visit branches, for the opportunity to see her at the open house on June 24, and for what we hear of her ideas about priorities that are also ours. These include increased and improved technology capability, internal communication, customer service and -- not least -- collection development.

Among the first communications from our Director was the welcome news that internal candidates will be offered promotional opportunities first as the norm for job announcements going forward. This will improve the ability of staff to aspire and to move themselves upward within FCPL.

Staff Day is coming up. It will be an exciting opportunity but it cannot be the only forum for staff learning. We need deep improvements to our internal curriculum for building staff skills and management excellence. Relying on free online webinars cannot give us the richness, variety, and quality of in-house training and in-house experimental learning programs. We hope that more of the latter will be developed soon.

It was truly inspiring to hear about the nascent plans for increased community outreach by Trustees which was presented in the public relations committee report last month. Please do not hesitate to call or visit your branches to get help identifying contacts for civic groups who would welcome your advocacy and information. We are more than happy to be your fact checkers, sidekicks, or AV wranglers for any of these efforts.

Finally, I see in the system calendar that the library board will not be meeting in August. I wish you relaxing days, excellent reading, engaging conversations and renewed energy -- and I look forward to speaking to you in September.

Thank you.



# DIRECTOR'S REPORT

## September 14, 2016 Director's Report

### **A. Staff Day**

Staff Day, an opportunity for all staff to participate as a group in continuing education and enrichment, took place on Friday September 9<sup>th</sup>. The focus of the day was on Transformation-how our libraries can continue to be strong and vital community resources providing materials, programming, spaces, and staff resources while also growing with the needs of our users.

The events keynote speaker was Mr. Miguel Figueroa. Mr. Figueroa is the Director of the Center for the Future of Libraries, an initiative from the American Library Association. The Center serves as a resource for libraries and the profession, promoting innovative thinking to help position libraries for long term sustainability and success, and to find solutions to the challenges facing libraries and society.

A copy of the Staff Day schedule is attached.

### **B. Branch Visits**

One of my first goals coming into my new position was to visit each of our public libraries within my first three months on the job. I am proud to share that I have visited all of our facilities now and that I had an excellent trip to each location! Although our branches may vary in size, shape, proximity to other community organizations, and even the books we have on our shelves, they have wonderful commonalities that link them together and help forge a united County library system. I have been asked several times which library is my "favorite" to which I have responded that I couldn't possibly choose.

### **C. Administrative Update**

Library Administration has gone through some changes via a reorganization process. I am now personally overseeing Human Resources, Finance, Organizational Development, and Staff Training. The Branch Coordinators have been moved and now report directly to the Deputy Director. Marketing and Communications also now reports to the Deputy. Technical Operations (Collection Development, Cataloging and Processing) are now their own stand-alone Division, with a recruitment soon to be underway for a Division Director.

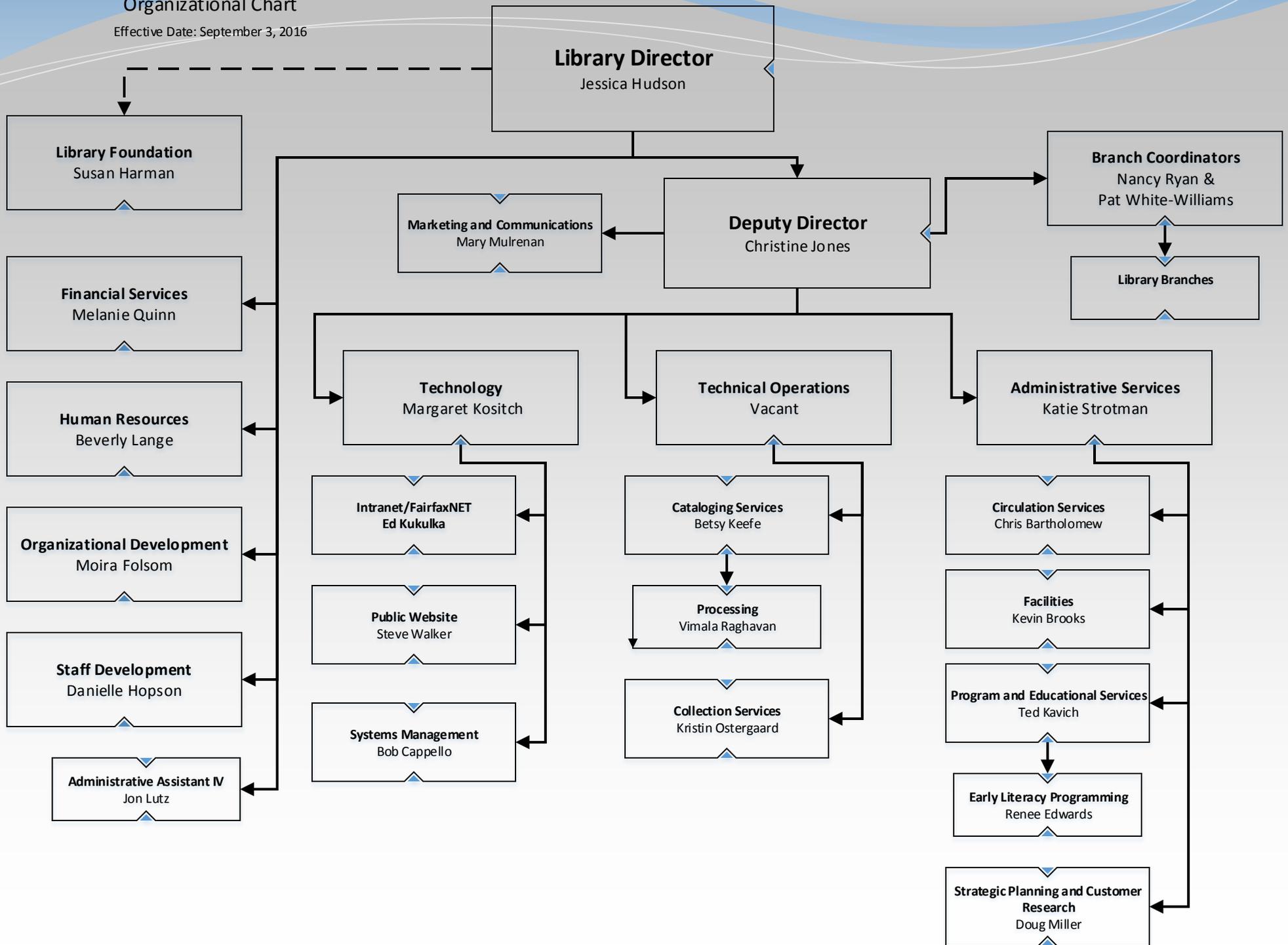
A copy of the new organizational chart is attached.

<b>8:00 - 8:45 a.m.</b>	<b>Registration and Continental Breakfast</b>					
<b>8:50 a.m.</b>	<b>Welcome and Opening Remarks - Director</b>					
<b>9:00 - 9:45 a.m.</b>	<b>Keynote Speaker</b>					
<b>PLEASE NOTE: No food or drink allowed in the Board Auditorium</b>						
<b>Session A 10 - 11 a.m.</b>	<b>Session B 11:10 - 12:10 p.m.</b>	<b>12:10 - 1:10 p.m.</b>	<b>1:15 - 1:40 p.m.</b>	<b>Session C 1:50 - 2:50 p.m.</b>	<b>Session D: 3 - 4 p.m.</b>	
Managing The Future: Using Trends and Forecasts with Teams (Board Auditorium)	Keep Children ENGAGED in Your Storytimes (Board Auditorium)	<b>Lunch</b>	Message from the Director (Board Auditorium)	Promoting the Value of Public Libraries (Board Auditorium)	"Just browsing...Nothing Special" - Things We Hear All Day (Board Auditorium)	
Tech Trends Live Tweet Event (RM 120C)	Libraries Turning Outward (RM 120C)		Customer Service: It Starts with a Smile! (RM 120C)	Customer Service: It Starts with a Smile! (RM 120C)		
	Lib-IT Showcase (RM 2/3)		Lib-IT Showcase (RM 2/3)	Lib-IT Showcase (RM 2/3)		
Being Smart with Personal Finances (RM 9/10)	Being Smart with Personal Finances (RM 9/10)		Self-Defense (RM 9/10)	Self-Defense (RM 9/10)		
Developing and Leading Effective Teams (RM 170, large training room)	Developing and Leading Effective Teams (RM 170, large training room)		The Art of Respectful Communication (RM 170, large training room)	How to Deal with Challenging People (RM 170, large training room)		
Polish Your Public Speaking (RM 7)	Reducing Stress Through Meditation (RM 7)		Outreach and Partnerships: Engage Your Community (RM 7)	Five Ways to Ace an Interview (RM 7)		
Managing Your Email (RM 123 inside Access Services)	Managing Your Email (RM 123 inside Access Services)			Access Services Tour (RM 123 inside Access Services)		
Skype Meetings & Presentations (Computer Lab RM 364)			Join the Lib-IT Think Tank (Computer Lab RM 364)	Join the Lib-IT Think Tank (Computer Lab RM 364)		
			Exercise at Your Desk (Fitness Center- 1st floor)	Exercise at Your Desk (Fitness Center- 1st floor)		
Benefits Fair and Health Screenings (Benefits Fair -Rm 4/5 Health Screenings-Rm 8)	Benefits Fair and Health Screenings (Benefits Fair -Rm 4/5 Health Screenings-Rm 8)		Benefits Fair and Health Screenings (Benefits Fair -Rm 4/5 Health Screenings-Rm 8)			
<b>4:00 p.m.</b>	<b>Adjourn</b>					

# Fairfax County Public Library

## Organizational Chart

Effective Date: September 3, 2016



# CONSIDERATION ITEMS

Fairfax County Public Library Board of Trustees

CONSIDERATION ITEM

September 14, 2016

ISSUE: Extension of agreement with Mount Vernon (MVAH) at Home in Sherwood Regional Library.

RECOMMENDATION: Library Administration recommends extending the agreement with MVAH on a month-to-month basis via a letter to MVAH from the Library Director. The agreement should be reviewed by the Library Director or her designee every two years.

BACKGROUND: Pursuant to an agreement dated October 22, 2009, MVAH, a non-profit corporation, has officed in a room on the second floor of the Sherwood Regional Library. A copy of the agreement is attached.

## FACILITY SHORT-TERM USE AGREEMENT

THIS FACILITY SHORT-TERM USE AGREEMENT ("Agreement"), made and entered into this 22nd day of October, 2009, is between the Fairfax County Library Board of Trustees ("Library Board") and Mount Vernon At Home, Inc. ("MVAH"), a Virginia non-profit corporation exempt from federal taxation under Section 501(c)(3) of the Internal Revenue Code Virginia corporation.

In consideration of the mutual agreements set forth in this Agreement, as well as other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree to the following:

### 1. LOCATION AND ACCEPTANCE OF PREMISES

a. The property is located at 2501 Sherwood Hall Lane, Alexandria, Virginia 22306-2799. The premises, hereafter referred to as the "premises", consists of approximately 230 square feet of space on the second floor of the Sherwood Regional Library ("the Building") as further described in Exhibit A attached hereto. The Library Board grants use of the premises to MVAH solely as temporary office space for general nonprofit administrative operations for providing services that support older residents of the Mount Vernon area of Fairfax County.

b. It is agreed that by using the premises, MVAH acknowledges that it has had full opportunity to examine the premises and accepts the premises for use "as is". MVAH agrees to confine its use of the premises to the areas specifically described in this Agreement and any common areas necessary for entering or leaving the building, which is limited to hallways, stairways, doorways, elevators, and restrooms. MVAH agrees not to use, occupy, or obstruct any other room or any area of the building.

2. **TERM:** The term of this Agreement shall be for a period of eleven (11) months and shall commence on October 1, 2009, and shall terminate on August 31, 2010. This Agreement may be extended on a month-to-month basis upon written agreement of the Library Board and MVAH at least two months prior to the termination date. MVAH shall cease its operations on the premises and vacate the premises on or before the date of termination or expiration of this Agreement.

3. **USE:** MVAH warrants that the premises will be used lawfully and agrees to use the space solely as a temporary office space for the purposes described in Section 1 of this Agreement. MVAH shall establish and maintain hours of operation within the regular business hours of the Building. MVAH shall limit access to the premises to its employees, volunteers and contractors. MVAH agrees that the Library Board, its agents employees or any person authorized by the Library Board may enter the premises at reasonable times for the purpose of inspecting its condition or such making repairs or improvements as the Library Board may elect.

4. **DEFAULT:** If MVAH breaches or violates any of the terms, conditions or covenants contained in this Agreement, then this Agreement shall, at the sole option of the Library Board, terminate, upon written notice to MVAH. The Library Board is authorized, with or without process of law, to repossess the premises, and, should MVAH fail to vacate the premises as provided herein, the Library Board is authorized to enter onto the premises, and to expel and remove MVAH, together with all property of every kind belonging to it.

5. **PARKING:** Parking of vehicles at the premises shall be at MVAH's own risk and in accordance with applicable Library Board parking policies.

### 6. MODIFICATION AND REPAIRS:

a. MVAH shall not place any of its organizational lettering, signs or objects on doors, windows or outside walls of premises without the permission of the Library Board. No signs shall be visible through or on windows. MVAH shall not, without the prior approval of the Library Board, paint, paper, decorate, or drive

nails into, deface or injure the walls, ceiling, woodwork, or floors of premises, install any electrically or mechanically operated equipment (including air conditioners) in the premises. At the termination of this Agreement, or any extension or renewal thereof, all such improvements shall be and remain the property of the Library Board. MVAH agrees that the Library Board may, at its sole and absolute discretion, require such improvements to be removed and premises restored to its original condition, with such removal and restoration to be at MVAH's expense.

b. MVAH shall be responsible for repairs or maintenance necessitated by the acts of MVAH, its agents, guests or invitees; and all damage to the premises caused by MVAH or its agents, guests or invitees shall be repaired promptly by or at the expense of MVAH as directed by Library Board. MVAH shall give the Library Board prompt written notice of accidents or defects on or about the premises or damages to the premises. The Library Board shall have the right, but shall not be obligated to make such repairs or maintenance and upon written request by the Library Board, MVAH shall reimburse Library Board for the cost of any such repair or maintenance work.

## **7. LIABILITY AND INSURANCE**

a. Liability for Damage to Personal Property and Person. All personal property of MVAH (including its employees, business invitees, customers, clients, etc), agents, family members, guests or trespassers, in and on the premises, shall be and remain at the sole risk of MVAH and the Library Board shall not be liable to them for any damage to, or loss of such personal property arising from any act of any other persons nor from the leaking of the roof, or bursting, leaking, overflowing of water, sewer or steam pipes, or from heating or plumbing fixtures, or from electrical wires or fixtures, or from air-conditioning failure. The Library Board shall not be liable for any personal injury to MVAH (including employees, business invitees, customers, clients, etc.), agents, family members, guests or trespassers arising from the use, occupancy and condition of the premises.

b. Insurance Requirements. MVAH will maintain Renter's Insurance, Business Renter's Insurance, Business Owner's Policy or such other appropriate insurance as to provide for:

1. Damage or loss to all personal property of MVAH, including its employees, business invitees, customers, clients, etc.
2. Damage to Library Board property due to the actions, or lack of action, on the part of MVAH.
3. Personal injury to others of not less than \$1 million.
4. Medical coverage for invitees of not less than \$5,000.
5. Such other coverage as would be reasonably needed for the nature of the activities of MVAH.

c. Indemnification. MVAH agrees to indemnify and hold harmless the Library Board, its officers, agents, employees and volunteers and Fairfax County, its officers, agents, employees and volunteers from any and all claims for bodily injuries and personal injuries, including cost of investigation, all expenses of litigation, including reasonable attorney fees and the cost of appeals arising out of any claims or suits because of MVAH, including its agents, employees, volunteers, business invitees, customers, guests or trespassers arising from the use, occupancy and condition of the premises.

8. **RESPONSIBILITIES OF MVAH:** MVAH agrees to comply with the conditions of this agreement and agrees: (i) Not to injure or deface or suffer to be injured or defaced the premises or any part of the property and to promptly replace or repair any damages to the premises; (ii) To keep the premises in good order and condition at all times and to notify the Library Board of any defects in or damage to the structure, equipment, or fixtures of the premises; and (iii) Not to keep gasoline or other flammable material or any explosive material in or near the premises; (iv) Not to allow on the premises any illegal, unlawful or improper activity which will be noisy, boisterous or in any manner constitute a nuisance to adjacent space; (v) Not to obstruct or use the sidewalks, passages, and stairways and any other parts of the Building for any other purpose than entering and exiting the building; and (vi) To comply, at its sole cost and expense, with all laws, ordinances and regulations related to MVAH's use of the premises. MVAH will not allow any equipment or practice that might void insurance coverage on the premises. MVAH shall not incur any long distance telephone charges. Any such charges incurred will be the financial responsibility of MVAH, and MVAH will be billed accordingly.

9. **WAIVER:** Neither the Library Board nor Fairfax County shall be liable for and MVAH releases the Library Board, its officers, agents, employees and volunteers and Fairfax County, its officers, agents,

employees and volunteers and waives all claims for, damage to person or property sustained by MVAH or any occupant of the premises resulting from the premises or any equipment or appurtenance becoming out of repair, or resulting from an accident at the building, or resulting directly or indirectly from any act or neglect of MVAH or occupant of the building.

10. **RULES AND REGULATIONS:** MVAH and its agents and employees shall abide by and observe all rules and regulations as may be promulgated from time to time by the Library Board for the operation and maintenance of the building. Any violation of such rules or regulations or the conditions of this Agreement shall be a violation of this Agreement.

11. **TERMINATION:** Either party may terminate this Agreement upon 30 days written notice to the other party stating the termination date. Termination of this Agreement shall not relieve or release MVAH from any liability or obligation which may have been incurred or assumed by MVAH prior to such termination. MVAH agrees to remove all its goods, equipment and effects from the premises, upon expiration or termination of this Agreement, and shall leave the premises in a clean condition reasonably acceptable to the Library Board.

12. **ADDITIONAL FEES:** No  / Yes . If yes, describe below:

MVAH will be charged a monthly cleaning fee of \$163.68, and an initial one time cleaning fee of \$65.00.

13. **ENTIRE AGREEMENT:**

a. This Agreement, together with any Exhibits and attachments thereto, contains the entire agreement between the Library Board and MVAH regarding the use of the premises. Oral statements, representations, and prior agreements not contained or referenced in this Agreement, shall have no force or effect. This Agreement may be modified only in writing executed by both parties. No waiver of any provisions of this Agreement shall be deemed to have been made, unless it be in writing and signed by both parties hereto. If any clause or provision of this Agreement is illegal, invalid or unenforceable under present or future laws in effect during the term of this Agreement, it is the intention of the parties that the remainder of this Agreement shall not be affected thereby.

b. Nothing contained in this Agreement shall be deemed to create a partnership or joint venture of or between the Library Board and MVAH. Further, this Agreement shall not be interpreted to create anything other than permission to use the space during the period described in this Agreement and shall specifically not create any right, title or interest in property nor shall it create an easement.

c. All notices given hereunder shall be delivered sent by certified or registered mail to the address set forth below each party's signature block.

IN WITNESS WHEREOF the parties hereto have affixed their signatures all as of the date first above written.

**FAIRFAX COUNTY LIBRARY BOARD  
OF TRUSTEES**

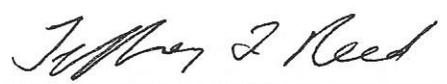
  
Title: Chair

Address:

10/14/09

DATE

**MOUNT VERNON AT HOME, INC.**

  
Title: Executive Director

Address:

10/22/09

DATE

# ACTION ITEMS

Fairfax County Public Library Board of Trustees

ACTION ITEM

SEPTEMBER 14, 2016

ISSUE: Division of proceeds from ongoing book sales in FCPL branches.

RECOMMENDATION: Library staff recommends adjusting the split of ongoing book sale proceeds from 50% FCPL and 50% Friends organization selling the book to 35% FCPL and 65% Friends.

BACKGROUND: Per Policy O in the Board of Trustees Policy Manual:

*If the sale is an "on-going" event, i. e., sale of donated books by the staff on a continuous basis, the proceeds are divided with 50% retained by the library system and 50% retained by the Friends organization.*

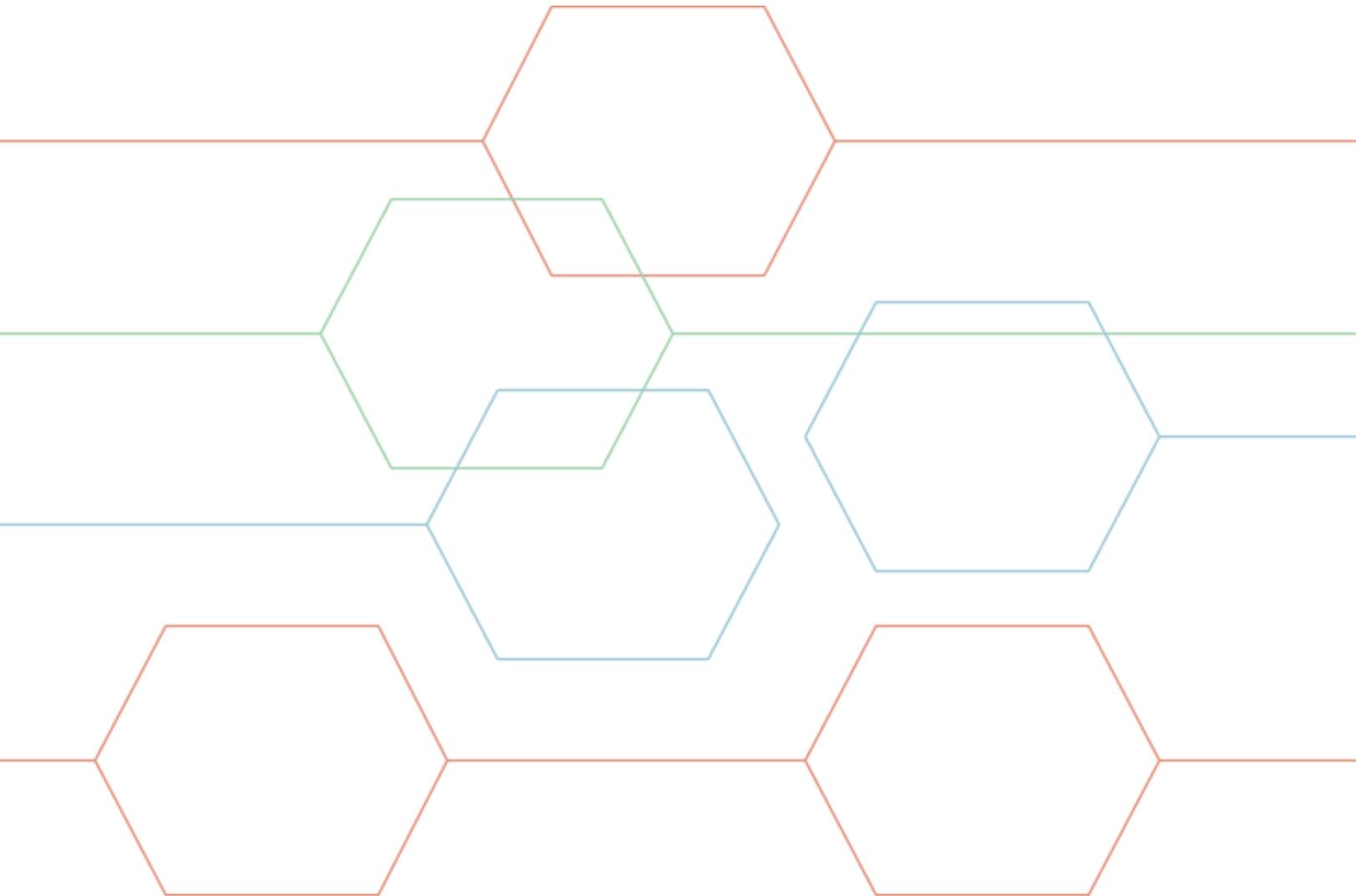
The Library's Comprise software reduces branch staff involvement in ongoing book sale transactions. Before Comprise, branch staff collected money for every item purchased from an ongoing sale and entered it into a cash register.

With the Comprise system, people purchase materials from ongoing book sales using kiosks. While Financial Services and Library IT staff are still required to reconcile the proceeds and service the kiosks, branch staff's involvement is greatly reduced.

# INFORMATION ITEMS

The Library Board of Trustees of the Fairfax County Public Library

# Community Engagement Findings and Recommendations



**CIVIC**Technologies

In association with The Ivy Group  
September 8, 2016

# 1.0 Table of Contents

**1**     **1.0 Table of Contents**

**3**     **2.0 Executive Summary**

3        Introduction

3        Public Input

4        Summary of Emerging Themes

5        Recommendations

**9**     **3.0 Introduction**

9        Oversight

9        Document Information

9        Community Engagement Input Methods

**19**    **4.0 Summary of Emerging Themes**

**21**    **5.0 Community Recommendations**

21       FCPL in the Context of a Changing County and World

23       Customer and Usage Intelligence Using Market Segmentation

25       Strategic Planning to Redefine Community Positioning

**29**     **6.0 Service Recommendations**

29            [Service Opportunities](#)

31            [Integrated Service Model](#)

33            [Collection Development](#)

**36**     **7.0 Organizational Development Recommendations**

36            [Staff and Organizational Health](#)

39            [Library Board of Trustees](#)

41            [Friends of the Fairfax County Public Library](#)

44            [Fairfax Library Foundation](#)

**46**     **8.0 Appendices**

46            [Appendix 1: Telephone Survey and Online Survey of Community Residents  
\(under separate cover\)](#)

46            [Appendix 2: Online Survey of Library Trustees and Staff \(under separate cover\)](#)

46            [Appendix 3: Public Forums Work Book \(under separate cover\)](#)

46            [Appendix 4: Market Segmentation Background Information and Customer and  
Usage Analysis \(under separate cover\)](#)

**Tables and Figures**

26            Figure 1: Top-Down/Bottom-Up Planning Model

27            Figure 2: Recommended Strategic Planning Process

32            Figure 3: Integrated Service Model

40            Table 1: Question 8 Responses from the Online Survey Library Trustees and  
Staff

43            Table 2: FCPL Friends of the Library Assets, Income, and Status on Guidestar

## 2.0 Executive Summary

### 2.1 Introduction

CIVICTechnologies, in association with The Ivy Group, was retained to undertake a community engagement project to identify future library services in Fairfax County. The project was under the direction of the Library Board of Trustees. The Library Board's Planning Committee undertook direct oversight and project management.

### 2.2 Public Input

Several means were utilized to obtain public input including:

- Access Service User Interviews
- Advocate Interviews
- Confidential Emails
- Focus Groups
- Library Managers Market Segmentation Workshop
- Library Staff Interviews
- Library Staff Project Orientation Meetings
- Library Website Page for the Engagement Project
- Market Segmentation Customer and Usage Analysis
- Online Survey of Community Residents
- Online Survey of Library Trustees and Staff
- Public Forums
- Stakeholder Interviews
- Telephone Survey of Community Residents

The telephone survey was the only statistically independent measure of public input across the entire county. The telephone survey interviewed 1,109 people, 809 on land lines and 309 on cell phones. The telephone survey has a 95% confidence interval and with a +/-3% margin of error for the estimated 1,012,409 resident of Fairfax County who are 18+ years old. Sixteen percent of respondents were of Hispanic ethnicity, reflecting the demography for Fairfax as a whole. The Ivy Group tabulated the results. In addition to the quantitative elements of the survey, an open end question captured 516 responses which are presented verbatim in 19 topic categories.

The market segmentation customer and usage analysis also presents independent empirical data. The online public survey participation was extraordinarily high with over 18,000

respondents. This survey, however, is not a statistically valid method and is heavily weighted to existing library users.

Some of the top level findings from the telephone survey include the following:

- Respondents believe that children, individuals with special needs, and older adults are FCPL's top service priorities. Among the eight audiences rated, business owners and job seekers rank the least important.
- Resources and services deemed most important for the Library to expand or enhance are children's programs, books and materials; reference materials and services; adult literacy programs; and services for English language learners.
- While 82% of library users report that they are extremely satisfied with the Library overall only 63% report that FCPL does all it can to offer services and resources that residents need, and only 78% report that the library provides good value for the tax dollars invested. These differences reveal that while users are mostly satisfied with what they're getting from the library, they believe that the library can do significantly better and deliver significantly more value.
- Library users report that they are most satisfied with staff courtesy and customer service provision, self-checkout stations, and parking.
- When asked about potential new service offerings, respondents express the greatest interest in off-site book drop/pick up, more self-service options, laptops or tablets available on loan, and live chat with a member of library staff.
- The primary reasons that non-users indicate for not using the Library are that they use the Internet to get information (28%); do not have the time to use the Library (20%), or have other places to get reading materials (10%).
- Forty-nine percent of library users indicate that they have used the Library more than 12 times in the past year. Of those users, 58% are considered "power patrons", having used FCPL more than 25 times in the past year.

## 2.3 Summary of Emerging Themes

The following major themes emerged from research and observations and are the basis for recommendations below.

- The organizational health of the library, the Library Board, and the Friends groups needs to improve.
- The library needs a vision about its role in the community.
- The library is torn between fulfilling a traditional service model and an evolving service model. The vocal advocates support the traditional service model. The

voices supporting an evolving service model to meet changing societal conditions need to be heard, too.

- Across a range of eight statements about the work of the Library Board, survey results indicate that the Library Trustees see greater success than does staff.
- Survey results indicate that library staff and the community are out of sync on library service priorities.
- Stakeholder groups are more frequently in opposition with each other rather than in agreement.
- The library's organizational mindset tends toward the defensive and individualistic rather than inclusive and collaborative.
- Leadership is needed at all levels.
- The public face of the library, including its brand, virtual services, marketing, and social media needs significant investment.
- The library's internal work flows and work processes need significant investment.
- The library staff racial and ethnic composition should better reflect the community.

## **2.4 Recommendations**

Recommendations are proposed in three categories:

### **2.4.1 Community Recommendations**

#### **FCPL in the Context of a Changing World and County**

Fairfax County is growing and becoming more complex. The dimensions of change are well known -- researched by the county, discussed in the press, and on everyone's mind every time they're stuck in traffic. Demographic change is accelerating. Fairfax County is a gateway for immigrants. For FCPL, it should balance core services while adapting for the future. FCPL needs a big, encompassing vision that can gather everything within it and get all of the stakeholders on the same page. This is a matter of leadership and a credible strategic planning process in which all parties at the planning table move forward by making equitable trade-offs.

#### **Customer and Usage Intelligence Using Market Segmentation**

A detailed market segmentation and library customer and usage analysis was prepared. There are 42 market segments in Fairfax County with the largest at over 128,000 people. The top ten segments account for over 790,000 people, almost 70% of the population. The number of library customers, non customers, and customer checkouts closely parallels the population distribution. This data is used to organize and inform service planning at both the countywide level and local branch service area level. During strategic planning, market

segmentation information should be integrated with the results of the telephone and online surveys of community residents.

### Strategic Planning to Redefine Community Positioning

Following this community engagement process, the library's strategic plan will be prepared. The plan should be prepared under the direction of the Library Director, not the Library Board. The role of the Library Board should be to provide input, review interim work products, and approve the plan. A unique process should be designed with significant public input during all major phases of the work. See Figure 2: Recommended Strategic Plan Process. All parties should be invited to the table -- the Library Board, Foundation, Friends, FCPL staff, and all other community organizations and officials. The strategic plan should take both a top-down and bottom-up approach. See Figure 1: Top-Down/Bottom-Up Planning Model.

## 2.4.2 Service Recommendations

### Service Opportunities

Services should be prioritized for children from birth to age 12 including programs, books, and a range of other resources such as grade level reading. Market segments who are families with children should be identified and understood across a range of quantitative and qualitative characteristics including library resource usage. Each outlet service area should specifically tailor its local plan of service to the share of families with children in its service area. Other identified populations (e.g., special needs, older adults, teens, etc.) should have a similar type of analysis prepared. As identified in the telephone survey, resources to be enhanced and/or expanded, after children's programs and books, include reference materials and services, adult literacy programs, services for English learners, downloadable materials, non-fiction, comfortable meeting and study spaces, homework help, and others.

### Integrated Service Model

Most of the conflicts between library stakeholders that should otherwise be on the same page are due to two things: first, there is a divergence between the service models offered by FCPL (this is the biggest problem; everything flows from this); and second there's no trusted intermediary or process to resolve differences.

Service models describe the deployment of resources. Two models illustrate and draw out their differences (both models assume physical facilities). See Figure 3: Integrated Service Model.

**Traditional service model:** the traditional service model focuses on core or foundational services such as books, discovery by browsing the shelves, resources including computers and materials for research, reference, study, and individual fulfillment, quiet spaces for learning, and rooms for meeting. The focus is on individual and family experiences.

**Evolving service model:** the evolving service model focuses on quick adaptation to changing community needs, service experimentation, and partnering to achieve

shared outcomes. It utilizes a demand-based, customer-centric approach, employs an active service model, embraces changing technology, delivers services outside the building, provides multi-media resources, encourages discovery by browsing the web, offers computers and materials for research, reference, study, multiple learning styles, and individual fulfillment, and is designed for individual, family, and collaborative experiences.

FCPL is facing the very same challenges that libraries nationwide are facing to integrate these two models. There are plentiful examples from which FCPL can learn and experiment to find what's right for Fairfax County. A combined service model should be conceptualized and employed as a base in crafting the strategic plan. The combined service model can be conceived like a wedding cake, with layers rising from a base of foundational or core services that persist over time through successive layers of innovative, changing, and experimental services. See Figure 2: Integrated Service Model, above.

The strategic plan should be the first major step in a longer-term objective that creates an on-going dialog to rebuild trust between parties representing competing library service models.

### **Collection Development**

Weeding and floating collections have been a sticking point between advocates and the library. The library's policies and procedures are well considered and align with national and professional guidelines. During the strategic planning process, we encourage fine-tuning existing policies, not a wholesale revision.

## **2.4.3 Organizational Development Recommendations**

### **Staff and Organizational Health**

With new leadership in place, this is an opportune time to improve organizational health. Significant resources in new methods and processes need to be invested: work as one library, not a collection of independent branches; integrate traditional and evolving service models; change the mindset to embrace change; experiment, prototype, learn how to take risks, and learn from failure; foster an organizational culture that values inclusivity and collaboration; utilize "lean" principles to adapt work flows and work processes that prioritize customer service; adopt Gallup's "StrengthsFinder" program; and, provide staff training in communication skills.

### **Library Board of Trustees**

It is a conflict of interest that retired FCPL librarians serve on the Library Board; the Library Board must be a model of good governance. The Library Board needs to focus on strategy and policy, not operations. The problem, however, is that the library's budget is the responsibility of the Library Board. We remain concerned about the Library Board's ability to protect the budget in a competitive funding environment, and to effectively lead a united constituency to advocate before the Board of Supervisor's. In light of these recommendations, and given the need for them to be comprehensively addressed beyond

the scope of this project, we recommend that an independent study of Library Board governance be immediately undertaken.

### **Friends of the Fairfax County Public Library**

Friends groups need to raise the level of corporate disclosure and transparency of key public documents by making them available on the library's website. Vocal advocacy by some Friends groups and/or individual members is causing confusion about the nature and role of Friends groups. Because of this confusion, we suggest that the Library Board undertake an independent study related to the ethics of advocacy.

### **Fairfax Library Foundation**

The Foundation should be an integral part of the library's strategic planning process. Formal and informal communication channels between the Foundation and library executives should be open and frequent. Friends groups that raise significant monies that would have previously gone to the Foundation should be redirected for systemwide purposes.

## 3.0 Introduction

### 3.1 Oversight

CIVICTechnologies, in association with The Ivy Group, was retained to undertake a community engagement project to identify future library services in Fairfax County. The project was under the direction of the Library Board of Trustees. The Library Board's Planning Committee undertook direct oversight and project management.

### 3.2 Document Information

**Summary of Emerging Themes** summarizes issues and opportunities that were identified through the input methods. This information is presented in Chapter 4.0.

**Recommendations** describe future service opportunities. Recommendations are organized into three categories: 5.0 Community Recommendations, 6.0 Service Recommendations, and 7.0 Organizational Development Recommendations. Each of these chapters has sections that address relevant issues. Each section is organized into three subsections for consistency: background, discussion, and recommendations.

### 3.3 Community Engagement Input Methods

Many methods were used to obtain community input.

#### 3.3.1 Telephone Survey of Community Residents

*Please see Appendix 1: Telephone Survey and Online Survey of Community Resident*

Over a five week period in the spring of 2016, a telephone survey was conducted. The goal of the survey was to gather statistically reliable information which the Library Board and FCPL's executive management team can use with confidence to develop future library service priorities. The telephone survey interviewed 1,109 people, 809 on land lines and 309 on cell phones. The telephone survey has a 95% confidence interval and with a +/-3% margin of error for the estimated 1,012,409 residents of Fairfax County who are 18+ years old. 16% of respondents were of Hispanic ethnicity, reflecting the demography for Fairfax as a whole. Calls were made during the day, at night, and on weekends to ensure that all population segments would be represented. The Ivy Group tabulated the results. In addition to the quantitative elements of the survey, an open end question captured 516 responses which are presented verbatim in 19 topic categories. The following is a summary of findings:

- 39% of respondents are male and 61% are female.

- 78% of respondents have an FCPL card.
- 30% of respondents live in a household in which a language other than English is spoken.
- 64% of respondents vote in every local election.
- 39% of respondents have used public library services two times or less in the past twelve months. For purposes of this research, these respondents are classified as non-users of library services.
- The primary reasons that non-users indicate for not using the Library are that they use the Internet to get information (28%); do not have the time to use the Library (20%), or have other places to get reading materials (10%).
- 49% of library users indicate that they have used the Library more than 12 times in the past year. Of those users, 58% are considered “power patrons,” having used FCPL more than 25 times in the past year.
- Reston, Kings Park, Centreville, City of Fairfax, Chantilly, and George Mason are cited by a combined 45% of users as the locations they attend most frequently.
- Library users report that they are most satisfied with staff courtesy and customer service provision, self-checkout stations, and parking.
- Satisfaction with the Library’s wi-fi, the number of computers, wait time for reserved items, and website rank the lowest of eight items surveyed. It should be noted, however, that a significant percentage of users indicate they do not know enough about the respective services to be able to express an opinion.
- While 82% of library users report that they are extremely satisfied with the Library overall only 63% report that FCPL does all it can to offer services and resources that residents need, and only 78% report that the library provides good value for the tax dollars invested.
- Respondents believe that children, individuals with special needs, and older adults are FCPL’s top service priorities. Among the eight audiences rated, business owners and job seekers rank the least important.
- Resources and services deemed most important for the Library to expand or enhance are children’s programs, books and materials; reference materials and services; adult literacy programs; and services for English language learners. Respondents consider DVDs and CDs, and help to apply for unemployment, social security, and health insurance to be the least important of 14 items surveyed.
- When asked about potential new service offerings, respondents express the greatest interest in off-site book drop/pick up, more self-service options, laptops or tablets available on loan, and live chat with a member of Library staff.

- By far, respondents rank email as the best way for the Library to communicate with them about its programs and services. Website ranks a very distant second.
- 63% of users and 57% of all respondents completely agree with the statement, “Fairfax County Public Library does all it can to offer the services and resources that residents need”.
- 78% of users and 71% of all respondents completely agree with the statement, “The Library provides good value for the tax dollars invested”.

### 3.3.2 Online Survey of Community Residents

*Please see Appendix 1: Telephone Survey and Online Survey of Community Resident*

An online version of the telephone survey was offered to the public accessible through the FCPL’s website for 3.5 weeks during the spring of 2016. FCPL actively promoted the survey to its cardholders and others who visited its website. In total, 18,172 self-declared residents of Fairfax County and the City of Fairfax completed the online survey, of whom 99% are cardholders and 90% self-identify as library users, having used FCPL at least 3 times in the past 12 months. **While the data garnered from the online survey of community residents is not statistically reliable** – primarily given the fact that individuals self-elected to participate – offering the survey online fostered greater awareness of the outreach initiative and emphasized the Library Board’s commitment to conducting a study that is both inclusive and transparent. All responses are reported anonymously. The Ivy Group tabulated the results. In addition to the quantitative elements of the survey, an open end question captured 8,215 responses which are presented verbatim.

### 3.3.3 Online Survey of Library Trustees and Staff

*Please see Appendix 2: Online Survey of Library Trustees and Staff*

An online survey of Library Trustees and staff was conducted over a 3.5 week period during the spring of 2016. FCPL promoted the survey heavily to internal stakeholders with a series of emails that encouraged participation and assured anonymity. Individuals had only to identify themselves as a Library Trustee or member of the FCPL staff. No other personal information was captured. Ultimately, a total 281 individuals participated: 8 Trustees (67% of Board members) and 273 staff members (47% of FCPL employees). All responses are reported anonymously. The Ivy Group tabulated results. In addition to the quantitative elements of the survey, an open end question captured 129 responses (5 by Trustees and 124 by FCPL staff) which are presented verbatim.

### 3.3.4 Public Forums

*Please see Appendix 3: Public Forum Work Book*

Three public forums were held. FCPL broadly publicized the public forums including notifications on its website, emails to its customer base, flyers and posters in outlets, and notifications in area newspapers, among others. The three public forums were held at the following locations, dates, and times. Sign in sheets were provided.

- George Mason Regional Library on Saturday, March 16, 2016, from 10:00 to 11:30 am. 10 people signed in.
- Chantilly Regional Library on Tuesday, April 12, 2016, from 7:00 to 8:30 pm. 66 people signed in.
- Kings Park Library on April 14, 2016, from 7:30 to 9:00 pm. 65 people signed in.

The following questions were asked at the public forums:

- What do you love about the library?
- What could the library do better?
- What services and programs should the library offer in the future?
- What are the most pressing problems in Fairfax County?
- What advice for the Library Board of Trustees as it plans for the next 3 to 5 years?

Consultants from CIVICTechnologies and The Ivy Group facilitated the forums and took notes on large format flip charts. The flip charts were posted on the walls of the conference rooms during the forum. Immediately after the forum, the flip chart sheets were photographed. CIVICTechnologies prepared a Work Book recording the proceedings including sign in sheets and flip chart photographs.

### 3.3.5 Focus Groups

Seven focus groups were held, as follows:

- Educators: Kings Park Library, Thursday, April 14, 2016
- Ethnic population leaders: Woodrow Wilson Library, Friday, March 18, 2016
- Parents of young children: Burke Center Library, Thursday, April 14, 2016
- Seniors 55 + years old: Chantilly Regional Library, Tuesday, April 12, 2016
- Special needs populations: Woodrow Wilson Library, Friday, March 18, 2016

- Teens: Chantilly Regional Library, Tuesday, April 12, 2016
- Young professionals: George Mason Regional Library, Saturday, March 19, 2016

Participation was low in the focus groups for parents of young children, young professionals, and ethnic population leaders. The parents focus group was organized after a storytime; the number of storytime participants was lower than expected. The young professionals who confirmed their participation did not show up. The reasons for nonattendance stated by invited ethnic population leaders included that the days/times were not convenient for their schedule and that the location was too far to drive.

### 3.3.6 Stakeholder Interviews

Stakeholder interviews were held with Fairfax County public, nonprofit, and private sector leaders. A list of stakeholders to be interviewed was prepared in collaboration with the Library Board's Planning Committee. Stakeholder interviews were 30 minutes in duration. Some interviews were held in person and some on the telephone. Stakeholders were asked to discuss what they thought were the critical issues facing the county now and over the next three years; and/or, what library services were of concern to local constituents. Interviews were confidential.

- Terry Angioletti, Executive Director, Centreville Immigration Forum
- Nannette Bowler, Director, Fairfax County Department of Family Services
- Evan Braff, NCS Region 4, Director of Neighborhood and Community Services, Fairfax County
- Sharon Bulova, Chair, Fairfax County Board of Supervisors
- Adrian Chapman, President and Chief Operating Officer, WGL Holdings, Inc. and Washington Gas
- John Cook, Member, Fairfax County Board of Supervisors
- Jim Corcoran, President & CEO, Northern Virginia Chamber of Commerce
- Kathryn Falk, VP, Public & Governmental Affairs for Virginia Region and Market Leader for Northern Virginia Operations
- John Foust, Member, Fairfax County Board of Supervisors
- Pat Herrity, Member, Fairfax County Board of Supervisors
- William Hwang, President Korean American Association of Northern Virginia
- Bobbie Kilberg, President and CEO of the Northern Virginia Technology Council
- Ed Long, Fairfax County Executive

- Joe Martore, CEO, Calibre Systems, Inc.
- Dave Molchany, Fairfax County Deputy County Executive
- Bud Morrissette, CEO, Interstate Family of Companies
- Nandred Navarro, Director of Community Based Services, Alternative House
- Linda Patterson, Executive Director, Lorton Community Action Center
- Cheryl Piper, Friends of Access Services
- Harold Pyon, Deacon, Korean Central Presbyterian Church (KCPC) and Chairman, Korean Community Service Center
- Catherine Riley, Vice President, Marketing, Fairfax County Economic Development Authority
- Todd Rowley, Commercial Market Executive, Senior Vice President, Cardinal Bank; Executive Committee Member and Board of Directors Member, Northern Virginia Chamber of Commerce; Chairman and Board of Directors Member, Northern Virginia Workforce Investment Board; and Member, Board of Directors and Fairfax County Representative Northern Virginia Community College
- Bob Sisson, City Manager, City of Fairfax
- Linda Smyth, Member, Fairfax County Board of Supervisors
- Patricia Stevens, Executive Director, Office of Public Private Partnerships
- Linda Sullivan, President and CEO, Arts Council of Fairfax County
- Gloria Sussman, Friends of Access Services
- Tim Thompson, President, Fairfax County Federation of Civic Associations

### **3.3.7 Advocate Interviews**

Five interviews were held with library advocates. Two interviews were held in one-on-one meetings and the other three interviews were held in small group settings. The one-on-one interviews were held in person and were 30 minutes in duration. A range of topics was discussed. Interviewees were Kathy Kaplan; Dennis Hays, Fairfax Library Advocate; and Susan Harman, Executive Director, Fairfax Library Foundation. The small group interviews were 1.5 hours in duration and were held at the George Mason Regional Library and the Kings Park Regional Library. Interviews were confidential.

### 3.3.8 Confidential Emails

A unique, confidential email address to receive public comments and questions about the community engagement project was available at [fairfax@librarystrategy.com](mailto:fairfax@librarystrategy.com). Emails sent to this address were only accessible and viewed by CIVICTechnologies staff. This email address was referenced on FCPL's web page for the engagement project and as a link embedded in emails that FCPL sent notifying customers about different engagement activities such as public forums and the availability of the online public survey.

Approximately 120 confidential emails from members of the public were received by CIVICTechnologies. There were four types of emails: 1) people offering suggestions or recommendations for future library services; 2) people confirming attendance at a public forum; 3) people stating that they had relocated outside of the county; and 4) people asking questions about the launch date of the public online survey. CIVICTechnologies responded to most all emails to affirm receipt and to note that suggestions or recommendations would be considered in the preparation of this report to the Library Board.

### 3.3.9 Library Website Page for the Engagement Project

A page on the FCPL website has been available during the course of the engagement project. The purpose of the page is to inform the public about the project including an introduction, background, ways to give input, updates, schedule, and process roadmap, and FAQs.

More information:

<http://www.fairfaxcounty.gov/library/aboutthelibrary/bot-public-engagement-initiative.htm>

### 3.3.10 Market Segmentation Customer and Usage Analysis

*Please see Appendix 5: Market Segmentation Background Information and Customer and Usage Analysis*

CIVICTechnologies prepared an integrated market segmentation analysis of the county's population and FCPL's customers and their usage. The analysis presents a wealth of information about usage patterns across the county at the census block group level. A range of measures was employed.

Market segmentation is the categorization of existing or potential customers into groups based upon common characteristics such as age, gender, income, and geography or other attributes relating to consumption behavior. Market segmentation answers the questions: Who are our best customers? What are they like? How do we communicate with them? And where can we find more like them?

Market segmentation data combined with library transactional data leads to insights about library usage patterns. Using this data we can answer the questions: who are we serving and not serving; and, what are implications with respect to eight domains of service: customer

growth, checkouts and collection development, programs and events, staff alignment, partnerships, consumer technology, use of facilities, and marketing/communications.

A market segmentation analysis of FCPL cardholder and checkout usage patterns was prepared utilizing the "LandScape" market segmentation system from Synergos Technologies, Inc. (STI), Austin, TX. Data sources comprising LandScape include U.S. Census data, STI demographic updates and projections, consumer market surveys, workplace data, and others.

### **3.3.11 Library Managers Market Segmentation Workshop**

*Please see Appendix 5: Market Segmentation Background Information and Customer and Usage Analysis*

An interactive Community Analytics Workshop was held with library managers on April 5, 2016, at the Chantilly Regional Library from 9:00 am to 4:00 pm. The workshop focused on the market segmentation library usage analysis described above. The facilitated workshop was informative and engaging. Participants addressed three questions:

- Who is using and not using the library?
- Are there any surprises?
- What are implications on eight domains of library service: customer growth, checkouts and collection development, programs, staff alignment, marketing and communications, consumer technologies, use of facilities, and partners?

The Workshop had two parts: the morning was an introduction to the data concepts including the language of market segmentation, a summary of county wide library usage patterns, and an example of how the data can be applied to the neighborhoods around a branch library. The afternoon organized participants into small groups for an interactive work session to analyze and interpret the data, answering the questions above. The Workshop was modeled upon successful processes used for public libraries in Dallas, Denver, Milwaukee, Las Vegas-Clark County, Santa Clara County, and Virginia Beach, among others.

Prior to the Workshop, a Briefing Book was prepared with background information, data analytics, workshop process description, segment definitions, and FAQs. Participants benefited from three intended outcomes:

- Identify county wide library customer and usage patterns including who is and is not using the library
- Learn the language of data and market segmentation including how to integrate data with values
- Work together to identify service responses to community opportunities that will inform the findings presented to the Library Board

### 3.3.12 Library Staff Project Orientation Meetings

Two library staff orientation meetings were held at the outset of the project. The meetings were held at Herndon and Richard Byrd. The meetings were one hour in duration. The consultants presented information about their backgrounds, the project roadmap and process, scope of work, work products, and schedule.

### 3.3.13 Library Staff Interviews

Interviews were held with library managers. Interviews were 30 minutes in duration. The purpose of the interviews was to inform CIVICTechnologies about FCPL functions, processes, and community relationships. The following questions were asked:

- What does your department do and what do you do?
- What obstacles do you face?
- What needs do you have?
- What are the opportunities?

The following people were interviewed; interviews were confidential.

- Access Services: Janice Kuch
- Acting Deputy Director: Jane Goodwin
- Branch Services: Nancy Ryan and Pat White-Williams
- Circulation Services: Chris Bartholomew
- Customer Service: Katie Strotman
- Internet Services: Ed Kukulka, Jim Seeley, Steve Walker
- Deputy Director: Christine Jones
- Human Resources: Beverly Lange
- Marketing: Mary Mulrenan
- Organizational Development: Moira Folsom
- Programs and Education Services: Bobbie Conners, Renee Edwards, Ted Kavich
- Staff Development Services: Danielle Hopson and Bonnie Kline
- Strategic Planning: Doug Miller
- Support Services: Robin Albert, Margaret Bercher, Betsy Keefe

- Technology Division: Bob Cappello, Robert Harvey, Margaret Kositch
- Volunteer Services: Erin Chernisky

### **3.3.14 Access Service User Interviews**

Two interviews were held with Access Service users; interviews were confidential. Access Services removes barriers to library services for people with permanent and temporary disabilities. Services include assistive technologies, deposit collection service, home delivery service, special collections, talking book program, and others.

## 4.0 Summary of Emerging Themes

The following major themes emerged from research and observations. These themes are developed into recommendations below.

- The organizational health of the library, the Library Board, and the Friends groups needs to improve.
- The library needs a vision about its role in the community.
- The library is torn between fulfilling a traditional service model and an evolving service model. The vocal advocates support the traditional service model. The voices supporting an evolving service model to meet changing county conditions need to be heard, too.
- Survey results indicate that library staff and the community are out of sync on library service priorities. Survey results also indicate that the library has a strong overall satisfaction level. There is significant room for improvement by offering services and resources that residents have identified.
- Across a range of eight statements about the work of the Library Board, survey results indicate that the Library Trustees see greater success than do staff in all but one area.
- Stakeholder groups are more frequently in opposition with each other rather than in agreement.
- Some library advocates laud the professionalism of some MLS degreed librarians while simultaneously deriding the professionalism of MLS degreed collection development librarians.
- The library's organizational mindset tends toward the defensive and individualistic rather than inclusive and collaborative.
- Leadership is needed at all levels.
- The public face of the library, including its brand, virtual services, marketing, and social media needs significant investment.
- The library's internal work flows and work processes need significant investment.
- The library staff racial and ethnic composition should better reflect that of the community.

In order to address these themes, we have organized recommendations into three chapters with sections as follows:

- Community Recommendations

- FCPL in the Context of Changing County and World
- Customer and Usage Intelligence Using Market Segmentation
- Strategic Planning to Redefine Community Positioning
- Service Recommendations
  - Service Opportunities
  - Integrated Service Model
  - Collections Development
- Organizational Development Recommendations
  - Staff and Organizational Health
  - Library Board of Trustees
  - Friends of the Fairfax County Public Library
  - Fairfax Library Foundation

## 5.0 Community Recommendations

There are three items in Community Recommendations: FCPL in the Context of a Changing County and World, Customer and Usage Intelligence Using Market Segmentation, and Strategic Planning to Redefine Community Positioning.

### 5.1 FCPL in the Context of a Changing County and World

#### 5.1.1 Background

Fairfax County is growing and becoming more complex. The dimensions of change are well known -- researched by the county, discussed in the press, and on everyone's mind every time they're stuck in traffic. Demographic change is accelerating. Fairfax County is a gateway for immigrants. The human dimension presents new neighbors of varying races and ethnicities, new opportunities for differing perspectives, and a greater capacity for understanding. The local post-recession economy is diversifying and restructuring given federal defense spending reductions, the growth of small businesses, and the entrepreneurship of immigrants. Public services are trying to keep up with a growing population and a growing demand for services, and evolving service needs. There is a large population of adults with low literacy and digital skills. Schools are striving to deliver a quality education that will sustain the quality of life and economic well-being. County agencies are starting to encompass concepts about collective action to leverage limited funds and accelerate attainment of outcomes.

More information:

<http://www.fairfaxcounty.gov/government/about/data/>

[http://www.fairfaxcounty.gov/demogrph/find\\_by\\_topic.htm](http://www.fairfaxcounty.gov/demogrph/find_by_topic.htm)

<http://www.census.gov/quickfacts/table/PST045215/51059>

<http://www.fairfaxcountyped.org/facts-and-figures>

#### 5.1.2 Discussion

For FCPL, like for public libraries nationally, the urgency to respond to the current and emerging circumstances of our rapidly changing world is real:

**Social:** aging populations, increased diversity, customization, personalization, culture of experience, social media, face2face, digital natives vs. digital immigrants

**Learning:** engaged learning, connected learning, project-based learning, collaborative processes, 21st Century literacies, and learning through social media

**Economic:** budget cuts, restructuring, alliances, community initiatives, agency services offered online, continuous job evolution, economic diversification, small business impact, and 21st Century workforce skills

**Technology:** exponential change, fast adoption, rising demand for downloads, devices, wi-fi, cloud, mobile apps, and digital divide

**Competition (facing libraries):** Google, Amazon, Facebook, Wikipedia, bookstores, and Starbucks

In the face of these tangible and seemingly all encompassing challenges and changes, a central question facing libraries in general and FCPL, in particular, is to balance core services (e.g., reading, literacy, a safe place, having questions answered by professionals, gathering and sharing, and so on) with evolving services that meet current and emerging societal conditions. And, to do it in context of reduced funding.

### 5.1.3 Recommendations

We offer the following recommendations.

FCPL should respect core services while adapting and preparing for the future. FCPL needs a big, encompassing vision that can gather everything within it and get all of the stakeholders on the same page to pull in the same direction. This is a matter of broad-based leadership and a credible strategic planning process in which parties come to the planning table prepared to move forward by making equitable trade-offs.

Broad-based leadership includes the library's executive/administrative team, library managers within divisions and departments, Library Trustees, county executives, and County Supervisors.

A big challenge, in this context, is the library's budget. Disagreement between parties keeps them from presenting a unified front. This conflict prevents them from getting the result they all want -- more money for the library.

Furthermore, the library must become more efficient and adept at workflows and work processes. It is imperative to employ well-tested methods such as Gallup StrengthsFinder and lean principles as described in section 7.1.3.

Embracing the following principles present opportunities to balance core and emerging services:

- Relevance is local. Libraries have to know who are they're serving and not serving, and tailor services to the needs of people community by community and county wide.
- The core human qualities that libraries serve don't change -- but the ways of serving them do. Those qualities are creativity, curiosity, learning, and community. Traditional core services are evolving to engage people through experiences at the

library: creativity by creating content, curiosity by active and engaged learning, solutions through teamwork, and community through collaborative teamwork.

- Libraries are trusted intermediaries, connected, and widely distributed.
  - Libraries are trusted because they provide access to all, are nonjudgmental, respectful, and treat all fairly and equitably.
  - Libraries are connected -- in Fairfax, there are nearly 400,000 FCPL customers (over a third of the county population) spread throughout the county in every neighborhood.
  - Libraries are widely distributed -- in Fairfax, there are 23 FCPL branches, plus Access Services, in a diverse range of locations.
- Librarians and other library staff are becoming facilitators and coaches. In addition to their well established roles, librarians and other library staff are using new tools to engage the changing needs of their communities.
- Next generation services are boundless. Libraries are both physical and virtual, inside their dedicated buildings and available wherever people are.
- Libraries are shifting to an active service model. Libraries are no longer waiting for people to come in the door or logon. Libraries are instead becoming demand-driven and customer centric.

## 5.2 Customer and Usage Intelligence Using Market Segmentation

### 5.2.1 Background

*See Appendix 5: Market Segmentation Background Information and Customer and Usage Analysis*

A detailed market segmentation and library customer and usage analysis was prepared. A summary of the results is presented in the discussion below. Appendix 5: Market Segmentation Background Information and Customer and Usage Analysis provides the comprehensive information behind the following summary. Appendix 5 also contains one-page descriptions of each of the segments.

### 5.2.2 Discussion

**Segments by population:** There are 42 market segments in Fairfax County. The largest is named "Couples with Capital" with 128,172 people or 11.1% of the population. The second largest segment is "Urban Squires" with 111,362 people (9.7% population share). The third largest segment is "The Sweet Life" with 104,793 people (9.1% share).

**Top 10 segments:** the top 10 segments account for about 790,000 people or 69% of the population. Nearly seven in ten people county wide are in these 10 segments. The remaining

population is in 32 segments accounting for 361,071 people or about 11,300 people per segment, about one percent each.

**Customers parallel population distribution:** the number of library customers by segment closely parallels the population distribution described above. There are 391,557 customers. Couples with Capital has 45,613 customers (11.6%) followed by Urban Squires with 41,022 customers (10.5%). The top ten segments account for 72% of the customers, or about 281,250 customers.

**Non customers parallel population distribution:** the number of library non customers by segment parallels population distribution. There are 759,970 non customers. The segment with the highest number of non customers are Couples with Capital with 82,559 non customers (10.9%) followed by The Sweet Life with 71,337 non customers (9.4%) and Urban Squires with 70,340 non customers (9.3%).

**Customer checkouts parallel population distribution:** the number of customer checkouts parallels the population distribution. Couples with Capital made 12.6% of the checkouts in the analysis period followed by Urban Squires with 11.5% and a segment named "Empire Builders" with 10.3%. The top ten segments made three-quarters of the checkouts (75.5%).

**County wide market share and market potential:** slightly over one-third of the county's population have FCPL cards. FCPL's market share is 34%. Market share is the percentage of the population that have library cards. The inverse of market share is market potential -- 66% of the population do not have library cards.

**Segments with the largest and smallest market share and market potential:** Grand Masters is the segment with the largest market share at 42% (58% market potential). The segment with the smallest market share is Collegian at 11% (89% market potential).

**Market potential distribution:** of the 42 segments in Fairfax County, six segments have market potential have between 80 and 100%. These six segments have few customers; their potential for customer growth is very high. Twelve segments have between 70 and 79% market potential; 24 segments have between 60% and 69% market potential; and 1 segment is in the range of 50% to 59% market potential.

**Customer growth potential:** the segments with the largest growth potential -- that is, the potential to add new cardholders -- is Couples with Capital followed by The Sweet Life, Urban Squires, Empire Builders, and Apprentices.

**Average checkouts:** the segments with the highest average checkouts per customer for the period analyzed are East Meets West at 3.2 checkouts per customer followed by Marquis Class at 2.4; Grand Masters and Bonds and Babies each at 2.3; and Empire Builders and Urban Squires each at 2.2.

**Diversity Index:** Diversity Index measures the likelihood of two or more people being from different racial or ethnic backgrounds. The average Diversity Index in the United States is 0.5. The lower the Diversity Index number, the higher the diversity; the higher the number, the lower the diversity. In Fairfax County, the average Diversity Index is 0.46, just above the

U.S. average. Furthermore, 8 segments have significantly high diversity between 0.2 and 0.3; 14 segments are between 0.3 and 0.4; 12 segments are between 0.4 and 0.5; and only 8 segments are above 0.5.

**Hispanic population:** approximately 185,000 people or 16% of the population is ethnically Hispanic across all races. Segments with the highest Hispanic population are Urban Squires with about 17,000 people followed by The Sweet Life with about 16,000 people, Sitting Pretty and Couples with Capital, each with about 13,000 people, The Singles with about 12,000 people, and Los Padres with about 11,000 people. The last two of these segments are predominately Hispanic; approximately 60% of each segment is self-defined as Hispanic. Interestingly, of all of these segment, only The Singles and Los Padres have incomes below the US median income. In other words, the largest Hispanic populations are in middle class segments.

### 5.2.3 Recommendations

We offer the following recommendations.

The library's strategic planning process should integrate these market segmentation findings with the results of the telephone and online surveys of community residents.

Recommendations are presented in section 6.1.

## 5.3 Strategic Planning to Redefine Community Positioning

### 5.3.1 Background

Following this community engagement process, a strategic plan will be prepared for the library. The strategic plan will guide FCPL's community positioning, budgeting, investments, services, initiatives, and actions, both systemwide and by branch. This engagement process, as noted above, is under the direction of the Library Board. As currently structured, the preparation of the strategic plan was also to be directed by the Library Board.

### 5.3.2 Discussion

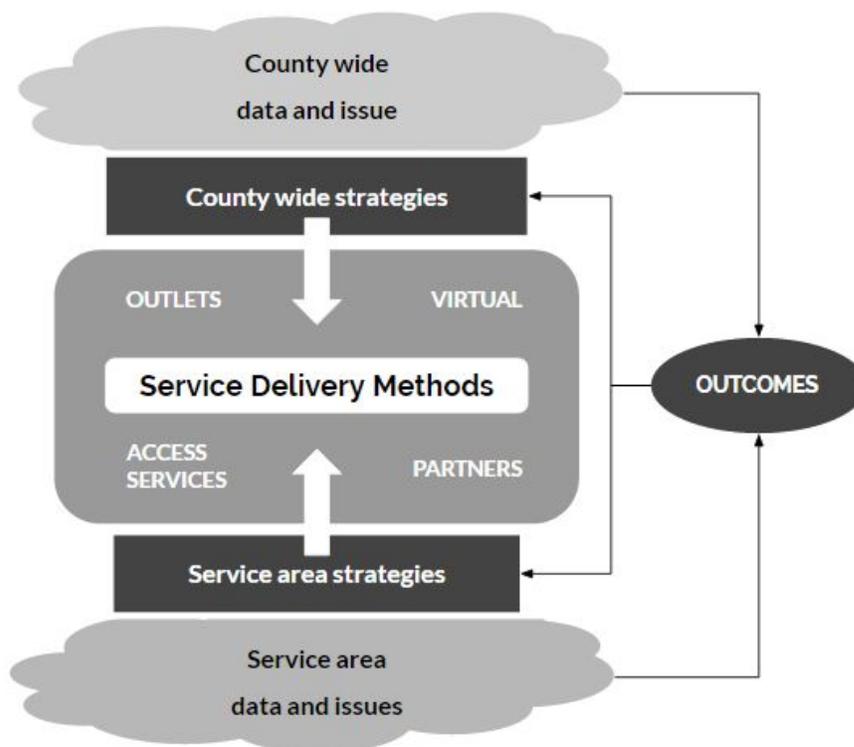
The normal process that public libraries use in strategic planning is to obtain public input and then prepare a draft plan, share that draft with the public to get feedback, and then prepare revisions, receive approval, and move forward with implementation.

Based upon our extensive experience in preparing strategic plans for libraries of comparable size and complexity as FCPL, this "normal" process is unlikely to lead to successful results. Our experience is that the community expects involvement throughout the strategic planning process, not just at the beginning and at the end. A more engaged strategic planning process benefits both the library and the community.

Many libraries are preparing their strategic plans utilizing a top-down/bottom-up model developed by CIVICTechnologies. See Figure 1: Top-Down/Bottom-Up Planning Model. The

top-down approach provides county wide library service strategies that meet county wide needs. The bottom-up approach provides branch service area service strategies that are uniquely tailored to meet local neighborhood and community needs. The county wide service plan and each branch level service plan are vertically integrated and consistent with clearly defined service delivery distribution channels.

Figure 1: Top-Down/Bottom-Up Planning Model



### 5.3.3 Recommendations

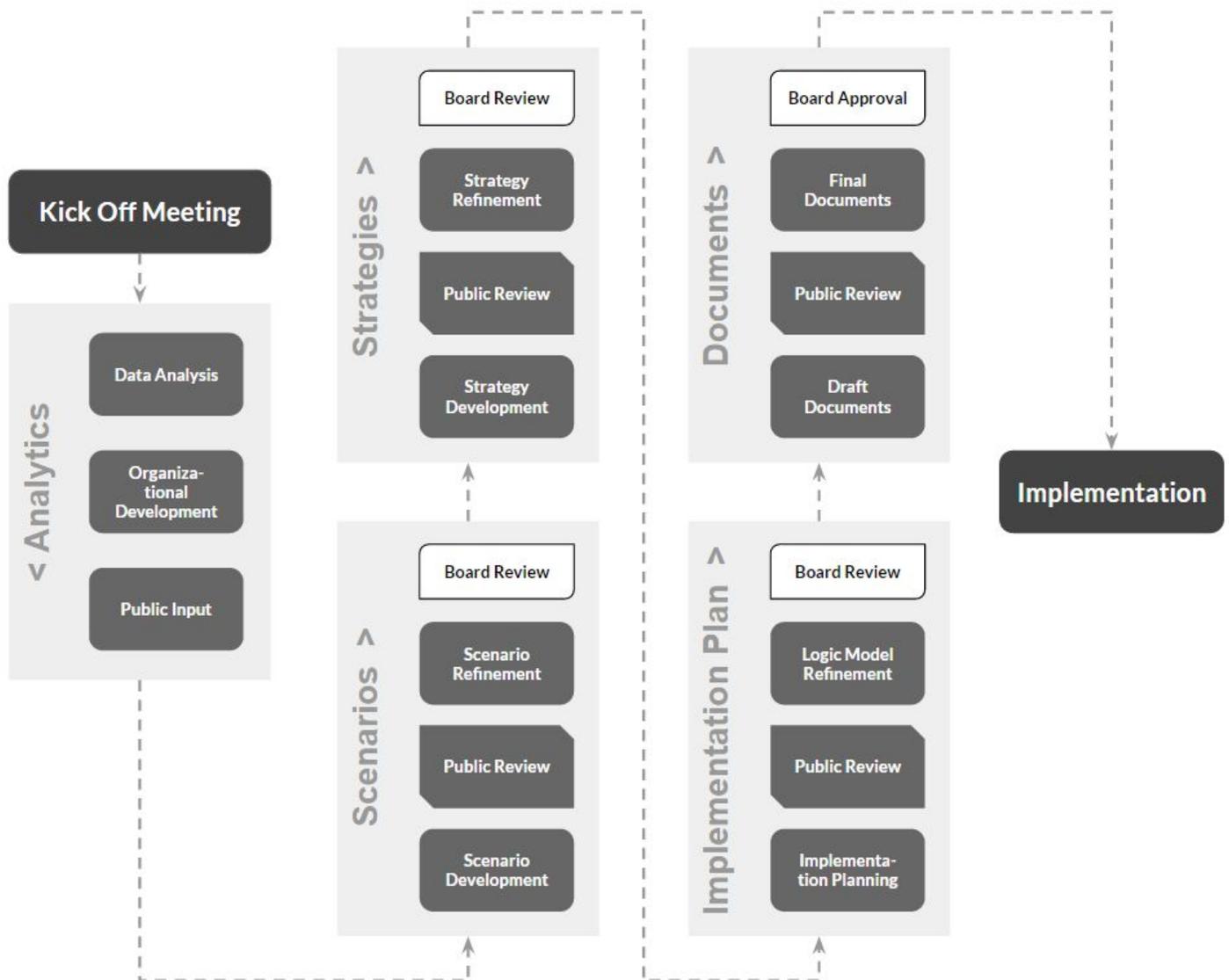
We offer the following recommendations.

First, the strategic plan should be prepared under the direction of the Library Director, not the Library Board. The Library Board’s role would be to provide input, review interim work products, and approve the plan.

Second, the strategic plan should have a limited duration (i.e., nine months) and stay focused on delivering pre-defined results (products).

Third, a unique process should be designed for undertaking the strategic plan building upon this community engagement project. The recommended methodology is illustrated in Figure 2: Recommended Strategic Plan Process.

Figure 2: Recommended Strategic Plan Process



Fourth, it is important that all stakeholders -- the Library Board, Foundation, Friends, FCPL staff, and all other community organizations and officials -- come to the table asking what

they can do for the library as an integral part of the community, not what the library's strategic plan can do to advance their interests.

Fifth, the strategic plan should take both a top-down and bottom-up approach, as described above. This includes preparing a vertically integrated service plan with overarching county wide services and locally tailored branch service area plans.

## 6.0 Service Recommendations

There are three items in Service Recommendations: Service Opportunities, Service Model, and Collections Development.

### 6.1 Service Opportunities

#### 6.1.1 Background

The community engagement project sought public input on future services. The major input methods included the following:

- Advocate interviews
- Focus groups
- Market segmentation and library usage analysis
- Online survey of community residents
- Online survey of Library Trustees and staff
- Public forums
- Staff interviews
- Stakeholder interviews
- Telephone survey of community residents

Of these, only the telephone survey and market segmentation analysis were independent measures of potential future library services. The online public survey, while not an independent measure, has many parallel results to the telephone survey.

#### 6.1.2 Discussion

There were three questions in the telephone (and online) survey which specifically address future service opportunities. Rankings discussed below are based upon the telephone survey results.

- Question 7 identified the “population groups rated ‘Extremely Important’ for FCPL to serve.” The highest ranked segments are children ages 9 to 12 and children preschool to age 8. These are followed by individuals with special needs, older adults, teens, English language learners, job seekers, and business owners.
- Question 8 identified the “resources and services rated ‘Extremely Important’ for the library to expand/enhance.” Ranked highest, by far, are children’s programs and

children's books and materials. These are followed, distantly, by reference materials and services, adult literacy programs, services for English learners, downloadable materials, non-fiction, comfortable meeting and study spaces, homework help, computer and tech training, author talks & book groups, and fiction and bestsellers.

- Question 9 identified the “potential technology offerings in which respondents are ‘Extremely Satisfied’.” Ranked highest are off-site book drop off/pick up. This is followed by more self-service options, laptops and tablets available on loan, live chat for customer questions, playaway for children, and 24-hour book vending machines.

The following questions in the telephone and online surveys of residents address issues directly impacting potential future services. Rankings discussed below are based upon the telephone survey results.

- Question 6 identified the “Library resources and services with which users are ‘Extremely Satisfied’.” Ranked highest are staff courtesy and customer service provision. This is followed by overall satisfaction with the library, self-checkout stations and parking, hours, the library’s website, wait time for reserved items, the number of computers, and library wi-fi. Multi-lingual respondents report greater satisfaction with the library’s wi-fi service.
- Question 6 results were cross tabulated against branch location used most often. Data from the telephone survey indicates that users are least satisfied with library hours at the Dolley Madison, Tysons-Pimmit, Thomas Jefferson, and John Marshall branches.
- Question 4 identified the “primary reason that people do not use FCPL at all or more frequently.” Ranked highest by far are respondents use of the internet to get information. This is followed by lack of time and that people have other places to get books, DVDs, and other resources.
- Question 10 identified the “respondents indicating *complete agreement* with the following statements:
  - “FCPL does all it can to offer services and resources that residents need.” The results here are disappointing: 57% of all telephone survey respondents, 63% of telephone survey users only, and 60% of online survey respondents.
  - “The Library provides good value for the tax dollars invested.” The results here are good but leave room for improvement: 71% of all telephone survey respondents, 78% of telephone survey users only, and 78% of online survey respondents.
  - Question 11 identified the “preferred means of receiving information from the Library.” Ranked highest by an order of magnitude is email. This is

followed distantly by the Library's website, flyers/signage in the Library, e-newsletter, social media, and calendar of events.

### **6.1.3 Recommendations**

We offer the following recommendations.

It is interesting that one part of the telephone survey indicates an overall satisfaction with the library at 82% while other parts indicate 1) that only 63% report that the library does all it can to offer services and resources that meet resident needs; and 2) that only 78% believe the library provides good value for the tax dollars invested. These differences reveal that while users are mostly satisfied with what they're getting from the library, they believe that the library can do significantly better.

Services should be prioritized for children from birth to age 12 including programs, books, and a range of other resources. This should include children reading at grade level, particularly 3rd grade.

Market segments who are families with children should be identified and understood in depth across a range of quantitative and qualitative characteristics (i.e., demographics, lifestyle, consumer spending, consumer preferences, occupations, and communication channels). In depth cardholder and usage analysis of these segments should be undertaken for such topics as checkouts, computer use, program attendance, and summer reading participation, among others. Each outlet service area should specifically tailor its local plan of service to the share of families with children in its service area.

Other identified populations (e.g., special needs, older adults, teens, English language learners, job seekers, and business owners) should have a similar type of analysis and planning prepared as described above for segments with children.

As identified in the telephone survey, resources to be enhanced and/or expanded, after children's programs and books, include reference materials and services, adult literacy programs, services for English learners, downloadable materials, non-fiction, comfortable meeting and study spaces, homework help, computer and tech training, author talks & book groups, and fiction and bestsellers. These resources should be considered as part of the analysis and planning process.

## **6.2 Integrated Service Model**

### **6.2.1 Background**

Over the last few years, in the face of significant budget cuts, some library advocates and FCPL staff have contested library plans, policies, and procedures especially with respect to collection development and floating collections. The nature of the disagreements masks two things that are at the center of the matter -- divergent service models and no trusted intermediaries or processes in which problems can be addressed.

## 6.2.2 Discussion

First, there is a divergence between the service models offered by FCPL. This is the biggest problem; everything flows from this.

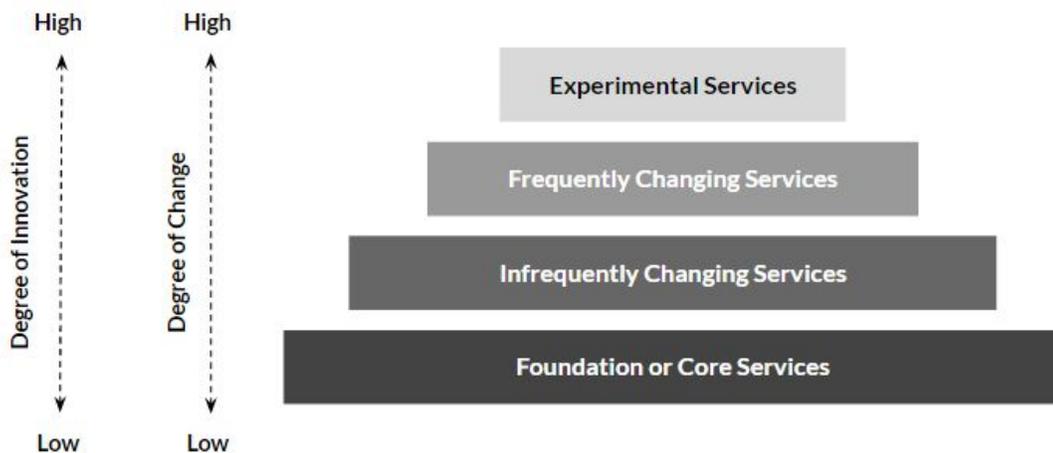
Second, with no trusted intermediary or process to bridge the sides, dialog and engagement to resolve differences cannot occur.

Service models are mental constructs that define one's expectations about resources the library should provide or emphasize, and things it should do. Two model descriptions are presented below to illustrate and draw out their differences; both models assume physical facilities. See Figure 3: Integrated Service Model.

**Traditional service model:** the traditional service model focuses on core or foundational services such as books, discovery by browsing the shelves, resources including computers and materials for research, reference, study, and individual fulfillment, quiet spaces for learning, and rooms for meeting. The focus is on individual and family experiences.

**Evolving service model:** the evolving service model focuses on quick adaptation to changing community needs, service experimentation, and partnering to achieve shared outcomes. It utilizes a demand-based, customer-centric approach, employs an active service model, embraces changing technology, delivers services outside the building, provides multi-media resources, encourages discovery by browsing the web, offers computers and materials for research, reference, study, multiple learning styles, and individual fulfillment, and is designed for individual, family, and collaborative experiences.

Figure 3: Integrated Service Model



FCPL is facing the very same challenges that libraries nationwide are facing to integrate these two models. There are plentiful examples from which FCPL can learn and experiment to find what's right for Fairfax County. Combining the traditional and evolving service models will help all users adjust to the rapidly changing world in which we live while imparting to youth and new users the civic and cultural values represented so well by the traditional model.

### **6.2.3 Recommendations**

We offer the following recommendations.

First, a combined service model should be conceptualized and employed as a base in crafting the strategic plan. The combined service model can be conceived like a wedding cake, with layers rising from a base of "traditional services" that persist over time through successive layers of "contemporary services" that change over time. Moving from traditional to contemporary service model, the institution values innovation, experimentation, and risk-taking, and evolving into a learning organization. See Figure 2: Integrated Service Model.

Second, the upcoming strategic plan should be the first major step in a longer-term objective that creates an on-going dialog to rebuild trust between competing library service models. With the intention of achieving consensus around a shared vision, structured trade-offs are visible and parties not willing to make tradeoffs are set apart.

## **6.3 Collection Development**

### **6.3.1 Background**

There has been significant controversy over the library's weeding and floating collection policies and practices. The community concerns were voiced in stakeholder meetings, advocate meetings, public forums, direct communication, and online surveys.

Weeding is defined as the removal of materials from a library collection in a planned and systematic way. The deselecting process is an ongoing part of collection development, a deliberate and thoughtful activity that will keep the library current and vital.

More information:

<http://www.accessola.com/osla/toolkit/Resources/Weeding%20Brochure.pdf>

<https://www.tsl.texas.gov/sites/default/files/public/tslac/ld/pubs/crew/crewmethod08.pdf>

<http://www.ala.org/tools/libfactsheets/alalibraryfactsheet15>

A floating collection is defined as a systemwide collection wherein there is no owning branch designation. An item checked out from one branch and returned to a different branch stays at the branch to which the item was returned.

- From Wendy K. Bartlett, Floating Collections - A Collection Development Model for Long-Term Success, Libraries Unlimited, January 2014

More information:

[https://infopeople.org/sites/all/files/webinar/2010/eureka-floating-collections/floating\\_collections.pdf](https://infopeople.org/sites/all/files/webinar/2010/eureka-floating-collections/floating_collections.pdf)

<http://www.abc-clio.com/ABC-CLIOCorporate/product.aspx?pc=A3347P>

FCPL has evolved, over time, specific policies and practices for weeding and floating collections. The following is a link to the document "Collection Development & Management at the Fairfax County Public Library" dated December 2, 2014:

<http://www.fairfaxcounty.gov/library/news/collection.pdf>

### **6.3.2 Discussion**

A group of library advocates, apparently in consultation with sympathetic library staff and a small number of other cardholders, have taken issue with library's weeding and floating collections policies and practices.

The library advocates' complaints are that weeding and floating removes important literature and classics from collections because the items do not get heavy use. These items belong in the collections for civic, cultural, and enrichment reasons. They are also concerned that removal diminishes browsing and reduces people's exposure to quality resources, leaves facilities with empty shelves, doesn't properly apply public funds, and mishandles county assets (e.g., books). Some advocates go even further to imply that the reduced number of books is part of a plan to remove them so that branches will be shuttered, replaced by a virtual or all-digital system; or, that branches will be shuttered and transformed into community centers with few books and other typical library resources.

The library's weeding and floating policies and procedures are well considered and align with national and professional policies and practices including devolving decisions to the local branch level. Furthermore, in the face of controversy about weeding and floating, the library participated in an inclusive collection development planning process. The public-private ad hoc committee "Floating Collections and Discards Committee of the Board of Trustees of the Fairfax County Library" provided significant opportunities for public input and open discussion about weeding and floating.

### 6.3.3 Recommendations

We offer the following recommendations.

Library advocates on-going concerns about weeding and floating should be addressed again. Specifically, two perspectives should be addressed:

- That the policies and practices don't address their specific concerns cited above (i.e., the removal of important literature and classics, diminished browsing opportunities, and people's exposure to quality resources).
- That their concerns are indicative of a larger problem -- that problem actually concerns a new model of library service that will replace a traditional model library advocates want to protect.

Without addressing these two perspectives, weeding and floating are likely to remain sticking points for some library advocates and community members.

To move on, we advise FCPL not to dismiss advocate's concerns but instead to address them in a positive spirit. We suggest taking an updated look at the existing collection development policies and procedures with respect to weeding and floating as part of the strategic planning process. This updated look is not opening up the entire policy for wholesale revision. Instead, it should be considered a periodic update to revise aspects of the policy that need fine-tuning.

Both sides need to come to the table with mutual respect for the educational qualifications and professionalism of FCPL staff on the one hand, and for the advocate's concerns on the other. Collection development policy changes should be planned within the following guidelines:

- In the context of an evolving library service model and technology changes
- To implement desired future service priorities (e.g., children) identified by the community in this engagement project
- As part of the strategic plan's inclusive public process
- Led by the FCPL's professional staff
- With decisions made in a timely manner as part of the strategic planning schedule

## 7.0 Organizational Development Recommendations

There are five items in Organizational Development Recommendations: Staff and Organizational Health, Library Board of Trustees, Friends of the Fairfax County Public Library, and Fairfax Library Foundation.

### 7.1 Staff and Organizational Health

#### 7.1.1 Background

FCPL is moving forward under new executive and Library Board leadership. This is a terrific opportunity that should be embraced to improve organizational health. The starting point for moving forward is to address the symptoms:

- Only 273 staff members or 47% took the online Library Trustee and staff survey associated with this project.
- Library staff priorities and community needs are out of sync.

Comparing Trustee and staff opinions with feedback from Fairfax residents who responded to the telephone survey reveals a disconnect between the Library and the residents it serves. While 52% of internal stakeholders believe services to *Younger Elementary School Age Children* should be increased, and 50% believe *Preschool Children and Their Families* deserve increased services, over 80% of telephone survey respondents believe it is extremely important to expand or enhance children's programs, books and materials (Question 7). In fact, the public ranks children's services as the area it most wants to see the Library expand. It would seem that the Library's internal stakeholders do not share that opinion, ranking all but *Business Owners* a higher priority than preschool and elementary school children.

- While many managers and front-line staff work very hard and care deeply about their local community, they don't feel appreciated or properly equipped to meet service demands.
- Generally speaking, the organizational mindset is defensive and individualistic not inclusive and collaborative.
- Many branches operate as if they are autonomous from the county wide system.
- The loyalty of some branch managers and staff is with library advocates instead of the organization.

- Library administration has not provided the methods or tools to move the organization as a whole forward.
- Of those who took the online survey (see note 1):
  - Only 58% agree that patron preferences and needs drive collection development.
  - Only 49% agree that the library has an efficient process for ordering and processing new materials.
  - Only 39% agree that the library makes the best possible use of technology for efficient work flow.
  - Only 26% agree that staff is appropriately allocated across the system and individual departments for the type and volume of work required.
- Innovation, risk-taking, and experimentation are not valued.
- The library's staff does not reflect the changing racial and ethnic composition of the people they serve.
- Branding is non-existent -- there is no brand promise, brand identity, or brand message.
- The library has no virtual branch strategy and there are only a few staff that "get" the potential of this idea, what it can offer, and how transformative it can be. In this vein, the website is woeful, marketing is significantly undervalued by the organization, and social media is not fully developed.

(1) "Agree" represents the total percentage of respondents who indicated either "Strongly Agree" or "Somewhat Agree."

### 7.1.2 Discussion

Improving the library's organizational health should be a top priority for the library's executive management, the Library Board, and the County's executive administrators. All three of these bodies need to be in alignment and of one mind. Significant resources and new methods and processes need to be dedicated to improving the library. To be clear, this is not a staff training issue. It is an organizational development issue.

### 7.1.3 Recommendations

We offer the following recommendations:

First, the County Board of Supervisors, the Library Board, and FCLP needs to make a significant investment into organizational development.

Second, there are several principles that FCPL needs to focus on:

- Work as one library, not a collection of independent branches
- Integrate traditional and evolving service models, as discussed in section 6.2
- Become a learning organization with a forward looking culture
- Change its mindset and embrace change
- Be quick and responsive to trends and technology
- Form partnerships, foster engagement, and use community experts
- Experiment, prototype, learn how to take risks, and learn from failure -- reach and strive for success
- Foster an organizational culture that values inclusivity and collaboration
- Create a strong customer service culture
- Utilize "lean" principles to adapt work flows and work processes that prioritize customer service, and invest in technologies to shift staff emphasis from the back room to the front of the building (lean management is an approach to running an organization that supports the concept of continuous improvement, a long-term approach to work that systematically seeks to achieve small, incremental changes in processes in order to improve efficiency and quality)

More information:

<http://searchcio.techtarget.com/definition/lean-management>

- Staff should build on their individual strengths by employing Gallup's "StrengthsFinder" program with a commitment to implementation
- Provide staff training in communication skills

## 7.2 Library Board of Trustees

### 7.2.1 Background

The Fairfax County Public Library Board of Trustees is responsible for library policies and for making budget recommendations to the Board of Supervisors. The 12-member, volunteer Board is composed of one member-at-large, approved by the Chairman of the Board of Trustees; and nine members representing each county district, appointed by each member of the Fairfax County Board of Supervisors; one member appointed by the City of Fairfax Council; and one member nominated by the Fairfax County School Board.

More information:

<http://www.fairfaxcounty.gov/library/aboutthelibrary/trustees.htm>

### 7.2.2 Discussion

Some things stand out as concerns about the Library Board.

First, it is very disappointing that only 8 trustees of the 12 (67%) Library Trustees took the online survey. This is not a good sign and particularly worrisome given that this community engagement project is under the direction of the Library Board.

Second, retired FCPL librarians have been appointed to the Library Board.

Third, the Library Board is by definition in a conflicted position. Because it recommends FCPL's budget to the Board of Supervisors, it necessarily becomes involved in operational issues. Operational issues are not the domain of a library board. That domain belongs to the Library Director.

Fourth, there is significant difference between Library Board and library staff perceptions on key issues. Trustees rank all but one statement higher than library staff. See Table 1: Question 8 Responses from the Online Survey Library Trustees and Staff. Trustees and staff were asked to rate their level of agreement with statements about the Library Board. Overall response percentages are from all 281 respondents. Staff percentages are 273 staff respondents and Trustee percentages are from 8 individual Trustee responses. Ranked order of statements with which all respondents **agree**:

Table 1: Question 8 Responses from the Online Survey Library Trustees and Staff

	Agree	Disagree	Don't Know
<b>The Board understands and advances the Library's mission.</b>	<b>62.7%</b>	<b>17.1%</b>	<b>20.3%</b>
Staff only	62.2%	17.3%	20.5%
Trustees only	75.0%	12.5%	12.5%
<b>The Board supports senior management.</b>	<b>53.7%</b>	<b>13.9%</b>	<b>32.4%</b>
Staff only	53.1%	14.0%	33.0%
Trustees only	75.0%	12.5%	12.5%
<b>The Board makes thoughtful, strategic decisions.</b>	<b>52.6%</b>	<b>30.6%</b>	<b>16.7%</b>
Staff only	52.8%	30.4%	16.9%
Trustees only	50.0%	37.5%	12.5%
<b>The Board advocates effectively in the Library's best interest.</b>	<b>47.7%</b>	<b>35.6%</b>	<b>16.7%</b>
Staff only	47.2%	35.9%	16.8%
Trustees only	62.5%	25.0%	12.5%
<b>The Board works effectively with the County.</b>	<b>46.3%</b>	<b>22.1%</b>	<b>31.7%</b>
Staff only	45.4%	22.4%	32.2%
Trustees only	75.0%	12.5%	12.5%
<b>The Board seeks collaborations and partnerships that benefit the Library.</b>	<b>38.4%</b>	<b>27.8%</b>	<b>33.8%</b>
Staff only	38.1%	27.5%	34.4%
Trustees only	50.0%	37.5%	12.5%
<b>The Board exhibits foresight.</b>	<b>36.7%</b>	<b>42.7%</b>	<b>20.6%</b>
Staff only	36.3%	42.9%	20.9%
Trustees only	50.0%	37.5%	12.5%

### 7.2.3 Recommendations

We offer the following recommendations.

Library Trustees and staff need to work closely together through new processes of open dialog to close the perception gap around key issues highlighted in the table above.

The Library Board needs to focus on strategy and policy, not operations. Delving into operational issues compromises the Library Board's integrity, is a no-win situation, and

distracts from the important work of the Library Board to measure fidelity between strategy and service implementation.

At the center of these issues is the Library Board's budget responsibility. The Library Board's has a valued history of independently preparing and overseeing FCPL's budget. However, we remain concerned about the Library Board's ability to protect the budget in a competitive funding environment, and to effectively lead a united constituency to advocate for funding before the Board of Supervisor's. Addressing these issues in depth is beyond the scope of this community engagement project.

We are very concerned that retired FCPL librarians were appointed to the Library Board. This is a conflict of interest. The Library Board must balance local and county priorities and should be a model of good governance. The officials who appoint Library Board members must avoid such conflicts of interest in future appointments and refer all library issues to the Library Board.

In light of these recommendations, and given the need for them to be comprehensively addressed, we recommend that an independent study of Library Board governance be immediately undertaken.

## **7.3 Friends of the Fairfax County Public Library**

### **7.3.1 Background**

FCPL branches are aided by their Friends groups. These independent nonprofit organizations support, assist, and promote library activities for the local community including fundraising to supplement the library's operating budget.

Friends groups are organized exclusively for educational purposes under section 501(c)(3) of the Internal Revenue Code.

More information: <https://www.fairfaxcounty.gov/library/friends/>

FCPL has established ground rules with detailed policies and procedures for all Friends groups. These detailed policies and procedures are codified in the "Friends of the Library Handbook:"

More information: <https://www.fairfaxcounty.gov/library/friends/friendshandbook/>

### **7.3.2 Discussion**

The Friends groups play an important, vital, and valued role. Their hard work, financial contributions, civic leadership, and care that members express throughout each year contributes to the civic quality of life throughout Fairfax County.

Some Friends groups and/or individuals who are members of Friends groups have evolved from the narrow definition of Friend's group activities (e.g., supporting, assisting, and promoting library activities for the local community) to a focus on library advocacy that

includes a political dimension. Friends groups and/or individuals "wearing two hats" are causing confusion about the nature and role of Friends groups. This behavior tarnishes other Friends groups.

It should be confirmed that Friends policies and procedures are in current standing with respect to IRS regulations for tax-exempt organizations (i.e., correct filing of Form 990, 990-EZ, 990-PF, 990-N, etc.).

Guidestar is a nonprofit organization that gathers and disseminates information about IRS-registered nonprofit organizations. Guidestar presents available information about each nonprofit's mission, legitimacy, impact, reputation, finances, programs, transparency, and governance, among other information. The Guidestar database contains millions of pages of publicly available 990 forms on 1.9 million nonprofit organizations.

Based upon information in Guidestar, a summary of FCPL Friends groups has been prepared. See next page, Table 2: FCPL Friends of the Library Assets, Income, and Status on Guidestar.

### **7.3.3 Recommendations**

We offer the following recommendations.

First, FCPL and Friends groups need to raise the level of corporate disclosure and transparency starting with information presented on or linked to the library's website. At a minimum, links should be provided to individual Friends information on Guidestar. Better still, information about individual Friends groups should be presented on the Library's website including annual reports, financial statements, Form 990s, and articles of incorporation.

Second, all Friends groups should be integral participants in the strategic planning process. This should include at least one individual meeting with each Friends group. Each Friends group should also be invited to participate in other strategic planning workshops, work sessions, and presentations.

Third, as mentioned above the move toward vocal advocacy by some Friends has blurred the line with the right to give input and participate in public processes related to library policies and procedures. Friends groups and individuals who engage in advocacy should strongly consider how their actions might affect the perception of all Friends groups and the library in the overall community. Toward this end, we suggest that the Library Board undertake an independent study related to the ethics of advocacy.

Fourth, as noted in the May 2015 report of the Office of Financial and Program Audit for the Fairfax County Public Library Departmental Gift Fund, implement formal procedures to address on-going book sales funds sharing.

The audit report: <http://www.fairfaxcounty.gov/boardauditor/oldreports.htm>

Table 2: FCPL Friends of the Library Assets, Income, and Status on Guidestar

	Assets (1)	Income (1)	Identified on Guidestar	990 on Guidestar
Friends of Access Services (2)	N/A	N/A	N/A	N/A
Friends of the Burke Centre Library	\$0	\$0	Yes	No
Friends of the Centreville Regional Library	\$0	\$0	Yes	No
Friends of the Chantilly Regional Library	\$145,938	\$57,454	Yes	Yes
Friends of the City of Fairfax Regional Library (3)	\$0	\$0	Yes	Yes
Friends of the Dolley Madison Library	\$0	\$0	Yes	No
Friends of the George Mason Regional Library	\$687,012	\$186,929	Yes	Yes
Friends of the Great Falls Library	\$0	\$0	Yes	Yes
Friends of the Herndon Fortnightly Library	\$0	\$0	Yes	No
Friends of the John Marshall Library	\$0	\$0	Yes	No
Friends of the Kings Park Library	\$0	\$0	Yes	Yes
Friends of the Kingstowne Library	\$0	\$0	Yes	No
Friends of the Lorton Library	N/A	N/A	No	N/A
Friends of the Martha Washington Library	\$0	\$0	Yes	No
Friends of the Oakton Library	\$0	\$0	Yes	Yes
Friends of the Patrick Henry Library	\$0	\$0	Yes	Yes
Friends of the Pohick Regional Library	\$187,620	\$66,827	Yes	Yes
Friends of the Reston Regional Library	\$720,266	\$160,761	Yes	Yes
Friends of the Richard Byrd Library	\$0	\$0	Yes	No
Friends of the Sherwood Regional Library	\$0	\$0	Yes	Yes
Friends of the Thomas Jefferson Library	\$0	\$0	Yes	No
Friends of the Tysons-Pimmit Regional Library	\$0	\$0	Yes	Yes
Friends of the Virginia Room	\$0	\$0	Yes	Yes
Friends of the Woodrow Wilson Library	\$0	\$0	Yes	No
Music Friends of the Fairfax County Public Library	\$0	\$0	Yes	Yes

(1) Most recent filing as defined in Guidestar

(2) This group does no fundraising or book sales

(3) Registered on Guidestar at "Friends of the City of Fairfax Library"

## 7.4 Fairfax Library Foundation

### 7.4.1 Background

The Fairfax Library Foundation is a 501 (c)(3) nonprofit charitable and educational organization committed to providing supplementary support to the library. The Foundation, while reinforcing the need for continued and increased public support for the library, serves as a catalyst for attracting private funding from individuals, businesses, organizations, and foundations to enhance library services for the community.

More information: <http://fairfaxlibraryfoundation.org/>

### 7.4.2 Discussion

Public libraries and their foundations have multi-dimensional relationships -- while serving the same public, they work independently yet together, have uniquely different business objectives, are accountable to separate boards, and function under separate legal frameworks. While the library and the Foundation need to operate separately, close planning, coordination, and strong communications at the executive level will continue to benefit both organizations.

The Foundation reports on Guidestar and reports on its website its annual report, financial statements, Form 990, and articles of incorporation.

Recently, some of the Friends groups have increased their own financial support that might otherwise have gone to the Foundation. That is, some monies that might have previously been offered to the Foundation and which would have accrued systemwide benefits have instead gone to local Friends groups and instead benefit only local branches.

### 7.4.3 Recommendations

We offer the following recommendations.

There should be regularly scheduled (i.e., bi-weekly) informal conversations between the Foundation Executive Director and Library Director; and, there should also be regularly scheduled (i.e., quarterly) joint planning sessions between the Foundation and the library leadership teams. Both executives should continue efforts to communicate benefits of working together to their respective Boards.

While being mindful of the necessary separations, the Foundation should be an active participant in FCPL's strategic planning process, and eventually implementation of initiatives.

- Participation of the Foundation's Executive Director on FCPL's planning team steering committee

- Review and consideration of the Foundation's strategic plan, initiatives, and objectives as part of the information gathering process
- An implementation component in the strategic plan related to the Foundation

The Foundation should remain the primary systemwide fundraising vehicle for FCPL as a whole. To protect this role, Friends group bylaws should be revised to limit fundraising or to engage in revenue sharing above certain limits. Because it's beyond the scope of this community engagement process to make specific recommendations about these limits, we recommend further study of this issue.

## 8.0 Appendices

### **Appendix 1: Telephone Survey and Online Survey of Community Residents**

*Under separate cover*

### **Appendix 2: Online Survey of Library Trustees and Staff**

*Under separate cover*

### **Appendix 3: Public Forums Work Book**

*Under separate cover*

### **Appendix 4: Market Segmentation Background Information and Customer and Usage Analysis**

*Under separate cover*

## **CIVIC**Technologies

CIVICTechnologies provides a full suite of web services, customized applications and consulting services to meet the complete market research and analytical needs of libraries and businesses—from small and medium size enterprises to Fortune 500 companies. CIVICTechnologies enables its customers to visualize data in new and innovative ways in order to deliver more effective products and services, make better informed decisions, build consensus faster, allocate resources more wisely, and implement organization-wide solutions more effectively.

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**Fairfax County Public Library**  
**Community Survey and Outreach Project**

**Online Survey of Library Trustees and Staff**

**281 total respondents:  
8 Trustees and 273 members of staff**

**Executive Summary**  
**September 5, 2016**



**CIVIC**Technologies

## **OVERVIEW**

As a key component of the Fairfax County Public Library's Community Survey and Outreach Project, The Ivy Group, in collaboration with CIVICTechnologies, launched an online survey of Library Trustees and staff on May 13, 2016. The Library promoted the survey heavily its internal stakeholders with a series of emails that encouraged participation and assured all of anonymity. Individuals had only to identify themselves as a Library Trustee or employee. No other personal information was captured.

The questionnaire asked respondents to evaluate the level of service that the Fairfax County Public Library (FCPL) provides to particular market segments; assess the materials, resources and programs the Library currently offers; and express their perspective on how well the Library functions, equips its staff to succeed, communicates with the public, and, above all, serves and supports the residents of Fairfax County and the City of Fairfax.

Both Trustees and staff respondents were asked to rate the performance of the Library Board, while Trustees alone responded to questions about the Library's internal operations and overall contributions to the community. All respondents had the opportunity to offer anecdotal feedback regarding how best to ensure the future success of the Library.

The survey was available until June 6, 2016, just over three weeks from the date it was first made available. Ultimately, a total 281 individuals participated: 8 Trustees (67% of Board members) and 273 staff members (47% of the Library's employees).

All responses are reported anonymously. The Ivy Group tabulated results.

## QUESTION 1

### Self-identification of respondents

Of the survey's 281 respondents:

- 273 (97.2%) are members of Library staff;
- 8 (2.8%) are Library Trustees.

## QUESTION 2

### Service to specific market segments

FCPL Trustees and staff were asked whether they believe the Library should increase, decrease, or maintain its current level of programs and services to ten specific market segments.

#### Ranked order of market segments for which respondents believe services **should be increased**:

	Increase	Decrease	Don't Know
Teens	64.1%	2.1%	5.3%
Job Seekers	63.7%	1.4%	9.6%
English Language Learners	63.7%	1.8%	4.3%
Tweens (ages 9 – 12)	60.5%	1.4%	6.4%
Older Adults	60.5%	0.4%	5.7%
Individuals with Special Needs	55.5%	0.7%	13.5%
Young Professionals	54.1%	2.1%	14.9%
Younger Elementary School Age Children	52.3%	1.1%	2.8%
Preschool Children and Their Families	49.5%	1.4%	2.8%
Business Owners	34.9%	7.1%	23.5%

While 52.3% of FCPL Trustees and staff believe services to *Younger Elementary School Age Children* should be increased, and 49.5% believe services to *Preschool Children and Their Families* should be increased, over 80% of telephone survey respondents believe it is extremely important to expand or enhance children's programs, books and materials. In fact, the public ranks children's services as the area it most wants to see the Library expand (telephone survey, question 8), and it ranks children pre-school to age 12 as the market segments most important for the Library to serve (telephone survey, question 7).

*Business Owners* is the only market segment for which Trustees and staff of any statistical significance (7.1%) believe the Library **should decrease** its services. *Business Owners* also ranks last among market segments the public deems important for the Library to focus on serving (telephone survey, question 7).

### QUESTION 3 Current service levels

Trustees and staff were asked whether the Library should increase, decrease, or maintain at current service levels 11 specific resources and services.

#### Ranked order of resources and services which respondents believe the Library **should increase**:

	Increase	Decrease	Don't Know
Downloadable materials such as eBooks and eAudiobooks	71.5%	2.1%	2.8%
Materials in non-print formats such as DVDs, CDs, and audiobooks	66.2%	6.4%	1.8%
Adult literacy programs	59.4%	1.1%	10.7%
Print materials	54.8%	4.6%	1.1%
Children's programs such as summer reading and early literacy for preschoolers	54.1%	2.5%	2.5%
Help applying for government services such as social security, unemployment and health insurance	50.9%	6.0%	12.8%
Author talks and book groups	50.5%	1.8%	3.2%
Homework help	49.5%	3.9%	8.2%
Online databases	38.1%	4.6%	5.0%
Accessibility equipment for people with disabilities	38.1%	0.7%	13.2%
Reference materials and services	23.8%	21.7%	5.3%

Not only does *Reference materials and services* rank last—at 23.8%—among resources Trustees and staff believe should be increased, it ranks first—at 21.7%—among resources they believe should be decreased.

By contrast, *Reference materials and services* ranks third among resources that residents of Fairfax residents would like the Library to increase: 66.3% of all telephone survey respondents (68% of library user respondents) deem it extremely important for the Library to expand or enhance reference materials and services (telephone survey, question 8).

Again the data reveals a difference of opinion between the Library’s internal stakeholders and Fairfax residents with respect to children’s programs. While 54.1% of Trustees and staff believe children’s programs should be increased, 82.7% of telephone survey respondents (83.0% of library user respondents) believe it is extremely important for FCPL to do so (telephone survey, question 8).

**QUESTION 4**  
**Current service levels of technology offerings**

Trustees and staff were asked whether the Library should increase, decrease, or maintain at current service levels seven technology-related resources.

Ranked order of tech resources which respondents believe the Library **should increase**:

	Increase	Decrease	Don’t Know
Tech training programs for customers who require assistance	76.9%	0.7%	4.3%
Electrical outlets for customers who bring their own laptops and other devices to the Library	65.8%	0.4%	3.9%
Wi-Fi availability/accessibility	59.8%	-----	1.4%
Programs and services for advanced technology users	49.5%	3.9%	16.7%
Customer self-service options	33.5%	8.5%	4.6%
Computers for the public	31.3%	6.4%	2.8%
Computers for staff	25.3%	4.6%	4.3%

On the topic of technology training, internal stakeholders are not quite in sync with Fairfax residents. While 76.9% of FCPL Trustees and staff believe the Library should increase its tech training programs, 86.1% of telephone survey respondents believe it is either extremely or somewhat important for FCPL to do so (telephone survey, question 8).

The fact that nearly 60% of the respondents to the internal survey believe that the Library should increase its Wi-Fi service is reinforced by the finding that only 39.6% of library users are either extremely or somewhat satisfied with the Library’s Wi-Fi (telephone survey, question 6).

There also appears to be general agreement that the number of public computers provided by the Library is sufficient. Only 31.3% of internal stakeholders believe computers for the public should be increased. 53.5% of library users report they are either extremely or somewhat satisfied with the number of computers available for their use (telephone survey, question 6).

**QUESTION 5**  
**Services to the community**

Trustees and staff were asked to rate their level of agreement with eight statements concerning the Library’s service to the community.

Note: In the chart on the following page, **Agree** represents the total percentage of respondents who indicated either *Strongly Agree* or *Somewhat Agree*. **Disagree** represents the total percentage of respondents who indicated either *Strongly Disagree* or *Somewhat Disagree*.

Ranked order of statements with which respondents agree:

	Agree	Disagree	Don’t Know
The Library’s policies and procedures support the idea that “the customer always comes first.”	83.6%	14.3%	2.1%
Library hours meet the needs of the community.	71.1%	27.4%	1.4%
Library staff members have access to the training and resources they need to support customers.	67.0%	30.6%	2.5%
The Library has a well-managed collection which is relevant and appealing.	66.9%	31.3%	1.8%
The Library has an appropriate balance of print and non-print materials.	59.4%	33.1%	7.5%
Customers are well informed about the Library’s programs and services.	45.9%	48.1%	6.0%
The Library’s website is informative, user friendly, and comprehensive.	42.7%	55.9%	1.4%
The Library uses social media effectively to foster community connections.	36.3%	42.7%	21.0%

The data reveals that internal stakeholders identify marketing and communications as the area most in need of attention. While only 42.7% of internal stakeholders believe that FCPL’s website is informative, user friendly, and comprehensive, 46.2% of library users indicate they are extremely satisfied with the website, and another 30.8% report they are somewhat satisfied (telephone survey, question 6). This may be an example of a community that doesn’t know what it’s missing!

Trustees and staff also express more concern about the Library’s business hours than do the public: 71.1% of internal stakeholders believe that Library hours meet community needs, whereas 96.5% of library users indicate they are either extremely or somewhat satisfied with the hours of operation (telephone survey, question 6).

**QUESTION 6**  
**Community impact**

Trustees and staff were asked to rate their level of agreement with six statements concerning the Library’s engagement with and impact on the community.

Note: In the chart below, **Agree** represents the total percentage of respondents who indicated either *Strongly Agree* or *Somewhat Agree*. **Disagree** represents the total percentage of respondents who indicated either *Strongly Disagree* or *Somewhat Disagree*.

Ranked order of statements with which respondents agree:

	Agree	Disagree	Don’t Know
The Library is a valued community asset.	90.7%	8.2%	1.1%
The Library does all it can to offer services and resources that community residents need.	65.5%	29.5%	5.0%
The Library does all it can to support educational achievement.	64.8%	29.6%	5.7%
The Library does all it can to foster cross-cultural connections.	54.4%	32.1%	13.5%
The Library anticipates the community’s needs for new technologies.	49.1%	44.8%	6.0%
The Library does all it can to reach out to non-users.	33.1%	55.5%	11.4%

While 65.5% of Trustees and staff agree that “The Library does all it can to offer services and resources that community residents need”, 93.8% of telephone survey respondents agree with the statement (telephone survey, question 11). This data indicates that the

public gives more credit to the Library for a job well done than do its internal stakeholders who seem to believe that more effort is needed.

**QUESTION 7**  
**Library operations**

Trustees and staff were asked to rate their level of agreement with six statements concerning the Library’s internal operations.

Note: In the chart below, **Agree** represents the total percentage of respondents who indicated either *Strongly Agree* or *Somewhat Agree*. **Disagree** represents the total percentage of respondents who indicated either *Strongly Disagree* or *Somewhat Disagree*.

Ranked order of statements with which respondents **agree**:

	Agree	Disagree	Don’t Know
I am familiar with the Library’s mission Statement.	89.3%	6.4%	4.3%
The mission statement guides Library policies and procedures.	68.0%	13.9%	18.1%
Patron preferences and needs drive collection development.	58.4%	23.1%	18.5%
The Library has an efficient process for ordering and processing new materials.	49.1%	19.2%	31.7%
The Library makes the best possible use of technology for efficient work flow.	39.1%	44.8%	16.0%
Staff is appropriately allocated across the system and individual departments for the type and volume of work required.	25.6%	58.7%	15.7%

**QUESTION 8**  
**About the Library Board**

Trustees and staff were asked to rate their level of agreement with seven statements about the Library Board. Staff (273 individuals) and Trustee (8 individuals) responses have been parsed from the whole for comparative purposes.

In the chart on the following page, **Agree** represents the total percentage of respondents who indicated either *Strongly Agree* or *Somewhat Agree*. **Disagree** represents the total percentage of respondents who indicated either *Strongly Disagree* or *Somewhat Disagree*.

Ranked order of statements with which all respondents **agree**:

	Agree	Disagree	Don't Know
The Board understands and advances the Library's mission.			
All	62.7%	17.1%	20.3%
Staff only	62.2%	17.3%	20.5%
Trustees only	75.0%	12.5%	12.5%
The Board supports senior management.			
All	53.7%	13.9%	32.4%
Staff only	53.1%	14.0%	33.0%
Trustees only	75.0%	12.5%	12.5%
The Board makes thoughtful, strategic decisions.			
All	52.6%	30.6%	16.7%
Staff only	52.8%	30.4%	16.9%
Trustees only	50.0%	37.5%	12.5%
The Board advocates effectively in the Library's best interest.			
All	47.7%	35.6%	16.7%
Staff only	47.2%	35.9%	16.8%
Trustees only	62.5%	25.0%	12.5%
The Board works effectively with the County.			
All	46.3%	22.1%	31.7%
Staff only	45.4%	22.4%	32.2%
Trustees only	75.0%	12.5%	12.5%
The Board seeks collaborations and partnerships that benefit the Library.			
All	38.4%	27.8%	33.8%
Staff only	38.1%	27.5%	34.4%
Trustees only	50.0%	37.5%	12.5%
The Board exhibits foresight.			
All	36.7%	42.7%	20.6%
Staff only	36.3%	42.9%	20.9%
Trustees only	50.0%	37.5%	12.5%

Trustees rank the Board higher than do staff on all topics but one: "The Board makes thoughtful, strategic decisions."

**QUESTION 9**  
**Asked of Board members only**

*Trustees only* were asked to rate seven aspects of the Library.

	Excellent	Satisfactory	Needs Improvement	Don't Know
Level of community engagement	25.0%	25.0%	37.5%	12.5%
Contributions to economic development	12.5%	50.0%	12.5%	25.0%
Workflow efficiencies	12.5%	37.5%	12.5%	37.5%
Contributions to workforce development	-----	50.0%	12.5%	37.5%
Quality and effectiveness of internal communications	-----	37.5%	37.5%	25.0%
Marketing effectiveness	-----	37.5%	50.0%	12.5%
Professional development program	-----	12.5%	37.5%	50.0%

**QUESTION 10**  
**Anecdotal feedback**

129 individuals (45.9% of all survey respondents) took advantage of the opportunity to share their ideas for ensuring the future success of the Fairfax County Public Library. The complete list of these comments appear *verbatim* as keyed by the respondents in APPENDIX A to this report.

**Fairfax County Public Library**  
**Trustee and Staff Survey *[header for all screens]***

Welcome!

The Fairfax County Public Library Board of Trustees is undertaking an interactive project to solicit input about the types of services and programs the Library could offer in the future. The project will seek information from staff and the public regarding perceptions about the Library; the types of services that will meet current and future community needs, interests and concerns; and how the Library can better communicate its value to the residents of Fairfax County and the City of Fairfax.

To undertake this project, the Library Board has selected independent library consulting firm CIVICTechnologies, working in association with The Ivy Group. For additional information about the project please visit: <http://www.fairfaxcounty.gov/library/aboutthelibrary/bot-public-engagement-initiative.htm>.

Because those closest to an organization are best qualified to assess its internal operations and to hear what customers say about their experiences, your perspective is invaluable. We ask that you take the time to share your thoughts as we explore future opportunities for the Library.

This survey is being managed by The Ivy Group, independent from the Library or the Board of Trustees. Please be assured that the survey software provides respondents with complete anonymity. You will not be asked to identify yourself, nor will your IP address be captured at any time over the course of data collection. Responses will be compiled and reported in the aggregate, without personal attribution.

If you have any questions or concerns, please contact Ellen Roberson with The Ivy Group at [eroberson@ivygroup.com](mailto:eroberson@ivygroup.com) or (800) 489-1250.

*PLEASE NOTE: Throughout the survey, "Library" refers to the Fairfax County Public Library as a whole, rather than any particular branch location. We ask that you take the entire system into consideration when providing your feedback.*

**Please indicate:**

I am a member of the Fairfax County Public Library staff.

I am a Library Trustee.

**<NEXT>**

## REGARDING LIBRARY PROGRAMS AND SERVICES FOR INDIVIDUAL MARKET SEGMENTS

Please indicate whether you believe the Library should increase, decrease, or maintain its current level of programs and services to each of the following population groups:

		Increase	Decrease	Maintain	Don't Know
1	Preschool children and their families	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Younger elementary school age children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Tweens (ages 9 – 12)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Teens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Young professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Older adults	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Job seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Business owners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	English language learners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Individuals with special needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**<NEXT>**

## REGARDING LIBRARY RESOURCES

Please indicate whether you believe the Library should increase, decrease, or maintain at current levels the following resources and services:

		Increase	Decrease	Maintain	Don't Know
11	Print materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Materials in non-print formats such as DVDs, CDs, and audiobooks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Reference materials and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Downloadable materials such as eBooks and eAudiobooks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Online databases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	Children's programs such as summer reading and early literacy for preschoolers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Homework help	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	Adult literacy programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Educational programs such as author talks and book groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	Help applying for unemployment, social security, health insurance, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	Accessibility equipment for people with disabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**<NEXT>**

## REGARDING TECHNOLOGY

Please indicate whether you believe the Library should increase, decrease, or maintain at current levels the following resources:

		Increase	Decrease	Maintain	Don't Know
22	Computers for staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	Computers for the public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	Wi-Fi availability/accessibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	Electrical outlets for customers who bring their own laptops and other devices to the Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	Tech training programs for customers who require assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27	Programs and services for advanced technology users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28	Customer self-service options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**<NEXT>**

## REGARDING CUSTOMER SERVICE

Please indicate the extent to which you agree with each of the statements listed below.

		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Don't Know
29	The Library's policies and procedures support the idea that "the customer always comes first."	<input type="checkbox"/>				
30	Library hours meet the needs of the community.	<input type="checkbox"/>				
31	Customers are well informed about the Library's programs and services.	<input type="checkbox"/>				
32	The Library's website is informative, user friendly, and comprehensive.	<input type="checkbox"/>				
33	The Library has a well-managed collection which is relevant and appealing.	<input type="checkbox"/>				
34	The Library has an appropriate balance of print and non-print materials.	<input type="checkbox"/>				
35	The Library uses social media effectively to foster community connections.	<input type="checkbox"/>				
36	Library staff members have access to the training and resources they need to support customers.	<input type="checkbox"/>				

**<NEXT>**

## REGARDING THE LIBRARY'S ROLE IN THE COMMUNITY

Please indicate the extent to which you agree with each of the statements listed below.

		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Don't Know
37	The Library does all it can to support educational achievement.	<input type="checkbox"/>				
38	The Library does all it can to reach out to non-users.	<input type="checkbox"/>				
39	The Library does all it can to foster cross-cultural connections.	<input type="checkbox"/>				
40	The Library does all it can to offer services and resources that community residents need.	<input type="checkbox"/>				
41	The Library anticipates the community's needs for new technologies.	<input type="checkbox"/>				
42	The Library is a valued community asset.	<input type="checkbox"/>				

**<NEXT>**

## REGARDING HOW WE WORK

Please indicate whether you agree with the following statements:

		Agree	Disagree	Don't Know
43	I am familiar with the Library's mission statement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44	The mission statement guides Library policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45	Patron preferences and needs drive collection development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46	The Library has an efficient process for ordering and processing new materials.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47	The Library makes the best possible use of technology for efficient work flow.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48	Staff is appropriately allocated across the system and individual departments for the type and volume of work required.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**<NEXT>**

## REGARDING THE LIBRARY BOARD

Please indicate the extent to which you agree that the Library Board:

		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Don't Know
49	Understands and advances the Library's mission	<input type="checkbox"/>				
50	Makes thoughtful, strategic decisions	<input type="checkbox"/>				
51	Exhibits foresight	<input type="checkbox"/>				
52	Advocates effectively in the Library's best interest	<input type="checkbox"/>				
53	Supports senior management	<input type="checkbox"/>				
54	Seeks collaborations and partnerships that benefit the Library	<input type="checkbox"/>				
55	Works effectively with the County	<input type="checkbox"/>				

**<NEXT>**

***Library Trustees will continue to Question #56  
Staff respondents will skip to Question #63***

## FOR LIBRARY TRUSTEES ONLY

From your perspective as a member of the Board of Trustees, please rate the Library's:

		Excellent	Satisfactory	Needs Improvement	Don't Know
56	Level of community engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57	Contributions to economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58	Contributions to workforce development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59	Quality and effectiveness of internal communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60	Workflow efficiencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61	Marketing effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62	Professional development program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**<NEXT>**

## **REGARDING THE FUTURE OF THE LIBRARY**

63. Please share any other ideas you have for ensuring the future success of the Fairfax County Public Library.

**<SUBMIT>**

Thank you for participating in our survey!  
You may close your browser window now.



**Fairfax County Public Library  
Community Survey and Outreach Project**

**Telephone Survey and  
Online Survey of Community Residents**

**Executive Summary  
September 5, 2016**



**CIVIC**Technologies

## **BACKGROUND**

As a key component of the Fairfax County Public Library (FCPL) Community Survey and Outreach Project, The Ivy Group, in collaboration with CIVICTechnologies, planned and launched a telephone survey of randomly selected residents of Fairfax County and the City of Fairfax in May, 2016. The goal of the study is to provide the Library with a precise and statistically-reliable understanding of the needs and preferences of both current and potential customers as they relate to public library use in Fairfax. Study findings will enable Trustees and the senior management team to develop, with confidence, future priorities for Library program and service delivery.

## **RESEARCH OBJECTIVES**

Specific objectives of the telephone survey are to:

- Determine use patterns;
- Identify barriers preventing use of public library services;
- Measure how satisfied current users of the Library are with specific service attributes;
- Identify programs and services residents would like to have expanded or enhanced;
- Measure the level of interest in potential new service offerings; and
- Learn how community residents prefer to receive Library communications.

## **RESEARCH METHODOLOGY**

The consulting team developed a custom 12-minute questionnaire for FCPL's telephone survey with input provided by the Library on topic areas to be covered. The questionnaire included three questions that would be posed to a respondent based on the frequency at which he/she indicates using the services of the Library.

With a goal of 1,100 completed interviews (yielding a margin of error of +/- 3% at the 95% confidence level for the estimated 1,012,409 residents of Fairfax County and the City of Fairfax who are 18+ years old, but not for individual market segments), a total of 32,000 randomly selected telephone numbers (18,000 residential landline and 14,000 cell) were purchased from a commercial list broker.

Calls were conducted during the day, at night, and on weekends by professional interviewers experienced in conducting public library studies. Fairfax County Public Library was identified as the sponsor of the research project both by Caller ID and by the researchers. The survey was offered to respondents in either English or Spanish.

To qualify for participation in the study, respondents had to be at least 18 years of age and reside in either Fairfax County or the City of Fairfax.

Over five weeks, a total of 1,109 telephone interviews were completed—809 on residential landlines and 300 on cell phones. All 1,109 respondents opted to participate in English. 16% of all respondents were of Hispanic ethnicity, mirroring the demographic for Fairfax as a whole.

**FINAL CALL DISPOSITIONS**  
**Calls Conducted May 12, 2016 – June 18, 2016**

	<b>Count</b>
No answer	8,416
Phone busy	2,373
Disconnected phone	1,828
Business/Government phone	389
Respondent not available	1,397
Initial refusal	1,642
Computer tone	202
Language problems	388
Schedule callback	484
Call substitute phone number	14
Answering machine	16,952
Unable to complete call	308
Number changed	26
Blocked call	272
Duplicate number	4
Add to study do not call list	374
Break off in mid-interview	46
DNQ-Already completed online	93
DNQ-Non Resident	629
DNQ-Age	213
Over Quota	5
Completed Interviews	1,109
Average length of interview	12:39

## DEFINITIONS

- For purposes of this research, a “**library user**” is defined as someone who has used the services of the Fairfax County Public Library—either in person, online, or by phone—**three times or more** in the past 12 months.
- A “**non-user**” is defined as an individual who has used FCPL **two or fewer times** in the past 12 months. In the context of the research questions being asked, someone who has used FCPL only once or twice in a year is typically no more knowledgeable about the depth or breadth of library resources or customer service than is an individual who has not used the Library at all.

## ACCOMPANYING ONLINE SURVEY OF FAIRFAX RESIDENTS

To foster greater awareness of the outreach project and provide the means for all residents of the County and City of Fairfax to have a voice in the process, The Ivy Group also programmed an online version of the telephone survey—a link to which was made available on the Library’s website. The Library actively promoted the survey via email to its cardholders.

It is important to emphasize that the data obtained through the online survey is not statistically reliable and should not be given the same “weight” as that obtained via the telephone survey. Rather than being randomly sampled, individuals self-elected to participate, resulting in a respondent base that is not statistically representative of the community as whole. Also, with online research, it is impossible to determine whether or not a respondent is truly qualified to participate (i.e., both a resident of Fairfax and 18+ years of age) and ensure that no one submits more than one completed survey.

In total, 18,172 residents of Fairfax County and City of Fairfax completed an online survey submission: 99% self-identify as cardholders, and 90% report having used FCPL at least three times in the past 12 months.

**Note: Quantitative data from the online survey of Fairfax residents is included in this report *for comparative purposes only*. The consulting team’s analysis pertains only to that data obtained via the telephone survey.**

## TELEPHONE RESEARCH HIGHLIGHTS

A total of 1,109 residents of Fairfax participated in the Library's telephone survey.

- 39% of respondents are male and 61% are female.
- 78% of respondents have a FCPL card.
- 30% of respondents live in a household in which a language other than English is spoken.
- 64% of respondents vote in every local election.
- 39% of respondents have used public library services two or fewer times in the past twelve months. For purposes of this research, these respondents are classified as "non-users" of library services.
- The primary reasons that these respondents give for not using the Library are that they use the Internet to get information (28%); they do not have the time to use the Library (20%); or they have other places to get reading materials (10%).
- 61% of respondents have used the services of the Fairfax County Public Library three times or more in the past twelve months. For purposes of this research, these respondents are classified as "users" of library services.
- Among library users, 49% indicate that they have used FCPL more than 12 times in the past year. From that group, 58% are considered "power patrons", having used FCPL more than 25 times in the past year, including two who say they do not have a library card.
- Reston, Kings Park, Centreville, City of Fairfax, Chantilly, and George Mason are cited by a combined 45% of users as the locations they use most frequently.
- Library users report that they are most satisfied with staff courtesy and customer service, self-checkout stations, and parking.
- Satisfaction with the Library's Wi-Fi, number of computers, wait time for reserved items, and website rank the lowest of eight items surveyed. A significant percentage of users indicate they do not know enough about the respective services to be able to express an opinion.
- Respondents believe that children, individuals with special needs, and older adults are FCPL's top service priorities. Among eight market segments rated, business owners and job seekers rank the least important.

- Resources and services deemed most important for the Library to expand or enhance are children’s programs, books and materials; reference materials and services; adult literacy programs; and services for English language learners. Respondents consider DVDs and CDs, and help applying for unemployment, social security, and health insurance to be the least important of 14 items surveyed.
- When asked about potential new service offerings, respondents express the greatest interest in off-site book drop/pick up, more self-service options, laptops or tablets available on loan, and live chat with a member of Library staff.
- By far, respondents rank Email as the best way for the Library to communicate with them about its programs and services. Website ranks a distant second.
- 82% of users report that they are extremely satisfied with the Library overall.
- 57% of respondents (63% of library users) completely agree with the statement, “Fairfax County Public Library does all it can to offer the services and resources that residents need.”
- 71% of respondents (78% of library users) completely agree with the statement, “The Library provides good value for the tax dollars invested.”

## ANALYSIS OF TELEPHONE SURVEY FINDINGS

*Reminder: Data from the online survey of Fairfax residents is not statistically reliable and is referenced in this report for comparative purposes only. Data analysis and commentary pertains only to the results of the telephone survey.*

### Gender of survey respondents (noted, but not asked)

61% of telephone survey respondents are female and 39% are male. This finding is similar to that from other public library surveys in which females were more likely to be the library user in the household and therefore more willing to take part in a survey about libraries.

### QUESTION 12\*

#### Percentage of respondents who reside in a household where a language other than English is spoken

	Telephone Survey <i>All respondents</i>	Telephone Survey <i>Users only</i>	Online Survey <i>All respondents</i>
Yes	30%	28%	21%
No	69%	71%	79%

\* Question 12 is reported out-of-numeric order in order to introduce the base findings before they are referenced in cross-tabulations throughout this report.

### QUESTION 2

#### Percentage of respondents who have a Fairfax County Public Library card

78% of telephone survey respondents are registered cardholders [cf. 99% of online respondents].

Women (82%) are slightly more likely than men (72%) to have a library card, as are library users (95%) compared to non-users (52%).

Respondents ages 41 and older are most likely to have a library card, as are individuals who reside in a household where English is the only language spoken.

### QUESTION 3

#### Use of public library services in the past 12 months

39% of telephone survey respondents have used FCPL services two or fewer times in the past 12 months [cf. 10% of online respondents] and for purposes of this study are classified as “non-users”.

Over one-quarter of all cardholders are not using the Library.

43% of respondents from multi-lingual households do not use the Library, as compared to 37% of respondents of those who speak English exclusively at home.

61% of telephone respondents [cf. 90% of online survey respondents] are deemed “library users”, having used FCPL three times or more in the past 12 months. Their frequency of use is as follows:

	Telephone Survey	Online Survey
3-6 times	26%	16%
7-12 times	24%	20%
13-25 times	21%	22%
26+ times	29%	31%

#### QUESTION 4

##### Primary reason for not using FCPL, or not using FCPL more frequently

*Note: Question 4 was posed only to library non-users (individuals who have used library services two or fewer times in the past 12 months.)*

	Telephone Survey	Online Survey
I use the Internet to get information.	28%	19%
I don't have time.	20%	22%
I have other places to get books, DVDs, etc.	10%	16%
I don't read a lot.	4%	8%
The Library is too far away.	2%	2%
I don't have a way to get to the Library.	2%	2%
I use the services of other libraries.	2%	3%
The Library doesn't have what I need.	2%	7%
Don't know	2%	----
The Library's hours are not convenient for me.	1%	4%
I am unfamiliar with what the Library offers.	1%	3%
Library technology is out of date/inadequate.	1%	2%
I don't have a library card.	1%	1%
I owe a fine or fees.	<1%	1%
The Library is crowded and noisy.	<1%	1%
The staff is unfriendly/unpleasant.	<1%	<1%
Parking is a problem.	<1%	<1%
Other	23%	10%

With one exception, there is no statistically significant difference in the responses of individuals who reside in multi-lingual vs. English-only households: lack of time is a more prevalent barrier to library use among respondents from multi-lingual households (13%) than among English-only speakers (5%).

**QUESTION 5**  
**Branch used most frequently**

*Note: Question 5 was posed only to library users (individuals who have used library services three times or more in the past 12 months.)*

	Telephone Survey <i>Users only</i>	Online Survey <i>Users only</i>
Reston	10%	11%
Kings Park	9%	6%
Centreville	7%	5%
City of Fairfax	7%	7%
Chantilly	7%	7%
George Mason	6%	5%
Sherwood	6%	4%
Dolley Madison	5%	4%
Burke Centre	5%	4%
Patrick Henry	5%	5%
Pohick	5%	6%
Oakton	4%	4%
Richard Byrd	4%	3%
John Marshall	3%	2%
Kingstowne	3%	3%
Tysons-Pimmit	3%	4%
Thomas Jefferson	3%	3%
Lorton	2%	1%
Don't Know/Refused	2%	----
Online	2%	9%
Herndon Fortnightly	2%	2%
Martha Washington	1%	2%
Great Falls	1%	2%
Woodrow Wilson	1%	1%
Access Services Center	<1%	<1%

## QUESTION 6

### Resources and services with which users are “Extremely Satisfied”

*Note: Question 6 was posed only to library users (individuals who have used library services three times or more in the past 12 months.)*

	Telephone Survey <i>Users only</i>	Online Survey <i>Users only</i>
Staff courtesy and customer service provision	91%	81%
Overall satisfaction with the Library	82%	72%
Self-checkout stations	76%	81%
Parking	76%	73%
Hours	56%	45%
Library website	46%	53%
Wait time for reserved items	42%	42%
Number of computers	33%	36%
Library Wi-Fi	26%	36%

As compared with their multi-lingual counterparts, respondents who reside in households where only English is spoken express a higher level of satisfaction with:

- Staff courtesy and customer service provision;
- Wait time for reserved items;
- Parking;
- FCPL’s website; and
- FCPL overall.

Respondents from multi-lingual households report greater satisfaction with FCPL’s Wi-Fi.

The data reveals no significant difference between the two groups with respect to satisfaction with Library business hours, number of computers, and self-checkout stations.

A significant percentage of users—higher among respondents from English-only households—do not know enough to be able to express an opinion about the following:

	Telephone Survey <i>Users only</i>	Online Survey <i>Users only</i>
Library Wi-Fi	57%	50%
Number of computers	45%	42%
Library website	20%	7%
Wait time for reserved items	16%	12%

## QUESTION 7

### Market segments rated “Extremely Important” for FCPL to focus on serving

	Telephone Survey <i>All respondents</i>	Telephone Survey <i>Users only</i>	Online Survey <i>All respondents</i>
Children ages 9 – 12	85%	87%	86%
Children preschool to age 8	83%	86%	86%
Individuals with special needs	75%	78%	67%
Older adults	71%	79%	76%
Teens	70%	75%	78%
English language learners	69%	69%	62%
Job seekers	54%	56%	51%
Business owners	22%	24%	26%

As shown in the chart below, respondents from English-only households deem only *Older adults* a higher priority than do Fairfax residents who speak a language other than English at home.

The two population groups are virtually aligned regarding the priority they believe the Library should give to *Individuals with special needs*.

Respondents from multi-lingual households deem all other market segments as higher priorities for the Library than do their multi-lingual neighbors.

Market segments appear in descending order of the degree of difference between population groups:

	Telephone Survey <i>Multi-lingual respondents</i>	Telephone Survey <i>English-only respondents</i>
English language learners	76%	66%
Teens	76%	67%
Business owners	27%	20%
Children ages 9 to 12	89%	84%
Job seekers	57%	52%
Children preschool to age 8	86%	82%
Individuals with special needs	77%	75%
Older adults	68%	72%

## QUESTION 8

### Resources and services rated “Extremely Important” for the Library to expand/enhance

	Telephone Survey <i>All respondents</i>	Telephone Survey <i>Users only</i>	Online Survey <i>All respondents</i>
Children’s programs	83%	83%	75%
Children’s books & materials	81%	81%	77%
Reference materials & services	66%	68%	62%
Adult literacy programs	63%	64%	54%
Services for English learners	62%	61%	48%
Downloadable materials	57%	60%	64%
Non-fiction	54%	60%	64%
Comfortable meeting and study spaces	53%	53%	52%
Homework help	51%	48%	38%
Computer & tech training	50%	45%	39%
Author talks & book groups	50%	50%	35%
Fiction & bestsellers	49%	54%	65%
Help applying for government services such as social security, unemployment, and health insurance	44%	41%	34%
DVDs and CDs	25%	25%	29%

As shown in the chart on the following page, respondents from multi-lingual households convey a stronger sense of the importance of expanding 11 of the 14 offerings polled than do respondents who speak only English at home.

Respondents from English-only households deem only *Fiction and bestsellers* more important to expand than do their multi-lingual neighbors.

The two population groups are virtually aligned with respect to *Adult literacy programs* and *Non-fiction*.

Items below appear in descending order of the degree of difference between population groups:

*QUESTION 8, continued*

*Resources and services rated “Extremely Important” for the Library to expand/enhance*

	Telephone Survey <i>Multi-lingual respondents</i>	Telephone Survey <i>English-only respondents</i>
Homework help	64%	45%
Computer and tech training	61%	45%
Services for English learners	72%	58%
Help applying for government services	52%	40%
Comfortable meeting and study spaces	60%	50%
Author talks & book groups	57%	47%
Downloadable materials	61%	55%
Children’s books & materials	85%	79%
DVDs & CDs	29%	24%
Children’s programs	86%	81%
Reference materials & services	69%	65%
Adult literacy programs	63%	63%
Non-fiction	53%	54%
Fiction & bestsellers	44%	52%

## QUESTION 9

### Potential technology offerings in which respondents are “Extremely Interested”

	Telephone Survey <i>All respondents</i>	Telephone Survey <i>Users only</i>	Online Survey <i>All respondents</i>
Off-site book drop off/pick up	33%	30%	26%
More self-service options	28%	27%	23%
Laptops, tablets available on loan	27%	23%	14%
Live chat for customer questions	26%	22%	16%
Playaway for children	22%	19%	17%
24-hour book vending machines	21%	20%	22%
Makerspaces	17%	15%	14%
Hoopla/ downloadable video	16%	16%	16%
Freegal/ downloadable music	15%	16%	17%

In contrast to respondents who speak English exclusively, multi-lingual respondents convey stronger interest in all of the nine potential offerings surveyed. Items on the following page appear in descending order of the degree of difference between population groups:

*QUESTION 9, continued*

*Potential technology offerings in which respondents are “Extremely Interested”*

	Telephone Survey <i>Multi-lingual respondents</i>	Telephone Survey <i>English-only respondents</i>
More self-service options	40%	22%
Playaway for children	34%	17%
Laptops, tablets available on loan	39%	22%
24-hour book vending machines	32%	16%
Off-site book drop off/pick up	45%	28%
Makerspaces	28%	13%
Live chat for customer questions	34%	22%
Hoopla/ downloadable video	24%	13%
Freegal/ downloadable music	19%	14%

## QUESTION 10

### Preferred means of receiving information from the Library

	Telephone Survey <i>All respondents</i>	Telephone Survey <i>Users only</i>	Online Survey <i>All respondents</i>
Email	66%	73%	52%
Website	12%	10%	16%
Flyers/signage in the Library	4%	5%	3%
E-newsletter	3%	3%	22%
Social media	1%	1%	3%
Calendar of events	1%	<1%	4%
County Cable Channel 16	<1%	----	<1%
Radio/PSAs	<1%	<1%	<1%
Other	11%	7%	1%
Don't know	3%	1%	----

The only distinction of significance between multi-lingual and English-only respondents pertains to their preferences for information via *Email* or *Website*.

	Telephone Survey <i>Multi-lingual respondents</i>	Telephone Survey <i>English only respondents</i>
Email	72%	63%
Website	8%	13%

## QUESTION 11

Percentage of respondents indicating *complete agreement* with the following statements:

	Telephone Survey <i>All respondents</i>	Telephone Survey <i>Users only</i>	Online Survey <i>All respondents</i>
a) FCPL does all it can to offer services and resources that residents need.	57%	63%	60%

Even library users—those most familiar with Library operations and offerings—seem to contend that FCPL is not doing all it can to meet resident needs.

Individuals from multi-lingual households give the Library higher marks (62%) than do individuals who speak only English at home (55%).

	Telephone Survey <i>All respondents</i>	Telephone Survey <i>Users only</i>	Online Survey <i>All respondents</i>
b) The Library provides good value for the tax dollars invested.	71%	78%	78%

Library use drives a respondent's sense of perceived value.

Data reveals little difference in the opinions of respondents who speak only English at home (72%) and those from multi-lingual households (69%).

### QUESTION 13

#### Age distribution of survey participants

	Telephone Survey <i>All respondents</i>	Telephone Survey <i>Users only</i>	Online Survey <i>All respondents</i>
18-25	4%	4%	4%
26-40	15%	14%	20%
41-60	40%	42%	40%
61 and up	40%	39%	33%
Prefer not to answer	1%	1%	3%

### QUESTION 14

#### Frequency of voting in local elections

	Telephone Survey <i>All respondents</i>	Telephone Survey <i>Users only</i>	Online Survey <i>All respondents</i>
Every election	64%	68%	61%
Most elections	21%	20%	26%
Rarely	6%	5%	4%
Never	8%	6%	3%
Prefer not to answer	2%	2%	6%

Library users and individuals who reside in households where only English is spoken are more likely to vote than their counterparts:

- 68% of library users report voting in every local election, as compared to 58% of non-users.
- 71% of respondents who speak only English at home vote in every election, compared to 48% of those who reside in multi-lingual households.

## **QUESTION 15**

### **Additional comments regarding the Fairfax County Public Library**

516 telephone survey respondents (47%) took advantage of the opportunity to offer additional comments or feedback about the Library. These comments, recorded *verbatim* by the interviewer and categorized into topic areas, appear in APPENDIX A to this report.

8,215 individuals who participated in the online survey (45%) provided anecdotal feedback. These comments appear *verbatim* as keyed by the respondents in APPENDIX B to this report. Given length, these comments have not been categorized and are presented in the order of survey submission.

## FAIRFAX COUNTY PUBLIC LIBRARY TELEPHONE SURVEY

INTERVIEWER: \_\_\_\_\_

DATE: \_\_\_\_\_ TIME: \_\_\_\_\_

Hello. I'm \_\_\_\_\_, calling on behalf of the Fairfax County Public Library to learn what the Library's priorities should be in the future. This interview will take about 10 minutes, and the information you provide will remain confidential.

1. Are you 18 years of age or older?

Yes	1	CONTINUE
No	2	TERMINATE

1a. Are you a resident of Fairfax County or the City of Fairfax?

Yes	1	CONTINUE
No	2	TERMINATE
Don't Know	3	TERMINATE

2. Do you have a current card for the Fairfax County Public Library?

Yes	1	CONTINUE
No	2	CONTINUE
Don't Know	3	CONTINUE

3. In the last 12 months, approximately how many times have you used the services of the Fairfax County Public Library? Please include visits to a branch of the Library as well as your accessing Library information online or calling the Library with questions. *(DO NOT READ LIST. ENTER ACTUAL NUMBER AND CIRCLE CODE BELOW.)*

\_\_\_\_\_#/Times

0	1	CONTINUE TO Q4
1 – 2	2	CONTINUE TO Q4
3 – 6	3	SKIP TO QUESTION 5
7 – 12	4	SKIP TO QUESTION 5
13 – 25	5	SKIP TO QUESTION 5
26+	6	SKIP TO QUESTION 5

## FAIRFAX COUNTY PUBLIC LIBRARY TELEPHONE SURVEY

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4. What is the primary reason you do not use the Library, or do not use it more frequently? *(DO NOT READ LIST. ACCEPT ONE ANSWER.)*

I don't have a way to get to the Library.	1
The Library is too far away.	2
Parking is a problem.	3
I don't have a library card.	4
I don't read a lot.	5
I don't have time.	6
It hasn't occurred to me to go there / I am unfamiliar with what the Library offers.	7
I have other places to get books, DVDs, etc.	8
I use the services of other libraries.	9
I use the Internet to get information.	10
The Library's hours are not convenient for me.	11
The Library does not have what I need.	12
Library technology is out of date/inadequate.	13
The Library is crowded and noisy.	14
I owe money for fines or lost books.	15
The staff is unfriendly/unpleasant	16
Other	17

**SKIP TO QUESTION 7**

## FAIRFAX COUNTY PUBLIC LIBRARY TELEPHONE SURVEY

5. Which branch of the Library do you use most frequently? (*DO NOT READ LIST.*)

Access Services Center <i>Government Center Parkway, Fairfax</i>	1
Burke Centre <i>Freds Oak Road, Burke</i>	2
Centreville <i>St. Germain Drive, Centreville</i>	3
Chantilly <i>Stringfellow Road, Chantilly</i>	4
City of Fairfax <b>(INCLUDES THE VIRGINIA ROOM)</b> <i>North Street, Fairfax</i>	5
Dolley Madison <i>Oak Ridge Avenue, McLean</i>	6
George Mason <i>Little River Turnpike, Annandale</i>	7
Great Falls <i>Georgetown Pike, Great Falls</i>	8
Herndon Fortnightly <i>Center Street, Herndon</i>	9
John Marshall <i>Rose Hill Drive, Alexandria</i>	10
Kings Park <i>Burke Lake Road, Burke</i>	11
Kingstowne <i>Landsdowne Centre, Alexandria</i>	12
Lorton <i>Richmond Highway, Lorton</i>	13
Martha Washington <i>Fort Hunt Road, Alexandria</i>	14
Oakton <i>Lynnhaven Place, Oakton</i>	15
Patrick Henry <i>Maple Avenue, Vienna</i>	16
Pohick <i>Sydenstricker Road, Burke</i>	17
Reston <i>Bowman Towne Drive, Reston</i>	18
Richard Byrd <i>Commerce Street, Springfield</i>	19
Sherwood <i>Sherwood Hall Lane, Alexandria</i>	20
Thomas Jefferson <i>Arlington Boulevard, Falls Church</i>	21
Tysons-Pimmit <i>Leesburg Pike, Falls Church</i>	22
Woodrow Wilson <i>Knollwood Drive, Falls Church</i>	23
Online <i>www.fairfaxcounty.gov/library</i>	24

## FAIRFAX COUNTY PUBLIC LIBRARY TELEPHONE SURVEY

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6. Using a rating scale of Extremely Satisfied, Somewhat Satisfied, and Not at All Satisfied, please indicate your level of satisfaction with the following aspects of the Library. (*READ LIST.*)

	Extremely	Somewhat	Not At All	
Staff courtesy and customer service provision	1	2	3	DK
Hours	1	2	3	DK
Number of computers	1	2	3	DK
Library Wi-Fi	1	2	3	DK
Self-checkout stations	1	2	3	DK
Wait time for reserved items	1	2	3	DK
Parking	1	2	3	DK
Library website	1	2	3	DK
Overall satisfaction with the Library	1	2	3	DK

7. Using a rating scale of Extremely Important, Somewhat Important, and Not at All Important, how important do you believe it is for the Library to focus on serving the following? (*READ LIST.*)

	Extremely	Somewhat	Not At All	
Children preschool to age 8	1	2	3	DK
Children ages 9 – 12	1	2	3	DK
Teens	1	2	3	DK
Older adults	1	2	3	DK
English language learners	1	2	3	DK
Business owners	1	2	3	DK
Job seekers	1	2	3	DK
Individuals with special needs	1	2	3	DK

## FAIRFAX COUNTY PUBLIC LIBRARY TELEPHONE SURVEY

8. The Library wants to offer the resources and services that residents value. Using a rating scale of Extremely Important, Somewhat Important, and Not at All Important, how important do you believe it is for the Library to expand or enhance the following? (*READ LIST.*)

	Extremely	Somewhat	Not At All	
Fiction and bestsellers	1	2	3	DK
Non-fiction, such as biographies or books on hobbies	1	2	3	DK
Downloadable materials such as eBooks and eAudiobooks	1	2	3	DK
DVDs and CDs	1	2	3	DK
Reference materials and services	1	2	3	DK
Children's books and materials	1	2	3	DK
Children's programs such as summer reading and early literacy for preschoolers	1	2	3	DK
Homework help	1	2	3	DK
Computer and tech training	1	2	3	DK
Adult literacy programs	1	2	3	DK
Services for English language learners	1	2	3	DK
Educational programs such as author talks and book groups	1	2	3	DK
Help applying for unemployment, social security, health insurance, etc.	1	2	3	DK
Comfortable meeting and study spaces	1	2	3	DK

9. The Library is considering offering additional technology. Using a rating scale of Extremely Interested, Somewhat Interested, and Not at All Interested, how interested would you be in having the Library offer the following? (*READ LIST.*)

	Extremely	Somewhat	Not At All	
Playaway for children	1	2	3	DK
Freegal/downloadable music	1	2	3	DK
Hoopla/downloadable video	1	2	3	DK
Off-site book drop and pick up	1	2	3	DK
24-hour book vending machines	1	2	3	DK
Laptops, tablets available on loan	1	2	3	DK
Live chat for customer questions	1	2	3	DK
Makerspaces with hardware and software	1	2	3	DK
More self-service options	1	2	3	DK

## FAIRFAX COUNTY PUBLIC LIBRARY TELEPHONE SURVEY

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10. What is the best way for the Library to communicate with you about its programs and services? *(DO NOT READ LIST. ACCEPT ONE ANSWER.)*

E-Newsletter	1
Flyers and signage in the Library	2
County Cable Channel 16	3
Radio/public service announcements	4
Email	5
Website	6
Social media	7
Calendar of events	8
Other	9

11. Using a rating scale of Completely Agree, Somewhat Agree, and Completely Disagree, please indicate the extent to which you agree with the following statements:

a. "Fairfax County Public Library does all it can to offer services and resources that residents need."

Completely Agree	Somewhat Agree	Completely Disagree
------------------	----------------	---------------------

b. "The Library provides good value for the tax dollars invested."

Completely Agree	Somewhat Agree	Completely Disagree
------------------	----------------	---------------------

12. Is there a language other than English spoken in your household?

Yes	1
No	2

13. In which of the following age categories do you belong: *(READ)*

18 to 25	1
26-40	2
41-60	3
61 and up	4
N/A	6

**FAIRFAX COUNTY PUBLIC LIBRARY TELEPHONE SURVEY**

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14. How often do you vote in local elections?

Every election	Most elections	Rarely	Never
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15. Thank you for participating in our study. What other comments, if any, would you like to share about the Fairfax County Public Library at this time? **(PROBE AND CLARIFY)**

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**END INTERVIEW.**

RECORD SEX OF RESPONDENT	
Male	1
Female	2

# Memorandum

August 4, 2016

To: Library Management Staff  
From: Doug Miller, SP&CRS  
Martha Sue Hess, SP&CRS  
Subject: Monthly Statistical Snapshot, July 2016

Attached is the monthly statistical snapshot for July 2016.

- Monday July 4, all libraries and offices were closed in observance of Independence Day.
- Circulation for FY2017 is 6% below FY2016 levels.
- Library visits for FY2017 are less than 1% above FY2016 levels.
- TY operating in temporary facility.
- PO closed for renovation.
- Libraries are part of Fairfax County's designated cooling centers. Residents may visit libraries and other county facilities for temporary respite from the heat.
- Several branches experienced power outages, phone problems, and computer issues during the month.

Please call Strategic Planning and Customer Research Services at 702-324-8322 if you have any questions.

## Monthly Statistical Snapshot July 2016

Site	Circulation	
	July	% Change Cumulative FY16 - FY17
OVD*	129,014	17%
RR	64,168	-6%
CH	64,124	0.04%
KP	55,469	31%
CE	48,941	-10%
FX	48,403	-2%
BC	46,332	74%
GM	42,050	-5%
DM	40,618	39%
PH	38,802	-0.4%
SH	31,301	-5%
RB	29,786	25%
OK	27,335	2%
KN	23,147	-2%
TJ	21,175	6%
HE	16,660	-8%
JM	14,787	-9%
MW	14,443	-11%
LO	12,486	-4%
GF	11,177	-2%
WW	7,770	-13%
TY	5,244	-85%
AS	2,338	13%
PO		
FCPL	1,123,762	-6%

Site	Door Count	
	July	% Change Cumulative FY16 - FY17
KP	45,332	98%
FX	44,972	* 6%
RR	37,823	-7%
CH	32,107	8%
CE	30,725	-7%
GM	30,465	26%
DM	27,266	55%
BC	25,595	59%
PH	23,309	* 11%
SH	23,030	* -11%
KN	20,818	31%
RB	19,739	* 16%
HE	15,834	-5%
WW	15,211	-3%
OK	14,352	* 4%
TJ	13,272	-6%
LO	11,193	* -9%
JM	9,992	-3%
MW	9,668	9%
GF	8,928	* 2%
TY	2,649	-88%
AS	707	-16%
PO		
FCPL	462,987	0.2%

\* Estimate

Note - Data from OverDrive was unavailable in time for the issuance of this report. Estimate provided.

# Monthly Statistical Snapshot

July 2016

	July		Year-to-date	
<b>Customers</b>				
Program Attendance *	17,150		17,150	
Database Usage *	526,823		526,823	
Collection:				
Check In / Check Out	664,099	667,307	664,099	664,099
In-house Use	99,664		99,664	
Transfers In / Out	6,281	6,281	6,281	6,281
Discards by Category:	14,031		14,031	
Damage	68%		68%	
Lease	5%		5%	
Inaccurate	8%		8%	
Low Demand/Overstock	13%		13%	
Magazines	6%		6%	
Phone Renewal	9,553		9,553	
<b>Community</b>				
Early Literacy Outreach Office:				
Number	85		85	
Attendance	1,542		1,542	
<b>Technology</b>				
Internet Sessions	116,351		116,351	
WiFi Usage:				
Client Count <sup>1</sup>	134,917		134,917	
Website:				
Visits	411,142		411,142	
Catalog Logins	1,055,196		1,055,196	
Remote Renewals	327,441		327,441	

\* Estimate, data unavailable in time for issuing this report.

<sup>1</sup> County DIT experienced a server error during July that resulted in the loss of approximately six days of WiFi usage data (Tue Jul 19 - Sun Jul 24).

# Memorandum

September 6, 2016

To: Library Management Staff

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

Subject: Monthly Statistical Snapshot, August 2016

Attached is the monthly statistical snapshot for August 2016.

- Saturday August 13 – BC closed early due to excessive heat in the building.
- Circulation for FY2017 is 5% below FY2016 levels.
- Library visits for FY2017 are less than 1% above FY2016 levels.
- TY operating in temporary facility.
- PO closed for renovation.
- Libraries are part of Fairfax County's designated cooling centers. Residents may visit libraries and other county facilities for temporary respite from the heat.
- Several branches experienced power outages, phone problems, and computer issues during the month.

Please call Strategic Planning and Customer Research Services at 702-324-8322 if you have any questions.

## Monthly Statistical Snapshot August 2016

Site	Circulation	
	August	% Change Cumulative FY16 - FY17
OVD	128,663	16%
RR	60,125	-6%
CH	58,195	-2%
KP	52,873	34%
FX	46,066	-2%
CE	45,276	-8%
BC	43,290	71%
GM	39,789	-6%
PH	38,624	5%
DM	38,451	38%
SH	30,104	-3%
RB	28,690	27%
OK	27,317	1%
KN	20,914	-1%
TJ	20,864	8%
HE	16,311	-3%
MW	14,511	-7%
JM	14,137	-7%
LO	11,643	-5%
GF	10,819	-4%
WW	7,616	-10%
TY	5,054	-85%
AS	2,203	12%
PO		
FCPL	1,115,247	-5%

Site	Door Count	
	August	% Change Cumulative FY16 - FY17
FX	46,403	* 6%
KP	45,840	* 87%
RR	38,806	-7%
CE	30,859	* -7%
CH	30,668	* 4%
GM	30,610	25%
DM	29,029	63%
BC	25,497	* 54%
SH	23,748	* -7%
PH	21,574	10%
HE	18,817	11%
RB	17,500	* 8%
KN	15,981	18%
OK	14,935	6%
TJ	14,069	-4%
WW	14,035	-1%
LO	11,876	* -5%
JM	10,356	0%
MW	9,543	10%
GF	8,226	1%
TY	3,327	-87%
AS	800	-7%
PO		
FCPL	462,499	0.4%

\* Door Count is an estimate

## Monthly Statistical Snapshot August 2016

	August		Year-to-date	
<b>Customers</b>				
Program Attendance *	17,847		34,997	
Database Usage *	427,098		953,921	
Collection:				
Check In / Check Out	712,355	633,601	1,376,454	1,300,908
In-house Use	93,909		193,573	
Transfers In / Out	9,688	9,688	15,969	15,969
Discards by Category:	21,388		35,419	
Damage	67%		68%	
Lease	3%		4%	
Inaccurate	13%		11%	
Low Demand	12%		12%	
Magazines	5%		5%	
Phone Renewal	10,737		20,290	
<b>Community</b>				
Early Literacy Outreach Office:				
Number	76		161	
Attendance	1,378		2,920	
<b>Technology</b>				
Internet Sessions	126,795		243,146	
WiFi Usage:				
Client Count	190,202		325,119	
Website:				
Visits	410,470		821,612	
Catalog Logins	1,099,546		2,154,742	
Remote Renewals	352,983		680,424	

\* Data unavailable in time for issuing this report. An estimate is provided for this statistic that will be updated as soon as the data becomes available.

# Incident Report

## July 2016

Branch	Type of Incident	Number of Incidents	Brief Description
CE	Theft of Personal Property *	1	Customer reported her wallet stolen from her unattended purse.
CH	Theft of Personal Property *	1	Teen reported her bicycle stolen from the rack in front of branch.
FX	Trespassing *	1	Police came and issued banning letter.
	Vandalism	1	Large amounts of glass on women's restroom floor.
GM	Mental Illness *	1	Customer screaming & banging head against wall in restroom.
RR	Customer in Distress *	2	Customer w/medical issue transported to hospital; Customer had a seizure and was transported to hospital.
	Stalking	2	Customer making staff member uncomfortable by his behavior; Customer making ESL student uncomfortable;
	Pyysically Threatening Behavior	1	Customer screaming at landscapers clearing overgrowth.
	Vandalism *	1	Trees trimmed and debris left behind.
	Verbal Abuse	1	Customer and former LBoT member became verbally abusive.
	Police Activity *	1	Customer asked for ID for future banning letter.
SH	Disruptive Behavior *	1	Customer shouting on cell phone and at customers entering library.
	Disruptive Behavior	1	Customer speaking little English was confused and disruptive.
DM	Building Emergency *	1	Front door could not be locked.
HE	Staff Member in Distress *	1	Staff member experiencing medical issue.
KP	Parking Lot	1	Fender Bender
KN	Building Emergency *	4	Leak discovered in delivery area; Another leak found in quiet study room; Water from condensation drain in loading dock running toward staff entrance; Leak coming from ceiling in quiet study room.
	Parking Lot	1	Fender bender.
OK	Customer Injured	1	Young boy hit his head while standing on lip of the circ desk.
RB	Building Emergency *	2	Door not locking for after hours group; Bugs discovered infesting a chair.
	Customer Injured	1	Child injured by automatic door at entrance.
TJ	Theft of Library Materials	1	Five empty DVD cases found.
	Vandalism *	1	Anti govt/police graffiti on brick face of dumpster surround.
	Parking Lot *	1	Hit and run fender bender.
WW	Disruptive Beahvior *	3	Three young boys being disruptive at entrance to library; Two boys being disruptive; Two boys being disruptive;
	Police Activity	1	Customer called police about suspected bank robber in branch.
	Trespassing *	1	Police came and issued banning letter.

**Total Incidents July 2016**

**35**

\* Police, Fire Department, or FMD notified

# Incident Report

## August 2016

Branch	Type of Incident	Number of Incidents	Brief Description
CE	Parking Lot	1	Day laborer refused to vacate staff parking space to allow staff to park.
	Customer Injured	1	Child ran into the circulation desk.
	Police Activity *	1	Arrest of person drinking alcohol on library grounds.
	Camping	1	Person camping behind the dumpster.
FX	Verbal Abuse *	1	Customer threatened by another customer.
	Vandalism	1	Graffiti in the parking garage.
RR	Police Activity	1	Officer entered the library following up on tip from customer.
	Destruction of Library Materials	1	Children ripping up the newspapers while parents sat watching.
	Vandalism	1	Human excrement behind the book statue.
	Solicitation *	2	Aggressive panhandling; Panhandling again.
	Customer in Distress *	1	Customer feeling ill called 911.
SH	Customer in Distress	1	Customer feeling ill asked for 911 assistance.
	Parking Lot	1	Fender Bender.
BC	Sexual Misconduct	1	Volunteer uncomfortable with comments from special needs customer.
	Verbal Abuse	1	Customer complained of abuse from another customer.
	Parking Lot	1	Fender bender.
DM	Trespassing	1	Members of after hours group crawling under security gate.
	Parking Lot	1	Abandoned bike.
	Customer Injured	1	Elderly customer w/cane fell.
GF	Vandalism	1	Exterior branch hours sign had holes kicked in on both sides.
HE	Loitering	1	Individual making customers and staff uncomfortable.
KN	Parking Lot	1	Fender bender.
OK	Customer in Distress *	1	Customer seeking assistance from domestic abuse.
RB	Building Emergency *	5	Front door failed to lock; Fire alarm went off; Fire alarm went off again; Fire alarm went off again; Branch Manager's key became stuck in the lock of the meeting room door.
	Verbal Abuse *	1	Customer unhappy about having to leave at closing time.
TJ	Customer in Distress	1	Customer was agitated seeking assistance in getting to the Merrifield CSB Crisis Response Center.
WW	Police Activity	1	Customer being served banning letter.
	Disruptive Behavior	1	Three boys yelling obscenities.

**Total Incidents August 2016**

**33**

\* Police, Fire Department, or FMD notified