LIBRARY BOARD OF TRUSTEES MEETING AGENDA

SPECIAL PRESENTATION: Star Volunteer Awards

I. PUBLIC COMMENT
   1. Deb Smith-Cohen, President, Fairfax County Public Library Employees’ Assoc.

II. MINUTES - March 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. Public Relations – Fran Millhouser
   E. Ad Hoc Policy Committee – Gary Russell

V. DIRECTOR’S REPORT
   A. LOBs Phase II-Consistent Hours
   B. National Library Week
   C. Proposed FY18 Federal Budget & Library Impacts

VI. CONSIDERATION ITEMS
   A. Update to Policy R Variable Circulation Dates
   B. Update to Policy F Organization of Library Facilities

VII. ACTION ITEMS

VIII. ROUNDTABLE

IX. INFORMATION ITEMS
   A. Monthly Statistical Snapshot, March 2017 (To be provided at the meeting)
   B. Incident Reports, March 2017 (To be provided at the meeting)
MINUTES
FAIRFAX COUNTY PUBLIC LIBRARY  
MINUTES OF THE BOARD OF TRUSTEES  
March, 8 2017

Vice Chair Michael Donovan called the meeting to order at 7:02 p.m.

I. Public Comment:  
A. Public Comment: Deb Smith-Cohen, President, Fairfax County Public Library Employees Association (attached)

II. Minutes:  
Mr. Jasper moved to approve the February minutes, and Mr. Ewing seconded it. The motion passed unanimously. Mr. Ewing moved to approve the minutes from the January 28 Board Retreat, and Mr. Jasper seconded it. The motion passed unanimously.

III. Presentation  
Brian Heffern, presented an overview of the Fairfax County FY 2018 Advertised Budget and a summary of the Library Budget. Packets of the PowerPoint presentation and the Library’s budget summary were provided. Trustee Ewing asked how much of the county budget is allocated to the library; the answer: the library represents 0.7% of the overall budget. Mr. Heffern noted that in the FY 2017 budget, there was a 1.5 million in carryover added to the library budget. A question was asked on whether there would be a carryover in FY 2018. The answer: was yes most likely. Mr. Ewing suggested the Board of Supervisors look into pension reform, moving from a defined contribution plan to a hybrid plan. He suggested that the Trustees should support this change for new employees. He provided a letter to the Trustees about pension reform. There was some discussion among the Library Board of Trustees and Mr. Donovan suggested Mr. Ewing draft a potential statement to bring forward to the Board for further consideration.

IV. Chair’s Report: No Report.

V. Committee Reports  
A. Library Foundation: Will Jasper – The deadline for submission for graduate and undergraduate scholarships for staff and volunteers is April 15. The Library Jubilee will be October 21, 2017. A reminder that the Maker Faire is March 19 at South Lakes High School. The Foundation will also be holding another Book Fair at the Fair Lakes Barnes and Noble on April 15.

B. Finance Committee: Miriam Smolen - The committee met and looked over the budget. They recommend adding back the public hearing for public input in to the next year’s budget cycle, as supported at the Board Retreat. A motion was made by Ms. Smolen to hold a budget hearing at the annual September meeting for public input. Mr. Ewing seconded the motion and it passed.

C. Ad Hoc MOU: Miriam Smolen – Ms. Smolen asked to add in a report from the ad hoc MOU Committee. Ms. Smolen and Library Director Hudson have been working with the County Attorney’s Office, moving forward on a draft MOU between the Board of Trustees and the Friends of the Library groups. The draft is based on making sure the Friend’s groups receive the resources and support their need, as well as providing for the needs of the County. The draft document is not done yet, but when it is there will be opportunity for input from various friends groups and the full Board.
D. **Ad Hoc Planning Committee**: Charles Fegan – No report.
E. **Public Relations Committee**: Fran Millhouser – No report.
F. **Ad Hoc Policy Committee**: Gary Russell – The committee met on March 3rd to discussion additional policies for review. There are three action items for tonight and there will be two consideration items in April.

VI. **DIRECTOR’S REPORT: Jessica Hudson**

A. A copy of the Citizen’s Guide to the Fairfax County FY 2018 Advertised Budget was handed out.
B. If you are unable to go to the Book Fair at the Fair Lakes Barnes and Noble on April 15 you can use an online code and the same percentage of proceeds will go to the Foundation.
C. The April Board meeting will start with the Volunteer awards, delegate Mark Sickles will be here.
D. Saturday March 11, the Friends Forum will be at the Oakton Library.
E. The John Marshall Library bid opening was March 7. The contractor will be announced in the next week.
F. The Board the Supervisors opened Room 11 on February 21. The BOS will meet in this 100 seat room and meetings will be televised and live streamed.
G. Many thanks to the Berkey family, who have sponsored an essay contest promoted by the Library for many years. The contest has ended but thanks to the Berkey’s original generous donation, the library will now provide an awards to an Access Services volunteer and employee of the year. Additionally, the volunteer will receive a cash prize.
H. The Board of Supervisors has requested the Library look at options to provide consistent public service hours as part of the Lines of Business Phase II project. Trustees received a handout, created by Administration, with four potential options. For the April Library Board of Trustees meeting, staff will provide firm cost figures for these options. A discussion on funding took place and it was brought up that any changes that are made should be funded in subsequent years.

VII. **CONSIDERATION ITEMS – None**

VIII. **ACTION ITEMS**

A. **Update to Policy P Regarding the Naming of Libraries**

Discussion on the wording of the change in policy was debated. The suggestion originally to update the policy was the addition of one word in #4 (underlined below) and the addition of an entirely new #5:

"4. The Library Board will consider naming a library area, such as a meeting room, for a corporation, group or an individual, living or deceased, who has made a significant contribution to the Fairfax County Public Library system or to an individual library. The Board may also approve the placement of a commemorative plaque in a library to honor significant contributions of Fairfax County citizens. The Board retains authority to rename a library area in the future at its discretion."
5. The Library Board may also consider naming a library fixture or piece of furniture, either inside the library or on library grounds, for a corporation, group or individual, living or deceased, who has made a significant contribution to the Fairfax County Public Library or to an individual library. After a period of ten years from the donation, the Library may continue to fund the maintenance of the fixture or furniture at its discretion.”

After the discussion, Ms. Smolen recommended the following change (underlined) to the last sentence of the new #5:

“After a period of ten years from the donation of a fixture or piece of furniture the Library may continue to fund the maintenance of the fixture or furniture at its discretion.”

A friendly motion was made by Mr. Ewing to accept the new wording, with Mr. Jasper seconded the motion. The motion passed. Mr. Ewing then made a motion to approve the changes to the policy, Ms. Smolen seconded the motion and it passed.

B. Deletion of Policy Q Regarding Cable Channel 44 Pre-recorded Programs

There was no discussion and Ms. Millhouser made a motion to delete Policy Q, Mr. Ewing seconded and the motion passed.

C. Update to Policy V Internet Use

There was no discussion, Mr. Jasper made a motion accept the new Policy V, Mr. Ewing seconded and the motion passed.

IX. ROUNDTABLE

Mr. Ewing - Nothing.

Mr. Jasper – Nothing.

Ms. Smolen – She is looking forward to going to the Friends Forum.

Ms. Millhouser - March 9 is the budget hearing in the Mason district.

Ms. Levy – She had a great time at the Dr. Seuss birthday celebration at the City of Fairfax Library and she had the opportunity to read stories at the all-day event.

Dr. Choi – He proposed having an Asian Poetry Night at the Centreville Library. Dr. Choi had the honor of reading his poetry at the Library of Congress in 2003. On October 26, 2017 there will be a poetry program at Centreville Regional library where he will read his poetry along with other poets reading in both Korean and English.
Ms. Millhouser – She asked for clarification about National Library Week. The Board will attend the Board of Supervisors Meeting on April 4 to recognize that April 9-15 is National Library Week. The Foundation is providing National Library Week shirts to staff and Trustee members.

Motion to adjourn by Mr. Ewing and seconded by Mr. Jasper.

Vice Chair Michael Donovan adjourned the meeting at 8:23 p.m.

Members Present
Yearn Hong Choi
Michael Donovan
Darren Ewing
Sheila Janega
Will Jasper
Suzanne Levy
Fran Millhouser
Gary Russell
Miriam Smolen

Members Absent
Priscille Dando
Karrie Delaney
Charles Fegan

Respectfully Submitted:

Jessica Hudson
Library Director

Approved:
Karrie Delaney, Chairman
FCPL, Board of Trustees
I had a really packed hour on the information desk the other day. A computer user was having trouble printing from Google Docs. A parent needed books on eclipses for a second grader. A student was doing a report on the Navajo code talkers of WWII. A civic group representative came in to pick up the key to use our meeting room after hours. And that was just what I did. My colleague at the desk was kept hopping too. Her questions included help finding tax assistance, registering someone for our 1:1 English conversation program, locating a multi-author children’s series, and instructing someone searching our catalog for historical novels set in a specific time period. Everyone waiting was eager but patient. It was the best kind of busy you can dream of.

On a quieter day, I was able to spend more time with someone looking for books on handling bereavement, someone doing research on Internet security issues, a preschooler looking for books about “cavemen,” and an avid mystery reader in need of a new detective. Each of these had a slower pace and required more fine-tuned listening. It was also a great way to be busy.

In each case, I felt the uncertainty that comes with facing questions you didn’t get in advance, but no sense of disorder or anxiety. Each person, staff or patron, was patient and present in the process.

My dream for staff and for our system as a whole is to continue to build a culture that sees uncertainty as opportunity, not as chaos or as frightening. Uncertainty can be the best kind of motivator and the best laboratory for creativity. And really, it’s just the way things are: permanence and certainty are illusions and yearning for them inevitably disappoints and creates unhappiness.

It takes work to build the resilience, operational and experiential agility, and mutual trust that enable us to function at our best in the midst of uncertainty. If you’ve ever had that kind of work experience, you will always remember it and yearn to reach it again.

When public movements face high odds but, undaunted by uncertainty, achieve small, substantive, and decisive progress toward their goals, they are succeeding. Some will encourage the false choice that we should either define the new “reality” as sufficient victory and stop fighting or reject it as insufficient and refuse to celebrate. Neither attitude serves us well.

That our situation is uncertain is neither new nor news. Our budget is flat at best. Users’ expectations are growing. Our competition (by various definitions) is expanding. What we need is not so much to reverse those changes as to reverse their outcomes by leaning into uncertainty with shared confidence, fierce determination, and unity of purpose.

Let’s embrace uncertainty with the sense that there is no known limit to our potential, not merely that nothing is guaranteed. When you meet with our Supervisors and other stakeholders, please remind them that every success counts and that a track record of small, consistent successes has always been the hallmark of real progress. Thank you.
MCA Urges Fairfax County to Address Potential Pension Crisis

Fairfax County faces a potential budget crisis arising from its inability to adequately fund all future pension obligations to County and school employees. These liabilities crowd out funding for essential County and school programs and threaten the County’s AAA bond rating. On Wednesday, the McLean Citizens Association (MCA) passed two resolutions urging immediate action to address this potential crisis by (1) bringing benefits to new and newly hired employees in line with benefits in surrounding counties, and (2) creating a task force to develop options to address future pension obligations. Next month, MCA plans a parallel resolution specifically addressing the school system’s pension plan.

Fairfax County promises its employees a pension upon retirement, but has not put aside enough money to meet this commitment. Fairfax County’s total unfunded pension debt today is almost $5 billion – and is worsening. Last year alone the County added $552 million in unfunded promises to County and school system employees.

As a first step, we recommend that the County end the “Pre-Social Security Supplement” for all new hires and for recently hired employees who do not have vested retirement benefits. This benefit pays retirees a supplemental amount, comparable to their Social Security benefit, before retirees become eligible for full Social Security. For example, a County employee retiring at age 55 gets a County pension plus 11 years of a County-paid supplement until reaching the Federal age for full Social Security. No other government in the region offers an equal benefit.

Secondly, we recommend that the Fairfax Board of Supervisors establish a commission to review the County-managed pension obligations, study options to reduce the growth in future pension obligations, and report in 2017 so that corrective action could be taken in the FY 2019 Budget.

MCA’s suggestions are practical options to solve a very real problem. County employees deserve a secure retirement. At the same time, Fairfax County leaders need to avoid a looming budget crisis and the inevitable lowering of bond ratings by credit agencies. MCA believes that Fairfax County needs immediate action to reverse the decline in pension stewardship.

You can read our resolutions at mcleancitizens.org.

They are also attached to this email.

Sincerely,

Jeff Barnett, President

McLean Citizens Association
Memorandum

March 6, 2017

To: Library Management Staff
From: Doug Miller, SP&CRS
Subject: Monthly Statistical Snapshot, February 2017

Attached is the monthly statistical snapshot for February 2017.

➢ Monday February 20 — All office and libraries closed in observance of Washington’s Birthday

➢ Circulation for FY2017 is 6% below FY2016 levels.

➢ Library visits for FY2017 are 1% below FY2016 levels.

➢ TY operating in temporary facility.

➢ 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**  
**February 2017**

<table>
<thead>
<tr>
<th>Site</th>
<th>Circulation</th>
<th>Door Count</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>February FY16 - FY17</td>
<td>Cumulative</td>
</tr>
<tr>
<td>OVD</td>
<td>118,671 2%</td>
<td>FX 36,034 2%</td>
</tr>
<tr>
<td>CH</td>
<td>41,846 -6%</td>
<td>RR 29,580 -6%</td>
</tr>
<tr>
<td>PO</td>
<td>41,661 -30%</td>
<td>KP 25,247 10%</td>
</tr>
<tr>
<td>RR</td>
<td>40,065 -11%</td>
<td>GM 24,746 15%</td>
</tr>
<tr>
<td>FX</td>
<td>33,082 -6%</td>
<td>CE 22,899 -6%</td>
</tr>
<tr>
<td>CE</td>
<td>32,724 -10%</td>
<td>CH 21,689 3%</td>
</tr>
<tr>
<td>GM</td>
<td>30,160 -9%</td>
<td>DM 19,764 40%</td>
</tr>
<tr>
<td>PH</td>
<td>30,133 4%</td>
<td>SH 19,193 -5%</td>
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<tr>
<td>DM</td>
<td>29,836 28%</td>
<td>PO 17,733 -44%</td>
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<tr>
<td>KP</td>
<td>29,632 -2%</td>
<td>PH 16,318 3%</td>
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<tr>
<td>SH</td>
<td>22,129 -7%</td>
<td>RB 13,596 * -1%</td>
</tr>
<tr>
<td>OK</td>
<td>19,729 -5%</td>
<td>HE 13,495 * 8%</td>
</tr>
<tr>
<td>BC</td>
<td>19,503 3%</td>
<td>RB 13,596 * -1%</td>
</tr>
<tr>
<td>RB</td>
<td>17,230 -1%</td>
<td>HE 13,495 * 8%</td>
</tr>
<tr>
<td>KN</td>
<td>16,864 -4%</td>
<td>TJ 11,185 0.5%</td>
</tr>
<tr>
<td>TJ</td>
<td>15,847 5%</td>
<td>OK 11,076 -0.4%</td>
</tr>
<tr>
<td>HE</td>
<td>11,969 -4%</td>
<td>WW 9,885 -2%</td>
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<tr>
<td>MW</td>
<td>11,692 -9%</td>
<td>JM 8,021 -7%</td>
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<tr>
<td>JM</td>
<td>10,518 -10%</td>
<td>MW 8,019 1%</td>
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<tr>
<td>GF</td>
<td>7,217 -9%</td>
<td>LO 7,055 4%</td>
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<tr>
<td>LO</td>
<td>7,024 -14%</td>
<td>GF 6,781 0.5%</td>
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<tr>
<td>WW</td>
<td>6,194 -6%</td>
<td>TY 2,119 -86%</td>
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<tr>
<td>TY</td>
<td>3,825 -83%</td>
<td>AS 657 -2%</td>
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<tr>
<td>AS</td>
<td>1,770 3%</td>
<td>FCPL 349,603 -1%</td>
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</table>

* Door Count is an estimate
## Monthly Statistical Snapshot
### February 2017

<table>
<thead>
<tr>
<th>Customers</th>
<th>February</th>
<th>Year-to-date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Attendance *</td>
<td>96,589</td>
<td>184,480</td>
</tr>
<tr>
<td>Database Usage *</td>
<td>151,236</td>
<td>4,202,040</td>
</tr>
<tr>
<td><strong>Collection:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Check In / Check Out</td>
<td>514,462</td>
<td>4,772,306</td>
</tr>
<tr>
<td>In-house Use</td>
<td>481,201</td>
<td>4,247,216</td>
</tr>
<tr>
<td>Transfers In / Out</td>
<td>566,935</td>
<td>86,365</td>
</tr>
<tr>
<td>Discards by Category:</td>
<td></td>
<td>86,365</td>
</tr>
<tr>
<td>Damage</td>
<td>11,042</td>
<td>176,507</td>
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<tr>
<td>Lease</td>
<td>11,042</td>
<td>64%</td>
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<tr>
<td>Inaccurate</td>
<td>86,365</td>
<td>4%</td>
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<tr>
<td>Low Demand</td>
<td>6,638</td>
<td>12%</td>
</tr>
<tr>
<td>Magazines</td>
<td>6,638</td>
<td>9%</td>
</tr>
<tr>
<td>Phone Renewal</td>
<td>6,638</td>
<td>64,294</td>
</tr>
</tbody>
</table>

| Community | | |
|-----------|-----------------|
| **Early Literacy Outreach Office:** | | |
| Number | 180 | 1,103 |
| Attendance | 3,444 | 21,164 |

| Technology | | |
|-----------|-----------------|
| Internet Sessions | 95,922 | 836,869 |
| WiFi Usage: | | |
| Client Count | 210,853 | 1,506,765 |
| Website: | | |
| Visits * | 3,287,956 | 12,780,175 |
| Catalog Logins | 1,039,369 | 8,543,807 |
| Remote Renewals | 265,359 | 2,394,664 |

* Figures for February are estimates, data not available at time of printing
TO: Agency Directors

FROM: Joseph Mondoro, Chief Financial Officer
Department of Management and Budget

SUBJECT: FY 2017 Third Quarter Budget Review

The FY 2017 Third Quarter Budget Review is scheduled to begin in the Department of Management and Budget (DMB) on Thursday, February 9, 2017. Agency directors should submit their completed Third Quarter Review to DMB by no later than close of business on February 9th, although DMB encourages agencies to submit their completed Third Quarter Review prior to this date if possible. Since there is a limited amount of time for DMB review and reconciliation of issues, your timely submission is critical to ensure completion of the FY 2017 Third Quarter Review within the scheduled time period. Submissions should be made electronically and all supporting documentation should be included as attachments. Please send the email to your budget analyst and copy their supervisor; in addition, make sure the agency director/designee has indicated their approval somewhere in the email.

The FY 2017 Third Quarter Review will be included in the March 14, 2017, Board package requesting authorization to hold a public hearing. The public hearing on Third Quarter is scheduled for April 4-6, 2017 and Board action is scheduled for April 25, 2017. After Board approval, Third Quarter adjustments will be interfaced to FOCUS on or before April 28.

While there will be no major changes to the Third Quarter submission process, it is important to note that General Fund agencies will have the opportunity to participate in the Board of Supervisors (BOS) approved Incentive Reinvestment Initiative. The initiative was established to encourage staff to identify additional savings and efficiencies by allowing County departments to retain a portion of the savings generated to reinvest in employees. As a result, General Fund agencies will have the opportunity to identify savings of up to 1 percent of their FY 2017 Personnel Services budget in their Third Quarter submissions. A portion of these savings, 50 percent, will be returned to the General Fund as part of Third Quarter. The remaining 50 percent will be carried over as part of the FY 2017 Carryover Review, assuming that this amount is available at year-end, to be reinvested into employee training, conferences and other employee development and succession planning opportunities. Additional information related to this initiative and how it will be managed as part of the FY 2017 Third Quarter Review has been included in the FY 2017 Third Quarter Agency Instructions.

Due to the compressed timeframe for this process, the Third Quarter Review process will be streamlined for FY 2017. Agencies will not be required to submit FY 2017 projections as part of their Third Quarter submission. However, they should perform these projections to determine if there is a potential for a budgetary shortfall or significant balances. In addition, agencies should make sure their reconciliations are up to date and they have done a thorough review of their budgets.

Unless otherwise instructed by your budget analyst, Third Quarter submissions need only to address the following:

- **Flagging Concerns** – If, based on agency analysis, there is the potential for an agency/fund to flag (bottom-line expenditures exceed budget authority) at year-end, these concerns should be addressed in the cover memo.
**Critical Funding Requirements** – Any new funding requests for General Fund agencies must be of a critical nature, while new funding requests for Other Funds funded through non-General Fund revenue sources will require appropriate justification.

**Incentive Reinvestment Initiative Savings** – As previously noted, General Fund agencies will have the opportunity to identify savings as part of the Incentive Reinvestment Initiative. If requesting additional funding, agencies should also include appropriate justification and/or back-up calculations. If applicable, agencies should submit updated Fund Statements. Please reference the attached instructions for specific guidance regarding what should be included in your agency submission. Where necessary, agencies should provide loading information to their analyst in FOCUS values (Fund, Fund Center, GL Account). DMB budget analysts will make any required loadings based on data provided by agencies, so there is no need for agencies to do any loadings as part of the FY 2017 Third Quarter Review.

In prior years, some agencies submitted reallocations (i.e. character reallocations) as part of the Third Quarter process rather than processing budget entry (FMBB) documents. If agencies supply the necessary loading information (in FOCUS values), reallocations may be processed as part of the FY 2017 Third Quarter Review.

There will be no agency kickoff meeting for the FY 2017 Third Quarter Review. Critical information will be delivered to agency budget contacts via email. Attached are specific instructions and reference materials for use during the Third Quarter Review. The entire Third Quarter instruction package is available on the DMB page on fairfaxNet. If there are any questions, please contact your budget analyst or Elif Ekingen, DMB’s Third Quarter process coordinator. Also, please forward any suggestions you might have regarding the Third Quarter process to Elif. She can be reached at elif.ekingen@fairfaxcounty.gov or (703) 324-3011.

Attachment

cc: Edward L. Long Jr., County Executive
    David J. Molchan, Deputy County Executive
    Robert A. Stalzer, Deputy County Executive
    Patricia D. Harrison, Deputy County Executive
    Dave Rohrer, Deputy County Executive
    Without Attachment
Department of Management and Budget

FY 2017 Third Quarter
Agency Instructions
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PACKAGING INSTRUCTIONS

An electronic copy (please send the email to your analyst and cc their supervisor) of the Third Quarter Review must be submitted to the Department of Management and Budget by close of business February 9, 2017. The submission should include the following items:

1. Cover Memorandum (Highlighting issues, indicating whether the agency will participate in the Incentive Reinvestment Initiative, clearly identifying requested adjustments, addressing any potential shortfalls or significant surpluses)

2. Copy of FY 2017 projection calculations and FOCUS reports used in analysis, if requesting budgetary adjustments based on these projections

3. Loading information (if applicable, for new funding requests, Incentive Reinvestment Initiative savings, etc.)

4. Fund Statement (if applicable)

5. Summary of Capital Projects (if applicable)
CAPITAL CONSTRUCTION REVIEW

Projects that require major adjustments should be justified in the Third Quarter budget submission.

The following documents should be included in your Third Quarter submission:

- A narrative for each project describing the changes in expenditures and/or revenues, as well as an explanation why the changes are necessary.

- Fund Statement. Agencies should adjust the FY 2017 Revised Budget Plan column on the Fund Statement last updated in the FY 2016 Carryover Review Package to include appropriate Third Quarter changes.

- If new projects or adjustments to projects need to be loaded, please provide the loading details including: Internal Order or WBS project number, Fund Center, and GL Account.
QUARTERLY GRANT REVIEW

Agencies with grants in 500-C50000, Federal-State Grant Fund that have closeouts, new or supplemental awards, or reallocations are required to submit the following Third Quarter package. If your agency grants do not require any of these adjustments, you do not need to submit a Grant Third Quarter package. However, you need to indicate in your cover memorandum that no grant adjustments are included. Furthermore, if you choose, your grant submission does not need to include all grants, but rather only those with changes.

As a reminder, grant activities recorded in FOCUS are as of July 1, 2011 (i.e., the beginning of FY 2012). Any activity prior to July 1, 2011 is still in FAMIS and should be viewed using DART. Consequently, in order to review the entire budget and actuals associated with awards straddling the July 1, 2011 system conversion date, you will need to look at both FOCUS and DART. The following FOCUS reports will assist with your grant review:

1. Y_DE1_02000001 (FM report by commitment item)
2. Y_DE1_02000006 (GM report by Sponsored Program and Sponsored Class)
3. Y_DE1_02000015 (GM report by Sponsored Program and Sponsored Class with all grants in the defined range in the body of the report)
4. Y_DE1_02000020 (Commitment item report for the life of the grant); and/or
5. S_PLN_16000269 (grant line item report)

The Third Quarter Grant Review is required to ensure the following:

- Review year-to-date expenditures and revenues and ensure they are in line with appropriation totals.
- Closeout grants that meet established closeout criteria.
- Complete funding adjustments to current awards, as approved by the Grantor.
- Appropriate any new or supplemental grant awards.
- Provide summary of awards approved administratively during the year.
- Ensure that FOCUS is correct for the current year Revised Budget Plan revenues, expenditures, and appropriations.

**Grant Closeout Procedures:**

A grant is considered ready to be closed out when:

- The program year expires and the Grantor has not approved its extension, and/or
- The project has been completed, and/or
- All the funding has been expended and all revenues have been received.

When a grant falls into one or more of the above categories, the grant can be closed out. Closing out a grant means that all Grantor requirements stipulated in the grant agreement have been met and the financial records of the grant project are finalized and are ready to be closed. Being closed means that:

- No more financial transactions will be necessary or required for this grant project or program year,
- All budgetary authority has been deobligated, and
- The Board will be notified (via the third quarter or carryover package) of the close out.
In order for a grant to be closed out, the following requirements must be met:

- The grantee has satisfied the requirements of the grant award stipulated in the grant agreement.
- All obligations have been paid and all encumbrances and reservations have been liquidated.
- All anticipated grant funding and project income has been received.
- All miscodings have been moved to the correct grant and sponsored program.
- **Program year-to-date revenues equal program year-to-date expenditures.** If they do not, an explanation must be provided.

Once all of these criteria are met, the agency is required to submit the final financial reports to the Department of Finance along with a Grant Closeout Notification Form. This form is available on the DMB fairfaxNET page at [http://fairfaxnet.fairfaxcounty.gov/Dept/DMB/Pages/default.aspx](http://fairfaxnet.fairfaxcounty.gov/Dept/DMB/Pages/default.aspx). Under “DMB Areas” choose “Budget Process” and then choose “Third Quarter;” under the “Grant Instructions and Forms” section click on the “Grant Closeout Form.” In order to be processed at Third Quarter, the deadline for this submission to Jhany Cardozo in the Department of Finance is **Friday, January 27, 2017**.

The Department of Finance will review the final financial reports and notify DMB (via memo) that all the above requirements have been satisfied and that the grant is ready to be closed out.

The agency should notify the DMB grants analyst of the grants that have been submitted to Finance for close out by copying the grants analyst on the Grant Closeout Notification Form. A list of closeouts should also be included in the agency Third Quarter submission. Once approved by the Board of Supervisors, the grant is considered officially closed, with no further expenditure or revenue activities to be recorded.

As a reminder, when a grant is closed in FOCUS, all Sponsored Programs associated with the grant are closed as well. Therefore, a grant should not be submitted for close-out until all Sponsored Programs are ready to be closed.

**New/Supplemental Awards Procedures:**

If there are new/supplemental awards that will be included in the Third Quarter package for approval by the Board, the agency should include the following:

- **Award Letter (or another type of award documentation)**
- **Grant Master Data**
  Grant master data needs to be created whenever a new grant award is received. Agencies will request the creation of grant master data by either initiating directly into the FOCUS system or completing a hardcopy master data request form.

  - For those agencies that initiate grant master data directly into the FOCUS system, please make sure to do so before the third quarter package is submitted. Notification that grant master data has been initiated should be included in your third quarter submission. A separate email should not be sent to DMB requesting approval of grant master data for awards that will be processed as part of third quarter.

  - For those agencies that do not initiate grant master data directly into FOCUS, please complete the hardcopy Grant Master Data Form and include it with your third quarter submission. The Grant Master Data Form is available on the DMB fairfaxNET page at [http://fairfaxnet.fairfaxcounty.gov/Dept/DMB/Pages/default.aspx](http://fairfaxnet.fairfaxcounty.gov/Dept/DMB/Pages/default.aspx). Under “DMB
FY 2017 Third Quarter Instructions

Areas” choose “Budget Process” and then choose “Third Quarter;” under the “Grant Instructions and Forms” section click on the “Grant Master Data Form.”

• Grant Budget Loadings
DMB will do all budget loadings centrally at Third Quarter; however, agencies must complete the Grant Budget Loading Template in order for DMB to complete this task. The Grant Budget Loading Template is available on the DMB fairfaxNET page at http://fairfaxnet.fairfaxcounty.gov/Dept/DMB/Pages/default.aspx. Under “DMB Areas” choose “Budget Process” and then choose “Third Quarter;” under the “Grant Forms” section click on the “Grant Budget Loading Template.” The “Grant Budget Loading Template” has two worksheets, one for new awards (tab in workbook called NEW AWARDS) and one for supplemental awards (tab in workbook called SUPP-REAL).

• Positions (if applicable)
All new grant positions being requested as part of third quarter should be detailed in the submission memo. The actual position control form creating the position will not be submitted until after the position is approved; however, please include the following information in the submission memo:
  o Grant name and number position will be associated with
  o Position Grade and Class
  o Whether the position is grant merit, B or T status

• Summary paragraph
For the summary paragraph, the agency should write a brief paragraph on each new/supplemental award included at third quarter. The paragraph should include: grant name and number, funding source, amount of Local Cash Match or in-kind requirements, grant period, a brief description of the grant program, whether the grant was anticipated or unanticipated, the reason for the adjustment (if applicable), and any new or continued positions associated with the grant.

Reallocation Procedures:
If the granter is allowing for the reallocation of funds between Grants or Sponsored Programs, please complete the budget loading template. The budget loading template can be accessed on the on the DMB fairfaxNET page at http://fairfaxnet.fairfaxcounty.gov/Dept/DMB/Pages/default.aspx. Under “DMB Areas” choose “Budget Process” and then choose “Third Quarter;” under the “Grant Forms” section click on the “Grant Budget Loading Template.” The “Grant Budget Loading Template” has two worksheets; please complete the worksheet for reallocations (tab in workbook called SUPP-REAL). In addition, for reallocations between Grants, documentation of granter approval must be submitted.

Other Important Notes:
1. Temporary allocations done in advance of third quarter will be backed out by DMB, but the agency should submit the official documentation of the award (in the form of a letter, email etc.) as part of their submission.

2. Quarterly Local Cash Match drawdowns should already have been submitted. However, if they have not, they can be submitted prior to Third Quarter.

3. Summary paragraphs of grants approved administratively by DMB during the year should have been submitted at the same time that the budget document was submitted. However, if an agency has not submitted a summary paragraph (similar to the paragraph required for new awards as part of Third Quarter described above), this should be done prior to Third Quarter.
If you have any questions about your FY 2017 Third Quarter Grant submission, please contact your assigned DMB grants analyst.
FY 2017 Third Quarter Instructions

INCENTIVE REINVESTMENT INITIATIVE

The Incentive Reinvestment Initiative, as approved by the Board of Supervisors, will continue as part of the FY 2017 Third Quarter Review. The initiative was established to encourage staff to identify additional savings and efficiencies by allowing County departments to retain a portion of the savings generated to reinvest in employees. General Fund agencies will be challenged to save an amount equal to 1 percent of their personnel budget. It is important to note that agencies will be allowed to identify savings less than, but not more than, 1 percent of their personnel budget. Of the total amount identified, 50 percent will be returned to the General Fund as part of Third Quarter. The remaining 50 percent will be treated as unencumbered carryover during the FY 2017 Carryover Review if it is not spent in FY 2017.

As part of the FY 2017 Third Quarter Review, agencies should note in their cover memorandum whether they intend to participate in the program. Agencies that participate in the program will be required to provide the loading information associated with their identified savings (Fund Center(s) and GL Account(s)). As part of Third Quarter, DMB will transfer all savings identified within an agency to a unique GL Account in a single Fund Center. As a result, agencies with multiple Fund Centers should indicate where they would like the savings to be located. This will allow for both DMB and agency financial contacts to more easily manage the identified savings.
FOCUS REPORTS

Agencies are strongly encouraged to perform analysis utilizing FOCUS reports to project potential FY 2017 shortfalls or significant balances. If an agency is requesting a budget adjustment as a result of this analysis, they should identify which FOCUS report was utilized and submit a copy, if possible.

It should be noted that the month of January will not be closed in FOCUS until close of business February 10. Agencies should take this into consideration whenever making projections based on January data.

There are many reports available in FOCUS, and agencies are encouraged to use the reports in which they feel the most comfortable and can provide the most appropriate data. The chart below lists three suggested reports, along with their transaction codes, for use in viewing the current budget and year-to-date actuals.

<table>
<thead>
<tr>
<th>Transaction Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y_DE1_02000001</td>
<td>Budget vs Actuals by Commitment Item</td>
</tr>
<tr>
<td>Y_DE1_02000003</td>
<td>Budget vs Actuals by Funds Center</td>
</tr>
<tr>
<td>Y_DE1_02000005</td>
<td>Budget vs Actuals by Funded Program</td>
</tr>
</tbody>
</table>

From these reports, agencies can see their available balances and can drill-down to see the detail behind budget changes and actuals.

Entering Report Criteria

When running reports in FOCUS, the key to pulling the correct data is to enter the appropriate criteria before executing the report. The following screenshots (from the Y_DE1_02000001 report) provide guidance on entering criteria.

<table>
<thead>
<tr>
<th>Selection values</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget Version</td>
<td>0</td>
</tr>
<tr>
<td>from Fiscal Year</td>
<td>2017</td>
</tr>
<tr>
<td>Period from</td>
<td>1</td>
</tr>
<tr>
<td>Period to</td>
<td>7</td>
</tr>
</tbody>
</table>

1) Budget Version
   - Always use version 0
2) Period From, Period To
   - For Third Quarter, run reports from period 1 (July) to period 7 (January)
FY 2017 Third Quarter Instructions

### Selection groups

<table>
<thead>
<tr>
<th>Grant</th>
<th>Or value(s)</th>
<th>Fund</th>
<th>Or value(s)</th>
<th>Funds Center</th>
<th>Or value(s)</th>
<th>Commitment Item</th>
<th>Or value(s)</th>
<th>Functional Area</th>
<th>Or value(s)</th>
<th>Funded Program</th>
<th>Or value(s)</th>
</tr>
</thead>
</table>

3) Fund-Or Value(s)
- Enter the appropriate fund, such as 100-C10001 (General Fund)

4) Funds Center
- Enter the funds center grouping, such as G7979 or enter a specific funds center in the Or Value(s) field, such as G797901001
- When using a funds center grouping, users can still view data on specific funds centers after executing the report.

5) Commitment Item
- There are three main commitment item groups that can be used in this field. These groups will allow users to view data by superior commitment item group, with the option of expanding data to see individual commitment items.
  - Enter “FCG” for County expenses & transfers out
    - Enter “FCGLITE” for County expenses
  - Enter “FCGR” for County revenues & transfers in
    - Enter “FCGRLITE” for County revenues
  - Enter “G” for County revenues, expenses & transfers

Once all criteria has been entered, users can execute the report.

### Analyzing Reports

1) When executed, the report appears with the report navigation section turned on. To close this screen (and see more columns on the report), click the Navigation On/Off button.

2) When the navigation screen is on, users can drill down to see specific data elements, such as funds centers. In this example, Funds Center is chosen in the Variation: Characteristics section, therefore users can drill down on specific funds centers in the Variation: Funds Center section. Depending on the data and the criteria used when running reports, users may be able to drill down on funds, grants, and funded programs as well.
The Y_DEV_02000001 report shows several budget columns, including the Carryforward budget, the Original (Adopted) budget, any additional budget changes (out-of-cycles), and the Current Revised budget. Additionally, this report shows Pre-Encumbrances (Purchase Requisitions, Funds Blocks), Encumbrances (Purchase Orders, Funds Reservations), Actuals, and the Available Budget balance. To see pennies in a column, users can right-click on the column, choose Column Attributes... and enter 2 in the Decimal Places field.

3) Data initially appears grouped by superior commitment item. To expand a grouping, click on the Expand button 📀. To expand the entire report, right-click in the report and choose Expand Report Fully.

4) If both revenues and expenditures are displayed in the report, the Balance line shows the net differential (revenues plus expenditures, keeping in mind that FOCUS displays revenues as negative). If only revenues or expenditures are displayed, the Balance line displays total revenues/expenditures.

5) To see more detail behind a number, double-click it. If it is a budget posting, choose Search Budget Document when prompted. To get more detail on non-budget numbers, choose Search Actual Document. A listing of documents will then be displayed (see below), which totals the figure on which you inquired. From this report, you can drilldown again (by double-clicking on the line-item) to see more details for the individual document.

<table>
<thead>
<tr>
<th>Description</th>
<th>C/F Budget</th>
<th>Original Budget</th>
<th>Budget Change</th>
<th>Current Budget</th>
<th>Pre Encumbrance</th>
<th>Encumbrance</th>
<th>Actuals</th>
<th>Available Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>* 5088 - Compensation</td>
<td>772,786</td>
<td>7,928,851</td>
<td>6,156,065</td>
<td>8,781,611</td>
<td>2,845,584</td>
<td>1,177,079</td>
<td>2,362,365</td>
<td>8,988,626</td>
</tr>
<tr>
<td>* 5106 - Operating Expenses</td>
<td>1,054,297</td>
<td>18,966,016</td>
<td>16,911,719</td>
<td>19,666,467</td>
<td>2,845,584</td>
<td>1,177,079</td>
<td>2,362,365</td>
<td>8,988,626</td>
</tr>
<tr>
<td>** BALANCE**</td>
<td>2,427,182</td>
<td>28,894,868</td>
<td>26,467,686</td>
<td>28,302,918</td>
<td>2,845,584</td>
<td>1,177,079</td>
<td>12,065,464</td>
<td>11,016,526</td>
</tr>
</tbody>
</table>

Report Group:  Budget vs Actual by Commitment

<table>
<thead>
<tr>
<th>Description</th>
<th>C/F Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>* 5088 - Compensation</td>
<td>772,786</td>
</tr>
<tr>
<td>* 5106 - Operating Expenses</td>
<td>1,054,297</td>
</tr>
<tr>
<td>** BALANCE**</td>
<td>2,427,182</td>
</tr>
</tbody>
</table>

Document Journal

<table>
<thead>
<tr>
<th>FM Area</th>
<th>Fund Center</th>
<th>Year Commitment Item</th>
<th>Commitment Item</th>
<th>Funds Center</th>
<th>Fund</th>
<th>Layout</th>
<th>User</th>
<th>Date/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>FFX1</td>
<td>G7979010001</td>
<td>500000 to 500999</td>
<td>100-C100001</td>
<td>FFX1</td>
<td>C/MAC</td>
<td>01/20/2012 16:20:35</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fund</th>
<th>Order</th>
<th>Funds Center</th>
<th>Commit Item</th>
<th>Pmnt Bldg</th>
<th>Prd</th>
<th>FM prtg d</th>
<th>Item</th>
<th>CV</th>
<th>Value type</th>
<th>Amt type</th>
<th>Ref Doc</th>
<th>Commit bid</th>
<th>CA.</th>
</tr>
</thead>
<tbody>
<tr>
<td>100-C10001</td>
<td>G7979010001</td>
<td>500090</td>
<td>162,485.91</td>
<td>7/31/2011</td>
<td>588</td>
<td>54</td>
<td>invoices</td>
<td>0100</td>
<td>3300000285</td>
<td>0.00</td>
<td>500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>100-C10001</td>
<td>G7979010001</td>
<td>260,368.35</td>
<td>08/31/2011</td>
<td>2</td>
<td>685</td>
<td>54</td>
<td>invoices</td>
<td>0100</td>
<td>3300000285</td>
<td>0.00</td>
<td>500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>100-C10001</td>
<td>G7978030001</td>
<td>278,278.76</td>
<td>10/31/2011</td>
<td>163</td>
<td>54</td>
<td>invoices</td>
<td>0100</td>
<td>33000001071</td>
<td>0.00</td>
<td>500</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 2,392,884.54 |

Page 11
PERSONNEL SERVICES

Agencies can utilize FOCUS reports in conjunction with PEAQ data to perform Personnel Services projections. Pay Period #1 has posted in FOCUS, and, as of January month-end, there will be 12.5 pay periods remaining in the fiscal year. When performing projections, agencies should keep in mind the impact of new hires, anticipated retirements, and leave payouts.
LOADING INFORMATION

DMB budget analysts will be doing all loading adjustments centrally. If an agency is requesting any adjustments, reallocations etc., they should be identified in the agency's cover memorandum with a detailed description of the impact and loading information (in FOCUS values) should be provided to your budget analyst.

On-Line Inquiry

On-line inquiry is not currently available to agencies through the County's budget database; however, agencies can still view their pre-TQ FY 2017 Revised Budget Plan as a starting point for their Third Quarter submission by requesting this information from their budget analyst. Note: If applicable to your department, FY 2016 Audit Adjustments that impact the Revised Budget will be displayed in a separate accumulator. Please notify Rebecca Keoho (324-4377) no later than Friday, January 27, 2017 if you have concerns about audit adjustments.
REFERENCE SECTION

Payroll Chart

<table>
<thead>
<tr>
<th>Pay Period #</th>
<th>Dates of Payroll</th>
<th>Approximate FOCUS Posting Date</th>
<th>Number of PP Remaining After Payroll Posts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>01/07/17 - 01/20/17</td>
<td>2/1/2017</td>
<td>11.5</td>
</tr>
<tr>
<td>3</td>
<td>01/21/17 - 02/03/17</td>
<td>2/15/2017</td>
<td>10.5</td>
</tr>
<tr>
<td>4</td>
<td>02/04/17 - 02/17/17</td>
<td>3/1/2017</td>
<td>9.5</td>
</tr>
<tr>
<td>5</td>
<td>02/18/17 - 03/03/17</td>
<td>3/15/2017</td>
<td>8.5</td>
</tr>
<tr>
<td>6</td>
<td>03/04/17 - 03/17/17</td>
<td>3/29/2017</td>
<td>7.5</td>
</tr>
<tr>
<td>7</td>
<td>03/18/17 - 03/31/17</td>
<td>4/12/2017</td>
<td>6.5</td>
</tr>
<tr>
<td>8</td>
<td>04/01/17 - 04/14/17</td>
<td>4/26/2017</td>
<td>5.5</td>
</tr>
<tr>
<td>9</td>
<td>04/15/17 - 04/28/17</td>
<td>5/10/2017</td>
<td>4.5</td>
</tr>
<tr>
<td>10</td>
<td>04/29/17 - 05/12/17</td>
<td>5/24/2017</td>
<td>3.5</td>
</tr>
<tr>
<td>14*</td>
<td>06/24/17 - 06/30/17</td>
<td>6/1/2017</td>
<td>3.0</td>
</tr>
<tr>
<td>11</td>
<td>05/13/17 - 05/26/17</td>
<td>6/7/2017</td>
<td>2.0</td>
</tr>
<tr>
<td>12</td>
<td>05/27/17 - 06/09/17</td>
<td>6/21/2017</td>
<td>1.0</td>
</tr>
<tr>
<td>13**</td>
<td>06/10/17 - 06/23/17</td>
<td>6/30/2017</td>
<td>0.0</td>
</tr>
</tbody>
</table>

* Payroll 14 will be an accrual payroll based on 50% of payroll 10 and will be posted on or about 6/1/17
** Payroll 13 will be an actual payroll and will post on 6/30/17. It will be the final payroll to hit

Intergovernmental Agency Billings

<table>
<thead>
<tr>
<th>Intergovernmental Agency</th>
<th>Number of Months Billed through January</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Vehicle Services:</td>
<td>7</td>
</tr>
<tr>
<td>Document Services:</td>
<td></td>
</tr>
<tr>
<td>- Postage</td>
<td>6.5</td>
</tr>
<tr>
<td>Department of Information Technology:</td>
<td></td>
</tr>
<tr>
<td>- Copier</td>
<td>6</td>
</tr>
<tr>
<td>- Telephone (baseline)</td>
<td>12</td>
</tr>
<tr>
<td>- Telephone (moves, adds, and changes)</td>
<td>6</td>
</tr>
<tr>
<td>- Radio Center</td>
<td>7</td>
</tr>
<tr>
<td>- Technology Infrastructure Services</td>
<td>12</td>
</tr>
<tr>
<td>- PC Replacement</td>
<td>12</td>
</tr>
<tr>
<td>- Print Shop</td>
<td>7</td>
</tr>
<tr>
<td>Division of Solid Waste:</td>
<td>6</td>
</tr>
</tbody>
</table>

1 The postage billing cycle starts in mid-June with a bill for one-half month. Billings are monthly thereafter for a year-to-date total of 6.5 months.
DIRECTOR’S REPORT
A. LOBs Phase II-Consistent Hours

As shared at the November 2016 Board Meeting, the Board of Supervisors has requested that the Library Board of Trustees, and Library staff, review “consistent hours” as part of the Lines of Business Phase II process. For this April meeting, staff have prepared some detailed information about what consistent hours might look like in several variations. That information is presented in an attached document.

B. National Library Week

National Library Week is April 9th through April 15th this year, with the theme of Libraries Transform. The Board of Supervisors will be proclaiming the same period of time as “Library Week” in Fairfax County at their April 4th meeting. Our library system will be celebrating this week in a variety of ways; wearing National Library Week t-shirts (sponsored by the Fairfax Library Foundation) and taking branch/group photos, holding extra or special programs, and marketing staff will be highlighting different library functions in a series of online articles.

C. Proposed FY18 Federal Budget & Library impacts

Options for Creating Consistent Library Hours

Current open hours across FCPL:

Regional Libraries (8) are open 63 hours per week and are typically staffed with 9.5 FTE of Info Staff and 8.5 FTE of Circulation Staff.

<table>
<thead>
<tr>
<th></th>
<th>Public Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday</td>
<td>1-5</td>
</tr>
<tr>
<td>Monday</td>
<td>10-9</td>
</tr>
<tr>
<td>Tuesday</td>
<td>10-9</td>
</tr>
<tr>
<td>Wednesday</td>
<td>10-9</td>
</tr>
<tr>
<td>Thursday</td>
<td>10-9</td>
</tr>
<tr>
<td>Friday</td>
<td>10-6</td>
</tr>
<tr>
<td>Saturday</td>
<td>10-5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>63 hours</td>
</tr>
</tbody>
</table>

Community Libraries (14) are open 53 hours per week and are typically staffed with 4.5 FTE of Info Staff and 4.5 FTE of Circulation Staff.

<table>
<thead>
<tr>
<th></th>
<th>Public Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday</td>
<td>Closed</td>
</tr>
<tr>
<td>Monday</td>
<td>10-9</td>
</tr>
<tr>
<td>Tuesday</td>
<td>10-9</td>
</tr>
<tr>
<td>Wednesday</td>
<td>10-6</td>
</tr>
<tr>
<td>Thursday</td>
<td>1-9</td>
</tr>
<tr>
<td>Friday</td>
<td>10-6</td>
</tr>
<tr>
<td>Saturday</td>
<td>10-5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>53 hours</td>
</tr>
</tbody>
</table>

At our current operating levels, FCPL spends approximately $15.7 Million on branch staffing.
Option 1: All branches at current Regional hours

<table>
<thead>
<tr>
<th>Public Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday 1-5</td>
</tr>
<tr>
<td>Monday 10-9</td>
</tr>
<tr>
<td>Tuesday 10-9</td>
</tr>
<tr>
<td>Wednesday 10-9</td>
</tr>
<tr>
<td>Thursday 10-9</td>
</tr>
<tr>
<td>Friday 10-6</td>
</tr>
<tr>
<td>Saturday 10-5</td>
</tr>
<tr>
<td>TOTAL 63 hours</td>
</tr>
</tbody>
</table>

Option 1A- All branches open at Regional Hours, and all libraries staffed at “Regional” staffing levels of 9.5 FTE of Info Staff and 8.5 FTE of Circulation Staff. The budget for this option would be approximately $23.2 Million, or $7.5 Million more than the current budget. This option would require an additional 126 positions across the system.

This option assumes that when a Community Library expands its hours, it not only needs additional “base level” staffing to open the facility for the extra hours, it will also need additional staffing across the board to accommodate additional usage, programming, outreach, etc.

Option 1B- All branches open at Regional Hours, but only adding enough extra staff so that when a Community Library expands its hours, it has enough staff to open the facility those extra hours but does not add additional staffing across the board. This would keep current Regional Libraries at 9.5 FTE of Info Staff and 8.5 FTE of Circ Staff and increase staffing at Community Libraries to 7.0 FTE of Info Staff and 7.0 FTE of Circulation Staff. The budget for this option would be approximately $20.1 Million, or $4.4 Million more than the current budget and would require an additional 70 positions across the system.

Option 2: All branches at current Community hours

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<td>Sunday 1-5</td>
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<td>Saturday 10-5</td>
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<td>TOTAL 53 hours</td>
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Option 2A- All branches open at Community Library hours, but minimal reductions in staff. Staff shifts would be reallocated to create additional coverage and opportunities for programming, outreach, etc. Current Community Libraries would retain 4.5 FTE of Info Staff and 4.5 FTE of Circulation Staff, while Regional Libraries would reduce Info Staff by 1.5 FTE, from 9.5 FTE to 8.0 FTE, and would reduce Circulation Staff by 0.5 FTE from 8.5 FTE to 8.0
FTE. The budget for this option would be approximately $15.2 Million, or $0.5 Million less than the current budget.

Option 2B- All branches open at Community Library hours, with reductions in staff at previous Regional Libraries. Current Community Libraries would retain 4.5 FTE of Info Staff and 4.5 FTE of Circulation Staff, while Regional Libraries would reduce Info Staff by 3.5 FTE, from 9.5 FTE to 6.0 FTE, and would reduce Circulation Staff by 2.5 FTE, from 8.5 FTE to 6.0 FTE. The budget for this option would be approximately $13.5 Million, or $2.2 Million less than the current budget of $15.7 Million.

Library Administration strongly recommends against this scenario but felt it needed inclusion to provide all “consistent hours” options.

Option 3: Mid-point between Regional and Community Hours, With Sundays

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<td>Saturday</td>
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<td>TOTAL</td>
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All branches open at a mid-point of hours between current Community and current Regional. All branches would be open 1-5 PM on Sundays, all branches would open at 10 AM Monday through Saturday, and all branches would only be open 2 nights per week.

Staffing levels would be shifted; previous Community Libraries would see increases from 4.5 FTE of Info Staff to 6.5 FTE and from 4.5 FTE of Circulation Staff to 6.5 while previous Regional Libraries would see decreases from 9.5 FTE of Info Staff to 6.5 and from 8.5 FTE of Circulation Staff to 6.5. The budget for this option would be approximately $17.1 Million, or $1.4 Million more than the current budget of $15.7 Million.

Option 4: Mid-point between Regional and Community Hours, Without Sundays

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<th>Public Hours</th>
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<td>Saturday</td>
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<tr>
<td>TOTAL</td>
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</tbody>
</table>
All branches open at a mid-point of hours between current Community and current Regional. All branches would be closed on Sundays, all branches would open at 10 AM Monday through Saturday, and all branches would only be open 3 nights per week.

Staffing levels would be shifted; previous Community Libraries would see increases from 4.5 FTE of Info Staff to 6.0 FTE and from 4.5 FTE of Circulation Staff to 6.0 while previous Regional Libraries would see decreases from 9.5 FTE of Info Staff to 6.5 and from 8.5 FTE of Circulation Staff to 6.5. The budget for this option would be approximately $16.2 Million, or $0.5 Million more than the current budget of $15.7 Million.

Additional Notes

- None of the above scenarios includes Access Services.
- The Virginia Room staffing model/allocation is not affected by any of the above scenarios.
- Shifting of hours in any of the above scenarios would require additional review and structural changes to staffing types and pay grades due to differences in staffing at the Regional level versus the Community level. Those types of changes are not included in the above scenarios.
  - For example, an Assistant Branch Manager at a Community Library is a Librarian II; an Assistant Branch Manager at a Regional Library is a Librarian III.
Transforming communities starts with transforming ourselves.

Librarians and libraries have been through a decade of great change, spurred by a revolution in technology. Now is not the time to stop.

We have changed how we do business. Now we must change how others see us. Marketing and communication must become as important as delivering the service.

We have a unique moment in time to transform the way the world perceives us, to build on the things that we do so well and set the stage for the next century of library service.

We know that when libraries are transformed by new services, programs, renovations or new buildings, the communities we serve are in turn transformed.

When customers realize they are getting more from their libraries, they become advocates and passionate supporters for what we do.

Change isn’t easy, but it is the key to our future. I hope the ideas and suggestions in this tip sheet will inspire you.

Leslie Burger, ALA President, 2006-2007
Tips for Creating Change

1 Be passionate about libraries.
- Believe 150 percent in the power of libraries to change lives, enhance productivity, influence social policy, improve educational levels, and help businesses maintain a competitive edge.
- Be proud of working in a library. Remember librarians, library workers and library advocates are leading the charge on some of the most important policy issues of our times—filtering on the Internet, the USA Patriot Act, defending First Amendment freedoms.
- Remember, if we aren't passionate about what we do, no one else will be either.

2 Think strategically and create a vision to guide the future.
- Think competitively and creatively.
- Continually assess your library's strengths and weaknesses.
- Identify opportunities and threats that will either advance or detract from your vision.

3 Step outside the box.
- Determine what it will take to change the way people think about and react to your library, whether it's belly dancers, cooking, community forums, human rights festivals or community reads.
- Examine current practices. Are they customer-friendly?
- Consider practices of other libraries and competitors and determine what might work in your library.

4 Never stop learning.
- Transforming libraries means transforming ourselves as well.
- Take advantage of the continuing education opportunities available through ALA, your state or regional library association, regional consortia and other avenues to broaden your horizons.
- Be flexible, realistic and open to new ideas.

5 Be willing to take risks.
- Don't be afraid to take chances in the workplace.
- Ask for the money that you need. Make the case for why you need more.
- Look for creative ways to finance projects.

6 Become the change you want to see.
- Lead by example.
- Keep your eye on the vision for the library.
- Be relentless about promoting the changes you hope to implement.

7 Build a culture that welcomes and rewards change.
- Develop a team that encourages a free flow of ideas.
- Take time to retreat from day-to-day activity to learn about each other's unique strengths and talents.
- Work with your supervisor or director to help him or her achieve the operational changes needed.

8 Think all library, all the time.
- Read the newspaper, magazines, weblogs and surf the web to identify trends that might have an impact your library.
- Visit other libraries during your travels.
- Participate in professional associations.

9 Raise the library's profile.
- Engage in shameless promotion at social and business events.
- Communicate! Develop a single message that can be shared by everyone on the library staff, trustees, Friends and advocates.
- Create a strong brand or identity for your library.

10 Believe that everything is possible.
- Identify a dream and make it happen.
- Remain positive even in the face of minor setbacks.
- Never give up!

—Leslie Burger, ALA President, 2006-2007
Transformation is powerful. The librarians profiled here are only a few of many who have risked change and reaped the benefits.

Q. How did you approach change?
Any major work we do is done in collaboration with other experts in their fields, starting with the Parent/Child Workshop. Everything grew from there. We also intensified efforts to tell our story. A politician told me, “Get on the offensive and never get off.” Now we've become a place that people come to and say, “Will you try this?” People are constantly calling.

Q. What was your biggest challenge?
Continually re-inventing the library and ourselves. It's exhilarating but exhausting. I used to have an occasional slow, boring day. Now there is no downtime. We're on the front line the entire time.

Q. What advice would you give to another library?
You can't do it alone. You have to partner with community groups/nonprofits/schools. Stay open. Try not to say “no” right away. Just say, “Let me think about that,” or “Let me do some research and see if that's been tried anywhere else.” Never be afraid to call on other people and ask them what they think. Let other people help you with the new reality of a public library. When you ask their opinion, you get their support.

Q. What resources would you recommend?
- Other libraries—many have undertaken some wonderful initiatives. Calling them will save a lot of energy.
- People—especially potential partners. If we get an idea, it's usually because someone has come to us.
- Beyond Books: The Middle Country Public Library (DVD), Centereach, N.Y.: Middle Country Public Library, 2007. Contact petersonjoan@mcpl.lib.ny.us.

For more information:
feinbergsandra@mcpl.lib.ny.us
www.mcpl.lib.ny.us

“We always overestimate the change that will occur in the next two years and underestimate the change that will occur in the next ten. Don't let yourself be lulled into inaction.”
Bill Gates
Biblioteca Las Américas moved from a cramped 4,500 square-foot space to a 33,000 square-foot freestanding facility on Jan. 1, 1998. But the physical transformation was only the beginning.

With support from an Empowerment Zone grant, the staff expanded from four to nine and the library extended its hours for student and public use. Students attend rock concerts in the library's main area. Dance groups and string quartets practice in conference rooms. Students give presentations, and community organizations hold meetings in the 128-seat lecture hall. ESL and GED classes are offered in the evenings and on Saturdays.

The library also sponsors Viva, an award-winning student-peer tutor project with a goal of increasing community health literacy. The project has evolved to include a summer institute, online symposium and school-wide health fair.

The library's online services include a rich web site, online catalog, databases with home access, email reference service, and an online reservation and service request system.

The library received the 2006 American Association of School Librarians (AASL) National School Library Media Program of the Year Award sponsored by Follett Library Resources.

Q. What was your biggest challenge?
First, involving students, staff, administration, parents, the school board and community in helping to establish our vision, discussing the issues, focusing on outcomes, choosing how to move forward, taking the leap of making a decision, locating funding, and then planning through all the steps down to the tiniest details.

Second, ensuring implementation by taking action, overcoming the force of habit, tackling the paperwork, and focusing on the positive throughout the process. You need to have excellent staff who share the vision and are forward-thinking. You need to hire talented, creative, student-centered, cooperative people, and you may need to help those who cannot adapt find another home.

Q. What advice would you give to other libraries?
- Listen to all of your patrons and to your staff. Brainstorm together and talk things through. Think together about why you are contemplating this change and what outcome(s) you hope to achieve. Where is it that you want to be? What is your goal? How will you know when you have reached it?
- Once you reach consensus, make a detailed Plan A, along with contingency plans B and C. Learn technology. Implement the plan. Act!
- When you make mistakes, admit them and make things right.
- Carry on with good cheer and always look to the next level.

Q. What resources would you recommend?
- AASL Advocacy Toolkit: www.ala.org/ala/aasl/aaslproftools/toolkits/aasladvocacy.htm

For more information:
lucy.hansen@stisd.net
http://bla.stisd.net
Six years ago, the Georgia Tech library had fallen off the campus map.

Library visits had dropped an average of 5 percent a year for the past 15 years, with students and faculty complaining that the library had become irrelevant. The library interiors were drab, with collections dominating the space. The library was not part of campus discussions about technology.

Today the library is again recognized as the heart and soul of the campus. Faculty praise the library's digital delivery systems. Computer login records show that almost every student visited the library at least once during the last school year. One student reported turning down a Fulbright scholarship at another campus to attend Georgia Tech because of the library's information commons area. A columnist for the campus newspaper cited the library for its efforts to gather and use student input—claiming it was the first time she had seen that happen.

The library was awarded a 2007 Association of College & Research Libraries (ACRL) Excellence in Academic Libraries Award sponsored by Blackwell's Book Services.

**Q.** How did you approach change?

We began to listen to students and faculty. For example, we had a team go to five study areas around campus to interview students. It wasn't about asking, "What can we do to help you?" It was to find out what they were doing and figure out how we could help them do it better. We now have a Student Advisory Council representing various groups. Our students and faculty told us to move swiftly and effectively to provide digital content and to make our services evident and relevant. A five-year strategic plan was crafted with both librarian and staff participation.

**Q.** What was your biggest challenge?

We had to work a lot with the computer center. They speak a different language. It took several weeks for us to begin to understand each other. Now we work very effectively as a team.

**Q.** What advice would you give to another library?

- Stay current. Know what faculty are involved in, what's changing in the world that impacts us.
- Bring in experts to share.
- Focus on what is most important and do a couple of things really well. People want to support successful things.
- Give your staff free rein. Let them figure out what the needs are and how to address them.
- Become the nexus of engagement with undergraduates. Provide them with the tools they need to succeed.

**Q.** What resources would you recommend?

- *Library as Place: Rethinking Roles, Rethinking Space*, CLIR, 2005, No. 129.

For more information: richard.meyer@library.gatech.edu
http://smartech.gatech.edu/handle/1853/12982
When Lucinda Zoe says her library could be “the poster child for transformation,” she isn’t kidding. When she arrived in 2001, the library had had 10 chief librarians in 10 years. Two staff librarians had not spoken to each other in five years. There were no Technical Services, no instructional programs. The library was in such bad shape that the college was in danger of losing accreditation.

Today the library is the “go-to” place for faculty and students. All freshmen are required to take the library’s three information literacy workshops. The library publishes an award-winning poetry journal and regularly hosts open mics, poetry and other events. On its home page, the library asks, “How are we doing?” and regularly receives comments such as, “I think this library gives so much support to all students. Keep up the good work.”

The library received a 2007 ACRL Excellence in Academic Libraries Award sponsored by Blackwell’s Book Services.

Q. How did you approach change?
We latched on to the college mission statement. We identified the most important initiatives—student retention, writing across the curriculum, general education, language acquisition—and attached ourselves to them. The turning point was investing some extra funds from the Chancellor’s office, around $6,000, in professional and staff development. We had a two-day “Professional and Program Development” retreat in June 2004 to examine our organizational culture, our programs, and our work life. We hired an excellent facilitator/consultant. The next year we had a second retreat, hired the same facilitator and did strategic planning. We identified five strategic areas that we all agreed we wanted to focus on, and then set up management teams to identify key objectives and develop a three-year plan for each area.

Q. What was your biggest challenge?
The biggest challenge was recasting the library image. The perception of the library was so negative. It was a huge culture shift to even acknowledge there was a library, that there was anything in it and that the library faculty could be an active partner in the learning process. Students didn’t use it. Faculty didn’t use it. They didn’t refer people there. We’ve had to keep putting ourselves out there.

Q. What advice would you give to another library?
• Invest as much in your support staff as you do in your professional staff. When the message is that you care about them, want them to be happy, they give back. It creates synergy. Empowering and investing in them is the key to transformation.
• If they don’t give you money, go find it—write grants!
• Tie everything you do to the mission of the college. You are the best friend of the college. You want to make that visible and clear in your reports to the president and provost. It’s basic management stuff but we forget it.

Q. What resources would you recommend?
• ACRL Harvard Leadership Institute
  www.ala.org/ala/acrl/acrlvent/events/upcomingevents/
• Frye Leadership Institute
  Sponsored by the Council on Library and Information Resources, EDUCAUSE, and Emory University
  www.fryeinstitute.org

For more information:
LZOE@hostos.cuny.edu
www.hostos.cuny.edu/library/
Lessons from the Change Masters

While their libraries are very different, the four directors profiled have more than a little in common when it comes to transforming their libraries.

- All recognize a need for libraries to become more active partners in learning and to create environments and programs that support that role.
- Whether it's through surveys, focus groups or chatting one-on-one, they make a point of listening—and responding to what they hear.
- They are generous in giving credit to their staff members and recognizing the unique talents and energy each brings.
- All say investment in staff development is critical.
- Communication is a priority—within their staffs, as well as with external constituents.
- They see change as an ongoing process. Nothing is so good that it can't be improved.
- They look to other libraries for inspiration and guidance and are glad to give others the benefit of their experience.
- They appreciate the power of partnerships.
- All have strategic plans.
- While lack of funds can be an obstacle, they say it also can spur creativity. All are adept at seeking outside funding through grants, gifts and partnerships.
- They evaluate constantly and don't hesitate to make adjustments.

Where Do We Go from Here?

Today's library users enjoy an unprecedented array of tools and services on- and off-line. Yet the future of libraries and free access to information cannot be taken for granted.

Too many people still are not aware of the resources and assistance available at their community, school or campus library—or choose to turn elsewhere. Too many decision-makers question the value of a library in an electronic age.

Transformation begins with a strategic plan, a mission, vision and services that both address and anticipate needs. But it's not enough if libraries are to be recognized as essential, relevant services. There must also be a plan to communicate library services in a consistent and powerful way. Put the two plans together and you have a marketing plan.

Marketing is about creating an experience that people will seek out in person or online. It means getting smart about how we communicate—having a clear and consistent message, identifying key audiences and getting strategic about how we reach out to them.

Marketing encompasses communication in all forms—advocacy, advertising, publicity, partnerships, public relations, print, electronic, word of mouth. Getting savvy about how we use these tools and techniques is key to our future.

“Change is inevitable, except from vending machines.”
Unknown

“You really can change the world if you care enough.”
Marian Wright Edelman
For more resources to help transform your library, check out the following ALA units.

ALA Editions
www.ala.org/ala/ourassociation/publishing/alaeditions/editions.htm

ALA Graphics
www.alastore.ala.org/

American Association of School Librarians (AASL)
www.ala.org/aasl/

Association for Library Collections & Technical Services (ALCTS)
www.ala.org/alcts/

Association for Library Service to Children (ALSC)
www.ala.org/alsc/

Association for Library Trustees and Advocates (ALTA)
www.ala.org/alta/

Association of College and Research Libraries (ACRL)
www.ala.org/acrl/

Association of Specialized and Cooperative Library Agencies (ASCLA)
www.ala.org/ascla/

Library Administration and Management Association (LAMA)
www.ala.org/lama/

Library and Information Technology Association (LITA)
www.ala.org/lita/

Office for Diversity (OFD)
www.ala.org/ala/diversity/diversity.htm

Office of Government Relations (OGR)
www.ala.org/ala/washoff/contactwo/ogr/ogrofficegovernment.cfm

Office for Information Technology Policy (OITP)
www.ala.org/ala/washoff/contactwo/oitp/oitpofficeinformation.cfm

Office for Intellectual Freedom (OIF)
www.ala.org/oif/

Office for Literacy and Outreach Services (OLOS)
www.ala.org/ala/olos/literacyoutreach.htm

Office for Research and Statistics (ORS)
www.ala.org/ala/ors/researchstatistics.htm

Public Information Office (PIO)
www.ala.org/pio/

Public Programs Office (PPO)
www.ala.org/ala/ppo/publicprograms.htm

Public Library Association (PLA)
www.ala.org/pla/

Reference and User Services Association (RUSA)
www.ala.org/rusa/

Young Adult Library Services Association (YALSA)
www.ala.org/alcts/

Washington Office
www.ala.org/ala/washoff/washingtonoffice.cfm
Three Things You Should Know About Marketing

1. Marketing is everyone's job.
2. It's about people—not what's on the shelf.
3. Listening is as important as selling.

Getting Started @ your library®

Learn more about how to develop a marketing/communication plan and find tools you can use in the @ your library® toolkits developed as part of ALA's Campaign for America's Libraries.

Tools for public, school and academic libraries can be found at www.ala.org/@yourlibrary. You'll find sample messages, downloadable art and a wealth of strategies for reaching out to students, parents, media, funders and more.

Tools You Can Use

For Academic Libraries
ACRL Publications in Librarianship, No. 56.

Constancy and Change in the Worklife of Research University Librarians.
Rebecca Watson-Boone. ACRL Publications in Librarianship, No. 51.

For Public Libraries
The Small but Powerful Guide to Winning Big Support for Your Library: www.ala.org/ala/olos/oloscommittees/rnt/advocacy.htm


For Youth Librarians
“New Directions in Library Services to Young Adults,” Patrick Jones. Chicago: Young Adult Library Services Association (YALSA), 2002.


Partnership for 21st Century Skills:
www.21stcenturyskills.org

YALSA Wiki:
http://wikis.ala.org/yalsa/index.php/Main_Page
"They say that time changes things, but you actually have to change them yourself."
Andy Warhol

"Nothing endures but change."
Heraclitus

“If you don't like change, you're going to like irrelevance even less."
General Eric Shinseki

“Tears will get you sympathy; sweat will get you change.”
Jesse Jackson

American Library Association
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Chicago, Illinois 60640
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Fax: 312.280.3256
Email: ala@ala.org
www.ala.org
CONSIDERATION ITEMS
CONSIDERATION ITEM
April 12, 2017

ISSUE: Update to Policy R Variable Circulation Dates

RECOMMENDATION: Library Administration recommends updating Policy R to reflect appropriate circulation practices.

BACKGROUND: The ad hoc Policy Committee of the Library Board of Trustees met on March 3, 2017 to discuss a number of policy updates. One policy brought forward by the committee for update is Policy R, regarding variable circulation dates. The policy requires updates to align with circulation periods and patterns. The current version of the policy and the recommended updated version of the policy are included in the attachment.
Policy Regarding Variable Circulation Dates

1. Browsing videos and high demand items shall circulate for three days.
2. Best Sellers shall circulate for 21 days.
3. All other library materials shall circulate for 21 days.

3/93
Policy Regarding Variable Circulation Dates

1) All library materials shall circulate for 21 days except:
2) Hot Picks shall circulate for 14 days;
3) Book kits shall circulate for 6 weeks;
4) Reference material does not circulate.

[Update date]
CONSIDERATION ITEM
April 12, 2017

ISSUE: Update to Policy F Regarding Organization of Library Facilities

RECOMMENDATION: Library Administration recommends updating Policy F to reflect current terminology and designation regarding branch libraries.

BACKGROUND: The ad hoc Policy Committee of the Library Board of Trustees met on March 3, 2017 to discuss a number of policy updates. One policy brought forward by the committee for update is Policy F, regarding organization of libraries. The current iteration of the policy is not reflective of current terminology or defining factors between Regional and Community libraries. The current version of the policy and the recommended updated version of the policy are included in the attachment.
Policy Regarding Organization Of Library Facilities

1. Library Administrative Support Services Center
   a. Library System Administration
      The Administration organizes and manages the Library system according to policies of
      the Board and assures delivery of services via the regional system of libraries to the
      public.
   b. Library Support Services to the County
      The objective of the Library support services is designed to provide specialized support
      to the County/City governments such as legislative information services (LIS), archives
      and records management, Virginiana Collection of County and State documents, and
      municipal reference. General public services included herein are: talking books, books
      by mail, outreach, audiovisual, CATV studios, inter and intra loans, and centralized
      information and reference services.

2. Criteria for Planning Regional Concept of Library Services
   The Fairfax County Public Library System is a coordinated network of libraries of various sizes
   with an administrative support services center.
   a. Categories of Libraries
      There are two major categories of libraries based on size and function: Regional
      Libraries and Branch Libraries. Guidelines and criteria for establishment of libraries have
      been adopted.¹¹
      1. Regional Libraries
      Regional Libraries will contain the most comprehensive collection of materials in the System to serve all
      Fairfax County/City citizens. They will collectively be the principal resource, information and research
      centers with the largest collections of retrospective materials.
      
      The collections will be developed along strong subject divisions such as music and performing arts;
      visual arts; business, economics and technology; literature, languages, fiction, social sciences, history
      and biography. They will include all types of material for circulation; e.g., books, periodicals, records and
      cassettes, and audiovisual material. A minimum collection of 100,000 volumes includes a popular
      collection of general interest and resources to support information needs of the principal service area.
      This collection will have added copies of in-demand titles and broad strength in all subject areas within
      financial and special constraints.
      
      The Regional collections will include the largest holdings in microform, records and audiovisual
      materials. Extensive back runs of periodicals can be maintained in microfilm and fiche. The subject
      divisions will be supported and enhanced by the availability of non-print material.
      
      The Reference collection in each Region's subject division will be the System's most extensive with
      specialized reference and research tools in one location where specialized staff can exploit the collection
      to the fullest. In addition, the reference collection will be more comprehensive than found at Branches,
yet supported by the extensive strength of the other Regional general and specialized collections. The Regional Collection should provide general information sources for patrons in the service area.

Meeting rooms will be provided.

2. Branch Libraries

   Branch libraries fall into three categories: large community, small community and neighborhood/portable and mobile designed to meet the basic needs of each principal service area.

   a. Large Community Libraries

      Large Community Libraries will contain a minimum of 50,000 volumes. The collection will offer high-demand titles of popular and current material. A current and general information service will cover all subject areas as needed. Backup collections are provided at the Regionals. Microform may be available in Large Communities as required. Audiovisual, non-print material will be available to meet demands of the community.

      Meeting Room will be provided if space permits.

   b. Small Community Libraries

      Small Community Libraries will contain a minimum of 25,000 volumes. The collection will offer a limited selection of current and popular material with an emphasis on fiction, generally popular non-fiction and self-help selections.

      Information services will be limited. The collection will reflect current and accurate information of a very general level.

      A small popular audiovisual collection will be maintained.

      Meeting Room will be provided if space permits.

   c. Neighborhood/Portable and Mobile Libraries

      A remote or highly congested area could qualify for a neighborhood library or a mini-library which consists largely of popular paperbacks and high turnover materials.

      Bookmobiles or special-purpose vehicles may provide library services to residents living in rural areas, nursing homes, or others who may be unable to get to a library facility.

11 Guidelines for Establishment of Libraries & Facility Size Standards, Addendum 11
Policy Regarding Organization of Library Facilities

1. Library Administration
   Library Administration organizes and manages the Library system according to policies of the Board and assures delivery of services to the public.

2. Technical Operations
   Technical Operations selects, acquires, catalogs, and provides maintenance guidelines for collection materials of the Fairfax County Public Library System.

3. Branch Services
   The Fairfax County Public Library System is a coordinated network of libraries of various sizes, Technical Operations, and Library Administration. There are two categories of libraries based on size: Regional Libraries and Community Libraries. Guidelines and criteria for establishment of libraries have been adopted. All Fairfax County Public Library branches will be designed per the Library Design Manual.
   
   a. Regional Libraries
      Regional Libraries will have a larger footprint than Community Libraries, which will often allow for a bigger collection of physical materials than possible in Community Libraries. Regional Library collections should contain a minimum of 100,000 items. Meeting and quiet study rooms will be provided. Group study rooms may be provided as space permits.
   
   b. Community Libraries
      Community Libraries will vary in size depending upon available space. Community Library collections should contain a minimum of 50,000 items. Meeting rooms will be provided as space permits. Quiet study rooms and/or group study rooms may be provided as space permits.
   
   c. Pop-Up/Mobile/Mini Libraries
      Pop-Up/Mobile/Mini Libraries may be used to address short-term outreach needs, mobile library needs, or smaller scale library needs.

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11 Guidelines for Establishment of Libraries & Facility Size Standards, Addendum 11