Prince William County, Virginia
Internal Audit Report – Public Library System

August 29, 2017

RSM

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TRANSMITTAL LETTER

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August 29, 2017

The Board Audit Committee of
Prince William County, Virginia
1 County Complex Court
Prince William, Virginia 22192

Pursuant to the internal audit plan for fiscal year ("FY") 2016-17 for Prince William County, Virginia ("County" / "PWC"), approved by the Board of County Supervisors ("BOCS"), we hereby present the operational analysis of the Prince William Public Library System ("PWPLS"). We will be presenting this report to the Board Audit Committee of Prince William County at the next scheduled meeting on October 17, 2017.

Our report is organized in the following sections:

Executive Summary	This provides a summary of results of the operational analysis including improvement opportunities.
Background	This provides an overview of PWPLS, as well as relevant background information.
Objectives and Approach	The objectives of this operational analysis are expanded upon in this section, as well as a review of our approach.
Benchmarking and Analysis	This section provides an overview of the national statistics and peer jurisdictions, including the benchmarking and analysis against the national statistics and peer jurisdictions.

We would like to thank the staff and all those involved in assisting our firm with this analysis.

Respectfully Submitted,

RSM US LLP

Internal Auditors

EXECUTIVE SUMMARY

Overview of Results

Although this was an operational analysis of the PWPLS, it should be noted that the PWPLS has been included in the following internal audits: Cash Collections and Handling audit report (accepted by the Board Audit Committee and the BOCS on August 4, 2015), Purchasing audit report (accepted by the Board Audit Committee and BOCS on June 2, 2017) and the Timekeeping audit report (accepted by the Board Audit Committee and the BOCS on June 2, 2017).

The chart below provides a high-level overview of the results of the benchmarking and analysis of the PWPLS as compared to its selected peer jurisdictions and national statistics. A detailed analysis is located in the benchmarking and analysis section of this report.

FY 2016 - Summary

Key Performance Indicator	Prince William	Henrico	Fairfax	Loudoun	CRRL
Total Revenue (excluding transfers)	$ 3,021,455	$ 678,000	$ 1,958,488	$ 550,789	$ 57,895
Total Expenditures	$ 14,891,000	$ 15,725,482	$ 34,196,378	$ 15,982,395	$ 11,752,911
No of Locations	11	10	23	10	7
Total Population per County	443,463	320,712	1,129,330	374,451	313,868
Total Service Population	468,131	314,881	1,135,830	333,253	300,972
Expenditures per Service Pop	$ 31.81	$ 49.94	$ 30.11	$ 47.96	$ 39.05
Total Materials	784,514	833,141	2,423,773	735,393	715,450
Total Material Turnover Rate	4.55	5.73	5.50	8.09	14.72
Holdings per Capita	1.68	2.65	2.13	2.21	2.38
Total Circulation of Materials	3,569,752	4,774,622	12,042,565	5,948,533	10,528,536
Total Circulation per Capita	7.63	15.16	10.60	17.85	34.98
Total Visits/Foot Traffic	1,561,141	2,093,766	4,643,500	1,720,151	3,084,662
Visits/Foot Traffic per Capita	3.33	6.65	4.09	5.16	10.25
Unduplicated Service Hours	63	64	63	70	70
Total FTE's	180	198	366	171	179
FTE per 10,000 Circulation	0.50	0.41	0.30	0.29	0.17
FTE per 10,000 Serv Pop	3.83	6.29	3.22	5.13	5.95
Total Registered Library Cards	318,175	250,113	441,683	225,753	182,524
Cardholders per 10,000 Serv Pop	6,797	7,943	3,889	6,774	6,064
Expenditures per Card	$ 46.80	$ 62.87	$ 77.42	$ 70.80	$ 64.39
Total Computers	222	429	402	200	267
Computers per 10,000 Serv Pop	4.74	13.62	3.54	6.00	8.87

Note: CRRL represents the Central Rappahhanock Regional Library

FY 2014 - Summary

	Prince William	National Avg.
Total Staff	164	178
Total Materials	714,345	1,009,213
Total Hours Open	26,416	32,162
Total Visits	1,487,822	1,813,003
Total Circulation	3,635,250	3,199,822
Total Expenditures	$ 15,331,595	$ 16,369,603

Overview of Results – continued

The process of benchmarking yields valuable information to leaders and decision makers. Identifying comparable peer groups can be challenging, as no two jurisdictions are exactly alike. Organizations could account for data differently. To address this potential limitation, we sourced our data from 'published data' from respective organization's budget books, Virginia's Auditor of Public Accounts ("VA APA"), web sites, and the Comprehensive Annual Financial Reports, and submitted surveys to the jurisdictions for solicitation of information in regards to specific areas of focus.

It should be noted that the most up to date information available during the timing of our fieldwork was as follows:
- Prince William comparison to national statistics – as of FY 2014
- Prince William comparison to selected peer jurisdictions – as of FY 2016

The peer jurisdictions selected for comparisons are as follows:
- Fairfax County
- Henrico County
- Loudoun County
- Central Rappahannock Regional Library ("CRRL"). The Central Rappahannock is a regional library, which is a public library system serving and supported by several contiguous counties usually in the same state, is comprised of the following four jurisdictions:
  - City of Fredericksburg
  - Spotsylvania County
  - Stafford County
  - Westmoreland County

Improvement Opportunities

The PWPLS Board of Trustees ("Board" or "Trustees") were individually polled via a survey to determine how the Board of Trustees establish and monitor goals and priorities for the library system. The Trustees were also asked specifically about weaknesses in the library system. Overall, the feedback received by the Board of Trustees was positive and reflects a healthy organization. However, we noted the following improvement opportunities for consideration per review of the survey results:
- Based on some unfavorable or inconsistent survey results, the PWPLS should consider implementing an annual planning session. This approach would provide for a consistent and identifiable set of goals and priorities that can be measured and monitored throughout the year.
- 67% of the respondents indicated weaknesses in the library facilities/buildings and the need for improvements and/or repairs. PWPLS should consider assessing their facilities and creating a proposed capital improvement plan and maintenance schedule to address the identified weaknesses.

BACKGROUND

History of Libraries

The modern library that exists today was not originally a public library. Libraries were often small and operated on a subscription basis, open only to patrons that paid annual dues or purchased a shared interest in the institution. These libraries often contained collections with specific areas of topical focus such as biographies, history, philosophy, theology or travel rather than works of fiction.

The public library movement was first established in Britain with the passage of the Public Libraries Act of 1850. This gave local municipalities the right to establish public libraries for the good of the community in order to provide free information and literature to local citizens. In 1876, the American Library Association was formed. This, combined with a rise of publicly funded libraries during the post-civil war era, a movement comprised mostly of women's clubs, led to the creation of the majority of public community libraries across the country during that era.

Public libraries, prior to 1930 were originally staffed completely by volunteers. Individual citizens gave their time, money, and compassion to curate a collection and serve their community. After 1930, paid staff were used to coordinate volunteer efforts, mainly due to a lack of a formalized method of training for librarians. The early model for training librarians was through apprenticeship, not unlike that of a craftsman. The field of Library Science began to take off as a profession with the creation of the Graduate Library School at the University of Chicago in 1928. For over 60 years this school was known as one of the most prominent programs for Library Science until it's closing in 1989.

What a Library Provides

A library is a reflection of the community that it serves. The collections, programs, and staffing strategy are all in place to respond to the local community's educational needs, demographics, and outreach efforts. The community library is tasked with adapting to the ever changing needs of the community in order to create a symbiotic relationship between the library and the community that is unique to every regional, community, or neighborhood library. With the evolution of technology, a library now provides an assortment of physical and digital material, along with an ample amount of computer and audio software to meet the needs of citizen demands and stay current with the most recent trends. Libraries do not just provide books and digital materials, but also offer many different types of service programs. These programs are offered for all ages from toddlers to adults. One such program offered at PWPLS is "1,000 Books before Kindergarten", a program designed to develop the reading skills of children before they start school. Libraries are a vital access point for patrons to expand their knowledge and provide the less fortunate meaningful ways to better themselves.

BACKGROUND – CONTINUED

Prince William Public Library System History & Timeline

Prince William County has a long standing tradition and history with its public library system. Currently, the PWPLS has eleven (11) locations. As shown in the graphic timeline below, the County started out with an estimated population of 22,614 in 1950, just years before the formation of the library system. In 1952, the library system was established by Prince William County. The temporary library system was located in the Prince William County Administration Building and was called the Leesylvania Branch.

However, in 1968, thanks to the contribution from Roger Costell, the Mayor of Manassas, Prince William County obtained six acres of land, along with $100,000 to build its first public library in the County. That library was constructed and opened in 1971 as Central Library. After the establishment of the Central Library various bond referendums were passed by majority vote of the citizens to establish several other libraries throughout the County.

On April 12, 1976, Prince William County and the City of Manassas entered into a library services agreement, followed by the City of Manassas Park entering into a library services agreement on January 23, 1979. This led to the creation of what is now known as the Prince William Public Library System. The three jurisdictions continue to share the costs of providing library services. The Cities of Manassas and Manassas Park reimburse Prince William County for services rendered. This reimbursement is considered agency revenue for the library system. In FY 2017, PWPLS was budgeted to receive $1,808,041 in revenue from these localities.

There are a few unique and historic features at several of the established libraries within Prince William County. Specifically, the Chinn Regional Library was built on an old 1970's State detention camp and also received Veteran flagpoles from the Veterans of Foreign Wars Post 1503. Recently, in FY 2015 and FY 2016 two additional libraries were constructed. These include the Haymarket-Gainesville and Montclair Community Libraries. Both properties contain historic houses -- the Bushy Park Home and the Barnes House. The PWPLS has maintained its extremely good popularity amongst County residents and continues to see community dedication to the library system at the various locations. The 2016 Community Survey found that residents generally agree that the County's libraries meets their needs and County-wide the percentage of residents that strongly agree increased in 2016.

Volunteerism plays a vital role in libraries today, including within the County. In FY 2016, Prince William Public Library System had an average of 354 volunteers per month, who donated 32,833 hours of time. A substantial portion of these volunteers provide public facing roles such as shifts at the circulation or information desks and library programs. Volunteers are a direct link between the library and the community, and serve as the life blood of any successful library program.

Prince William Public Library System History & Timeline - continued

1950 - PWC population est. 22,612.

1952 - Library Services established for PWC.

1952 - Ruth E. Lloyd appointed as 1st Chair of the Library BOD. Ruth has a History Room named after her in Bull Run.

1960 - PWC population est. 50,164.

1965 - Eastern PWC Library Services established with the Leesylvania Branch Library in the PWC Admin Building.

1967 - The first Library Bond Referendum passed to create the 1st Library.

1968 - Roger Costell, Mayor of Manassas Park contributed 6 acres and $100,000 for the 1st Library.

1970 - PWC population est. 111,102.

1970 - Chinn Regional Library future build site, was being used as a State Justice Detention Camp.

1971 - Central Library opened, 1st Library HQ.

1972 - A $625,000 bond referendum passed for the establishment of the Potomac Community Library.

1975 - Potomac Community Library opened on the Potomac Hospital Grounds. It holds a stained glass collection from artist Jean Dunivin.

1980 - PWC population est. 144,703.

1985 - Dumfries Neighborhood Library and Lake Ridge Neighborhood Library opened.

1986 - Nokesville Neighborhood Library opened. This Library serves both PWC and Fauquier Counties.

1986 - Dale City Neighborhood Library opened The flagpoles were donated by the Veterans of Foreign Wars Post 1503.

1987 - Gainesville Neighborhood Library and Independent Hill Neighborhood opened.

1990 - PWC population est. 215,686.

1991 - Chinn Park Regional Library opened. (MAGIC) is located on the Library property. Named after Mary Chinn for her families contribution to PWC.

1994 - Bull Run Regional library opened. The (RELIC) Information center is located on the Library property named after Ruth E. Lloyd

2000 - PWC population est. 280,813.

2006 - The 2006 Bond Referendum passed to establish Montclair Community Library.

2010 - PWC population est. 402,002.

2015 - PWC population est. 451,721.

2015 - Gainsville Neighborhood Library permanently closed its doors.

2015 - Haymarket Gainsville Community Library opened. A 20,000 sq. ft. Library with the historic Bushy Park 200 year old home on the property.

2016 - Monticlair Community Library opened. A 20,000 sq. ft. Library with the historic Barnes house located on the property.

BACKGROUND – CONTINUED

Prince William Public Library System Organizational Structure and Governance

The Prince William Public Library System acts as a department of the Prince William County government, guided by a Board of Trustees appointed by the Board of County Supervisors. The Board of Trustees is composed of a representative from each magisterial district and one at-large member, as appointed by the PWC Board of County Supervisors, and a representative from the Cities of Manassas and Manassas Park. The officers of the Board of Trustees consists of a Chairman and Vice-Chairman. The Library Director services as Clerk to the Board of Trustees and is appointed by the Board of Trustees. The current Board of Trustees is as follows:

Trustee Name	Role	District
Brian Murphy	Chairman	Brentsville
Preston Banks	Vice Chairman	City of Manassas Park
Taalbah Hassan	Trustee	At Large
Catherine Y. Turner	Trustee	Coles
Vacant	Trustee	Gainesville
Keith Mueller	Trustee	City of Manassas
Patti Beattie	Trustee	Neabsco
Burk Andrews	Trustee	Occoquan
Corinne Doerr	Trustee	Potomac
Constance Harris	Trustee	Woodbridge
Deborah Wright	Library Director	n/a

There are three (3) standing committees composed of two or more Board of Trustee members. The committee members are appointed by the Chairman each July to serve for one year. The standing committees include the following:

- **Budget** – This committee participates in the budget development process by receiving briefings from the library staff, with the goal of having a thorough understanding of the budget that will be presented to the full Board of Trustees.
- **Personnel** – This committee drafts the Library Director's performance evaluation, employs feedback from the Board of Trustees to refine and improve the process, and makes recommendations to the Board of Trustees on personnel matters brought before the Board of Trustees.
- **Technology** – The Technology Committee receives briefings from the Library technical staff on the state of the technology in use within the PWPLS and in the larger library community, and on the staff's recommendations for future technology acquisitions and enhancements.

As necessary and determined by the Board of Trustees, the Chairman appoints special committees and designate their Chairman. These special committees include: Reconsideration Committee; Bylaws Committee; Scholarship Committee; and Ad Hoc Committees.

The full Board of Trustees meets once a month for board meetings. During the board meetings the Board of Trustees address the current agenda and after the meeting, the recorder posts all briefs for public information. All board briefs are documented and signed to make them official documents. Information that is typically presented during these meetings includes but is not limited to: citizen input (citizen's time), information the Chairman wishes to disclose or discuss, financial and statistical information, materials availability, new business and a summary update regarding the five divisions of the Library (Financial Services, Materials Services, Public Services, Administrative Services and Technology Services).

Prince William Public Library System Organizational Chart

Prince William County Public Library System
Organizational Summary Chart

Library Board of Trustees

Library System Director
Deborah Wright

Administrative Support Coordinator
Karen Gates

Administrative Services Division	Financial Services Division	Materials Services Department	Public Services Division	Technology Services Division
Library System Director	Library Financial Services Administrator	Library Materials Services Administrator	Assistant Library Director of Public Services	Technology Services Administrator
Deborah Wright	Cathy Chang	Jean Ross	Joslyn Jones	Valinda Hunt
Administrative Staff 11	Financial Services Staff 3	Material Services Staff 27	Public Services Staff 22	Technology Services Staff 8

As stated in the PWPLS Board of Trustees Revised Bylaws dated September 25, 2003, *"The Library Director shall be the Executive Officer of the Library and shall have sole charge of the administration of the Library under the direction and review of the Board of Trustees and shall be responsible for the property and all records of the Library and their proper maintenance."* It should be noted that buildings and assets associated with the PWPLS are the property of the County. Each division has several staff to serve the current needs of the five divisions in the library system. Above is a summary organization chart of the Prince William Public Library System. A complete listing of the organization structure for each division is attached in **Appendix A**.

BACKGROUND – CONTINUED

Prince William Public Library System Board of Trustees Survey

As a part of our analysis we performed a survey of the Board of Trustees. The survey provided an opportunity to gain feedback regarding: Board reporting; Library System goals & objectives; communication; Board composition; Board training & planning; performance measures; and strengths & weaknesses. Board survey results can help identify issues needing clarification and elucidate Board priorities and practices to help create an effective oversight board. Additionally, Board surveys can act as an indicator of the health of any organization.

Overall, the feedback received by the Board of Trustees was positive and reflects a healthy organization. The full survey and results are included in **Appendix B**. Below we provide select results which require additional discussion.

**Q8 Do you participate in an annual training session for Trustees?**
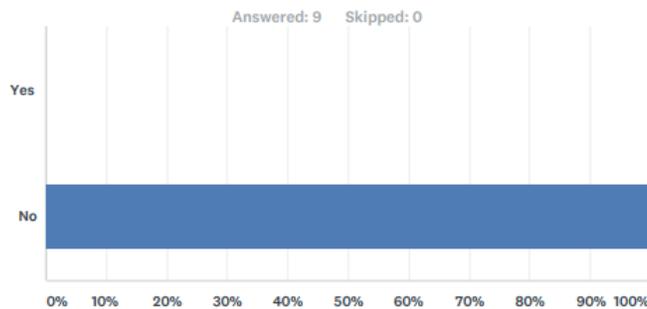
Periodic training is considered a best practice to enhance the Board's skills and capabilities to provide effective leadership and governance to the organization and its mission. Based on the results, 100% of respondents responded "No" to participating in an annual training session. However, it should be noted, that many respondents noted that the Board is in the process of planning and scheduling an upcoming training session.

Establishing goals and priorities annually provides an opportunity for the Board and staff to engage and become committed to strategies that will help the organization achieve its mission. Based on the results, approximately 67% of respondents responded "No" to the Board of Trustees having an annual planning session. Inconsistent responses were noted for survey question #10 "How do you monitor against established goals and priorities?"

Survey question #14 asked, "In your view what are the weaknesses of the Library System." Of the nine (9) responses, six (6) indicated weaknesses in their facilities/buildings and the need for improvements and/or repairs.

Q9 Does the Library Board of Trustees have an annual planning session to establish its goals and priorities?
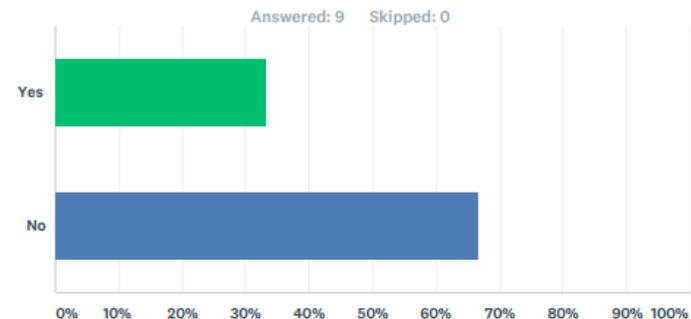
BACKGROUND – CONTINUED

Prince William Public Library System Vision/Strategy Plan

Prince William Public Library System is proactive in establishing plans to help achieve its goals and objectives. PWPLS has the following strategic plans: Five-year Vision Plan; Five-year Technology Plan; and currently in progress, is an overall Five-year Plan for the library system as a whole, which is broken down into three (3) focus areas. The focus areas built to enrich the Prince William Public Library System are as follow.

Five-year Vision Plan Objectives
Vibrant Engagement
Enhancing communication and branding
Visible Resources and Services
Strengthening current capacities and new opportunities
Valued Staff and Learning
Advancing education and customer service

The Five-year Vision Plan has several goals to achieve within each focus area as follows:
- Vibrant engagement will enhance communication strategies by refining and reinforcing the library brand and mission.
- Visible resources and services will be achieved by planning and investing in modern technologies, strategic partnerships and innovative industry methods, as well as by identifying key strengths. The library can make critical decisions on content, collections and resources to improve services.
- Valued staff and learning will be maintained by supporting its staff in developing and implementing advanced organizational learning opportunities to improve efficiencies and employee commitment.

These goals are achieved through various objectives as outlined below.

Five-year Vision Plan Objectives
Vibrant Engagement:
Objectives: - Refine and re-develop the Library's website to enhance its visual appeal, focus and usability.   - Consolidate the communications in the library system into one unit dedicated to messaging the library brand, building new partnerships and relationships, and evaluating current practices and procedures for enhancement.   - Create a brand style guide for the library system to provide consistency and marketing clarity when communicating to the public.   - Recognize the need to solidify the System's outreach and programming efforts, and produce a new structure focused on identifying, supporting and streamlining these efforts.

BACKGROUND – CONTINUED

Prince William Public Library System Vision/Strategy Plan - Continued

Five-year Vision Plan Objectives - continued
Visible Resources and Services:
Objectives: • Develop and implement a technology plan that addresses current operational resources, and provides the library system a path to modernizing and identifying community technology needs.   • Identify new County relationships and allocate appropriate resources to support these new programs and projects.   • Implement new techniques into the system that enrich the customer expectations such as desk responsibilities, collection capacities, program possibilities and space applications.   • Continue and expend commitment to early literacy development through programming, services, technology enhancements, collection support, and staffing of youth services.   • Seek opportunities to improve older Library facilities both aesthetically and spatially to maximize Library experience.
Valued Staff and Learning:
Objectives: • Dedicate a day to staff to encourage networking, learning and inspiring topics about the Prince William Public Library System.   • Develop a staff-training plan to include training across all divisions. Project directed by the Assistant Library Director and developed by a committee of staff.   • Create a long-lasted customer service program built from within that is annually evaluated, and adjusted, to improve staff training, and address the needs of the changing roles of Libraries in the community.   • Foster opportunities for any staff member to motive change from within to improve and enhance our services and resources. Create opportunities for staff autonomy to motivate change.   • Work with the County to ensure staff is given every opportunity to advance their career in the library system.

Prince William County Population

Prince William County is one of the largest counties in Virginia. It currently stands as the 3rd largest jurisdiction behind Fairfax County and the City of Virginia Beach based on the Census.gov data. Prince William County has shown consistent growth in population over the years from its inception as expressed in the timeline history of Prince William County and the table provided below. As shown below, there are varying sources that provide population data. Service population reported to the Library of Virginia by the jurisdictions was utilized in the benchmarking and analysis of the PWPLS as compared to its selected peer jurisdictions and national statistics. Service population is the number of people that reside within the legal service area of a library system, and is considered industry standard when measuring library performance.

| Source:	2012	2013	2014	2015	2016
VA APA	414,531	421,164	431,258	437,636	443,463
Census.gov	430,100	438,580	446,094	451,721	455,210
Library of VA	437,174	457,789	468,131	468,131	468,131

Prince William County Demographics

Population demographics is an important consideration when analyzing library performance. As previously stated, a library is a reflection of the community it serves and the library should respond to the local needs. Additionally, a library is tasked with adapting to the ever changing needs of the community.

Using the most recent *American Community Survey (2015)* released by the Bureau of Census results below we graph both the ethnicity and age of the Prince William County population. Prince William County is a racially and ethnically diverse community. These results show that PWC continues to maintain a "minority-majority" status, which means that less than half of the population is reported as non-Hispanic and of one ethnicity – Caucasian.
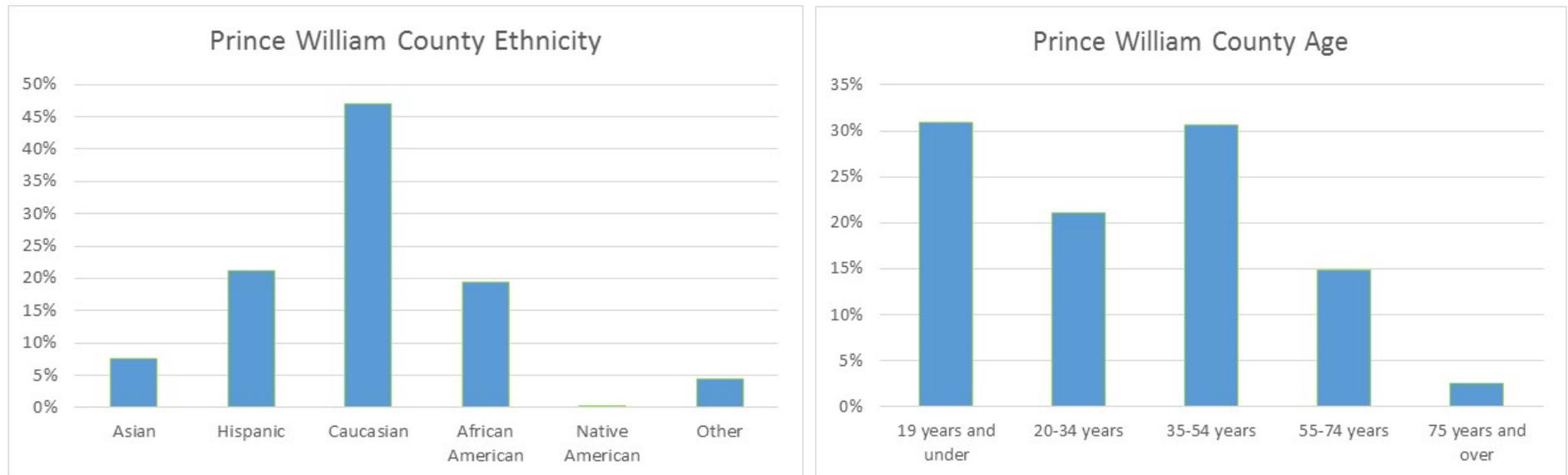
According to the *American Community Survey*, 31% of the total County population is 19 years or younger, while approximately 18% is 55 years and older. The median age is approximately 33.7 years.

BACKGROUND – CONTINUED

Prince William Public Library System Financial Overview

Prince William County continues to grow and every year growth and inflation impact the PWPLS' various budgets. Since these two factors continue to change yearly, it is expected that higher expenditures will be required just to maintain the library system without any improvements. In the matrix below, the information from FYs 2013-2018 for PWPLS Funding Sources, Expenditures and General Tax support is provided from actual numbers for FYs 2012-2016 and adopted numbers for FYs 2017-2018, as reported in the FY 2018 Budget. Revenue has fluctuated over the years. PWPLS has various funding sources including: fine and forfeitures, charges for service, revenue from other localities, revenue from Commonwealth, non-revenue receipts and transfers in. However, based on the FY 2017 and 2018 adopted budgets, funding sources are down slightly from FY 2016, yet still maintaining relatively close to $3 million with $2,995,495. Since FY 2015, expenditures increased approximately $3.5 million from $13,904,741 to $17,412,963. This increase was due to the two (2) new branches, Haymarket-Gainesville and Montclair Community Libraries, which opened in FY 2015 and FY 2016 respectively. Areas covering the expenditures in the library system include the library administrative services, public services, materials services, financial services and technology services. Most of the additional expenditures are covered by the General Tax support for the FY 2018 adopted budget at approximately $14,452,000.

PWPLS Funding Source, Expenditure and General Tax Support Summary

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Funding Sources						
Fines and Forfeitures	142	-	7	35	-	-
Charges for Service	547,522	567,434	550,440	562,470	663,492	663,492
Revenue from Other Localities	1,648,512	1,756,068	1,957,560	1,918,764	1,808,041	1,808,041
Revenue from Commonwealth	509,287	543,915	510,190	519,607	523,962	523,962
Non-Revenue Receipts	31	-	-	-	-	-
Transfers In	42,510	42,510	42,510	-	-	-
Total Funding Sources	2,748,004	2,909,927	3,060,706	3,000,876	2,995,495	2,995,495
Expenditures						
Administrative Services	-	-	-	1,401,293	1,446,585	1,492,428
Public Services	7,887,275	7,954,252	8,321,361	8,490,505	9,387,940	9,578,111
Materials Services	3,278,914	3,246,963	3,304,045	3,813,568	3,575,115	3,659,331
Library Financial Services	711,587	689,171	683,609	703,082	777,110	740,049
Technology Services	1,599,264	1,666,296	1,636,788	2,202,311	1,713,486	1,977,302
Total Expenditures	13,477,041	13,556,682	13,945,803	16,610,759	16,900,236	17,447,221
Net General Tax Support	10,729,037	10,646,755	10,885,097	13,609,883	13,904,741	14,451,726
Net Difference	-	-	-	-	-	-

Prince William Public Library System Financial Overview - Continued

The line graph below depicts the trends in Funding Sources, Expenditures and General Tax support for the Prince William Public Library System for FYs 2013-2018.

Funding Source, Expenditure and General Tax Support Summary

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Total Funding Sources	2,748,004	2,909,927	3,060,706	3,000,876	2,995,495	2,995,495
Total Expenditures	13,477,041	13,556,682	13,945,803	16,610,759	16,900,236	17,447,221
Net General Tax Support	10,729,037	10,646,755	10,885,097	13,609,883	13,904,741	14,451,726

Legend: Total Funding Sources — Total Expenditures — Net General Tax Support

BACKGROUND – CONTINUED

Prince William Public Library System Comprehensive Plan

The Comprehensive Plan is used to determine the type of library to be built or maintained in an area of the County. The Prince William Public Library System intends to provide comfortable, well-lit and appropriately designed facilities for reference materials, leisure reading and other public services. The library type to be built is based on the population of the area. The graph below shows the number of libraries by type. There are eleven (11) libraries in the system divided between the regional, community, and neighborhood library classifications. Every two (2) years the County updates the listing of facilities that are reported on its online community profile. Also, the County forecasts potential locations for future libraries within the Comprehensive Plan. Currently, the projected estimate is thirteen (13) libraries by 2030. Population per Census.gov was utilized below, as this source also provides future population estimates.

Prince William County - Projected Libraries

■ Regional   ■ Community   ■ Neighborhood   ■ Total

	Existing (2006) (378,455)	Estimated (2015) (463,343)	Actual (2015) (451,721)*	Projected (2030) (555,012)
■ Regional	2	2	2	2
■ Community	2	4	4	6
■ Neighborhood	6	5	5	5
■ Total	10	11	11	13
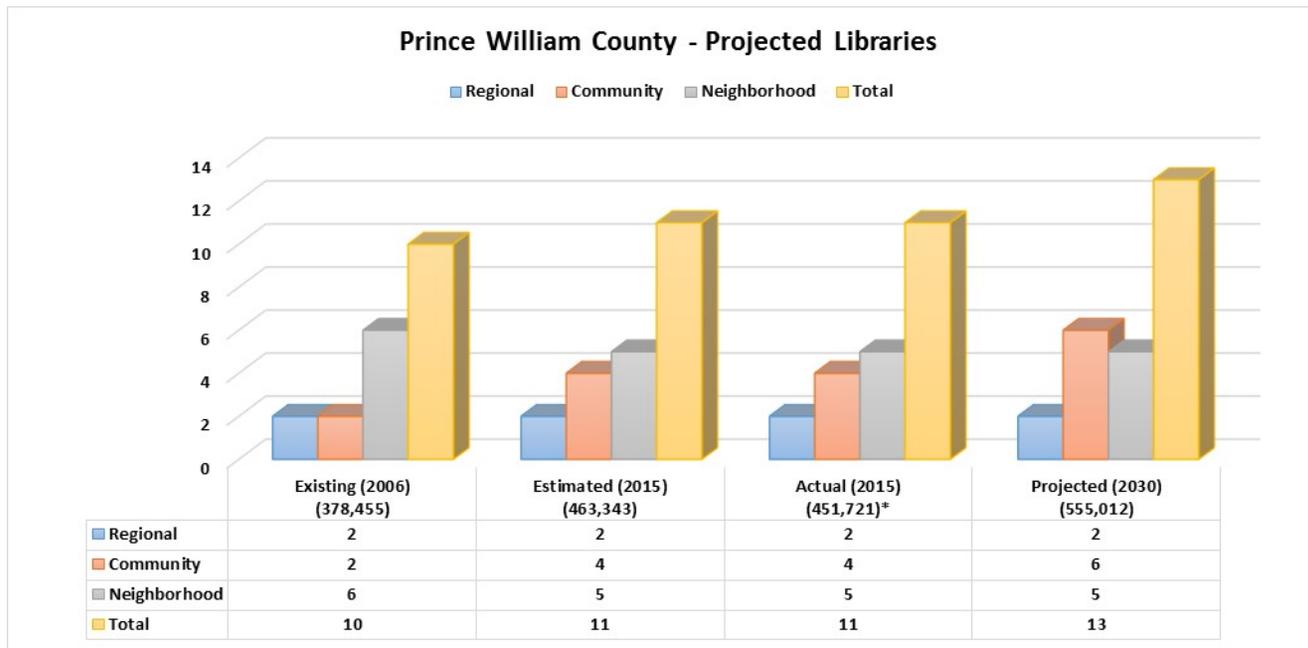
*Information obtained from the Census.gov for the 2015 actual population for Prince William County.

BACKGROUND – CONTINUED

Prince William Public Library System Comprehensive Plan - Continued

Library classifications include: regional, community and neighborhood. PWPLS intends to create a standard level of service across all facilities. The site and building size are important as they are used in the determination of the site selection. Square foot (sq. ft.) of library space per service population and circulation per service population are used jointly to determine the sq. ft. deficit or surplus of the facilities. These standards are defined to meet the national standards for suburban jurisdictions. Since the issuance of the 2008 Comprehensive Plan, only two (2) libraries have been established: the Haymarket-Gainesville and Montclair Community Libraries.

PWPLS - Comprehensive Plan Details

| Item	Regional	Community	Neighborhood
Minimum Site Size	6 acres	5 acres	1.5 acres
Minimum Building Size	25,000 sq. ft.	15,000 sq. ft.	2,500 sq. ft.
Maximum Building Size	30,000 sq. ft.	19,000 sq. ft.	3,000 sq. ft.
Sq. ft. of Library per Capita	0.40	0.40	0.40
Circulation per Capita / year	10	10	10
Maximum Circulation / year	1,000,000	800,000	200,000
Books per Capita	3	3	3
Minimum Books	100,000	50,000	10,000
Maximum Books	200,000	150,000	40,000
Periodicals per Capita	0.03	0.20	0.10
Minimum Periodicals	200	100	10
Maximum Periodicals	550	300	80
Minimum Computer Stations	25	20	2

Prince William Public Library System Square Feet Per Captia/Service Population

Library size, measured in square feet per capita or service population, is a metric designated by the Library of Virginia that should be considered when assessing library space needs when planning new construction and/or expansion of existing library facilities. The Library of Virginia suggests minimum square foot per capita based on their service level ratings and population level. Considering PWPLS population level, the Library of Virginia suggests a square foot per capita ranging from .6 to 1.0 square feet per capita. Currently, PWPLS is at 0.31, which is less than their plan of 0.4 square feet per service population.

PWPLS Total Sq. Ft. per Capita

Year	# of Branches	Sq. Ft/Capita
2014	9	0.22
2015	10	0.26
2016	11	0.31

Prince William Public Library System Materials Satisfaction Survey Results

PWPLS - Materials Satisfaction Survey

	2012	2013	2014	2015	2016
Title Fill Rate - Target			75%	74%	73%
Subject Author Fill Rate - Target			80%	81%	81%
Browsing Fill Rate - Target			93%	93%	92%
Title Fill Rate - Actual	76%	74%	73%	71%	76%
Subject Author Fill Rate - Actual	84%	81%	82%	79%	82%
Browsing Fill Rate - Actual	94%	95%	95%	92%	96%
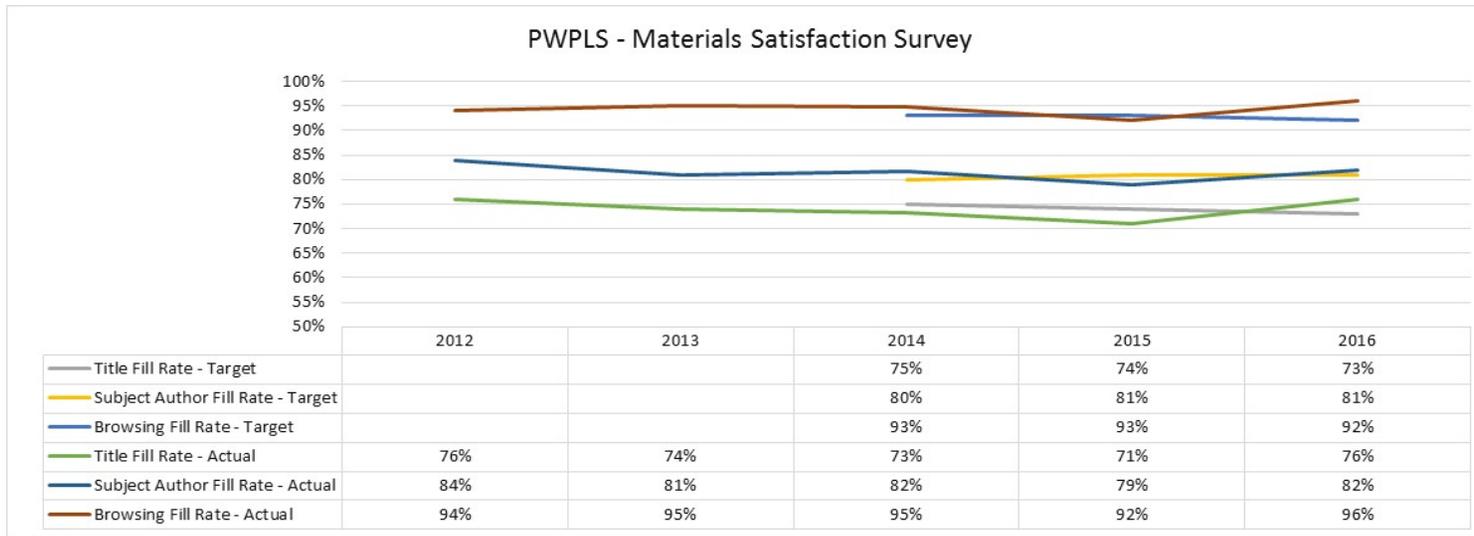
Above are the results from the PWPLS's annual customer satisfaction survey. The survey is available to all library patrons that use the services of the Prince William Public Library System and is used to ascertain the satisfaction of the community with the library system. The survey can be completed either in print at a local library location or online via the web at the library system homepage. The purpose of the survey is to determine how the library system, specifically the material collection areas, meet the needs of its community. This is done by determining the results of three (3) performance metrics utilized by the library system. These areas include the title, author, subject and browsing fill rates for the library materials.

Each survey is open for the entire month of March each year. There is no required or target population for these surveys, the library appreciates any patron or citizen of the County who provides feedback to the library system.

The results graphed above are from FYs 2012 through 2016, as well as the target rates and population sample obtained from support provided by the Prince William Public Library System. The FY 2012 and FY 2013 target rates were not obtained in the information provided. However, the actual results are shown above to give a baseline for the more recent years. The library system maintained fairly consistent survey results for the three areas. For FY 2016, in particular, target title fill rate recovered from the previous year and returned to 76%, which is the same as the FY 2012 survey results, showing a recovery in the results. The subject author fill rate is down slightly from the FY 2012 baseline; however, over the FY 2012-2016 timeframe it has remained consistently around 82%. Lastly, the browsing fill rate has increased from 94% in FY 2012 to 96% satisfaction, except for a brief decline in FY 2015. Overall, these results reflect that PWPLS is meeting the needs of the community.

OBJECTIVES AND APPROACH

Objectives

Our objective of this audit was to perform an analysis of the operations of the PWPLS to evaluate their program as it relates to their selected peers and national statistics. We reviewed and analyzed comparative data obtained directly from each jurisdiction and through public sources. The peer jurisdictions selected for comparisons are as follows:

- Fairfax County
- Henrico County
- Loudoun County
- Central Rappahannock Regional Library

Approach

Our audit approach consisted of the following three (3) phases:

Understanding and Documentation of the Process

The first phase of this audit consisted primarily of inquiry, in an effort to obtain an understanding of the key personnel, risks, processes, and controls relevant to the objectives outlined above. The following procedures were completed as a part of this phase:

- We met the appropriate PWPLS representatives to discuss the scope and objectives of the project, obtain preliminary data, and establish working arrangements;
- We conducted inquiries of key personnel, including the PWPLS's Board of Trustees and obtained and reviewed detailed documentation in order to obtain an understanding of the function;
- We researched key performance indicators and obtained applicable statistics, financial statements, and other documents deemed necessary; and
- We reviewed the applicable Commonwealth of Virginia and County policies, and other laws/regulations.

Evaluation of the Design and Effectiveness of Process and Controls

The purpose of this phase was to conduct an analysis of the data obtained to meet the objective outlined above.

Reporting

At the conclusion of this analysis, we reviewed the results with the appropriate persons in Management.

BENCHMARKING AND ANALYSIS

National Statistics
### Background, Challenges and Trends

Libraries are a public organization which provide people of all ages and backgrounds the opportunity to utilize the facilities' resources and to grow and expand their education levels. The library system exists to help improve people's lives and to inform on current issues, provide education improvements and various selections of works of literature. Libraries are used by people of all ages; from children, to adults, to students, job seekers or even recreational readers. There are no limits to those who use a library to enhance their lives.

Libraries have grown and adapted with the quick changes in digital trends. Now libraries have the capability and are able to help merge the old with the new. In FY 1994 libraries provided approximately 21% of the free internet access across the United States. In FY 2014, that number has increased significantly, reaching 98% of the internet coverage. However, even with 98% internet coverage in the national library system, a major issue still trending is the overall lack of understanding of the subscribed internet speeds, by local internet providers. Even if the library has internet coverage, it may not be sufficient coverage for all patrons at the facility. The more patrons on the network, the less amount of available network speed for all the users. Furthermore, even with the rapid improvements in high-speed internet technology, a large number of Americans, approximately 38%, still have no internet access at home or are unable to adapt to the new changes in technology. This is where libraries are able to help their community and bridge these gaps. Libraries provide services and assistance to elevate the user's skill levels necessary to adapt to a digital world. On average 31% of libraries have an average daily wait time for their on-site computers.

Percentage of Libraries with Wired Internet

	1994	1997	2004
With internet	0.21	0.723	0.989
Without internet	0.79	0.277	0.011
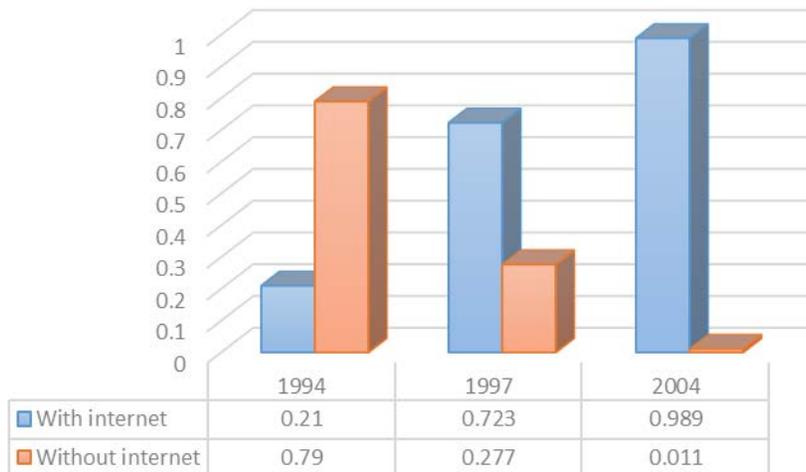
Percentage of Libraries with Wireless Internet

|	2007	2014
With internet	0.542	0.978
Without internet	0.458	0.022
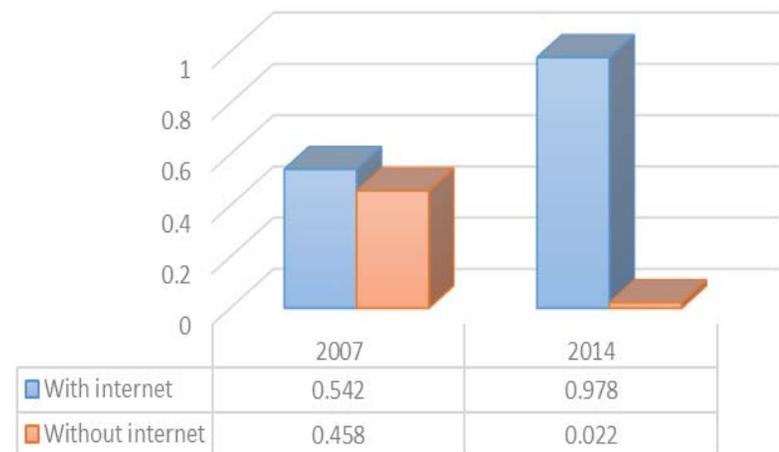
BENCHMARKING AND ANALYSIS – CONTINUED

National Statistics – Continued
Background, Challenges and Trends - Continued

Libraries also provide educational assistance for many patrons. Assistance can be provided by a wide selection of educational services. Nationally, the educational services provided to students include: 36% of all after school programs, 35% for GED preparation courses and 34% for STEAM events (science, technology, engineering, art and math). Libraries also provide several other additional services and features such as identifying insurance, health information, events, social connections and work space as described in the graph below.
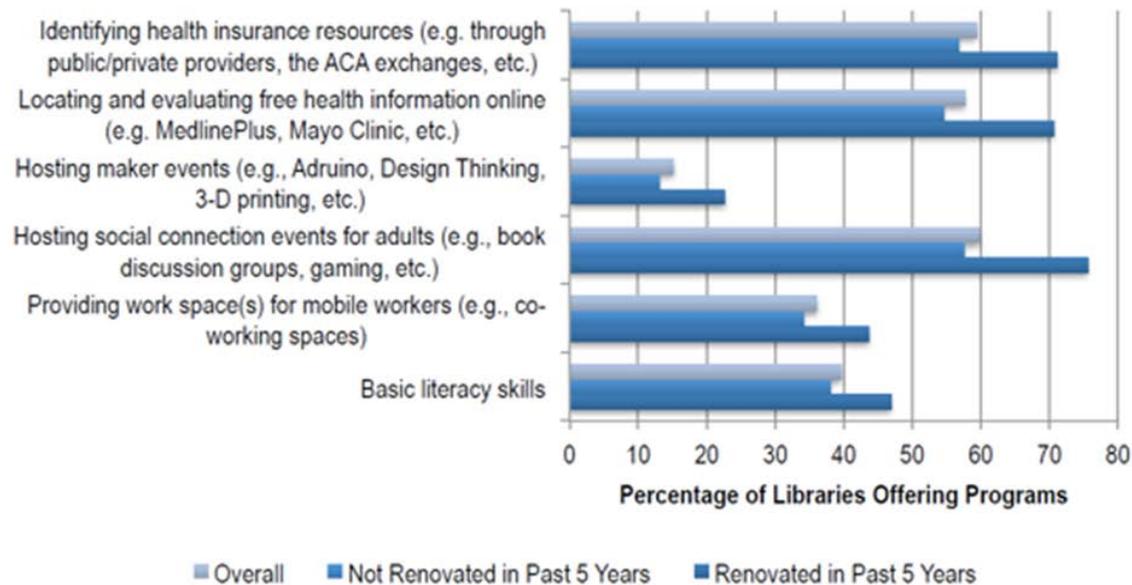
Source: information Policy & Access Center ("IPAC") Digital Inclusion Survey

Some of the challenges libraries are now facing include the increasing costs to provide the necessary services and content with the rapid changes in digital trends. More people are continuing to use the library system as the population continues to rise. However, with the rapid growth in internet technology, more patrons utilize the online features of a library system over the traditional method of visiting a specific branch. As noted in the above graph, based on national statistics, libraries are falling behind being renovated, updating their computer systems and maintaining their book collections. In 2015, the American Library Association documented that 92.6 million people used the 4 million library programs offered by public libraries in the United States, which was roughly 29% of the United States population.

Since 2014, a recent trend has been to reevaluate teen based programs. It was determined that teen based programs needed to evolve from an early style of activity based program for teens. Now the programs are being redesigned to offer a meaningful approach to the unique strengths of the teenage patron and provide targeted activities based on the needs of an individual. Along with the current teen trend, there is a need for libraries to adapt a more connected learning approach with their patrons. This is now being used to deliver relevant learning experiences by the interests of the learner and their education opportunities.

National Statistics – Continued

National Comparison

Within the United States there are several organizations on a national level that can provide detailed resources for the comparison of library system information. As part of our national comparison, we utilized research available from the Institute of Museum and Library Services ("IMLS") and their yearly Public Library Surveys, which are conducted on a national scale, compiled into public information and reported on their website since 2010. This information is available to all potential users. Currently, the IMLS is one year behind in the reporting of the information. As of the timing of our fieldwork, the FY 2015 data had not yet been released. However, through the data obtained, comparisons were conducted during the fiscal years of 2012-2014 on the various statistical data provided within the IMLS survey results. The national average shown throughout this section is a compiled average of all libraries that have a population between 400,000 and 500,000 people, which was chosen based on the relative population to Prince William County. Several areas are being analyzed to give comparable results on a national level outside the Commonwealth of Virginia. The graph below shows the population comparison between Prince William County and the average on a national scale.
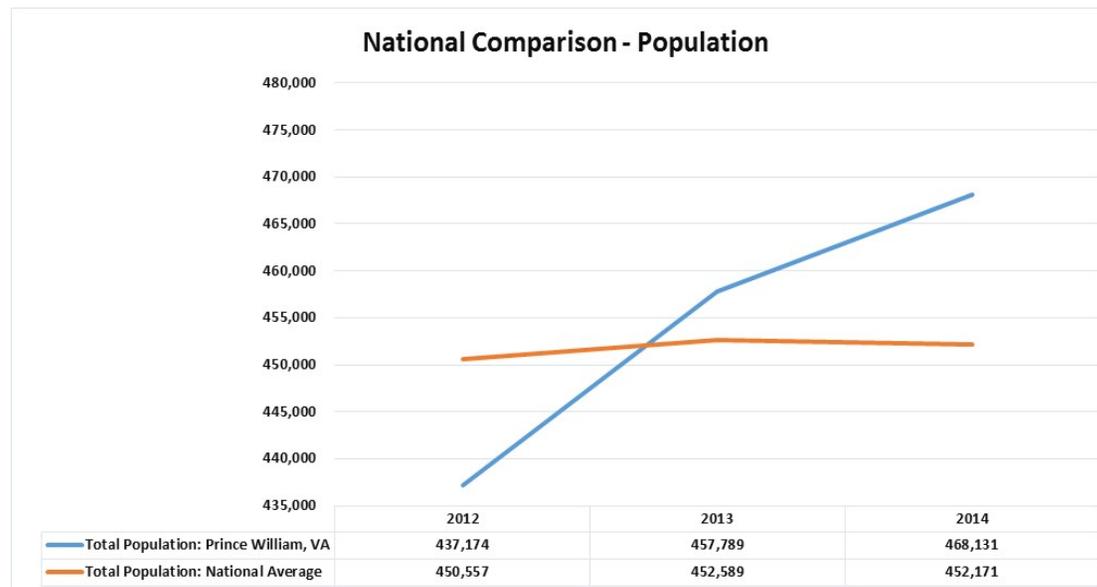
National Comparison - Population

	2012	2013	2014
Total Population: Prince William, VA	437,174	457,789	468,131
Total Population: National Average	450,557	452,589	452,171

BENCHMARKING AND ANALYSIS – CONTINUED

National Statistics – Continued

National Comparison – Continued

PWPLS has maintained a consistent number of total staff over the FYs 2012-2014. In FYs2012-2013 Prince William County had a total staff of 163.33 and in FY 2014 that increased to 163.86, which is less than a 1% change. This number of total staff, when compared to the national average, shows PWPLS was slightly below the national average. The national average was at 178.64 in FY 2012, with a decrease to 177.59 in FY 2013 and an increase back up to 178.09 in FY 2014, which has maintained approximately around 178 during the FYs 2012-2014.
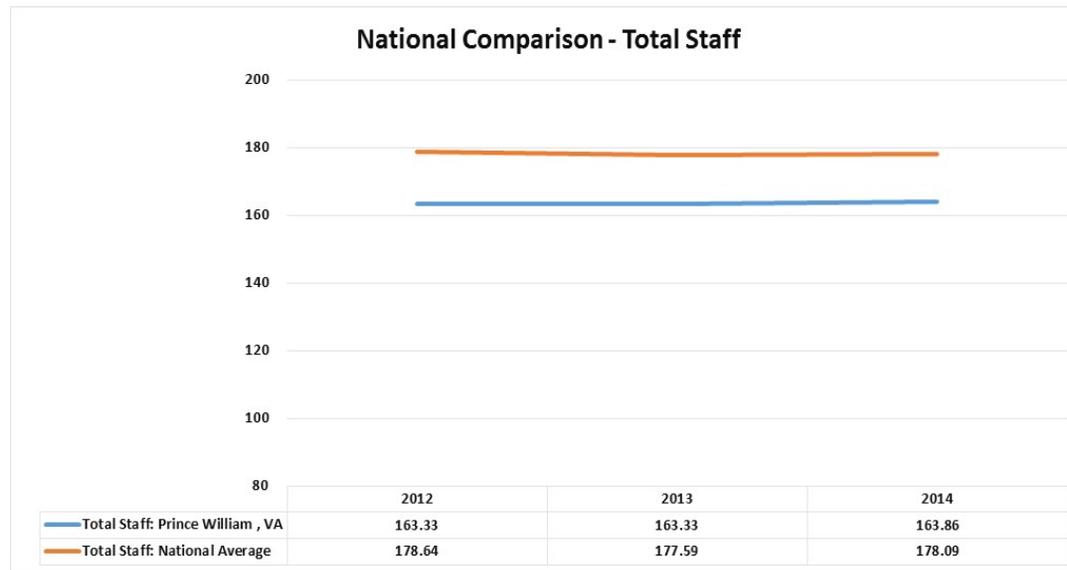
National Comparison - Total Staff

	2012	2013	2014
Total Staff: Prince William , VA	163.33	163.33	163.86
Total Staff: National Average	178.64	177.59	178.09

## National Statistics – Continued
National Comparison – Continued

Next, we compare total materials. PWPLS decreased in total materials for the fiscal years of 2012-2014 from 781,995 in FY 2012 to 714,345 in FY 2014, which is a decrease of 8.6%. This decrease, although greater than the national average, was consistent as the national average also decreased in their overall total material quantity from fiscal years 2012-2014 from approximately 1,035,478 in FY 2012 to 1,009,213 in FY 2014, which is a decrease of only 2.5%.

National Comparison - Total Materials

	2012	2013	2014
Total Materials: Prince William , VA	781,995	748,094	714,345
Total Materials: National Average	1,035,478	1,029,936	1,009,213
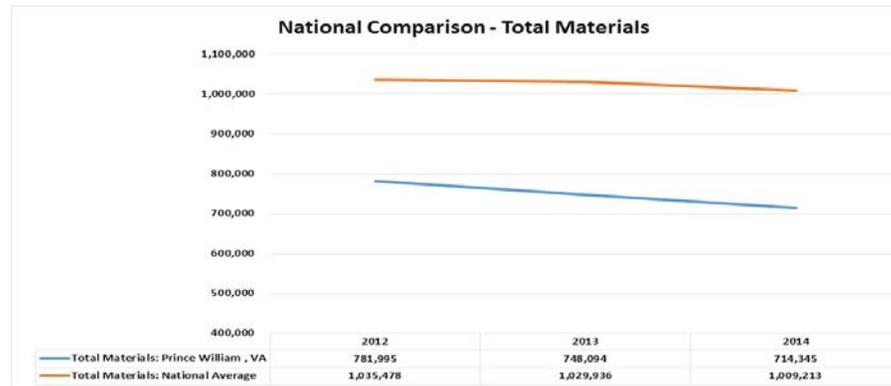
We analyzed total hours open and compared PWPLS to the national average. As shown in the graph, Prince William Public Library System had no change in the number of hours opened through the fiscal years of 2012-2014 and maintained a consistent average of yearly hours opened at 26,416 hours.
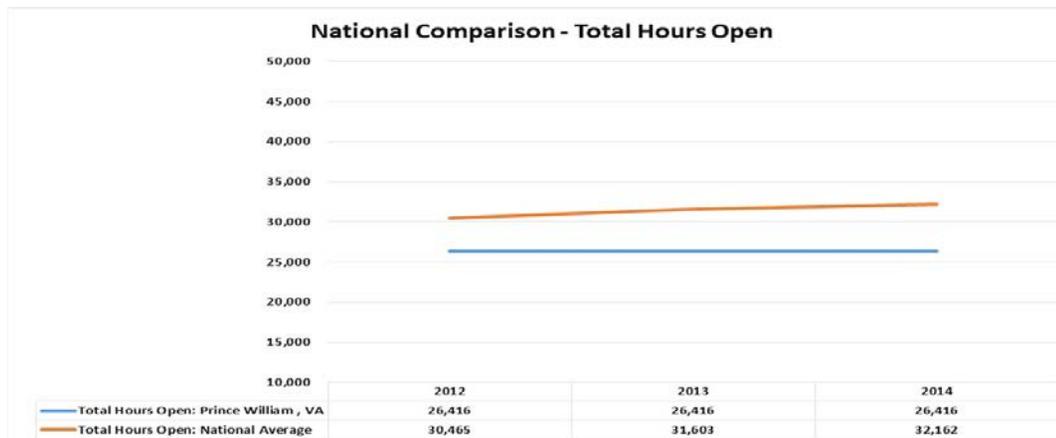
National Comparison - Total Hours Open

	2012	2013	2014
Total Hours Open: Prince William , VA	26,416	26,416	26,416
Total Hours Open: National Average	30,465	31,603	32,162

BENCHMARKING AND ANALYSIS – CONTINUED

National Statistics – Continued
National Comparison – Continued

The national average had a slightly higher number of hours opened with 30,465 hours in FY 2012, a 15% difference in yearly hours opened. The national average increased slightly over the years with 31,603 in FY 2013 and 32,162 in FY 2014, which was an increase of approximately 5.6% of total hours opened.

Along with total hours opened it is important to understand the volume of foot traffic the library experiences on a yearly basis. Prince William Public Library System in FY 2012 had a total visitor count of 1,603,979, which decreased over the fiscal years of 2012-2014. In FY 2013 the total visits dropped to 1,529,194 and dropped again in FY 2014 to 1,487,822, which is an approximate decrease of 7.2% over the three years. It is important to note, that with the rapid increase in internet coverage, more patrons would shift towards online services offered by the library system. The national average was slightly higher than PWPLS by approximately 17.3% in total yearly visits. However, the national average also showed decreases between FYs 2012-2014 with 1,881,348 in FY 2012, 1,853,326 in FY 2013 and 1,813,003 in FY 2014, which was an approximate decrease of 3.6% total visits over the three year span.
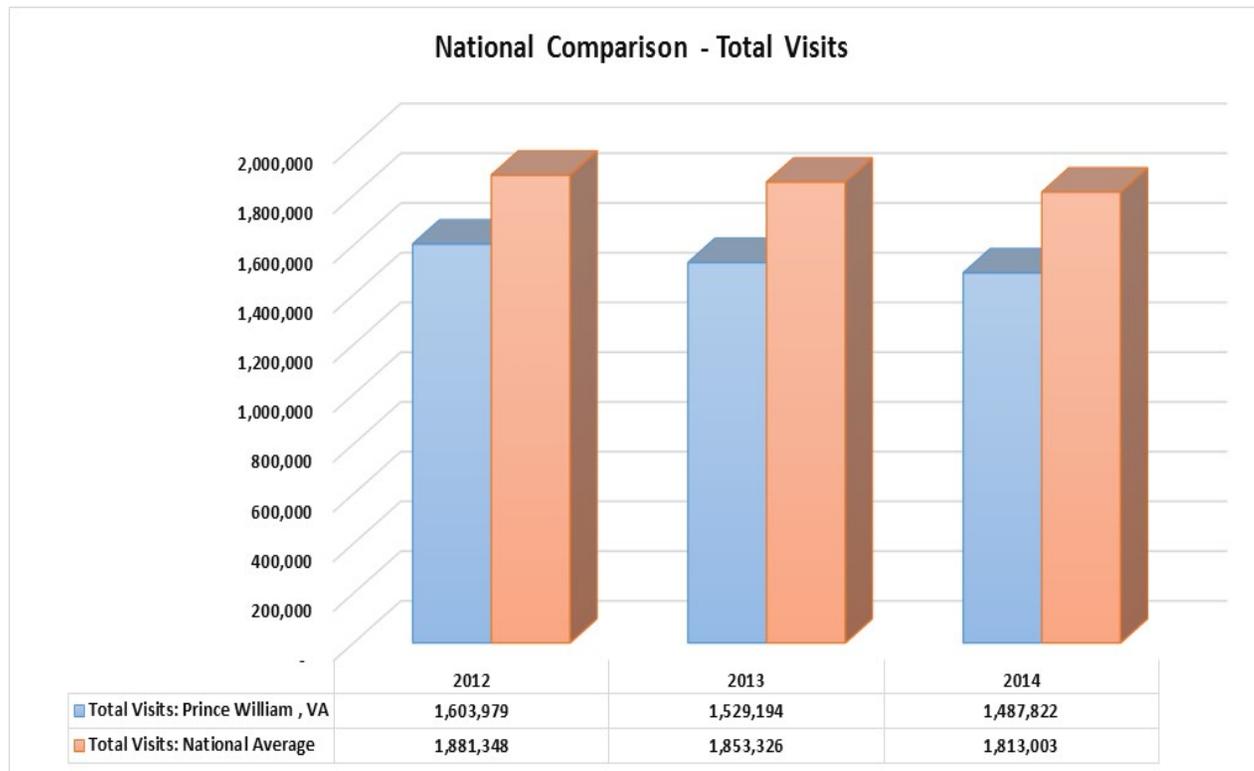
National Comparison - Total Visits

	2012	2013	2014
Total Visits: Prince William , VA	1,603,979	1,529,194	1,487,822
Total Visits: National Average	1,881,348	1,853,326	1,813,003

BENCHMARKING AND ANALYSIS – CONTINUED

National Statistics – Continued

### National Comparison – Continued

Circulation is a key metric in any library system. Circulation, or the movement of materials through the system, measures the amount of materials in the system and helps ensure the needs of the community are being met. PWPLS showed an above average total circulation compared to the national average, with an approximate difference of 7.6% in total circulation year in FY 2012 and 13.6% in FY 2014. PWPLS had a total circulation of 3,707,825 in FY 2012 and slightly decreased over the subsequent years with 3,664,228 in FY 2013 and 3,635,250 in FY 2014, which was an approximate decrease of 2%. In FY 2012, the national average had a total visit of 3,447,174 and decreased to 3,321,825 in FY 2013 and 3,199,822 in FY 2014, which was an approximate decrease of 7.2% over the three years.
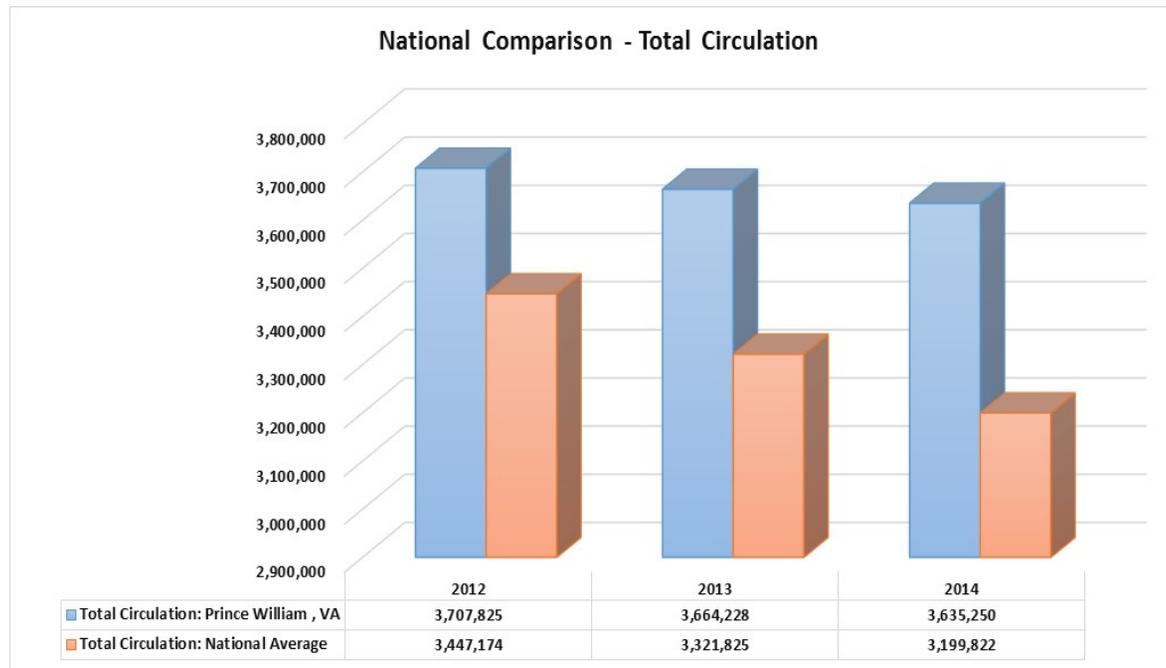
National Comparison - Total Circulation

	2012	2013	2014
Total Circulation: Prince William , VA	3,707,825	3,664,228	3,635,250
Total Circulation: National Average	3,447,174	3,321,825	3,199,822

National Statistics – Continued
National Comparison – Continued

We analyzed expenditures to understand the cost to the PWPLS to provide services. As shown in the graph below, PWPLS maintained a lower total expenditures over the fiscal years of 2012-2016. National average expenditures were projected for FYs 2015-2016 based on historical trend. Prince William Public Library System maintained expenditures less than $12 million from FY 2012 to FY 2015. The national average had a higher total expenditures over the 2012-2016 fiscal year span of approximately 24% in FY 2012 and approximately 13% in FY 2016. The national average had total expenditures of $15,580,724 in FY 2012 and is projected to increase to $17,198,315, which was an approximate an increase of 10.3% in the five year span. In FY2016, PWPLS expenditures increased to $14,891,000, which was attributable to the opening of the Haymarket-Gainesville and Montclair Community Libraries, which opened in FY 2015 and FY 2016 respectively.

National Comparison - Total Expenditures

	2012	2013	2014	2015	2016
◼ Total Expenditures: Prince William , VA	$11,798,000	$11,492,000	$11,769,000	$11,991,000	$14,891,000
◼ Total Expenditures: National Average	$15,580,724	16,002,858	16,369,603	16,778,844	17,198,315
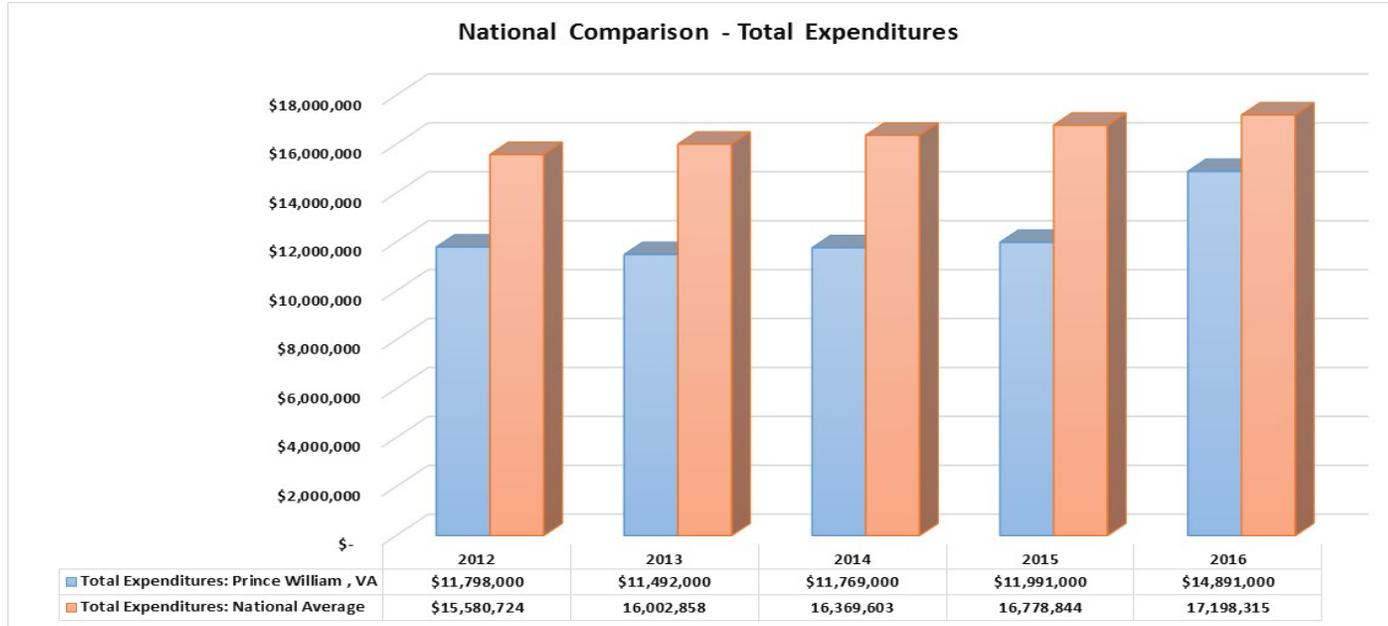
**Note: FY2015 and FY2016 National Average Expenditure amounts are estimates based on trend analysis.

Overall, Prince William Public Library System showed various strengths and weaknesses in the results compared to the national average of library systems within the United States. This included lower expenditures over the 2012-2014 fiscal years, lower total staff and higher levels of circulation. However, Prince William Public Library System also showed lower results compared to the national average in the total materials held, total hours, and total visits when compared on a national level average.

National Statistics – Continued

Privatization

Local governments across the nation continue to consider the privatization, or outsourcing, of their library services. One of the largest private library companies is Library Systems & Services ("LS&S"), or more commonly known as LS&S, based in Rockville, MD. Currently, LS&S provides services to 20 library systems across the country, with over 80 branches in total. Municipalities have a lot to consider when contemplating the privatization of their library services.

The first consideration should be the impact to the community as a result of the privatization of a public library system. Currently, libraries have a hard time keeping up with the public demand. Citizens want longer hours, more books and more features at their local libraries. However, with the privatization of a library system, governing bodies must consider how will the costs be cut? Will it result in reduced hours, materials and books? Will community feedback and suggestions actually be heard, or will it only operate in the interest of the profit driven contractor? This also brings into question community donations or other types of foundations and non-profits the support libraries. Will there be any benefit or will the private contractor even allow donations to the library and how would these types of donations be used? Would the number of volunteers and volunteer hours decline?

Other considerations should be the legal authority, initial costs and initial effort to privatize. For Prince William County, the BOCS has the authority to offer suggestions and make recommendations of privatizing/outsourcing the management of County library services to the Board of Trustees, but the decision to privatize is with the Board of Trustees. The PWPLS is recognized as a regional library by the Commonwealth and receives state funding. If the BOCS were to withdraw from the library system, this could have significant potential impact of funding from the Commonwealth. The contractual obligations and implications with both the Cities of Manassas and Manassas Park must also be considered.

There would be many changes in the privatization of the library system. Management control of the entire entity would shift to the private corporation. How would they manage and maintain the library system? Would they bring in more books and materials for the public use? Stay open longer hours? What about the privacy of the users who register and use their services? Would they maintain the privacy appropriately and securely, or use it to the corporation's benefit? How would current library workers be impacted by this transition? What key performance indicators would be monitored to ensure contract compliance? In the event of a non-renewal at the end of a contract term what type of costs for renovations would have to be paid in the transition back to the locality? Would the number of volunteers and volunteer hours decline? These are all examples of questions to consider when contemplating the potential privatization of a library system.

The privatization of libraries is a relatively new concept. As such, there is little information publicly available to regarding the matter. While there are news articles and whitepapers available on the matter, there is not sufficient data or information available to provide more details. We did find where jurisdictions have terminated their contracts and are confined by *Nondisclosure Agreements,* which preclude them from discussing the matter publicly.

The below represents points of interest for consideration of privatizing library systems.

• Library Unions	• Library Pensions	• Management Control / Board of Trustees
• Short and Long-term Costs	• Public Trust	• Use of Public Money / Budget Cuts
• User Privacy	• Quality	• Community Suggestions and Feedback
• Use of Volunteers	• Fundraising and Donations	

BENCHMARKING AND ANALYSIS – CONTINUED

Peer Jurisdictions

Overview

Organizations of all types and sizes recognize the value of comparing themselves to other like organizations. This process of benchmarking yields valuable information to leaders and decision makers. Identifying comparable peer groups can be extremely challenging, as no two jurisdictions are exactly alike. There are, however, risks inherent in the benchmarking process. Organizations could account for data differently. Thus, there are limitations to this study.

In addition to 'published data' from respective organization's budget books, Virginia's Auditor of Public Accounts ("VA APA"), web sites, and the Comprehensive Annual Financial Reports, we submitted surveys to the jurisdictions for solicitation of information in regards to specific areas of focus. This information has not been audited by RSM and in many cases, not at all. The information used throughout the analysis has been provided to us directly by the respective jurisdiction's library representative; thus, users should use caution in basing decisions from this data and analysis.

In selecting comparable peers for this performance analysis, we took into consideration the following factors:

• Population Size	• Reputation
• Density of Population	• Budget
• Location	• Poverty Levels
• Geography	• Residential Community
• Education Level	• Median Income

The following were selected to be included with the jurisdictional benchmarking:

| Fairfax County	Henrico County	Loudoun County	Central Rappahannock Regional Library
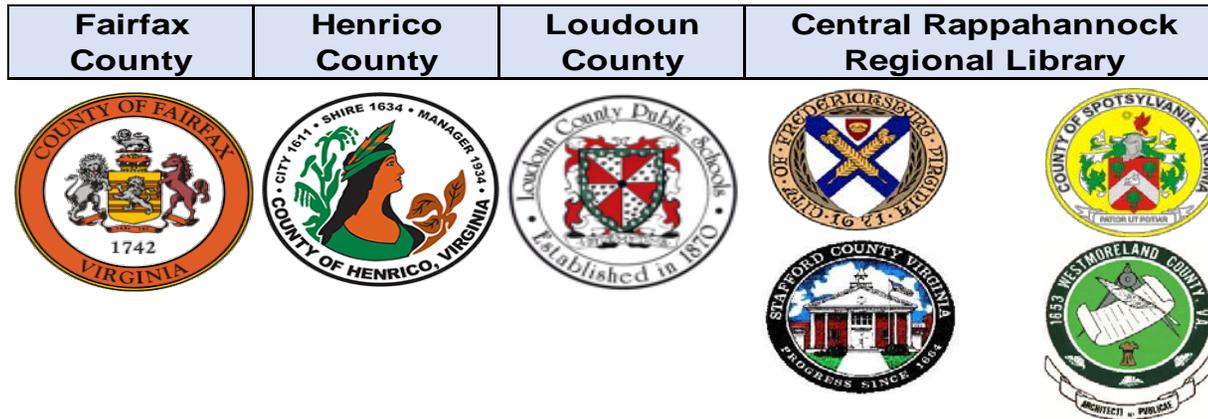
Note: The Central Rappahannock is a regional library, which is a public library system serving and supported by several contiguous counties usually in the same state, is comprised of the following four jurisdictions: City of Fredericksburg, Spotsylvania County, Stafford County and Westmoreland County.

Peer Jurisdictions – Continued

Overview – Continued

	Fairfax County	Henrico County	Loudoun County	Central Rappahannock Regional Library
Overview	Fairfax County has a history of library service dating back to 1889. Cities, such as Vienna, McLean, and Fairfax, began to open libraries through 1915. The first county-wide library was established in 1929 and was operated by a volunteer librarian. The Fairfax County Public Library was formally established by their Board of Supervisors and the creation of the library's Board of Trustees in 1939.	Although the City of Richmond had a library, there was no library available for all of Henrico County prior to 1960. In the mid 1960's, Virginia's legislature authorized a program to help localities establish locally operated public libraries. Henrico received a per capita grant to establish their library system. In 1963, Henrico's Board of Supervisors approved a $1,000,000 bond providing the initial capital funds to establish a library system.	Loudoun's library history started in in 1907 with the creation of a small private subscription library in Leesburg. Then in 1973, the Loudoun County Public Library was created with two branches and a bookmobile.	Dating back to 1822, the Central Rappahannock region has a long history of libraries in the area. The library system grew out of the City of Fredericksburg's Wallace Library, from an initial $15,000 donation. Then in 1969 with the City of Fredericksburg donating a former school building, the Central Rappahannock Regional Library was formed.

Below we identify the selected peer jurisdictions by geography.

Virginia – Library Operations

- PWC County
- FairFax County
- Henrico County
- Loudon County
- R.H. Regional

Peer Jurisdictions – Continued

Comparisons

All of the information obtained has been expressed into the following comparisons to highlight the performance difference between Prince William Public Library System and their peers. The peer comparison points include the following:

Peer Comparison Points	
Total Service Population	Visits per Service Population
Demographics	Unduplicated Service Hours
Total Expenditures	Total FTE's
Expenditures per Service Population	FTE per 10,000 Circulation
Total Materials	FTE per 10,000 Service Population
Materials Turnover Rate	Total Registered Library Cards
Holdings per Service Population	Expenditures per Card
Total Circulation of Materials	Cardholders per Service Population
Circulation per Service Population	Total Computers
Total Foot Traffic	Computers per 10,000 Service Population

Below is the high-level summary of the County and the peer jurisdictions selected from FY 2012 – FY 2016 for this analysis. Comparisons of the jurisdiction benchmarking data is included within the pages that follow. FY 2016 was the most recent data available during the timing of our fieldwork.

FY 2016 - Summary

Key Performance Indicator	Prince William	Henrico	Fairfax	Loudoun	CRRL
Total Revenue (excluding transfers)	$ 3,021,455	$ 678,000	$ 1,958,488	$ 550,789	$ 57,895
Total Expenditures	$ 14,891,000	$ 15,725,482	$ 34,196,378	$ 15,982,395	$ 11,752,911
No of Locations	11	10	23	10	7
Total Population per County	443,463	320,712	1,129,330	374,451	313,868
Total Service Population	468,131	314,881	1,135,830	333,253	300,972
Expenditures per Service Pop	$ 31.81	$ 49.94	$ 30.11	$ 47.96	$ 39.05
Total Materials	784,514	833,141	2,423,773	735,393	715,450
Total Material Turnover Rate	4.55	5.73	5.50	8.09	14.72
Holdings per Capita	1.68	2.65	2.13	2.21	2.38
Total Circulation of Materials	3,569,752	4,774,622	12,042,565	5,948,533	10,528,536
Total Circulation per Capita	7.63	15.16	10.60	17.85	34.98
Total Visits/Foot Traffic	1,561,141	2,093,766	4,643,500	1,720,151	3,084,662
Visits/Foot Traffic per Capita	3.33	6.65	4.09	5.16	10.25
Unduplicated Service Hours	63	64	63	70	70
Total FTE's	180	198	366	171	179
FTE per 10,000 Circulation	0.50	0.41	0.30	0.29	0.17
FTE per 10,000 Serv Pop	3.83	6.29	3.22	5.13	5.95
Total Registered Library Cards	318,175	250,113	441,683	225,753	182,524
Cardholders per 10,000 Serv Pop	6,797	7,943	3,889	6,774	6,064
Expenditures per Card	$ 46.80	$ 62.87	$ 77.42	$ 70.80	$ 64.39
Total Computers	222	429	402	200	267
Computers per 10,000 Serv Pop	4.74	13.62	3.54	6.00	8.87

Peer Jurisdictions – Continued
Comparisons – Continued

FY 2015 - Summary

Key Performance Indicator	Prince William	Henrico	Fairfax	Loudoun	CRRL
Total Expenditures	$ 11,991,000	$ 14,225,460	$ 31,497,602	$ 14,862,862	$ 11,988,903
Total Population per County	437,636	318,019	1,118,884	361,708	310,665
Total Service Population	468,131	314,881	1,135,830	333,253	300,972
Expenditures per Service Pop	$ 25.61	$ 45.18	$ 27.73	$ 44.60	$ 39.83
Total Materials	721,480	722,081	2,423,773	735,393	715,450
Total Material Turnover Rate	4.76	6.44	6.44	7.96	14.72
Holdings per Capita	1.54	2.29	2.13	2.21	2.21
Total Circulation of Materials	3,436,567	4,651,103	12,095,926	5,853,449	10,528,536
Total Circulation per Capita	7.34	14.77	10.65	17.56	34.98
Total Visits/Foot Traffic	1,454,373	2,157,356	4,814,043	4,814,043	3,054,125
Visits/Foot Traffic per Capita	3.11	6.85	4.24	5.17	10.15
Total FTE's	180	171	379	170	178
FTE per 10,000 Circulation	0.52	0.37	0.31	0.29	0.17
FTE per 10,000 Serv Pop	3.83	5.43	3.34	5.10	5.91
Total Registered Library Cards	314,723	247,637	456,806	218,801	182,361
Cardholders per 10,000 Serv Pop	6,723	7,864	4,022	6,566	6,059
Expenditures per Card	$ 37.69	$ 56.88	$ 71.31	$ 65.84	$ 65.68
Total Computers	158	455	366	200	270
Computers per 10,000 Serv Pop	3.38	14.45	3.22	6.00	8.97

FY 2014 - Summary

Key Performance Indicator	Prince William	Henrico	Fairfax	Loudoun	CRRL
Total Expenditures	$ 11,769,000	$ 14,048,180	$ 31,105,185	$ 14,815,109	$ 11,895,924
Total Population per County	431,258	316,973	1,116,887	347,969	306,297
Total Service Population	468,131	310,742	1,118,889	324,337	298,007
Expenditures per Service Pop	$ 25.14	$ 45.21	$ 27.80	$ 45.68	$ 39.92
Total Materials	722,554	708,724	2,461,272	704,276	720,770
Total Material Turnover Rate	5.03	6.60	6.60	8.08	15.11
Holdings per Capita	1.54	2.28	2.20	2.17	2.17
Total Circulation of Materials	3,635,417	4,674,764	12,881,013	5,689,684	10,891,177
Total Circulation per Capita	7.77	15.04	11.51	17.54	36.55
Total Visits/Foot Traffic	1,487,822	2,115,055	4,990,860	4,990,860	3,023,886
Visits/Foot Traffic per Capita	3.18	6.81	4.46	5.91	10.15
Total FTE's	164	161	379	169	174
FTE per 10,000 Circulation	0.45	0.34	0.29	0.30	0.16
FTE per 10,000 Serv Pop	3.50	5.18	3.39	5.21	5.85
Total Registered Library Cards	324,828	245,185	473,411	211,111	183,297
Cardholders per 10,000 Serv Pop	6,939	7,890	4,231	6,509	6,151
Expenditures per Card	$ 37.39	$ 56.73	$ 68.09	$ 67.71	$ 65.23
Total Computers	156	457	366	200	270
Computers per 10,000 Serv Pop	3.33	14.71	3.27	6.17	9.06

Peer Jurisdictions – Continued
Comparisons – Continued

FY 2013 - Summary

Key Performance Indicator	Prince William	Henrico	Fairfax	Loudoun	CRRL
Total Expenditures	$ 11,492,000	$ 14,142,270	$ 32,138,741	$ 13,813,990	$ 11,678,873
Total Population per County	421,164	314,881	1,112,325	333,253	300,970
Total Service Population	457,789	308,066	1,106,999	317,035	295,192
Expenditures per Service Pop	$ 25.10	$ 45.91	$ 29.03	$ 43.57	$ 39.56
Total Materials	747,744	750,210	2,425,728	654,120	732,357
Total Material Turnover Rate	4.90	6.47	6.47	7.92	14.81
Holdings per Capita	1.63	2.44	2.19	2.06	2.06
Total Circulation of Materials	3,664,228	4,851,908	13,091,960	5,182,861	10,844,592
Total Circulation per Capita	8.00	15.75	11.83	16.35	36.74
Total Visits/Foot Traffic	1,529,194	2,063,468	5,221,226	5,221,226	3,026,934
Visits/Foot Traffic per Capita	3.34	6.70	4.72	5.69	10.25
Total FTE's	163	166	380	171	175
FTE per 10,000 Circulation	0.45	0.34	0.29	0.33	0.16
FTE per 10,000 Serv Pop	3.57	5.39	3.43	5.39	5.93
Total Registered Library Cards	322,700	245,029	471,028	193,333	185,562
Cardholders per 10,000 Serv Pop	7,049	7,954	4,255	6,098	6,286
Expenditures per Card	$ 35.38	$ 57.68	$ 67.89	$ 65.43	$ 63.72
Total Computers	156	424	372	200	270
Computers per 10,000 Serv Pop	3.41	13.76	3.36	6.31	9.15

FY 2012 - Summary

Key Performance Indicator	Prince William	Henrico	Fairfax	Loudoun	CRRL
Total Expenditures	$ 11,798,000	$ 14,544,782	$ 28,626,359	$ 11,854,503	$ 11,318,465
Total Population per County	414,531	310,742	1,096,023	324,337	298,010
Total Service Population	437,174	296,490	1,061,174	298,113	288,118
Expenditures per Service Pop	$ 26.99	$ 49.06	$ 26.98	$ 39.77	$ 39.28
Total Materials	827,720	892,807	2,331,580	541,146	738,204
Total Material Turnover Rate	4.48	5.41	5.41	9.79	13.31
Holdings per Capita	1.89	3.01	2.20	1.82	1.82
Total Circulation of Materials	3,664,228	4,851,908	13,091,960	5,182,861	10,844,592
Total Circulation per Capita	8.48	16.28	12.28	17.78	34.11
Total Visits/Foot Traffic	1,603,979	2,097,317	5,246,854	5,246,854	2,977,364
Visits/Foot Traffic per Capita	3.67	7.07	4.94	5.33	10.33
Total FTE's	163	168	380	144	206
FTE per 10,000 Circulation	0.44	0.35	0.29	0.27	0.21
FTE per 10,000 Serv Pop	3.74	5.67	3.58	4.84	7.17

BENCHMARKING AND ANALYSIS – CONTINUED

Peer Jurisdictions – Continued
Service Population Analysis

The service population is the number of people that reside within the legal service area of the library system. The service population is based on metrics tracked by the libraries and submitted yearly to the Library of Virginia. The table below shows the service population trends from 2012 through 2016 for Prince William and their peers. Note that information for the updated 2016 service populations was not available therefore the 2015 numbers were presented in its place. Central Rappahannock was the smallest of all the selected peers based on the information obtained from the Library of Virginia. Prince William maintains a service population that is greater than the County population due to the population of the Cities of Manassas and Manassas Park included in their service population. Meanwhile, Fairfax, Henrico, and Loudoun are below their respective population as of 2015 per the Census.gov. This could indicate these jurisdictions are not reaching their targeted potential patrons.

Total Service Population*	Prince William	Henrico	Fairfax	Loudoun	CRRL
2012	437,174	296,490	1,061,174	298,113	288,118
2013	457,789	308,066	1,106,999	317,035	295,192
2014	468,131	310,742	1,118,889	324,337	298,007
2015	468,131	314,881	1,135,830	333,253	300,972
2016	468,131	314,881	1,135,830	333,253	300,972

*Obtained from the Library of Virginia Government Website

Demographic Analysis

Below we analyze both the age and ethnicity of all peer jurisdictions. This data was obtained from the 2015 *American Community Survey* released by the Bureau of Census. The census data is based on the county population and not the legal service area of each peer, as the census data is only available by County jurisdiction. Additionally, Central Rappahannock being a regional library consisting of four jurisdictions, both city and county, we could not accurately capture the population data. Therefore, CRRL was not included as part of the analysis below.

Demographics drive the services and materials made available by a library service. It's important that they meet the needs of their community and adapt to changing needs.

BENCHMARKING AND ANALYSIS – CONTINUED

Peer Jurisdictions – Continued
Demographic Analysis - Continued

We graph the population by ethnicity of each of the selected peer jurisdictions. Of the four peers analyzed, Prince William is the only jurisdiction that would meet the "minority-majority" classification status. Of the ethnicity classifications analyzed, Hispanic and African-American comprise 40% of the population, at 21% and 19%, respectively. While Caucasian equals 47%. The materials and services of the library should match this composition to meet the needs of the local community.
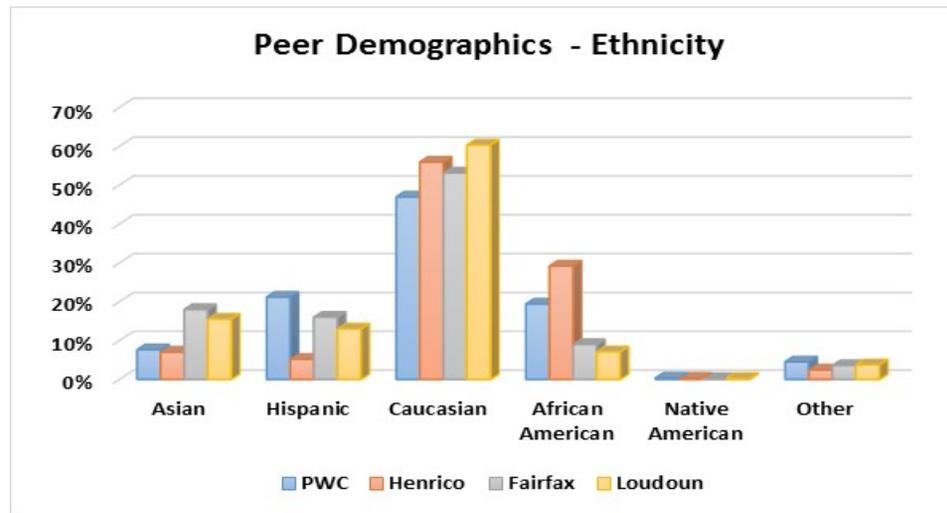

Next, we graph the population by age of each of the selected peer jurisdictions and provide their respective median age in years.

	PWC	Henrico	Fairfax	Loudoun
Median Age	33.7	37.8	37.4	35.1

BENCHMARKING AND ANALYSIS – CONTINUED

Peer Jurisdictions – Continued
Demographic Analysis - Continued

Prince William as the lowest median age of the four jurisdictions at 33.7 years. While both Henrico and Fairfax both have median ages in 37 years range, Loudoun has a median age of 35.1 years. The two largest age groups are 19 years and under and 35-54 years for a total of 61% of the population. While 55 years and over composes approximately 18% of the population and 20-34 years equals 21%.

Peer Demographics - Age

Legend: PWC, Henrico, Fairfax, Loudoun
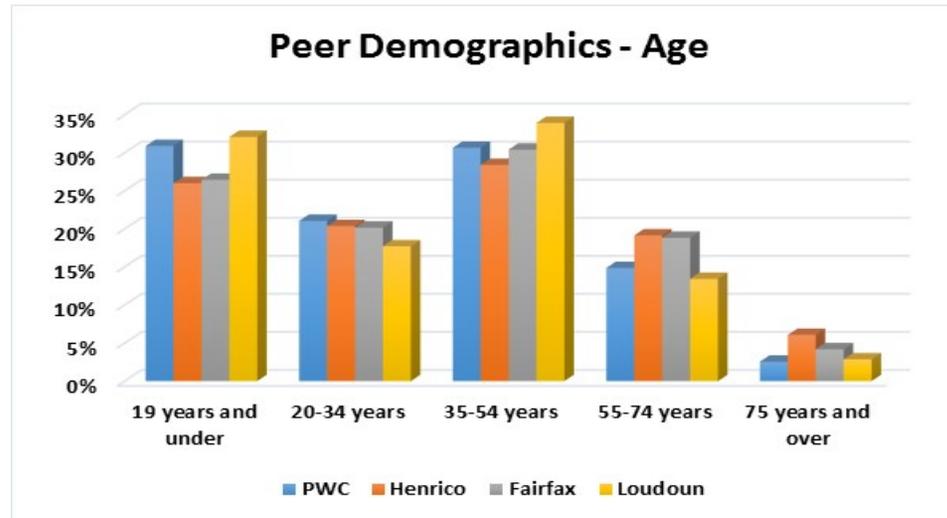
Peer Jurisdictions – Continued

Expenditures Analysis

Total expenditures include all money currently being utilized by the library system to maintain its day-to-day operations. Prince William had $14.9 million in expenditures, which is lower than three of their peers. Fairfax has the highest expenditures at approximately $34.2 million. From FYs 2012-2015 Prince William County maintained a consistent level in expenditures, except in FY 2016 when expenditures increased nearly $3 million, which is attributable to the opening of two new library branches. Annual increase in expenditures is consistent among the selected peer group, except for Fairfax who decreased over $2 million between FY 2015 and FY 2016.

These expenditures are reported by the VA APA for consistency between jurisdictions. However, each jurisdiction may not allocate internal costs (i.e. technology, fleet, facilities) at a consistent rate, or a peer (i.e. CRRL) may not be associated with a county government and incur these costs directly.

Total Expenditures	Prince William	Henrico	Fairfax	Loudoun	CRRL
2012	$ 11,798,000	$ 14,544,782	$ 28,626,359	$ 11,854,503	$ 11,318,465
2013	$ 11,492,000	$ 14,142,270	$ 32,138,741	$ 13,813,990	$ 11,678,873
2014	$ 11,769,000	$ 14,048,180	$ 31,105,185	$ 14,815,109	$ 11,895,924
2015	$ 11,991,000	$ 14,225,460	$ 31,497,602	$ 14,862,862	$ 11,988,903
2016	$ 14,891,000	$ 15,725,482	$ 34,196,378	$ 15,982,395	$ 11,752,911

Below we highlight expenditures per service population per capita. This reflects the community's financial support for the library in relation to its size. This is calculated by taking the total expenditures for the given year and dividing by the service population of the library system. Prince William has maintained a relatively low expenditures per service population when compared to their peers. Only Fairfax had a lower ratio then Prince William's $31.81 in FY 2016 with $30.11. Henrico, Loudoun and Central Rappahannock Regional had higher values with $49.94, $47.96 and $39.05, respectively, in FY 2016.

Expenditures Per Service Population Per Capita

|	2012	2013	2014	2015	2016
Prince William	$26.99	$25.10	$25.14	$25.61	$31.81
Henrico	$49.06	$45.91	$45.21	$45.18	$49.94
Fairfax	$26.98	$29.03	$27.80	$27.73	$30.11
Loudoun	$39.77	$43.57	$45.68	$44.60	$47.96
CRRL	$39.28	$39.56	$39.92	$39.83	$39.05
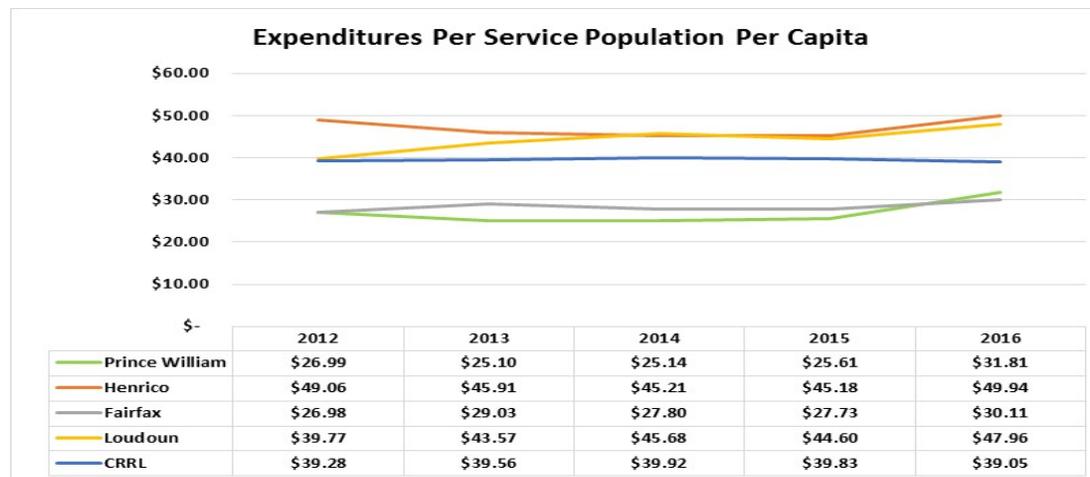
Peer Jurisdictions – Continued

Materials Analysis

The table below shows the total printed and digital materials that Prince William and selected peers maintain on a yearly basis from FY 2012 through FY 2016. This information is reported yearly to the Library of Virginia and maintained on their website. Note that only Prince William and Henrico were able to provide us with an accurate count of the FY 2016 materials numbers. Fairfax, Loudoun and Central Rappahannock Regional are presented with FY 2015 numbers. Prince William County is the 3rd largest jurisdiction in total materials from the selected peer group, with approximately 784,514 total materials in FY 2016. Based on the results all jurisdictions have decreased over the years in total materials except Loudoun which has steadily increased its materials collection over the reported years from 541,146 in FY 2012 to 735,393 in FY 2016, which is an increase of 36%. Fairfax has the largest number of materials with approximately 2.4 million items, which is consistent with our expectations considering it is the largest county by population. As per the national trends, previously discussed, a majority of the library systems in the United States have noted similar decrease in maintaining their material quantities.

Total Materials	Prince William	Henrico	Fairfax	Loudoun	CRRL
2012	827,720	892,807	2,331,580	541,146	738,204
2013	747,744	750,210	2,425,728	654,120	732,357
2014	722,554	708,724	2,461,272	704,276	720,770
2015	721,480	722,081	2,423,773	735,393	715,450
2016	784,514	833,141	2,423,773	735,393	715,450

Turnover rate is the number of materials checked out relative to the size of the collection. It is the number of materials circulated divided by the number of physical materials held. Turnover rate indicates how often each item in the collection was lent, and it is useful to compare this figure to selected inputs such as holdings per service population, and outputs such as circulation per service population. The below shows the trend from FY 2012-2016 for Prince William and selected peers.

Materials Turnover Rate

|	2012	2013	2014	2015	2016
Prince William	4.48	4.90	5.03	4.76	4.55
Henrico	5.41	6.47	6.60	6.44	5.73
Fairfax	5.59	5.40	5.23	4.99	4.97
Loudoun	9.79	7.92	8.08	7.96	8.09
CRRL	13.31	14.81	15.11	14.72	14.72
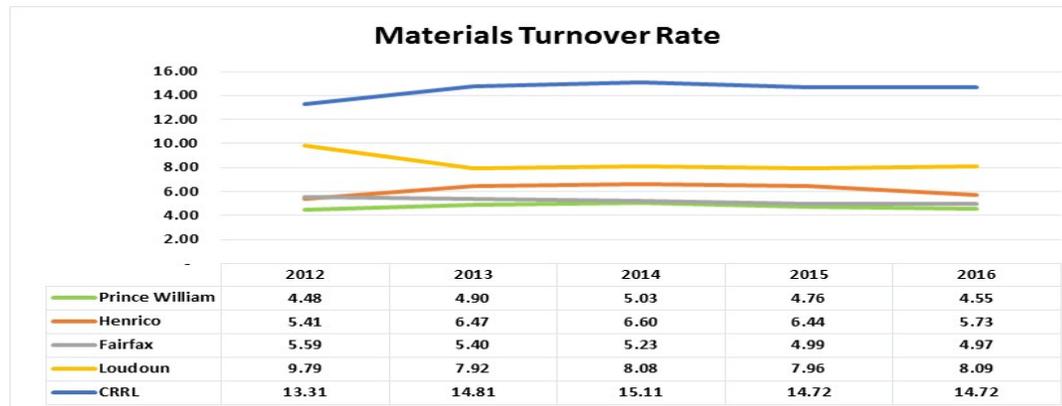
BENCHMARKING AND ANALYSIS – CONTINUED

Peer Jurisdictions – Continued
Materials Analysis - Continued

As depicted above, only Central Rappahannock had a turnover rate greater than 10 in any of the years reported and is currently at 14.72 in FY 2016. Loudoun and Henrico fall in the middle with Loudoun at 8.09 turnover and Henrico at 5.73 turnover in FY 2016. As compared with their peers, Prince William turnover rate is below the FY 2016 peer average of 7.6.

In the graph below, we were able to utilize the total materials of each peer library along with the service population to generate the holdings per service population. Holdings per service population measures the number of print volumes held for each person within the library's service area. It assesses collection size, not quality. This measure should be interpreted in connection with turnover rate and circulation per service population. Size alone is not an indicator of quality or usefulness. Except in FY 2012, Prince William has had the lowest number of holdings per service population among their selected peers.

Holdings per Service Population

	2012	2013	2014	2015	2016
Prince William	1.89	1.63	1.54	1.54	1.68
Henrico	3.01	2.44	2.28	2.29	2.65
Fairfax	2.20	2.19	2.20	2.13	2.13
Loudoun	1.82	2.06	2.17	2.21	2.21
CRRL	2.56	2.48	2.42	2.38	2.38
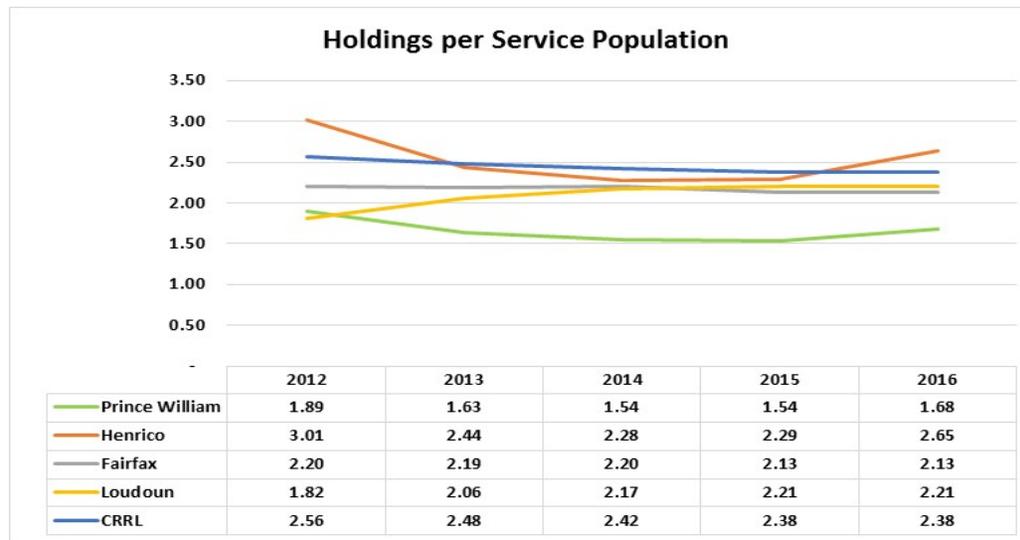
Peer Jurisdictions – Continued
Circulation Analysis

Best practice suggests each library system should maintain and update their collection of materials on a yearly basis. One of the objectives of the library system is to meet the needs of the customer and trends. This objective can be measured when materials on hand continue to turnover and circulate. This is to better serve the customer and the programs being served. A circulation or lending department is one of the key departments in a library. The table provided below is the total circulation of the materials as reported to the Library of Virginia for each of the selected peer libraries.

Total Circulation of Materials	Prince William	Henrico	Fairfax	Loudoun	CRRL
2012	3,707,825	4,825,923	13,034,816	5,299,254	9,827,151
2013	3,664,228	4,851,908	13,091,960	5,182,861	10,844,592
2014	3,635,417	4,674,764	12,881,013	5,689,684	10,891,177
2015	3,436,567	4,651,103	12,095,926	5,853,449	10,528,536
2016	3,569,752	4,774,622	12,042,565	5,948,533	10,528,536

Circulation per service population relates to the number of library materials lent to the number of persons the library serves. It is annual circulation divided by the library's legal service area population, and indicates the average number of loans made to each resident annually. Lower circulation per service population can be a result of lower materials, expenditures and volumes held per service population. This measure could be used to assess the quality of the library collection. The results of the line graph show the trend of the circulation per service population of Prince William and the selected peer group.

Prince William has the lowest circulation per service population, ranging between 7-8 items per service population. Fairfax has the 2nd lowest circulation per service population at 10.60 in FY 2016. Followed by Henrico and Loudoun at 15.16 and 17.85, respectively, in FY 2016. Central Rappahannock has the largest circulation per service population at 34.98 in FY 2016 and the only peer jurisdiction that has increased in circulation per service population since FY 2012. Note that we were unable to obtain updated information about circulation of materials for Central Rappahannock Regional for FY 2016 and used FY 2015 reported amounts.

Total Circulation per Service Population

	2012	2013	2014	2015	2016
Prince William	8.48	8.00	7.77	7.34	7.63
Henrico	16.28	15.75	15.04	14.77	15.16
Fairfax	12.28	11.83	11.51	10.65	10.60
Loudoun	17.78	16.35	17.54	17.56	17.85
CRRL	34.11	36.74	36.55	34.98	34.98
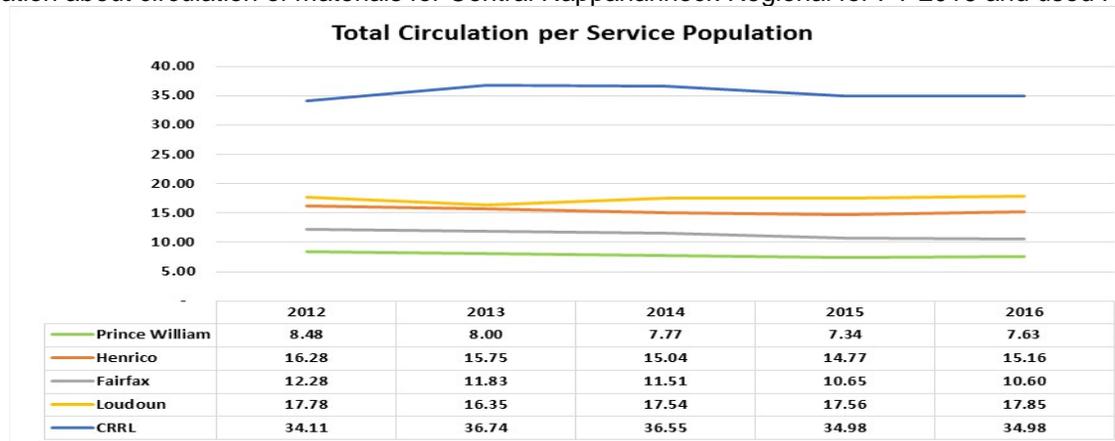
Peer Jurisdictions – Continued

Foot Traffic Analysis

The information provided in the table below details the total foot traffic on a yearly basis for the selected peer group. This does not include any online services provided, only the traffic of patrons going to and using the library services directly.

Total Foot Traffic	Prince William	Henrico	Fairfax	Loudoun	CRRL
2012	1,603,979	2,097,317	5,246,854	1,588,332	2,977,364
2013	1,529,194	2,063,468	5,221,226	1,804,609	3,026,934
2014	1,487,822	2,115,055	4,990,860	1,918,166	3,023,886
2015	1,454,373	2,157,356	4,814,043	1,724,264	3,054,125
2016	1,561,141	2,093,766	4,643,500	1,720,151	3,084,662

We used total foot traffic to measure the number of visits per service population, which is captured in the graph below. This is a measure of the community's use of the library, whether for materials, programs, or meetings. It can be thought of as representing the average number of times during a year that each member of the community uses the library. A high number of visits indicates heavy use. A low number of visits may indicate several things. For example: 1) the hours the library is open does not fit the needs of the community; 2) the library's collection and programming does not meet the interest or needs of the community; 3) residents may be unaware of what the library has to offer; 4) the facility may be uninviting; or 5) the location may be inconvenient. Therefore, it is important to consider demographics, commute times, and employment outside of the county to thoroughly understand this metric.

As identified in the graph Prince William had the lowest visits per service population between the selected peer systems with 3.33 in FY 2016. Prince William had a steady decline in visits per service population until FY 2016, which is fairly consistent among the selected peer group. Our graph shows that all peers have decreased since FY 2012, which is consistent with national trends.

Visits per Service Population

	2012	2013	2014	2015	2016
Prince William	3.67	3.34	3.18	3.11	3.33
Henrico	7.07	6.70	6.81	6.85	6.65
Fairfax	4.94	4.72	4.46	4.24	4.09
Loudoun	5.33	5.69	5.91	5.17	5.16
CRRL	10.33	10.25	10.15	10.15	10.25
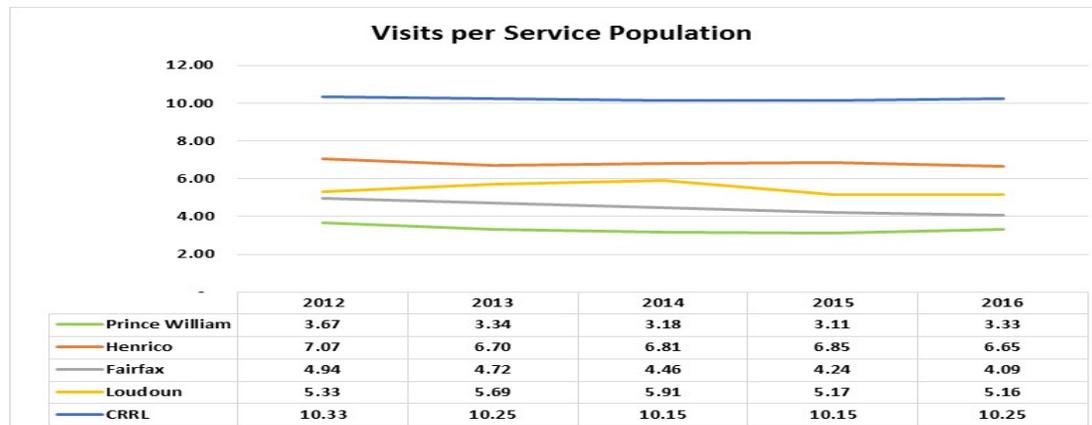
BENCHMARKING AND ANALYSIS – CONTINUED

Peer Jurisdictions – Continued

Hours of Service Analysis

Hours of service is an important metric for libraries to consider when trying to attract as many patrons within their service population. A service hour is defined as an hour where the library is staffed and open to the public and should include morning, afternoon, evening, and weekend hours. In order to properly compare the selected peer group, we calculated the unduplicated service hours in a week. This is more comparable than total service hours in a week, which would sum the total hours open per week for all branches combined.

Jurisdiction	Unduplicated Hours/week
Prince William	63.00
Henrico	64.00
Fairfax	63.00
Loudoun	70.00
CRRL	69.50
Average	**65.90**

We found that the average number of unduplicated service hours per week among the selected peer group is 65.9 hours, which is 2.9 hours more per week than Prince William. Additionally, through our research we found that there is some seasonality in service hours. For example, some branches may be closed during summer months. The seasonal closings could impact the service hours per week compiled above.

FTE Analysis

An FTE, or Full-Time Equivalent, is a unit that indicates the workload of an employee, which can be used to compare across various data points. On an annual basis an FTE is considered to be 2,080 hours, which is a standard 8 hour work day. The table below shows the number of FTEs from each of the identified peers.

Based on our research we found that not all jurisdictions are consistently organized and staffed. For example, support staff such as human resources, finance, and facility management may or may not be included within each of the selected peers. Additionally, it should be noted that Prince William and Loudoun maintain a 37.5 hour work week, while Fairfax and Henrico maintain a 40 hour work week. As such, the amounts listed below were provided directly from each jurisdiction.

Total FTEs	Prince William	Henrico	Fairfax	Loudoun	CRRL
2012	163.33	168.00	380.00	144.27	206.48
2013	163.33	166.00	380.00	170.94	174.94
2014	163.86	161.00	379.00	168.94	174.29
2015	179.51	171.00	379.00	169.94	178.00
2016	179.51	198.00	365.50	170.94	179.00

BENCHMARKING AND ANALYSIS – CONTINUED

Peer Jurisdictions – Continued
FTE Analysis - Continued

FTE per 10,000 served measures the level of staffing relative to the legal service area population. It is the number of library staff in FTEs divided by the service area population. FTE staff is calculated by adding the total number of hours per week worked by all staff and dividing by respective hours in a work week. In this context, full-time means 37.5 or 40 hours per week, depending on the respective work week, regardless of how many hours per week the library is open. This input measure may be relevant whenever the adequacy of library staffing and staff funding are issues. It is particularly useful when the population or geographical area a library serves increases dramatically. When this happens, there should be a corresponding increase in staff to offset the population increase.

The graph below shows that Prince William has been fairly consistent in their FTE per 10,000. Only Fairfax had a lower number at 3.22 FTE per 10,000 in FY 2016. Henrico, Loudoun, and Central Rappahannock all had more FTE per 10,000 with 6.29, 5.13, and 5.95, respectively.
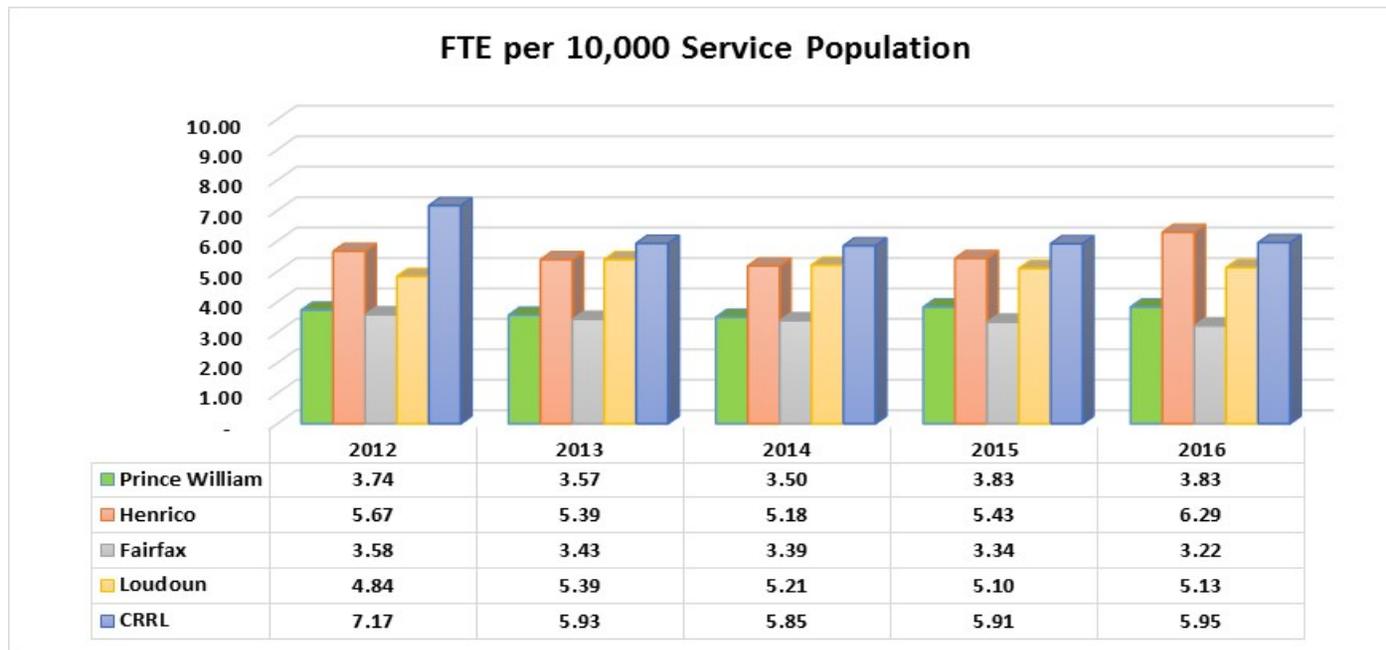
FTE per 10,000 Service Population

	2012	2013	2014	2015	2016
Prince William	3.74	3.57	3.50	3.83	3.83
Henrico	5.67	5.39	5.18	5.43	6.29
Fairfax	3.58	3.43	3.39	3.34	3.22
Loudoun	4.84	5.39	5.21	5.10	5.13
CRRL	7.17	5.93	5.85	5.91	5.95

BENCHMARKING AND ANALYSIS – CONTINUED

Peer Jurisdictions – Continued

FTE Analysis - Continued

FTE per 10,000 circulation relates the size of the library's staff to the number of items circulated. It is the number of staff in FTEs divided by total annual circulation in tens of thousands. This is a measure of staff workload relative to circulation.

In the graph below, Prince William had the highest level of FTE per 10,000 circulation at 0.50 in FY 2016. This was a slight decrease from 0.52 in FY 2015 and an overall increase from FY 2012 at 0.44. Henrico is the second highest at 0.41 in FY 2016 with an increase from FY 2012 of 0.35. Fairfax and Loudoun followed with 0.30 and 0.29, respectively, in FY 2016. Central Rappahannock was the lowest with 0.17 FTE per 10,000.
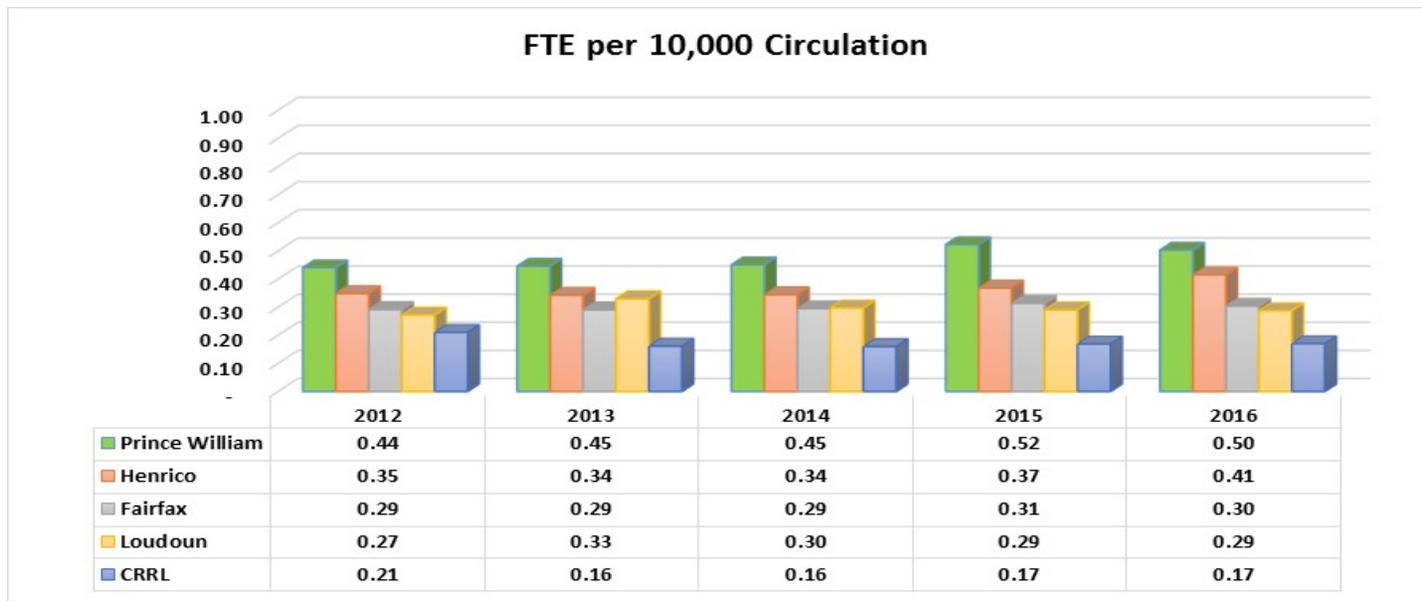
FTE per 10,000 Circulation

	2012	2013	2014	2015	2016
Prince William	0.44	0.45	0.45	0.52	0.50
Henrico	0.35	0.34	0.34	0.37	0.41
Fairfax	0.29	0.29	0.29	0.31	0.30
Loudoun	0.27	0.33	0.30	0.29	0.29
CRRL	0.21	0.16	0.16	0.17	0.17

Peer Jurisdictions – Continued

Library Cards Analysis

Library cards currently registered shows how much of the service area population utilizes the library system. This also ties into circulation, as the two metrics would allow for the estimation of the amount of materials a single person would typically use on average. The table below shows the total registered library cards per fiscal year from FYs 2013-2016. PWPLS has the second most registered users at 318,175 in FY 2016, down from 322,700 in FY 2012. It is important to note that each library system may have different policies when it comes to managing their registered library cards. For example, each system may have a different standard when considering active versus inactive users and inactive users may not be purged timely.

| Total Registered Library Cards	Prince William	Henrico	Fairfax	Loudoun	CRRL
2013	322,700	245,029	471,028	193,333	185,562
2014	324,828	245,185	473,411	211,111	183,297
2015	314,723	247,637	456,806	218,801	182,361
2016	318,175	250,113	441,683	225,753	182,524

Next, we calculated the approximate amount in expenditures per library card. Based on these results from FYs 2013-2016 Prince William County had an average of $46.20 per library card from FYs 2013-2016. Henrico had the highest four year average of $61.46 per library card issued with the highest in FY 2016 at $68.24. Fairfax's expenditures per library card is at $62.52 in FY 2016 and a four year average of $61.61. Central Rappahannock maintained on average $62.72 and Loudoun at a $61.07 average.
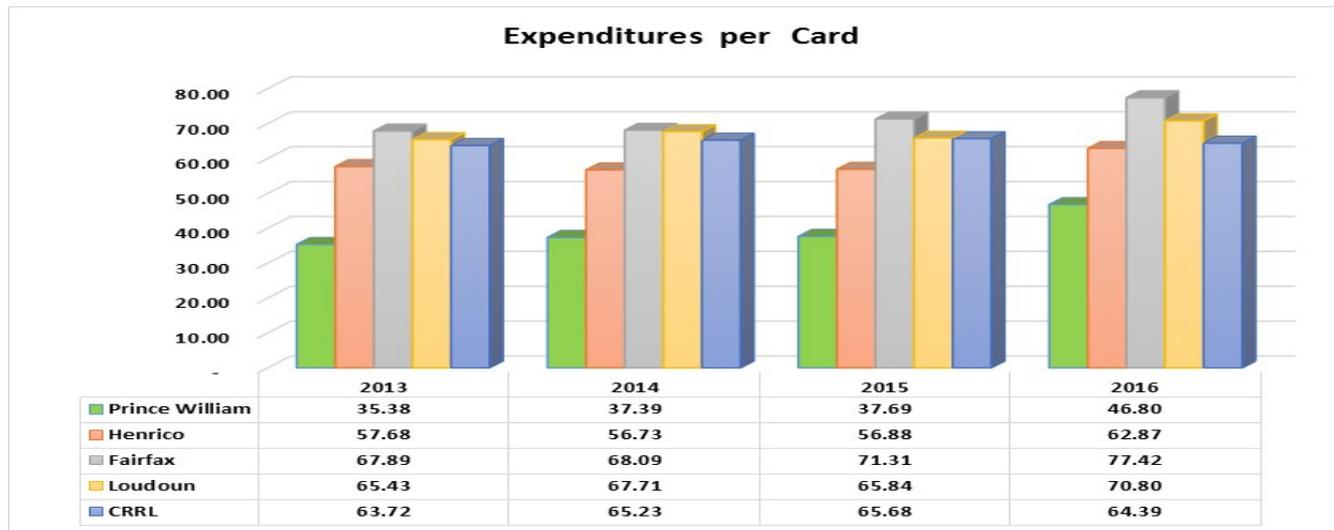
Expenditures per Card

	2013	2014	2015	2016
Prince William	35.38	37.39	37.69	46.80
Henrico	57.68	56.73	56.88	62.87
Fairfax	67.89	68.09	71.31	77.42
Loudoun	65.43	67.71	65.84	70.80
CRRL	63.72	65.23	65.68	64.39

Peer Jurisdictions – Continued

Library Cards Analysis - Continued

The graph below represents the cardholders per 10,000 service population analysis. This represents a percentage of the total registered cardholders in relation to the total service area population. Prince William has the second largest number of cardholders per 10,000 service population tied with Loudoun at approximately 6,800 in FY 2016. Henrico was higher with approximate 7,900 cardholders per 10,000 service population in FY 2016. Central Rappahannock Regional and Fairfax had the lowest numbers at approximately 6,100 and 3,900, respectively, in FY 2016.

Cardholders per 10,000 Service Population

	2013	2014	2015	2016
Prince William	7,049.10	6,938.83	6,722.97	6,796.71
Henrico	7,953.78	7,890.31	7,864.46	7,943.10
Fairfax	4,255.00	4,231.08	4,021.78	3,888.64
Loudoun	6,098.16	6,509.00	6,565.61	6,774.22
CRRL	6,286.15	6,150.76	6,059.07	6,064.48
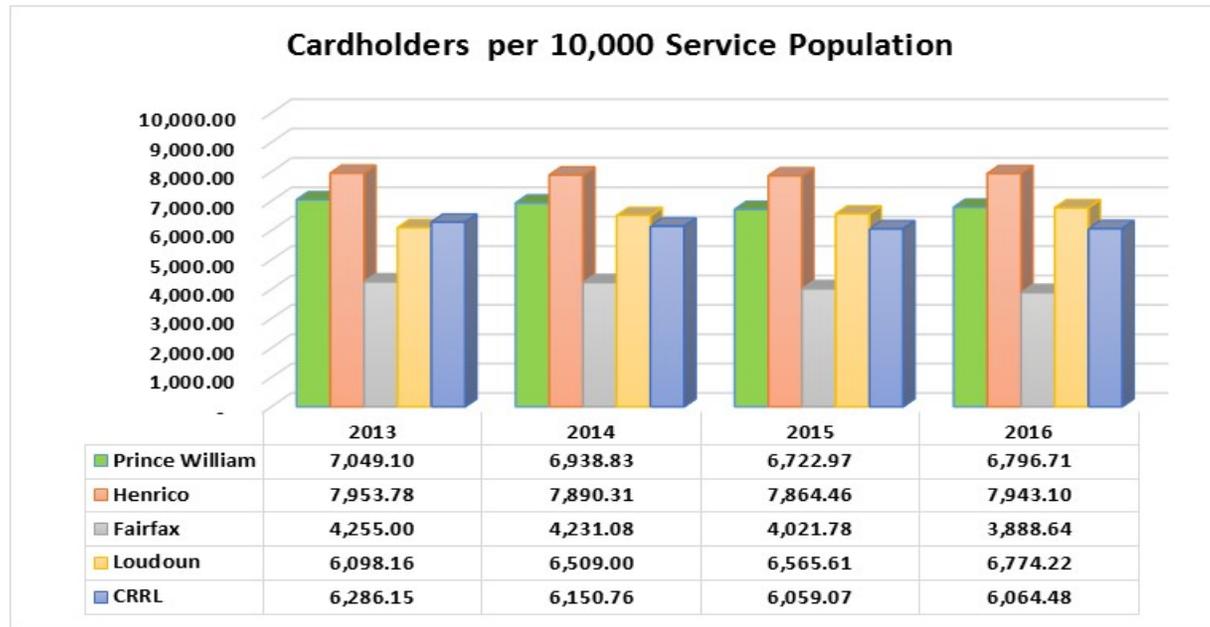
Peer Jurisdictions – Continued

Computer Analysis

With the rapid advances in technology, computers are an important part of everyday life. Patrons use these digital services to work on school reports, conduct research, and even take care of personal matters that require the use of the internet. Having a sufficient number of computers on hand with internet access is an important aspect of a modern library system. The total number of computers in each library system from FYs 2013-2016 is shown in the table below.

Total Computers	Prince William	Henrico	Fairfax	Loudoun	CRRL
2013	156	424	372	200	270
2014	156	457	366	200	270
2015	158	455	366	200	270
2016	222	429	402	200	267

In the graph below we represent the total number of computers per 10,000 service population. This is the total number of computers in each library system divided by the service population divided by 10,000. This gives a representation of the number of computers in relation to the amount of people in the library system's service population. Prince William increased from 3.41 in FY 2013 to 4.74 in FY 2016, which should be expected considering the two new library branches that opened during that timeframe. This increase helped PWPLS surpass Fairfax in FY 2015. Fairfax has maintained approximately 3.36 computers per 10,000 from FY 2013 to FY 2016. Henrico had the highest number of all peers with 13.76 computers per 10,000 in FY 2016, followed by Loudoun with 6.00 computers per 10,000 in FY 2016 and Central Rappahannock at 8.89 computers per 10,000 in FY 2016.


Computers per 10,000 Service Population	2013	2014	2015	2016
Prince William	3.41	3.33	3.38	4.74
Henrico	13.76	14.71	14.45	13.62
Fairfax	3.36	3.27	3.22	3.54
Loudoun	6.31	6.17	6.00	6.00
CRRL	9.15	9.06	8.97	8.87
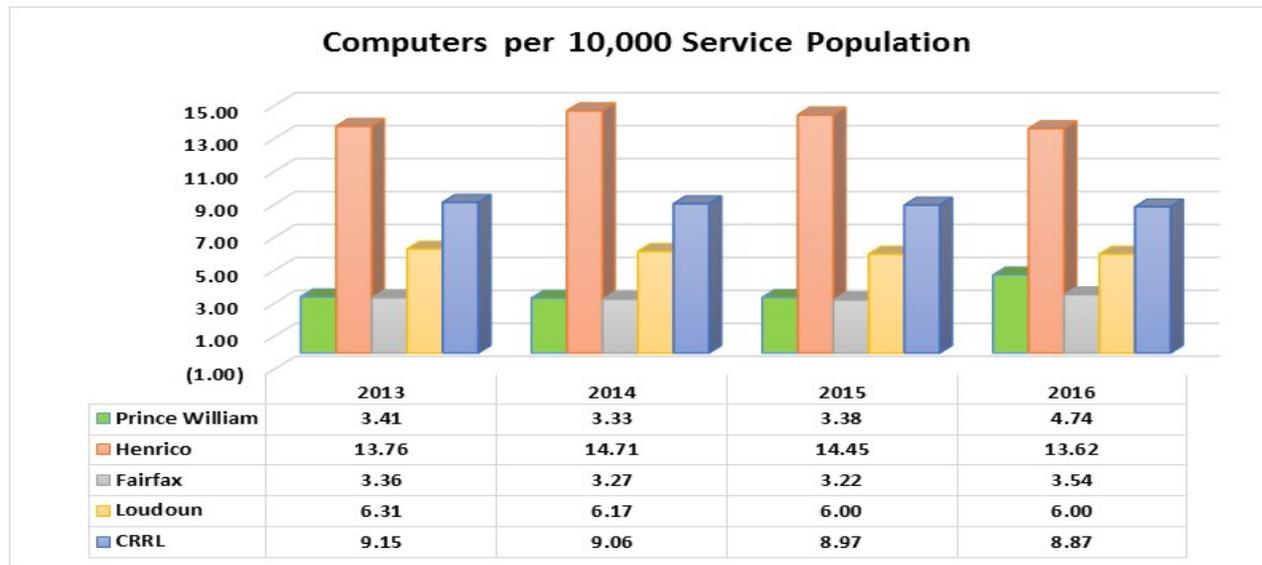
APPENDIX A – LIBRARY ORGANIZATIONAL CHARTS

Organization Charts

Appendix A contains all of the organization charts for the following Divisions within the Prince William County Public Library System. These include the Administrative Services Division, the Public Services Division, the Materials Services Division, the Financial Services Division and the Technology Services Division.

Administrative Division

Prince William County Public Library System
Organizational Administrative Division

- Administrative Services Division
  - Library System Director — Deborah Wright
  - Administrative Support Coordinator — Karen Gates
    - Human Resources
      - Human Resources Manager — Dianne Walker
      - Human Resource Staff — Bessie Bender
      - Human Resource Staff — Vacant
      - Volunteer Office
        - Volunteer Program Coordinator — Belinda Tyson
        - Volunteer Program Staff — Gabi Scalph
    - Facilities Maintenance
      - Library Facilities and Services Coordinator — Branddon Polizzi
      - Maintenance Worker — Ronal Terrazas
      - Maintenance Worker — Ronal Terrazas
    - Community Engagement
      - Community Manager — Andrew Spense
      - Administrative Support — Mary Fraraccio
        - Marketing and Development
          - Library Marketing and Public Relations — Mary Tompkins
        - Programming
          - Programmer — Tracy McPeck
        - Graphics & Web Services
          - Graphic Artist — Nerine Clemenzi
          - Communications Specialist — Melanie Beus

Public Services Division

Prince William County Public Library System
Organizational Public Services Division

Public Services Division

Assistant Library Director of Public Services
Joslyn Jones

Administrative Support Coordinator
Karen Gates

Regional Libraries

Community Libraries

Neighborhood Libraries

Bull Run Regional Library Branch Administrator
Miriam Herrell

Chinn Park Regional Library Branch Administrator
Sandra Oliver

Central Community Library Branch Administrator
Judith Rodriguez

Haymarket Gainesville Community Library Branch Administrator
Jessie Scalph

Montclair Community Library Branch Administrator
Elizabeth Hensley

Potomac Community Library Branch Administrator
Cindy Appleby

Dumfries Neighborhood Library Administrator
Debbie Bittner

Dale City Neighborhood Library Administrator
Jennifer Harden

Independent Hill Library Administrator
Melanie Erhart

Lake Ridge Neighborhood Library Administrator
Lynn Casey

Nokesville Neighborhood Library Administrator
Barbara Blindauer

Materials Services Division

Financial Services Division

Prince William County Public Library System
Organizational Financial Service Division

Financial Service Division

Library Financial Services Administrator
Cathy Chang

Administrative Support
Kimberly Huh

Accounting Service Coordinator
Mary Como

Accounting Associate
Amy Bevans

Accounting Associate
Analeska Escobar

Technology Services Division

PWC Library Board of Trustees Survey

Q1 The PWC Library System meets the cultural, educational, and recreational needs of the residents of Prince William County.

Answered: 9   Skipped: 0
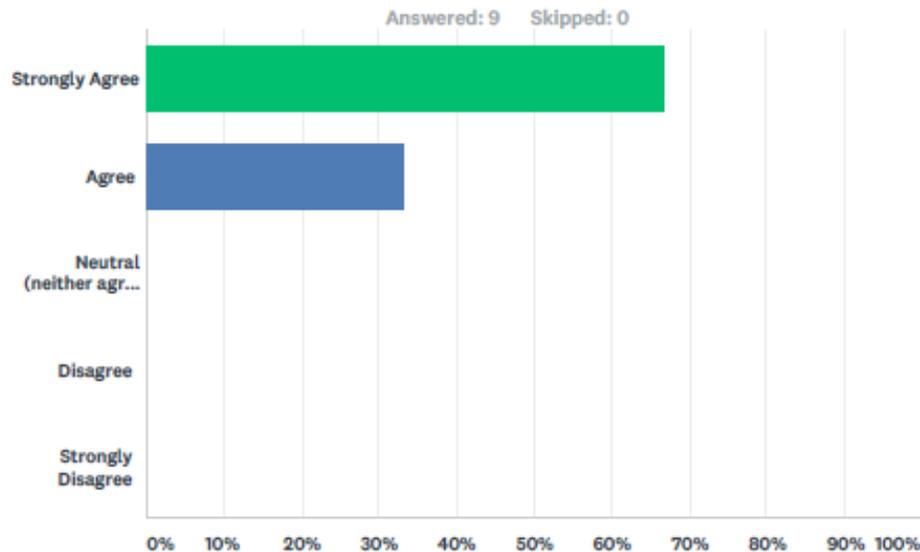
Answer Choices	Responses	
Strongly Agree	66.67%	6
Agree	33.33%	3
Neutral (neither agree or disagree)	0.00%	0
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		9

PWC Library Board of Trustees Survey

Q2 You are receiving the information that you need from the Library System to be able to be an effective Board Member.
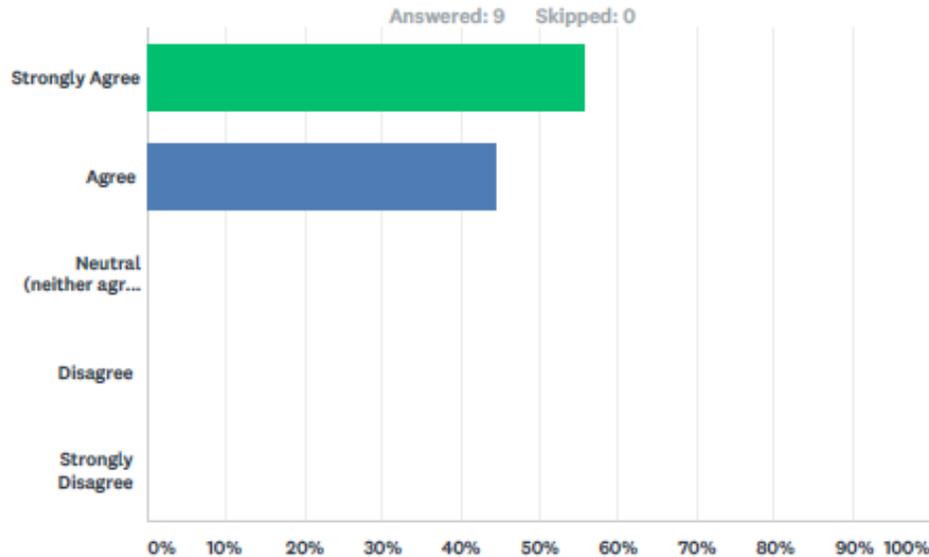
Answered: 9   Skipped: 0

Answer Choices	Responses	
Strongly Agree	55.56%	5
Agree	44.44%	4
Neutral (neither agree or disagree)	0.00%	0
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		9

PWC Library Board of Trustees Survey

Q3 You feel the Library Board of Trustees plays an integral role in assisting the Library System meet its goals and objectives.

Answered: 9   Skipped: 0
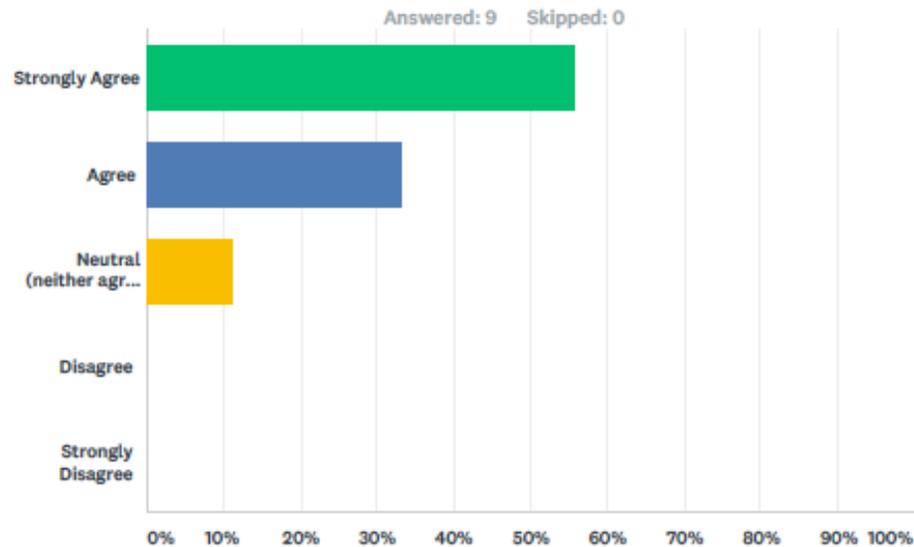
Answer Choices	Responses	
Strongly Agree	55.56%	5
Agree	33.33%	3
Neutral (neither agree or disagree)	11.11%	1
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		9

PWC Library Board of Trustees Survey

Q4 The Library Board of Trustees meets regularly enough to be effective.
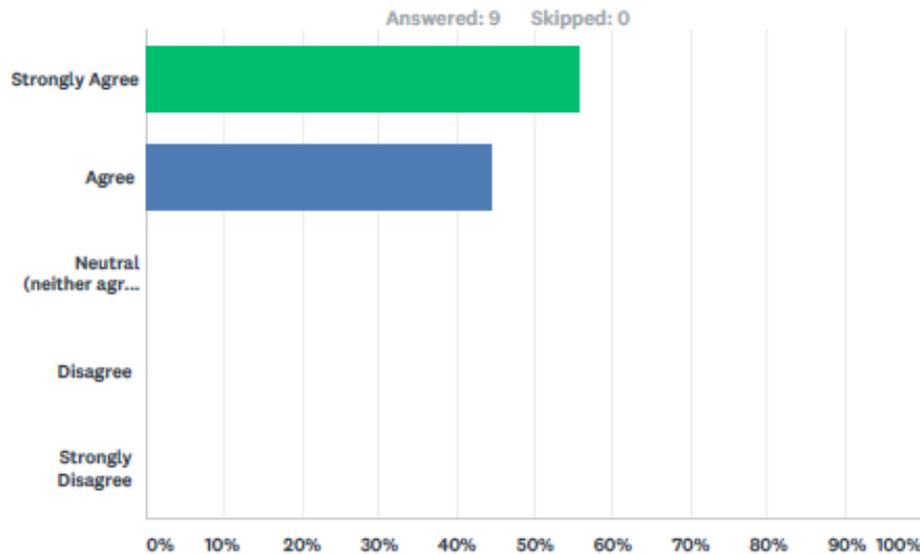
Answer Choices	Responses	
Strongly Agree	55.56%	5
Agree	44.44%	4
Neutral (neither agree or disagree)	0.00%	0
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		9

PWC Library Board of Trustees Survey

Q5 You, as a Trustee, feel empowered to bring any unresolved concerns to the Board.
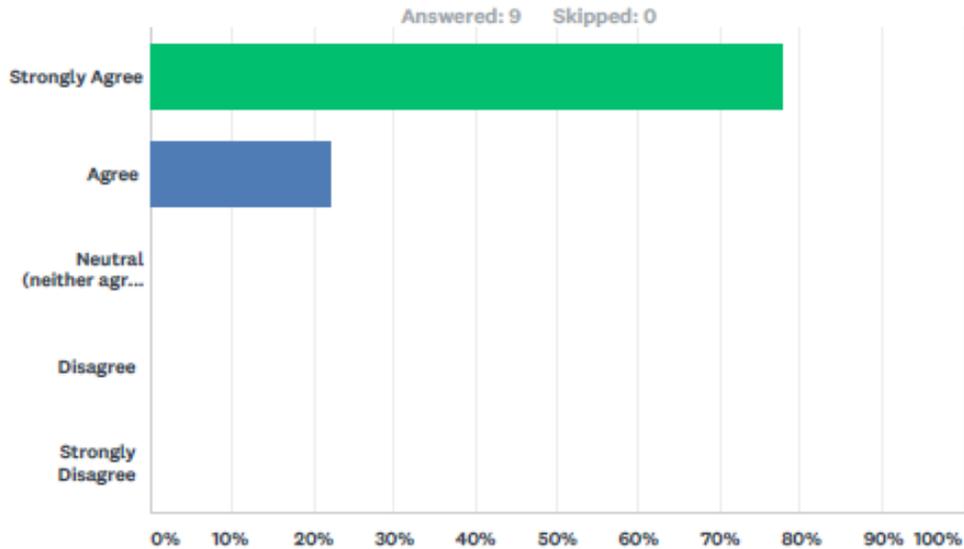
Answered: 9   Skipped: 0

Answer Choices	Responses	
Strongly Agree	77.78%	7
Agree	22.22%	2
Neutral (neither agree or disagree)	0.00%	0
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		9

PWC Library Board of Trustees Survey

Q6 There are open lines of communication and interaction between the Library System and the Library Board of Trustees.
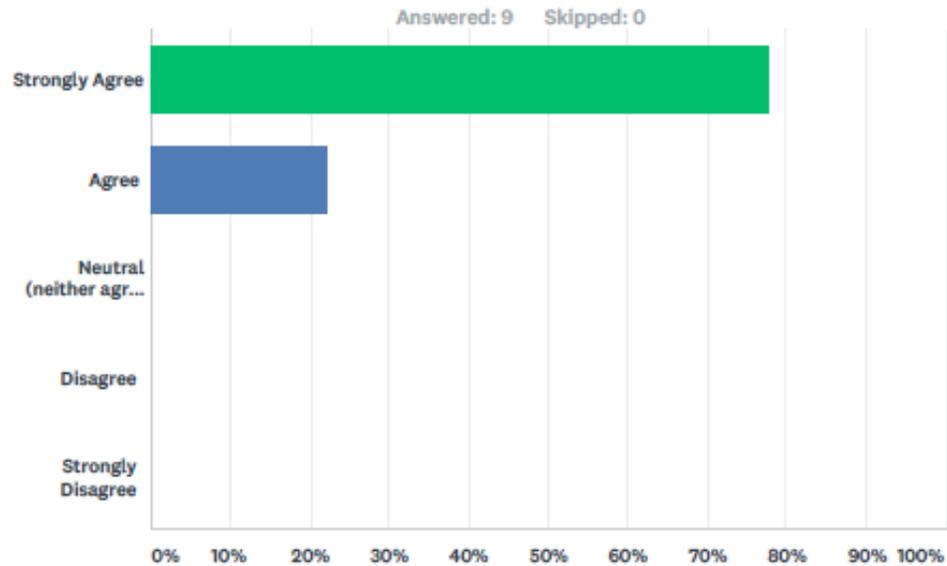
Answered: 9   Skipped: 0

Answer Choices	Responses	
Strongly Agree	77.78%	7
Agree	22.22%	2
Neutral (neither agree or disagree)	0.00%	0
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		9

PWC Library Board of Trustees Survey

Q7 The Library Board of Trustees has the makeup and knowledge to be effective.

Answered: 9   Skipped: 0
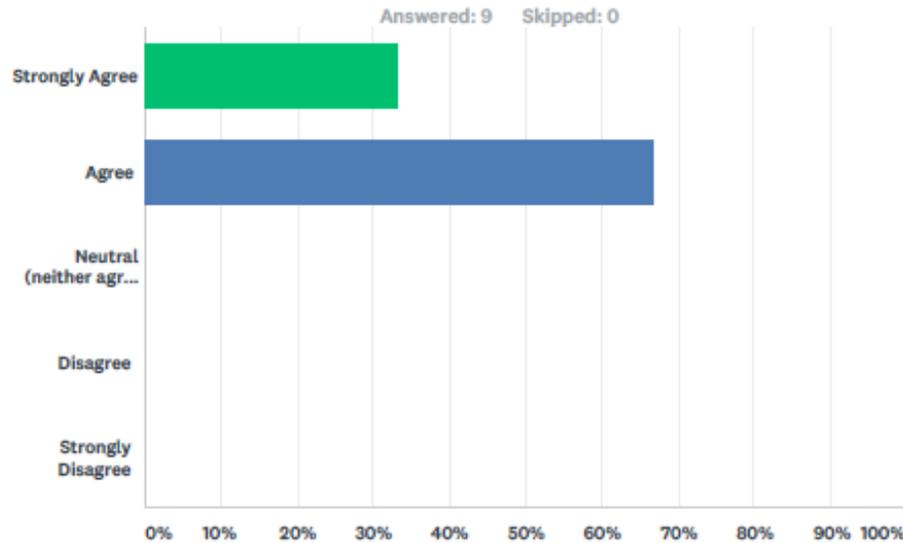
Answer Choices	Responses	
Strongly Agree	33.33%	3
Agree	66.67%	6
Neutral (neither agree or disagree)	0.00%	0
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		9

PWC Library Board of Trustees Survey

Q8 Do you participate in an annual training session for Trustees?

Answered: 9   Skipped: 0
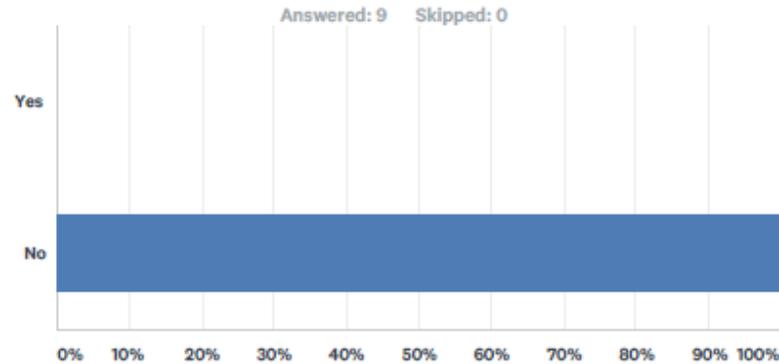
Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	9
TOTAL		9

#	Comment	Date
1	Am fairly new, and understand we will be scheduling something like this which is good.	8/11/2017 2:58 PM
2	There have been no training session offered. I would take part if offered.	8/4/2017 1:28 PM
3	No, but the Board is in the process of planning a retreat for members to have a training session	7/28/2017 4:12 PM
4	If I am available, I will. Training has been when I was out of town.	7/27/2017 3:14 PM
5	It is my understanding that a training session is being developed.	7/25/2017 12:20 PM
6	I did not know there was an annual training session.	7/25/2017 7:16 AM
7	It is difficult to pinpoint a training session for Trustees as many of the problems we must solve are random, and in many cases are resolved by the Trustees on an ad hoc basis.	7/24/2017 8:42 PM

PWC Library Board of Trustees Survey

Q9 Does the Library Board of Trustees have an annual planning session to establish its goals and priorities?

Answered: 9   Skipped: 0
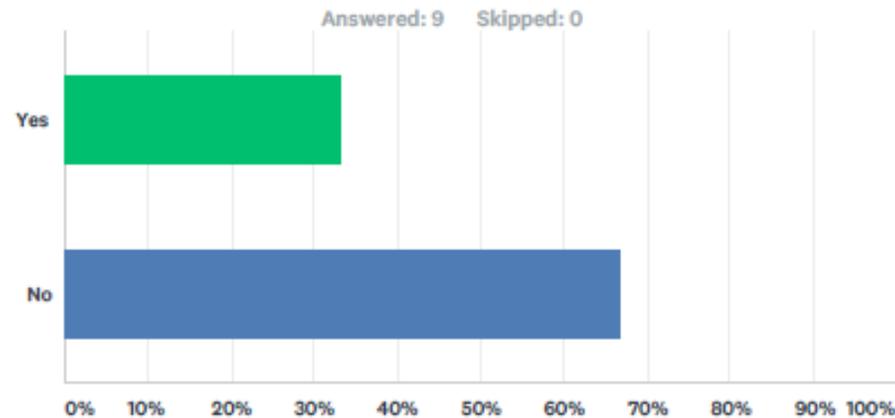
Answer Choices	Responses	
Yes	33.33%	3
No	66.67%	6
TOTAL		9

#	Comment	Date
1	One is up coming.	8/11/2017 2:58 PM
2	See above comment. This annual retreat will serve as the session wherein goals & priorities are defined. Currently, this is accomplished once a year at a board meeting	7/28/2017 4:12 PM
3	Not that I am aware of.	7/25/2017 7:16 AM

PWC Library Board of Trustees Survey

Q10 How do you monitor against established goals and priorities?

Answered: 9   Skipped: 0

#	Responses	Date
1	A running sort of list of goals, items needing follow-up, etc is kept and revisited regularly. History/previous meetings/results/policies are researched as needed too.	8/11/2017 2:58 PM
2	At the board meetings held monthly.	8/4/2017 1:28 PM
3	Director's goals.	8/1/2017 7:24 PM
4	Monthly reports from the Library Director at our monthly board meetings.	7/28/2017 4:12 PM
5	Ask question of current or old policies to see if we can stay status quo or if we need changes.	7/27/2017 3:14 PM
6	During our trustee meetings, we review goals and priorities with the Library Director and she provides reports. We are led in this effort by the President of the Trustees. He does a nice job in this area.	7/25/2017 12:20 PM
7	Director presents metrics but I think those metrics were established years ago and should be revisited.	7/25/2017 7:16 AM
8	During our monthly meetings we are presented progress and status reports on goals and priorities. If an urgent matter occurs, it is resolved by internet or non-scheduled meetings.	7/24/2017 8:42 PM
9	The Board has performance evaluation for the Director.	7/24/2017 3:07 PM

PWC Library Board of Trustees Survey

Q11 What performance measures do you receive that are the most important?

Answered: 8   Skipped: 1

#	Responses	Date
1	Outside of initial expectations, have not really seen this taking place for the board, but have seen some set-up and review of the Library Director's performance.	8/11/2017 2:58 PM
2	We get all the statistics that involve the library system monthly.	8/4/2017 1:28 PM
3	Monthly circulation/library visits/library events & activities statistics broken out by each library. In additionally, we receive copies of the annual customer satisfaction reports.	7/28/2017 4:12 PM
4	We receive all important documents needed. If I need something that is not in front of me, it will be researched and given to me in an acceptable timeframe.	7/27/2017 3:14 PM
5	Patron satisfaction with services Availability of networked resources	7/25/2017 12:20 PM
6	financial are good but with the changing needs of people using the library system new metrics should be established.	7/25/2017 7:16 AM
7	Input from the library patrons, attendance at library presentations, summer quest participation, and the Virginia survey.	7/24/2017 8:42 PM
8	Fulfilling the Library's mission as stated in the mission statement.	7/24/2017 3:07 PM

PWC Library Board of Trustees Survey

Q12 Are there other performance measures you would like to see? If yes, what measures would you like to see?

Answered: 9   Skipped: 0
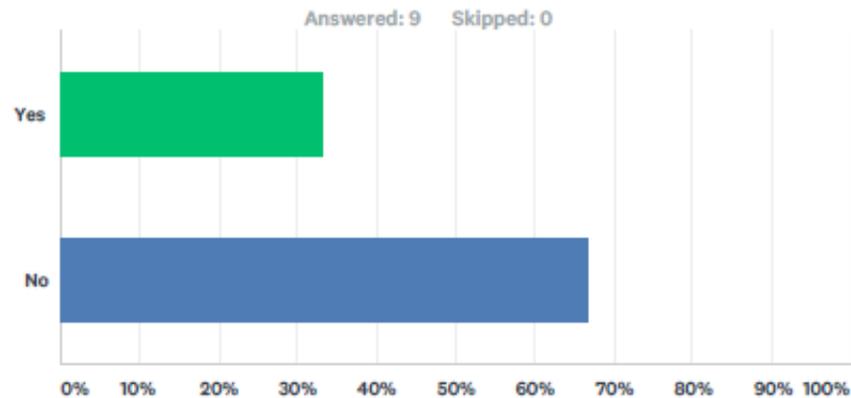
Answer Choices	Responses	
Yes	33.33%	3
No	66.67%	6
TOTAL		9

#	Comment	Date
1	For the board overall-a review of the job description and also, issues that have come up and review of the degree of success in handling them, etc.	8/11/2017 2:58 PM
2	I would like to see the area of staff satisfaction addressed including their comments on how we might improve.	7/25/2017 12:20 PM
3	measure access to technology	7/25/2017 7:16 AM
4	As a volunteer group there are numerous performance measures already in place that give us a good indication as to how the library is progressing.	7/24/2017 8:42 PM

PWC Library Board of Trustees Survey

Q13 In your view what are the strengths of the Library System?

Answered: 9   Skipped: 0

#	Responses	Date
1	A very competent staff, facilities that cover the area, a wide variety of programs, efforts to keep up with technology, good use of program newsletter magazine Explore and social media.	8/11/2017 2:58 PM
2	That the community consistently gives the library system top ratings of all services in the county.	8/4/2017 1:28 PM
3	Popular support from public.	8/1/2017 7:24 PM
4	Strong professional staff Communications Emphasis on customer satisfaction	7/28/2017 4:12 PM
5	The residents come first as to the quality of services we can provide.	7/27/2017 3:14 PM
6	- Very Responsive Director - Outstanding staff (always helpful) - Great web presence (keeping the community informed of upcoming programs)	7/25/2017 12:20 PM
7	accessibility	7/25/2017 7:16 AM
8	We are a very robust organization, always trying to improve our service to our patrons, and as trustees, we take our responsibilities seriously and we have a very dedicated library staff and volunteers.	7/24/2017 8:42 PM
9	The care and passion by management and staff (includes the large volunteer staff) for the libraries, programs, and services.	7/24/2017 3:07 PM

PWC Library Board of Trustees Survey

Q14 In your view what are the weaknesses of the Library System?

Answered: 9   Skipped: 0

#	Responses	Date
1	Would like to see more outreach to schools and community groups-for example, presentations regularly to those groups to further encourage knowledge of and engagement by those groups. Believe the board should be involved in that too.	8/11/2017 2:58 PM
2	We need new buildings/improvements to existing buildings.	8/4/2017 1:28 PM
3	Physical condition of older buildings.	8/1/2017 7:24 PM
4	Lack of funding to keep up with facilities that aging.	7/28/2017 4:12 PM
5	We need more funding from the county.	7/27/2017 3:14 PM
6	The library system is a key asset in our community. However, we do not have an ongoing capital improvement plan for needed repairs. This is mind boggling to me.	7/25/2017 12:20 PM
7	must take advantage of new technology.	7/25/2017 7:16 AM
8	A few of our libraries are in need of repair or replacement and need to be upgraded to meet the demands of the technological patrons it serves.	7/24/2017 8:42 PM
9	The County needs to needs a facility maintenance schedule and to improve CIP planning.	7/24/2017 3:07 PM

PWC Library Board of Trustees Survey

Q15 Do you have any additional comments you would like to share?

Answered: 5   Skipped: 4

#	Responses	Date
1	I greatly appreciate the library system and the opportunity to be both a patron and trustee.	8/11/2017 2:58 PM
2	no	8/4/2017 1:28 PM
3	The Library system continues to be a jewel in P	7/27/2017 3:14 PM
4	I enjoy serving as a trustee and feel that I am making a difference in the lives of our community members.	7/25/2017 12:20 PM
5	No. I am satisfied with the performance of the library and its employees	7/24/2017 8:42 PM