



**REQUEST FOR PROPOSAL #14RFP32414K-LW**

**COLLECTION, RESALE AND DISPOSAL OF WEEDED  
LIBRARY MATERIALS**

**For**

**ATLANTA-FULTON PUBLIC LIBRARY**

**RFP DUE DATE AND TIME: July 1, 2014 at 11:00 A.M.**

**RFP ISSUANCE DATE: June 2, 2014**

**PRE-BID CONFERENCE DATE: June 16, 2014**

**PURCHASING CONTACT: Linda Walton**

**E-MAIL: [Linda.Walton@fultoncountyga.gov](mailto:Linda.Walton@fultoncountyga.gov)**

**LOCATION: FULTON COUNTY DEPARTMENT OF PURCHASING &  
CONTRACT COMPLIANCE  
130 PEACHTREE STREET, S.W., SUITE 1168  
ATLANTA, GA 30303**

**14RFP32414K-LW COLLECTION, RESALE AND DISPOSAL OF WEEDED  
LIBRARY MATERIALS**

**TABLE OF CONTENTS**

**Section/Page**

**SECTIONS 1-10**

<b>1.0</b>	<b>INTRODUCTION</b> .....	1-1
1.1	Project Description .....	1-1
1.2	Background .....	1-1
1.3	County Objectives .....	1-2
1.4	Obtaining the RFP .....	1-2
1.5	Subcontracting Opportunities .....	1-2
1.6	Pre-Proposal Conference .....	1-2
1.7	Proposal Due Date .....	1-3
1.8	Delivery Requirements .....	1-3
1.9	Contact Person and Inquiries .....	1-3
<b>2.0</b>	<b>INSTRUCTIONS TO PROPOSERS</b> .....	2-1
2.1	Procurement Process .....	2-1
2.2	Contract/Definitions .....	2-1
2.3	No Contact During Procurement Process .....	2-2
2.4	Clarification & Addenda .....	2-4
2.5	Term of Contract .....	2-5
2.6	Required Submittals .....	2-6
2.7	Proposal Evaluation .....	2-6
2.8	Disqualification of Proposers .....	2-7
2.9	Reserved Rights .....	2-7
2.10	Applicable Laws .....	2-7
2.11	Insurance and Risk Management Provisions .....	2-7
2.12	Accuracy of RFP and Related Documents .....	2-7
2.13	Responsibility of Proposer .....	2-8
2.14	Confidential Information .....	2-8
2.15	County Rights and Options .....	2-8
2.16	Cost of Proposal Preparation and Selection Process .....	2-10
2.17	Termination of Negotiations .....	2-10
2.18	Wage Clause .....	2-11
2.19	Additional or Supplemental Information .....	2-10
2.20	Reporting Responsibilities .....	2-11
2.21	Georgia Security and Immigration Compliance Act .....	2-11
2.22	Authorization to Transact Business .....	2-12
2.23	Right to Protest .....	2-21
2.24	First Source Jobs Policy .....	2-12
2.25	Non-Collusion .....	2-13
2.26	Exceptions to County's Contract .....	2-13

**14RFP32414K-LW COLLECTION, RESALE AND DISPOSAL OF WEEDED  
LIBRARY MATERIALS**

**TABLE OF CONTENTS**

		<b>Section/Page</b>
2.27 General Requirements.....		2-13
<b>3.0</b>	<b>PROPOSAL REQUIREMENTS.....</b>	<b>3-1</b>
3.1	Submission Requirements .....	3-1
	3.1.1 Proposal Submission Date and Submittal Format.....	3-1
	3.1.2 Number of Copies .....	3-2
3.2	Overview of Proposal Requirements .....	3-2
3.3	Scope of Work .....	3-2
3.4	Project Deliverables.....	3-4
3.5	Project Schedule.....	3-5
3.6	Technical Proposal Format and Content.....	3-5
3.7	Cost Proposal Format and Content .....	3-11
3.8	Cost Proposal Form.....	3-12
<b>4.0</b>	<b>EVALUATION CRITERIA .....</b>	<b>4-1</b>
4.1	Proposal Evaluation Criteria .....	4-1
<b>5.0</b>	<b>PROPOSAL FORMS .....</b>	<b>5-1</b>
5.1	Introduction .....	5-1
5.2	Proposal Forms	
	Form A – Certification Regarding Debarment	
	Form B – Non-Collusion Affidavit of Bidder/ Offeror	
	Form C – Certificate of Acceptance of Request for Proposal Requirements	
	Form D – Disclosure Form and Questionnaire	
	Form E – Georgia Security and Immigration Contractor Affidavit and Agreement	
	Form F – Georgia Security and Immigration Subcontractor Affidavit	
	Form G – Professional License- Not Applicable	
	Form H – Local Preference Affidavit of Bidder/Offeror	
	Form I – Service Disabled Veteran Preference Affidavit of Bidder/Offeror	
<b>6.0</b>	<b>CONTRACT COMPLIANCE REQUIREMENTS .....</b>	<b>6-1</b>
6.1	Non-Discrimination in Contracting and Procurement	
6.2	Required Forms and EBO Plan	
	Exhibit A – Promise of Non-Discrimination	
	Exhibit B – Employment Report	
	Exhibit C – Schedule of Intended Subcontractors	

**14RFP32414K-LW COLLECTION, RESALE AND DISPOSAL OF WEEDED  
LIBRARY MATERIALS**

**TABLE OF CONTENTS**

		<u>Section/Page</u>
		Exhibit D – Letter of Intent to Perform as a Subcontractor or Provide Materials or Service
		Exhibit E – Declaration Regarding Subcontracting Practices
		Exhibit F – Joint Venture Affidavit
		Exhibit G – Prime Contractor/Subcontractor Utilization Report
		Exhibit H – Fulton County First Source Jobs Program
		Form 1 – First Source Jobs Program Information
		Form 2 – First Source Jobs Program Agreement
<b>7.0</b>	<b>INSURANCE AND RISK MANAGEMENT PROVISIONS</b> .....	7-1
<b>8.0</b>	<b>SAMPLE CONTRACT</b> .....	8-1
<b>9.0</b>	<b>EXHIBITS</b> .....	9-1
		Exhibit 1: Request for Proposal (RFP) Submittal Checklist
<b>10.0</b>	<b>APPENDICES</b> .....	10-1
		A Statement on Weeding from Georgia Public Libraries
		CREW: A Weeding Manual for Modern Libraries

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## **SECTION 1 INTRODUCTION**

### **1.1 PROJECT DESCRIPTION**

The Atlanta-Fulton County Public Library System (AFPLS) of Fulton County, Georgia ("County") is requesting proposals for the removal and disposal of outdated, worn or excess library materials.

Through the issuance of this Request for Proposal ("RFP" and/or "Proposals"), the County is soliciting Proposals from qualified Proposers to collect discarded library materials from the branch libraries, re-sell items that can be sold, share a portion of the proceeds with AFPLS, and dispose of items that cannot be resold.

Proposals provided in response to this RFP that comply with the submittal requirements set forth in Section 3, including all forms and certifications, will be evaluated in accordance with the criteria and procedures described in Section 4 and Section 5. Based on the results of the evaluation, the County will award the Collection, Resale and Disposal of Weeded Library Materials to the most advantageous Proposer based on the cost and the evaluation factors set forth in the RFP.

### **1.2 BACKGROUND**

The AFPLS will begin in 2014 a large scale weeding project which will result in the removal of thousands of deleted items from its thirty-two (32) libraries over the next two years. The project begins with weeding of materials at the nine (9) branches that are scheduled to relocate to new library facilities in 2015 and 2016.

The number of sites involved, the volume of items to be disposed of, and the short timeline create a logistical challenge for AFPLS.

The Atlanta-Fulton Public Library System is the largest public library system in the state of Georgia, with thirty-four (34) libraries and collections of more than 2.5 million items. Its circulating collections consist of the following formats: books, DVDs, audiobooks, magazines and music CDs. The weeding of the collection will include items in all those formats. The number of branches and the size of the collections are the reason AFPLS seeks a vendor to handle the project.

Most public libraries have the same needs in this area as AFPLS: to remove large numbers of weeded items and to try to collect some money from any of these items that can be sold. The ability to realize money from weeded books is

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much greater since Ebay, Alibris, Amazon and other sites have created a large secondary for weeded library materials.

Two professional documents are included in the Appendices Section of the request for proposal:

- 1) A Statement on Weeding from Georgia Public Libraries and
- 2) CREW: A Weeding Manual for Modern Libraries, which is the current edition of a professional weeding standard for libraries.

### **1.3 COUNTY OBJECTIVES**

The following are the County Objectives for this project:

- To weed the collections of the branches that are moving into new facilities, so that the county will not have to pay to move thousands of items that will not be needed in the new facilities
- To weed the collections in the remaining branches to increase circulation in their collections. These branches are slated to be renovated in Phase II of the Library Building Project, so that weeding is also needed in preparation for those renovations.
- To generate an income stream for AFPLS from the disposal of library materials by outsourcing the removal and disposal of weeded items to a third party.

### **1.4 OBTAINING THE RFP**

This document and supporting documents can be downloaded at the Fulton County Website, <http://www.fultoncountyga.gov> under "Bid Opportunities".

### **1.5 SUBCONTRACTING OPPORTUNITIES**

Potential prime contractors submitting a bid on this project for Fulton County and are seeking subcontractors and/or suppliers can advertise those subcontracting opportunities on the County's website, <http://www.fultoncountyga.gov> under "Subcontracting Bid Opportunities".

### **1.6 PRE-PROPOSAL CONFERENCE**

The County will hold a Pre-Proposal Conference, on **June 16, 2014 at 1:00 P.M.** in the Bid Conference Room of the Department of Purchasing and Contract Compliance, Fulton County Public Safety Building, 130 Peachtree Street, S.W.,

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Suite 1168, Atlanta, Georgia 30303. Attendance at the Pre-Proposal Conference is voluntary for responding to this RFP, however Proposers are encouraged to attend. The purpose of the Pre-Proposal Conference is to provide information regarding the project and to address any questions and concerns regarding the services sought by the County through this RFP.

### **1.7 PROPOSAL DUE DATE**

All proposals are due in the Department of Purchasing and Contract Compliance of Fulton County located in the Public Safety Building; 130 Peachtree St, S.W., Suite 1168, Atlanta Georgia 30303 on or before **July 1, 2014 at 11:00 A.M.**, legal prevailing time. All submitted proposals shall be time and date stamped according to the clock at the front desk of the Fulton County Department of Purchasing and Contract Compliance. Any proposals received after this appointed schedule will be considered late and will be returned unopened to the Proposer. The proposal due date can be changed only by addendum.

### **1.8 DELIVERY REQUIREMENTS**

It shall be the sole responsibility of the Proposer to have his/her proposal delivered to the Fulton County Department of Purchasing and Contract Compliance for receipt on or before the above stipulated due date and time. If a proposal is sent by U.S. Mail, the proposer shall be responsible for its timely delivery to the Department of Purchasing and Contract Compliance.

### **1.9 CONTACT PERSON AND INQUIRIES**

Any questions or suggestions regarding this RFP shall be submitted in writing to the Purchasing Department contact person, Linda Walton, Assistant Purchasing Agent; 130 Peachtree Street, Suite 1168; Atlanta, GA 30303; (fax) 404-335-5029; email: [Linda.Walton@fultoncountyga.gov](mailto:Linda.Walton@fultoncountyga.gov). Any response made by the County shall be provided in writing to all Proposers by addendum. No verbal responses shall be authoritative.

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## SECTION 2 INSTRUCTIONS TO PROPOSERS

### 2.1 PROCUREMENT PROCESS

The procurement will be on a formally advertised basis. All technical requirements, unless otherwise specified, must be met, or be capable of being met by the Proposer or their proposal will be disqualified as being non-responsive.

### 2.2 CONTRACT DEFINITIONS

In addition to any other terms that may be defined in this solicitation, the following terms have the following meaning:

**Addendum** – Revision to the RFP documents issued by the County prior to the receipt of proposals.

**Agreement** – Refers to the executed contract between the County and Contracting Entity.

**AFPLS** – Atlanta Fulton Public Library System

**County** – Fulton County Government and its authorized representatives.

**Contact Person** – Purchasing staff designated by the Fulton County Department of Purchasing and Contract Compliance to submit any questions and suggestions to.

**Donated Materials** – Items donated to a library for possible addition to the collection.

**Friends of the Library** – Support groups for libraries comprised of volunteers who raise funds to benefit individual branches or whole library systems.

**Gaylord box** – A large box or container used in conjunction with pallets to handle bulk materials for storage or shipping.

**Offeror** – the entity of individual submitting a proposal in response to this RFP.

**Owner** – Fulton County Government

**Proposal** – The document submitted by the offeror in response to this RFP.

**Proposer** – The entity or individual submitting a proposal in response to his RFP.

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**Request for Proposal (RFP)** – All documents, whether attached or incorporated by reference, utilized for soliciting sealed proposals.

**Responsible Offeror** – A person or entity that has the capability in all respects to perform fully and reliably the contract requirements.

**Responsive Offeror** – A person or entity that has submitted a bid or proposal that conforms in all material respects to the requirements set forth in the invitation for bids or request for proposals.

**Scope of Work** – All the services specified, indicated, shown, or contemplated by the Contract, and furnishing by the Contractor of all materials, equipment, labor, methods, processes, construction and manufacturing materials and equipment, tools, plants, supplies, power, water, transportation and other things necessary to complete such services in accordance with the Contract.

**Subcontractor/sub-consultant** – An individual, firm, corporation or any combination thereof, having a direct contract with Consultant/Contractor for the performance of a part of the work.

**Weeding** – Deliberate removal of library materials from library collections because they are outdated, or in poor condition, or no longer needed.

## **2.3 NO CONTACT DURING PROCUREMENT PROCESS**

It is the policy of Fulton County that the evaluation and award process for County contracts shall be free from both actual and perceived impropriety, and that contacts between potential vendors and County officials, elected officials and staff regarding pending awards of County contracts shall be prohibited.

- A. No person, firm, or business entity, however situated or composed, obtaining a copy of or responding to this solicitation, shall initiate or continue any verbal or written communication regarding this solicitation with any County officer, elected official, employee, or designated County representative, between the date of the issuance of this solicitation and the date of the County Manager's recommendation to the Board of Commissioners for award of the subject contract, except as may otherwise be specifically authorized and permitted by the terms and conditions of this solicitation.
- B. All verbal and written communications initiated by such person, firm, or entity regarding this solicitation, if same are authorized and permitted by the terms

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and conditions of this solicitation, shall be directed to the Purchasing Agent.

- C. Any violation of this prohibition of the initiation or continuation of verbal or written communications with County officers, elected officials, employees, or designated County representatives shall result in a written finding by the Purchasing Agent that the submitted bid or proposal of the person, firm, or entity in violation is “non-responsive”, and same shall not be considered for award.

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## 2.4 CLARIFICATION & ADDENDA

Proposers may submit requests for clarifications or interpretations regarding this RFP and the Contract. Proposers must prepare such requests in writing for the County's consideration as set forth in this section of this RFP. While the County has not placed an initial limitation on the number of requests which can be submitted, Proposers are cautioned that if Proposers do not request meaningful clarifications or interpretations in an organized manner (e.g., limited frequency of requests), the County will set restrictions on the frequency and number of requests permitted. The County will not respond to requests, oral or written, received after **June 23, 2014 at 2:00 P.M.** local prevailing time. Proposers are advised that this section places no obligation on the part of the County to respond to any or all requests for clarification or interpretation, and that the County's failure to respond to any such request will not relieve the Proposer of any obligations or conditions required by this RFP.

Requests for clarification or interpretation regarding this RFP shall only be submitted in writing (letter, fax or email) to:

**Fulton County Department of Purchasing & Contract Compliance**  
**Attn: Linda Walton**  
**Public Safety Building**  
**130 Peachtree Street S.W. Suite 1168**  
**Atlanta GA 30303**  
**Email: [Linda.Walton@fultoncountyga.gov](mailto:Linda.Walton@fultoncountyga.gov)**  
**Fax: (404) 335-5029**  
**RE: #14RFP032414K-LW Collection, Resale and Disposal of Weeded**  
**Library Materials**

**Telephone inquiries will not be accepted.**

All responses to written requests for clarification, interpretation, or additional information will be distributed as addenda to this RFP and posted on the Fulton County website [www.fultoncountyga.gov](http://www.fultoncountyga.gov).

No oral interpretation, instruction, or information concerning this RFP given by any employee or agent of the County shall be binding on the County. Proposers who submit a Proposal in reliance on any such oral information risk having their response to this RFP deemed non-responsive by the County. Only written responses issued by addendum to this RFP should be considered by the Proposers.

During the period provided for the preparation of Proposals, the County may issue addenda to this RFP. These addenda will be numbered consecutively and will be posted on the Fulton County website, [www.fultoncountyga.gov](http://www.fultoncountyga.gov). These addenda will be issued by, or on behalf of, the County and will constitute a part of this RFP. Each

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Proposer is required to acknowledge receipt of each addendum by submitting an executed acknowledgment form. This acknowledgment shall include all addenda distributed prior to the Proposal Submission Date. All responses to this RFP shall be prepared with full consideration of the addenda issued prior to the Proposal Submission Date.

## **2.5 TERM OF CONTRACT**

The initial term of the contract shall be for a one (1) year term, with two (2), one (1) year renewal options.

## **2.5 MULTI-YEAR CONTRACT TERM**

The period of this Agreement shall consist of a series of Terms as defined below. The County is obligated only to pay such compensation under this Agreement as may lawfully be made from funds budgeted and appropriated for that purpose during the County's then current fiscal year.

### **a. Commencement Term**

The "Commencement Term" of this Agreement shall begin on the date of execution of the Agreement in the year 2014, the starting date, and shall end absolutely and without further obligation on the part of the County on the 31<sup>st</sup> day of December 2014. The Commencement Term shall be subject to events of termination and the County's termination rights that are described elsewhere in this Agreement. Notwithstanding anything contained in this Agreement, the County's obligation to make payments provided under this Agreement shall be subject to the County's annual appropriations of funds for the goods, services, materials, property and/or supplies procured under this Agreement by the County's governing body and such obligation shall not constitute a pledge of the County's full faith and credit within the meaning of any constitutional debt limitation.

### **b. Renewal Terms**

Unless the terms of this Agreement are fulfilled with no further obligation of the part of either party on or before the final date of the Commencement Term as stated above, or unless an event of termination as defined within this Agreement occurs during the Commencement Term, this Agreement may be renewed at the written option of the County upon the approval of the County Board of Commissioners for two (2) one-year ("Renewal Terms"). However, no Renewal Term of this Agreement shall be authorized nor shall any Renewal Term of this Agreement commence unless and until each Renewal Term has first been approved in writing by the County Board of Commissioners for the calendar year of such Renewal Term. If approved by

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the County Board of Commissioners, the First Renewal Term shall begin on the 1<sup>st</sup> day of January, 2015 and shall end no later than the 31<sup>st</sup> day of December 2015. If approved by the County Board of Commissioners, the Second Renewal Term shall begin on the 1<sup>st</sup> day of January, 2016 and shall end no later than the 31<sup>st</sup> day of December 2016. If the County chooses not to exercise any Renewal Term as provided in this Section, then the Term of this Agreement then in effect shall also be deemed the "Ending Term" with no further obligation on the party of either party.

**c. Term Subject to Events of Termination**

All "Terms" as defined within this Section are subject to the section of this Agreement which pertain to events of termination and the County's rights upon termination.

**d. Same Terms**

Unless mutually agreed upon in writing by the parties, or otherwise indicated herein, all provisions and conditions of any Renewal Term shall be exactly the same as those contained within in this Agreement.

**e. Statutory Compliance Regarding Purchase Contracts.**

The parties intend that this Agreement shall, and this Agreement shall operate in conformity with and not in contravention of the requirements of O.C.G.A. § 36-60-13, as applicable, and in the event that this Agreement would conflict therewith, then this Agreement shall be interpreted and implemented in a manner consistent with such statute.

**2.6 RFP SUBMITTALS**

See **Exhibit 1** for the RFP Submittal Checklist. This checklist will assist you to ensure that all submittals are included in your proposal. Failure to submit all submittals may deem your proposal non-responsive.

**2.7 PROPOSAL EVALUATION**

All proposals will be evaluated using the criteria specified in Section 4 of this RFP. Selection will include an analysis of proposals by a Vendor Selection Committee composed of County personnel who will review the proposal submittals in accordance with the submittal requirements and the evaluation criteria set forth in Section 4 of this RFP. The committee may request oral interviews and/or site visits. Awards will not necessarily be based on cost alone. Other factors, as detailed in the RFP, will be

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considered in determining what proposal will be deemed to best meet the needs of Fulton County.

## **2.8 DISQUALIFICATION OF PROPOSERS**

The submission of more than one (1) proposal to the County as the primary Proposer or member of a joint venture for the same work by an individual firm, partnership or corporation under the same or different names may be grounds for disqualification of a Proposer and the rejection of the proposal.

## **2.9 RESERVED RIGHTS**

The County reserves the right to accept or reject any and/or all proposals, to waive irregularities and technicalities, and to request resubmission. Any sole response that is received may or may not be rejected by the County depending on available competition and timely needs of the County. There is no obligation on the part of the County to award the contract to the lowest proposer and the County reserves the right to award the contract to the responsible proposers submitting responsive proposals with resulting agreements most advantageous and in the best interest of the County. The County shall be the sole judge of the proposals and the resulting agreements that are in its best interest and its decision shall be final. Also, the County reserves the right to make such investigation as it deems necessary to determine the ability of any proposer to perform the work or service requested. Information the County deems necessary to make this determination shall be provided by the proposer. Such information may include, but shall not be limited to, current financial statements by an independent CPA; verification of availability of personnel; and past performance records.

## **2.10 APPLICABLE LAWS**

All applicable laws and regulations of the State of Georgia and ordinances and regulations of Fulton County shall apply. Protestors shall seek resolution of their complaints in the manner provided in the Fulton County Purchasing Code Section 102-448 which is incorporated by reference herein.

## **2.11 INSURANCE AND RISK MANAGEMENT PROVISIONS**

Insurance and Risk Management provisions and Indemnification and Hold Harmless provisions are outlined in Section 7 of this RFP.

## **2.12 ACCURACY OF RFP AND RELATED DOCUMENTS**

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The County assumes no responsibility that the specified technical and background information presented in this RFP, or otherwise distributed or made available during this procurement process, is complete or accurate. Without limiting the generality of the foregoing, the County will not be bound by or be responsible for any explanation or interpretation of the Proposal documents other than those given in writing as an addendum to this RFP.

Should a recipient of this RFP find discrepancies in or omissions from this RFP and related documents, the recipient of this RFP shall immediately notify the Purchasing Contact Person identified in Section 1.11 in writing at the following address: Fulton County Department of Purchasing and Contract Compliance, Public Safety Bldg, 130 Peachtree Street S.W., Suite 1168 Atlanta, GA 30303. A written addendum, if necessary, then will be made available to each recipient of this RFP.

## **2.13 RESPONSIBILITY OF PROPOSER**

Each Proposer is encouraged to conduct all necessary investigations and review all available and relevant data and information, which are necessary in its judgment in order to assume this responsibility prior to the submittal of its Proposal. Proposers are reminded of Fulton County's "**No Contact During Procurement**" policy and shall only contact the person designated by the RFP.

## **2.14 CONFIDENTIAL INFORMATION**

If any Proposal contains technical, financial, or other confidential information that the Proposer believes is exempt from disclosure, the Proposer must clearly label the specific portions sought to be kept confidential and specify on what the exemption is based. The County, at its sole discretion and subject to applicable law, will determine whether such exemption applies. The County has sole discretion to make such determination regarding the disclosure of information, and by responding to this RFP, Proposers waive any challenge to the County's decisions in this regard. Marking all or substantially all of a Proposal as confidential may result in the Proposer being deemed non-responsive to this RFP.

Notwithstanding the foregoing, Proposers recognize and agree that the County, its staff, and its Consultants will not be responsible or liable in any way for any losses that the Proposer may suffer from the disclosure of information or materials to third parties.

## **2.15 COUNTY RIGHTS AND OPTIONS**

This RFP constitutes an invitation to submit Proposals to the County. Without limitation or penalty, the County reserves and holds at its sole discretion, the following rights and options:

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- This RFP does not obligate the County to select, procure or contract for any services whatsoever.
  - Fulton County reserves the right to award a contract based on this RFP and the proposal(s) received (in whole or in part) to one or several vendors.
  - The County reserves the right to change or alter the schedule for any events associated with this procurement and, if required, notify the Proposers. A Proposer, by submitting a Proposal, agrees to be bound by any modifications made by the County
  - All costs incurred by a Proposer in connection with responding to this RFP, the evaluation and selection process undertaken in connection with this procurement, and any negotiations with the County will be borne by the Proposer.
  - The County reserves the right to reject all Proposals and components thereof to eliminate all Proposers responding to this RFP from further consideration for this procurement, and to notify such Proposers of the County's determination.
  - The County may cancel this RFP without the substitution of another RFP and terminate this procurement at any time without any liability whatsoever.
  - The County reserves the right to waive any technicalities or irregularities in the Proposals.
  - The County reserves the right to eliminate any Proposer who submits incomplete or inadequate responses or is not responsive to the requirements of this RFP.
  - The County may request Proposers to send representatives to the County for interviews and presentations.
  - To the extent deemed appropriate by the County, the County may select and enter into discussion and negotiations with the Proposer(s) submitting Proposal(s), which are found to be reasonably susceptible for award.
  - The County reserves the right to discontinue negotiations with any selected Proposer.
  - The County reserves the right, without prior notice, to supplement, amend, or

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otherwise modify this RFP.

- All Proposals (other than portions thereof subject to patent or copyright protection) become the property of the County and will not be returned, and the County reserves the right to utilize all such information contained in the Proposals without further cost to the County
- The County may add to or delete from the Project Scope of Work set forth in this RFP.
- Any and all Proposals not received by the Proposal Submission Date shall be rejected and returned unopened.
- Neither the County, its staff, its representatives, nor any of its consultants or attorneys will be liable for any claims or damages resulting from the solicitation, collection, review, or evaluation of responses to this RFP.
- The County, including its representatives and consultants, reserves the right to visit and examine any of the facilities referenced in any Proposal and to observe and investigate the operations of such facilities.

By responding to this RFP, Proposers acknowledge and consent to the rights and conditions set forth in this RFP.

## **2.16 COST OF PROPOSAL PREPARATION AND SELECTION PROCESS**

Each Proposal, including preparation of all information required to be included in a Proposal pursuant to this RFP, shall be prepared at the sole cost and expense (including, but not limited to, engineering and legal costs) of the Proposer. In addition, the Proposer shall be solely responsible for all costs (including engineering and legal costs) incurred by such Proposer in connection with this selection process, including any costs incurred by the Proposer in any subsequent negotiations entered into in connection with developing the Proposal. There shall be no claims whatsoever against the County, its staff, or its consultants for reimbursement for the costs or expenses (including, but not limited to, engineering and legal costs) incurred during the preparation of the Proposal or other information required by this RFP or procurement process or in connection with the selection process or any negotiations.

## **2.17 TERMINATION OF NEGOTIATIONS**

The County at its sole discretion may, at any time, to the extent permitted by Applicable Law, exclude a Proposer from further participation in any negotiation process if the County determines that such Proposer is failing to progress in the

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negotiations or if the terms of its Proposal are less advantageous than those of other Proposers and such Proposer is deemed to be no longer susceptible of selection. The County will give written notice of its decision to the Proposer, which shall be sent in writing, signed by the County.

## **2.18 WAGE CLAUSE**

Pursuant to 102-413, each Contractor shall agree that in the performance of the Contract he will comply with all lawful agreements, if any, which the Contractor had made with any association, union, or other entity, with respect to wages, salaries, and working conditions, so as not to cause inconvenience, picketing, or work stoppage.

## **2.19 ADDITIONAL OR SUPPLEMENTAL INFORMATION**

After receipt of the submittals, the County will evaluate the responses, including the references, financial statements, experience and other data relating to the Respondent's qualifications. If requested by the Fulton County Department of Purchasing and Contract Compliance, Respondent's maybe required to submit additional or supplemental information to determine whether the Respondent meets all of the qualification requirements.

## **2.20 REPORTING RESPONSIBILITIES**

The successful Proposer will report directly to the Central Library Administrator or designated AFPLS representative.

## **2.21 GEORGIA SECURITY AND IMMIGRATION COMPLIANCE ACT**

This Request for Proposal is subject to the Georgia Security & Immigration Compliance Act. Pursuant to the Georgia Security & Immigration Compliance Act of 2006, as amended on May 11, 2009, bidders and proposers are notified that all bids/proposals for services that are to be physically performed within the State of Georgia must be accompanied by proof of their registration with and continuing and future participation in the E-Verify program established by the United States Department of Homeland Security. A completed affidavit must be submitted on the top of the bid/proposal at the time of submission, prior to the time for opening bids/proposals. Under state law, the County cannot consider any bid/proposal which does not include a completed affidavit. It is not the intent of this notice to provide detailed information or legal advice concerning the Georgia Security & Immigration Compliance Act. All bidders/proposers intending to do business with the County are responsible for independently apprising themselves and complying with the requirements of that law and its effect on County procurements and their participation in those procurements. For additional information on the E-Verify program or to enroll in the program, go to: <https://e-verify.uscis.gov/enroll>.

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See Section 5, Proposal Forms for declarations and affidavits.

## **2.22 AUTHORIZATION TO TRANSACT BUSINESS**

If the Proposer is a Georgia corporation, the corporation, prior to contract execution, shall submit documentary evidence from the Secretary of State that the Corporation is in good standing and that the corporation is authorized to transact business in the State of Georgia.

If the Proposer is a foreign (non-Georgia) corporation, the corporation, prior to contract execution shall submit a Certificate of Authority and documentary evidence from the Georgia Secretary of State of good standing which reflects that the corporation is authorized to do business in the State of Georgia.

## **2.23 RIGHT TO PROTEST**

Any actual bidder or offeror that has submitted a bid/proposal for a particular procurement and is aggrieved in connection with the solicitation or award of the contract shall protest in writing to the purchasing agent after the date that the specific bid or proposal is submitted. No protest will be accepted or considered prior to the date the specific bid or proposal is submitted; it will be considered untimely. All protests shall set forth in full detail the factual and legal bases for the protest and specific relief sought by the protestor. Protests arising from factual or legal bases that the protestor knew or should have known prior to the submission of the bid/proposal must be submitted within three business days of the submission of the bid/proposal. Protests arising from factual or legal bases that the protestor knew or should have known subsequent to the date the bid/proposal was submitted must be submitted within ten business days after the protestor knew or should have known of such bases, but in no event shall any protest be submitted more than ten business days after the award of the contract. Untimely protests will not be considered by the purchasing agent and will be simply denied as untimely. Decisions on timeliness by the purchasing agent are not appealable. An oral protest or a protest to an official, employee, User Department, or other person apart from the Director of Purchasing & Contract Compliance does not comply.

## **2.24 FIRST SOURCE JOBS POLICY**

It is the policy of Fulton County Government to provide employment opportunities to the citizens of Fulton County. This policy will apply to all contracts procured through the Department of Purchasing & Contract Compliance valued in excess of \$200,000. The Prime Contract is expected to utilize the First Source Jobs Program to fill 50% of the entry level jobs which arise as a result of any project funded in

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whole or in part with County funds with residents of Fulton County. Forms are provided in Section 6 of this RFP.

## **2.25 NON-COLLUSION**

By submitting a signed proposal, Offeror certifies that there has been no collusion with any other Offeror. Reasonable grounds for believing Offeror has an interest in more than one proposal will result in rejection of all proposals in which the Offeror has an interest. Any party to collusion may not be considered in future proposals for the same or similar work. See Section 5, Proposal Forms for declarations and affidavits.

## **2.26 EXCEPTIONS TO THE COUNTY'S CONTRACT**

If Offeror takes exception to any term or condition set forth in the Sample Contract, see Section 8 of this RFP, and any of its exhibits, appendices or attachments, said exceptions must be clearly identified in the response to this RFP. Exceptions or modifications to any of the terms and conditions must be submitted as a separate document accompanying the Offeror's proposal clearly marked as "Exceptions."

The County shall be the sole determiner of the acceptability of any exception. See Section 5, Proposal Forms for declarations and affidavits.

## **2.27 GENERAL REQUIREMENTS**

1. Proposals may be withdrawn upon receipt of a written request prior to the stated due date and time. If a firm seeks to withdraw a proposal after the due date and time, the firm must present a notarized statement indicating that an error was made, with an explanation of how it occurred. The withdrawal request must be accompanied by documentation supporting the claim. Prior to approving or disapproving the request, an opinion will be obtained from Fulton County's Legal Counsel indicating whether the firm is bound by its proposal.

Proposals for projects that are solicited pursuant to the Georgia Local Government Public Works Construction Law (O.C.G.A. § 36-91-1 et seq.) may be withdrawn as follows:

The County must advise Offerors in the request for proposals of the number of days that Offerors will be required to honor their proposals. If an Offeror is not selected within 60 days of opening the proposals, any Offeror that is determined by the governmental entity to be unlikely of being selected for contract award will be released from the proposal.

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2. Fulton County shall be the sole judge of the quality and the applicability of all proposals. Design, features, overall quality, local facilities, terms and other pertinent considerations will be taken into account in determining acceptability.
  3. The successful Offeror must assume full responsibility for delivery of all goods and services proposed.
  4. The successful Offeror must assume full responsibility for replacement of all defective or damaged goods and/or performance of contracted services within thirty (30) days notice by the County of such defect, damage or deficiency.
  5. The successful Offeror must assume full responsibility for providing warranty service on all goods, materials, or equipment provided to the County with warranty coverage. Should a vendor be other than the manufacturer, the vendor and not the County is responsible for contacting the manufacturer. The Offeror is solely responsible for arranging for the service to be performed.
  6. The successful Offeror shall be responsible for the proper training and certification of personnel used in the performance of the services proposed.
  7. The successful Offeror shall not assign, transfer, convey, sublet, or otherwise dispose of any contract resulting from the RFP or of any of its rights, title or interest therein without prior written consent of the Fulton County Board of Commissioners.
  8. In case of default by the successful Offeror, Fulton County may procure the articles or services from another source and hold the successful Vendor responsible for any resultant excess cost.
  9. All proposals and bids submitted to Fulton County are subject to the Georgia "Open Records Act", Official Code of Georgia, Annotated (O.C.G.A.) § 50-18-70 et seq.
  10. All proposals and bids submitted to Fulton County involving Utility Contracting are subject to the Georgia law governing licensing of Utility Contractors, O.C.G.A. §43-14-8.2(h).

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## SECTION 3 PROPOSAL REQUIREMENTS

### 3.1 SUBMISSION REQUIREMENTS

#### 3.1.1 Proposal Submission Date and Submittal Format

All Proposals, including all attachments, must be received by the County in a sealed package no later than **July 1, 2014 at 11:00 A.M.** and must be addressed to:

**REQUEST FOR PROPOSALS #14RFP032414K-LW Collection, Resale and  
Disposal of Weeded Library Materials  
Fulton County Department of Purchasing & Contract Compliance  
Public Safety Building  
130 Peachtree Street S.W. Suite 1168  
Atlanta GA 30303**

The Proposal shall consist of a Technical Proposal, a Cost Proposal and all documents listed on the Required Submittal Checklist (Exhibit 1). The Technical Proposal shall include proposer information, technical information, business-related information, and any Technical Proposal forms requested. The Cost Proposal shall include the Cost Proposal Forms and any information describing the basis for pricing and must be separately, sealed, marked and packaged.

The required content of the Technical Proposal and Cost Proposal is further specified in this section of the RFP. The Proposal must be signed and acknowledged by the Proposer, including certain information to be provided under oath as required under applicable law, in accordance with the instructions herein and the various proposal forms.

**THE TECHNICAL PROPOSAL, THE COST PROPOSAL AND CONTRACT COMPLIANCE EXHIBITS SHALL BE SUBMITTED IN SEPARATE, SEALED ENVELOPES OR PACKAGES. THE INCLUSION OF ANY COST INFORMATION IN THE TECHNICAL PROPOSAL MAY RESULT IN SUCH PROPOSAL BEING REJECTED BY THE COUNTY.**

Each envelope or package shall be clearly marked as follows:

**REQUEST FOR PROPOSALS #14RFP032414K-LW  
Collection, Resale and Disposal of Weeded Library Materials  
Technical or Cost Proposal  
Proposer's Name and Address**

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### **3.1.2 Number of Copies**

Proposers shall submit the following:

Technical Proposal, one (1) original and six (6) copies on CD media in PDF format.

Contract Compliance Exhibits, one (1) original with the Technical Proposal marked "Original" and one (1) copy in a separate sealed envelope.

Financial Information, one (1) original with the Technical Proposal marked "Original" and one (1) copy in a separate sealed envelope.

Cost Proposal, one (1) original and one (1) copy in a separate sealed envelope.

All Proposals must be complete with all requested information.

## **3.2 OVERVIEW OF PROPOSAL REQUIREMENTS**

Proposers shall submit Proposals in accordance with the content and format requirements set forth in this RFP. Proposals should be clearly organized and structured in a manner that allows materials included in the document to be located easily.

Each of the instructions set forth in this section must be followed for a Proposal to be deemed responsive to this RFP. In all cases, the County reserves the right to determine, at its sole discretion, whether any aspect of the Proposal meets the requirements set forth in this section. The County reserves the right to reject any Proposal, which in its judgment, does not comply with these Proposal submission requirements.

## **3.3 SCOPE OF WORK**

The successful vendor shall provide the following services/tasks to be performed:

- Collect weeded materials from AFPLS. This collection should be done at each individual branch. It must take place within library hours of operation. The collection of these materials must provide for pick-up that does not require a loading dock or pallets since no AFPLS branch has either a loading dock or pallets. The collection of these materials must take place either continuously or at regular intervals to be determined and agreed on.
- Accept materials in the following formats for collection: Books (all bindings), DVDs, Music CDs, Audiobooks, Playaways, Read-Alongs and Reference Books

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- Prepare these items for resale, including culling those that will not sell and removing library markings
  - List items for sale online at multiple appropriate sites (Amazon, Ebay, Alibris, and the vendor's own website etc.) to increase the probability of selling them.
  - Handle the online sale of these materials, collecting the money realized, and shipping the sold items to buyers.
  - Dispose materials that have not been sold after a set amount of time, through recycling or donation to non-profits that use older books.
  - Account to AFPLS for sales and receipts by providing regular reports of items collected, sold, redistributed and the amount earned from those sold
  - Disburse to AFPLS the agreed-on portion of the monies realized from sales, according to a mutually agreeable method and schedule.

Services will be provided at the branches of the Atlanta-Fulton Public Library System. Staff and patrons will both be affected. The staff of the nine branches that have collections to be moved into new buildings will have to do large-scale weeding to prepare their collections to move. Having an outside vendor to dispose of weeded items will facilitate the quick and efficient removal of those items, thereby allowing these branches to minimize moving materials that do not need to be moved and saving the county money spent on moving expenses. The same will be true of the remaining branches that are due for renovation in Phase II. Space in library buildings currently taken up by stacks of boxes of weeded materials will be freed up, making branches safer and more attractive for library patrons. Collections will be streamlined, thereby making it easier for patrons to find the materials they are looking for, and thus improving AFPLS circulation.

The project requires:

- The ongoing collection of these materials from AFPLS. There must be a plan for collection which describes the collection process and a recommended pick-up schedule. The schedule must be one that can be changed if, after the project begins, it is discovered that there is a need for more or less frequent collections.
- Collection vehicle(s) and staff to pick up the items.

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- An online resale process, one that is not limited to the vendor's website but includes the major online sites for the secondary book market – sites such as Amazon, Ebay and Alibris. The process must include holding items in inventory for an agreed-upon amount of time in order to maximize the number of items sold. The vendor must be able to track sales of AFPLS items and produce regular reports of items sold, and money realized.
  - A disposal process for items that do not sell – are they redistributed, and if so, to whom? Are they recycled? What happens to items that are not sold, redistributed or recycled?
  - A reporting process for the project – information on items collected, sold and redistributed must be provided to AFPLS on a monthly basis
  - Ability to transmit electronically or otherwise pay to AFPLS monies realized by sale of AFPLS items and to provide regular reports on disbursement to AFPLS.

### **3.4 PROJECT DELIVERABLES**

Milestones, major project deliverables or project submittals will be required as follows:

- A list of library item types and formats that the vendor will accept for disposal - to be furnished to AFPLS at the beginning of the project
- A collection plan that describes how pick-ups will take place and at what intervals – to be provided to AFPLS at the beginning of the project.
- Regular collections from AFPLS of all materials in compliance with the collection plan and schedule, over the life of the contract
- Ongoing sale of items collected from the Library, over the life of the contract
- Monthly reports giving statistics on number of items collected and number of items resold
- Monthly financial reports showing dollar amount returned to AFPLS for items sold

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### 3.5 PROJECT SCHEDULE

The project will last for the next three years (an initial one-year contract with two renewal options). In 2016, with all new branches slated to be open, the project will be re-evaluated as part of the preparation for the next phase of the Library Building Program.

Deliverable	Due Date
List of Formats to be collected, collection plan and collection schedule	1-2 weeks after contract award
Start of Collections	Within 1 month of contract award
Monthly Report of items collected, posted for sale and sold	1 month after collections begin
First Receipt of money due to AFPLS	2 months after collections begin

### 3.6 TECHNICAL PROPOSAL FORMAT AND CONTENT

The Technical Proposal shall include the appropriate and requested information in sufficient detail to demonstrate the Proposer's knowledge, skills and abilities to provide requested services and will be reviewed and evaluated based on each Proposer's responses to the criteria described below.

The Technical Proposal shall be arranged and include content as described below:

#### **Section 1 - Executive Summary**

The executive summary shall include the following information:

1. Provide the legal name of the entity responding to this proposal.
2. Provide the business type of the entity responding to this proposal (i.e. Joint Venture, Partnership, etc).
3. Include a brief statement of approach to the work, understanding of the project's goals and objectives and demonstrated understanding of the project's potential problems and concerns.
4. Name, address and telephone number of one (1) individual to whom all future correspondence and/or communications will be directed.

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## Section 2 – Project Plan or Project Approach

1. The proposer must submit a project plan specifically for the AFPLS project that would give specifics on applying their general approach to the AFPLS project.
2. The plan should indicate or describe the following:
  - How would collections be handled, given that no AFPLS location has a loading dock?
  - Would collection be possible at all AFPLS locations, at multiple locations or at only one location?
  - How frequent would collections be, and could this schedule be changed as the flow of weeded items increased or decreased?
  - Would necessary supplies such as Gaylord boxes be provided to AFPLS collection sites?
3. The proposer must describe their approach to working with libraries on weeding projects of this kind. This should cover what formats they do and do not accept, whether libraries need to remove markings before items are collected, a discussion of their resale process, including what resale markets are used, how long items for resale are retained in the inventory, the percentage of items usually resold and average price by item type. It should also include information on what is done with those items that do not sell – are they redistributed, and if so, to whom? Are they recycled? What happens to items that are not sold, redistributed or recycled?
4. The project approach should also give general information on the vendor's reporting process – how information on items collected, sold and redistributed is provided, how reports are accessed and how often would reports be updated. It must also describe how payments to partner libraries are handled and how frequently payments are made, and whether there is more than one option for how money is credited to a library.

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### **Section 3 – Project Team Qualifications/Qualifications of Key Personnel**

1. Provide resumes for each of the key personnel proposed for this project with specific emphasis on the lead person for the project i.e., Project Manager or Program Manager.
2. All proposed key personnel must have at least a minimum of three (3) years of work experience in working with public libraries to collect and move large quantities of weeded material. The proposer needs enough staff to process for sale in a timely manner all the items collected from AFPLS. Knowledge of, and experience in, the secondary book market is mandatory – knowledge of where books can be sold, what types of materials sell in that market and what prices they can draw. Experience of online book selling is also necessary, and staff to pack and ship sold items. Skill and experience in maintaining a database of inventory and in providing basic accounting reports is also required.
3. The Project Manager/Program Manger must have a minimum of five (5) years of experience in working with public libraries in a similar capacity – collecting, selling and disposing of weeded or donated library materials.
4. The proposer must submit information that proves their experience in performing similar work on a large scale with public libraries. The vendor must describe their success on those other projects in two areas: the efficient collection, re-sale or disposal of weeded and donated items, and achieving significant sales revenue for their partner libraries.
5. Each resume should be limited to no more than three (3) pages per person and be organized according to the following:
  - Name and Title
  - Professional Background
  - Current and Past Relevant Work Experience
  - Include two (2) references for each key personnel member on similar projects.

### **Section 4 - Availability of Key Personnel**

- (1) Percentage of time key personnel will spend on this project
- (2) Current workload of key personnel

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## Section 5 - Local Preference

Local Preference is given to businesses that have a business location within the geographic boundaries of Fulton County. The term business location means that the business has a staffed, fixed, physical place of business located within Fulton County and has had the same for at least one (1) year prior to the date of the business' submission of its proposal or bid, as applicable and has had held a valid business license from Fulton County or a city located within Fulton County for the business at a fixed, physical, place of business, for at least one (1) year prior to the date of the business' submission of its proposal or bid as applicable.

In order to receive the Local Preference points of five (5) points the Proposer must meet one (1) of the following criteria, provide supporting documentation as required and certify under oath that it is eligible to receive the local preference points by signing and submitting Form H, Local Preference Affidavit located in Section 5 of this RFP.

The Proposer must indicate which one (1) of the following criteria they will utilize in order to receive local preference:

1. Business having a business location within the geographic boundaries of Fulton County.

The following supporting documentation must be provided:

- Copy of occupational tax certificate (business license) form Fulton County or a city located within Fulton County, or;
  - Copy of a lease or rental agreement, or;
  - Proof of ownership interest in a location within the geographical boundaries of Fulton County.
2. Businesses where at least fifty-one percent (51%) of the owners of the business are residents of Fulton County but the business is located outside of Fulton County.

The following supporting documentation must be provided:

- Provide the residential address of the business owner(s).
3. Businesses where at least fifty-one percent (51%) of the employees of the business are residents of Fulton County but the business is located outside of Fulton County.

The following supporting documentation must be provided:

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- Provide a list of all employees name and address.

Failure to provide the required supporting documentation with your proposal submittal shall result in your firm receiving a "0" (zero) for Local Preference. In the event the affidavit or other declaration under oath is determined to be false, such business shall be deemed "non-responsive" and shall not be considered for award of the applicable contract.

### **Section 6 – Service Disabled Veterans Preference**

Service Disabled Veterans Business Enterprise Preference is given to businesses that are independent and continuing operations for profit, performing commercially useful functions, and which is 51 percent owned and controlled by one or more individuals who are disabled as a result of military service who have been honorably discharged, designated as such by the United States Department of Veterans Affairs.

In order to receive the SDVBE Preference points the Proposer must complete and submit Form I, Service Disabled Veterans Preference Affidavit located in Section 5 of this RFP certifying under oath that it is eligible to receive the SDVBE preference points. The Service Disabled Veteran Business Enterprise ("SDVBE") must be certified as such by the County's Office of Contract Compliance.

### **Section 7 – Cost**

The respondent with the lowest total cost will receive the full 10 points. For respondents with the second, third, fourth, etc., their total costs will be divided into the lowest cost and multiplied by 10, the total points allowed for cost.

The County has established the following formula to evaluate cost proposals for Request for Proposals (RFP):

#### **Lowest cost submitted**

**Each successive cost  $\times$  Points allocated for cost in RFP = Cost proposal score**

The County will determine responsibility based on the following criteria for the proposer(s) recommended by the Evaluation Committee:

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## **Section 8 – Relevant Project Experience/Past Performance**

The proposer must submit information that proves their experience in performing similar work on a large scale with public libraries. The vendor must describe their success on those other projects in two areas: the efficient collection, re-sale or disposal of weeded and donated items, and achieving significant sales revenue for their partner libraries.

Identify three (3) public libraries where the Proposer has performed projects similar in size and scope with entities comparable to AFPLS within the past three (3) years. Limit the response to one (1) page per project; please provide the following information for each project:

- The name of the project, the owner, year performed and the project location.
- A description of the work performed
- A reference, including a contact name, email address and phone number. This reference should be the owner's staff member who was in charge of the project for the owner.

## **Section 9 – Proposer Financial Information**

It is the policy of the County to conduct a review of a firm's financial responsibility in order to determine the firm's capability to successfully perform the work.

If submitting as a Joint Venture, Partnership, Limited Liability Corporation or Limited Liability Partnership, the financials must be submitted for each entity that comprises the prime contractor.

The following documentation is required in order for the County to evaluate financial responsibility:

- a. Provide your firm's most recent balance sheets.
- b. Provide your firm's most recent Dun & Bradstreet, Value Line Reports or other credit ratings/report.
- c. Identify any evidence of access to a line or letter of credit. The evidence must be provided by a financial institution.
- d. Provide a sworn statement that your firm has not filed petition(s) for federal bankruptcy or state insolvency. The statement must be notarized.

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## **Section 10 – Disclosure Form and Questionnaire**

It is the policy of Fulton County to review the history of litigation of each Proposer that includes bankruptcy history, insolvency history, civil and criminal proceedings, judgments and termination for cause in order to determine whether a firm's business practices, legal practices and overall reputation in the industry is one that would be acceptable to perform work for Fulton County. The Disclosure Form and Questionnaire is provided in Section 5, Proposal Forms, Form D.

### **3.7 COST PROPOSAL FORMAT AND CONTENT**

The Cost Proposal shall be provided in a **separate sealed envelope**. The Cost Proposal shall include current information and shall be arranged and include content as described below:

#### **Section 1 - Introduction**

The Proposer shall include an introduction which outlines the contents of the Cost Proposal.

#### **Section 2 - Completed Cost Proposal Forms**

The Proposer is required to complete **all** of the Cost Proposal Forms provided. Cost will be evaluated for the highest percentage of resale cost that is returned to AFPLS

Proposer shall provide average resale price received for materials sold on behalf of public libraries similar in size to AFPL. Proposer must provide documentation to verify the average price. Cost will be evaluated for the highest percentage of resale cost that is returned to AFPLS

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### 3.8 COST PROPOSAL FORM

AFPL anticipates discards (weeding) of library materials in the following areas:

Materials By Type	Estimated Quantity
Adult Hardcover Fiction - Books	72,730
Adult Hardcover Non-fiction - Books	45,000
Juvenile Hardcover Fiction - Books	57,339
Juvenile Hardcover Non- Fiction - Books	102,874
Paperbacks (fiction and non-fiction) Adult and Juvenile	50,000
Music CD's (singles and sets)	3,000
DVD's (singles and sets)	1,600
	332,543

Proposer(s) Cost Proposal must include:

1. Average Resale price (all materials) \$ \_\_\_\_\_
2. Average % of sales price Returned to AFPL % \_\_\_\_\_
3. Estimated Revenue to AFPL \$ \_\_\_\_\_

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## SECTION 4 EVALUATION CRITERIA

### 4.1 PROPOSAL EVALUATION – SELECTION CRITERIA

The following criteria will be used to evaluate the proposals submitted in response to this RFP:

Evaluation Criteria	Weight
Project Plan/Approach to Work	40%
Project Team Qualifications of Key Personnel	25%
Availability of Key Personnel	10%
Relevant Project Experience/Past Performance	8%
Local Preference	5%
Service Disabled Veterans Preference	2%
Cost Proposal	10%
<b>TOTAL POINTS</b>	<b>100%</b>

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## **SECTION 5 PROPOSAL FORMS**

### **5.1 INTRODUCTION**

To be deemed responsive to this RFP, Proposers must provide the information requested and, where applicable, complete in detail all Proposal Forms. The appropriate individual(s) authorized to commit the Proposer to the Project must sign the Proposal Forms. As appropriate, Proposers shall reproduce each Proposal Form and complete the appropriate portions of the forms provided in this section.

Form A: Certification Regarding Debarment

Form B: Non-Collusion Affidavit of Bidder/Offeror

Form C: Certificate of Acceptance of Request for Proposal Requirements

Form D: Disclosure Form and Questionnaire

Form E: Georgia Security and Immigration Contractor Affidavit/Agreement

Form F: Georgia Security and Immigration Subcontractor Affidavit

Form G: Professional License

Form H: Local Preference Affidavit of Bidder/Offeror

Form I: Service Disabled Veteran Preference Affidavit of Bidder/Offeror

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## 5.2 PROPOSAL FORMS DESCRIPTION

### **Certification Regarding Debarment**

Proposer shall complete and submit **Form A**, which certifies that neither it nor its subcontractors are presently debarred, suspended, proposed for debarment, declared ineligible, or otherwise excluded from doing business with any government agency.

### **Non-Collusion Affidavit of Bidder/Offeror**

Proposer shall complete and submit **Form B**, executed by an authorized officer of the corporation. Proposals developed by a joint venture shall be similarly executed by all joint venture participants.

### **Certificate of Acceptance of Request for Proposal Requirements**

Proposer shall complete and submit **Form C**, which certifies that Proposer has read the solicitation including all addenda, exhibits, attachments and appendices.

### **Disclosure Form and Questionnaire**

The offerors and their joint venture partners or team members and first-tier subcontractors, shall complete and submit **Form D**, which requests disclosure of business and litigation.

### **Georgia Security and Immigration Contractor Affidavit and Agreement**

Proposer shall complete and submit **Form E**, in order to comply with the requirements of O.C.G.A. 13-10-91 and the Georgia Department of Labor Rule 300-10-01-.02.

### **Georgia Security and Immigration Subcontractor Affidavit**

Proposer shall ensure that any and all subcontractor(s), that will be utilized for this project shall complete and submit **Form F**, Subcontractor Affidavit.

### **Professional License**

Proposer and any subcontractor(s) performing work required by state law to be licensed shall complete and submit **Form G** and attach a copy of their license for the work they will perform on this project.

### **Local Preference Affidavit of Bidder/Offeror**

Proposer shall complete and submit **Form H**, which certifies that the Proposer is eligible to receive local preference points.

### **Service Disabled Veteran Preference Affidavit of Bidder/Offeror**

Proposer shall complete and submit **Form I**, which certifies that the Proposer is certified as Service Disabled Veteran Business Enterprise ("SVDBE") by the County's Office of Contract Compliance.

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**FORM A:                    CERTIFICATION REGARDING DEBARMENT**

- (1) The Offeror certifies that neither it or its subcontractors is presently debarred, suspended, proposed for debarment, declared ineligible, or otherwise excluded from doing business with any government agency. Any such exclusion may cause prohibition of your firm from participating in any procurement by the Fulton County Government.
- (2) If the Offeror is unable to certify to any of the statements in this certification, such Offeror or subcontractor shall attach an explanation to this bid or proposal.

***INSTRUCTIONS FOR CERTIFICATION***

By signing and submitting this certification, the Offeror is providing the certification set out below:

- (1) The certification in this clause is a material representation of fact upon which reliance will be placed. If it is later determined that the prospective vendor knowingly rendered a false certification, the Purchasing Agent may pursue all available remedies, including suspension and/or debarment, for withdrawal of award or termination of a contract.
- (2) The prospective Offeror shall provide immediate written notice to the Purchasing Agent if at anytime the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
- (3) Offeror shall be under a continuing duty to immediately inform the Purchasing Agent in writing of any changes, if as a result of such changes, the Offeror certification regarding debarment is affected.

**DEBARMENT ORDINANCE**

The following Section 102-449 of Fulton County Code of Laws establishes the procedure for the debarment of contractors.

(a) ***Authority to suspend.***

After reasonable notice to the entity involved and reasonable opportunity for that entity to be heard, the Purchasing Agent, after consultation with user department, the County Manager and the County Attorney shall have the authority to suspend an entity for cause from consideration for award of county contracts. As used in this section, the term entity means any business entity, individual, firm, contractor, subcontractor or business corporation, partnership, limited liability corporation, firm, contractor, subcontractor or business structured; provided, further, that any such entity shall also be subject to suspension under this section if any of its constituents, members, subcontractors at any tier of such entity's and the entity, or any constituent or member, knew or should have known of the commission of the act. The suspension shall be for a period not to exceed three (3) years unless cause is based on a felony conviction for an offense related or associated with fraudulent contracting or misappropriation of funds wherein the suspension shall not exceed seven (7) years.

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**(b) Causes for Suspension. The causes for suspension include:**

- 1) Conviction for commission of a criminal offense as an incident to obtain or attempting to obtain a public or private contract or subcontract, or in performance of such contract or subcontract;
- 2) Conviction of state or federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property or other offense indicating a lack of business integrity or business honesty which currently, seriously and directly affects responsibility as a county contractor.
- 3) Conviction of state or federal anti-trust statutes arising out of the solicitation and submission of bids and proposals;
- 4) Violation of contract provisions, as set forth below, of a character which is regarded by the Purchasing Agent to be so serious as to justify suspension action:
  - a. Failure to perform in accordance with the specifications within a time limit provided in a county contract;
  - b. A recent record of failure to perform or unsatisfactory performance in accordance with the terms of one or more contracts; provided, that failure to perform or unsatisfactory performance caused by acts beyond the control of the contractor shall not be considered to be a basis for suspension;
  - c. Material representation of the composition of the ownership or workforce or business entity certified to the county as a minority business enterprise; or
  - d. Falsification of any documents.
- i. For violation of the ethical standards set forth in Fulton County Code Chapter 9, Code of Ethics.
- ii. Knowing misrepresentation to the county, of the use which a majority owned contractor intends to make a minority business enterprise (a business entity at least 51 percent of which is owned and controlled by minority persons, as defined in Fulton County Code Section 102-431) as a subcontractor or a joint venture partner, in performing work under contract with the County.

Failure to fully and truthfully provide the information required, may result in the disqualification of your bid/proposal from consideration or termination of the Contract, once awarded. This document must be completed and included as a part of the bid/proposal package along with other required documents.

[SIGNATURES ON NEXT PAGE]

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Under penalty of perjury, I declare that I have examined this certification and all attachments hereto, if applicable, to the best of my knowledge and belief, and all statements contained hereto are true, correct, and complete.

On this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_

\_\_\_\_\_  
(Legal Name of Proponent) (Date)

\_\_\_\_\_  
(Signature of Authorized Representative) (Date)

\_\_\_\_\_  
(Title)

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STATE OF GEORGIA

COUNTY OF FULTON

FORM B: NON-COLLUSION AFFIDAVIT OF BIDDER/OFFEROR

I, \_\_\_\_\_ certify that pursuant to Fulton County Code Section 102-397, this bid or proposal is made without prior understanding, agreement or connection with any corporation, firm or person submitting a bid for the same work, labor or service to be done or the supplies, materials or equipment to be furnished and is in all respects fair and without collusion or fraud. I understand collusive bidding is a violation of state and federal law and can result in fines, prison sentences and civil damages awards. I agree to abide by all conditions of this bid or proposal and certify that I am authorized to sign this bid or proposal for the bidder.

Affiant further states that pursuant to O.C.G.A. Section 36-91-21 (d) and (e), \_\_\_\_\_ has not, by itself or with others, directly or indirectly, prevented or attempted to prevent competition in such bidding or proposals by any means whatsoever. Affiant further states that (s)he has not prevented or endeavored to prevent anyone from making a bid or offer on the project by any means whatever, nor has Affiant caused or induced another to withdraw a bid or offer for the work.

Affiant further states that the said offer of \_\_\_\_\_ is bona fide, and that no one has gone to any supplier and attempted to get such person or company to furnish the materials to the bidder only, or if furnished to any other bidder, that the material shall be at a higher price.

\_\_\_\_\_  
(COMPANY NAME)

\_\_\_\_\_  
(PRESIDENT/VICE PRESIDENT)

Sworn to and subscribed before me this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
(SECRETARY/ASSISTANT SECRETARY)

(Affix corporate seal here, if a corporation)

Notary Public: \_\_\_\_\_

County: \_\_\_\_\_

Commission Expires: \_\_\_\_\_

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**NOTE:**

**IF THE OFFEROR IS A PARTNERSHIP, ALL OF THE PARTNERS AND ANY OFFICER, AGENT, OR OTHER PERSON WHO MAY HAVE REPRESENTED OR ACTED FOR THEM IN BIDDING FOR OR PROCURING THE CONTRACT SHALL ALSO MAKE THIS OATH.**

**IF THE OFFEROR IS A CORPORATION, ALL OFFICERS, AGENTS, OR OTHER PERSONS WHO MAY HAVE ACTED FOR OR REPRESENTED THE CORPORATION IN BIDDING FOR OR PROCURING THE CONTRACT SHALL MAKE THE OATH.**

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**FORM C:                    CERTIFICATE OF ACCEPTANCE OF REQUEST**  
**FOR PROPOSAL REQUIREMENTS**

This is to certify that on this day, offeror acknowledges that he/she has read this solicitation document, pages # \_\_\_\_\_ to # \_\_\_\_\_ inclusive, including any addenda # \_\_\_\_\_ to # \_\_\_\_\_ exhibit(s) # \_\_\_\_\_ to # \_\_\_\_\_, attachment(s) # \_\_\_\_\_ to # \_\_\_\_\_, and/or appendices # \_\_\_\_\_ to # \_\_\_\_\_, in its entirety, and agrees that no pages or parts of the document have been omitted, that he/she understands, accepts and agrees to fully comply with the requirements therein, and that the undersigned is authorized by the offeror to submit the proposal herein and to legally obligate the offeror thereto.

This is also to certify that the offeror has reviewed the form Fulton County contract included in the solicitation documents and agrees to be bound by its terms, or that the offeror certifies that it is submitting any proposed modification to the contract terms with its proposal. The offeror further certifies that the failure to submit proposed modifications with the proposal waives the offeror's right to submit proposed modifications later. The offeror also acknowledges that the indemnification and insurance provisions of Fulton County's contract included in the solicitation documents are non-negotiable and that proposed modifications to said terms may be reason to declare the offeror's proposal as non-responsive.

Company: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_ Date: \_\_\_\_\_

**(Affix Corporate Seal)**

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**Form D:      OFFEROR'S DISCLOSURE FORM AND QUESTIONNAIRE**

1. Please provide the names and business addresses of each of the Offeror's firm's officers and directors.

For the purposes of this form, the term "Offeror" means an entity that responds to a solicitation for a County contract by either submitting a proposal in response to a Request for Proposal or a Request for Qualification or a Bid in response to an Invitation to Bid. Describe accurately, fully and completely, their respective relationships with said Offeror, including their ownership interests and their anticipated role in the management and operations of said Offeror.

2. Please describe the general development of said Offeror's business during the past five (5) years, or such shorter period of time that said Offeror has been in business.

3. Please state whether any employee, agent or representative of said Offeror who is or will be directly involved in the subject project has or had within the last five (5) years: (i) directly or indirectly had a business relationship with Fulton County; (ii) directly or indirectly received revenues from Fulton County; or (iii) directly or indirectly receives revenues from the result of conducting business on Fulton County property or pursuant to any contract with Fulton County. Please describe in detail any such relationship.

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**LITIGATION DISCLOSURE:**

Failure to fully and truthfully disclose the information required, may result in the disqualification of your bid or proposal from consideration or termination of the Contract, once awarded.

1. Please state whether any of the following events have occurred in the last five (5) years with respect to said Offeror. If any answer is yes, explain fully the following:

- (a) whether a petition under the federal bankruptcy laws or state insolvency laws was filed by or against said Offeror, or a receiver fiscal agent or similar officer was appointed by a court for the business or property of said Offeror;

Circle One:            YES                            NO

- (b) whether Offeror was subject of any order, judgment, or decree not subsequently reversed, suspended or vacated by any court of competent jurisdiction, permanently enjoining said Offeror from engaging in any type of business practice, or otherwise eliminating any type of business practice; and

Circle One:            YES                            NO

- (c) whether said Offeror's business was the subject of any civil or criminal proceeding in which there was a final adjudication adverse to said Offeror, which directly arose from activities conducted by the business unit or corporate division of said Offeror which submitted a bid or proposal for the subject project. If so please explain.

Circle One:            YES                            NO

2. Have you or any member of your firm or team to be assigned to this engagement ever been indicted or convicted of a criminal offense within the last five (5) years?

Circle One:            YES                            NO

3. Have you or any member of your firm or team been terminated (for cause or otherwise) from any work being performed for Fulton County or any other Federal, State or Local Government?

Circle One:            YES                            NO

- 
4. Have you or any member of your firm or team been involved in any claim or litigation adverse to Fulton County or any other federal, state or local government, or private entity during the last three (3) years?

Circle One:            YES                            NO

5. Has any Offeror, member of Offeror's team, or officer of any of them (with respect to any matter involving the business practices or activities of his or her employer), been notified within the five (5) years preceding the date of this offer that any of them are the target of a criminal investigation, grand jury investigation, or civil enforcement proceeding?

Circle One:            YES                            NO

If you have answered "YES" to any of the above questions, please indicate the name(s) of the person(s), the nature, and the status and/or outcome of the information, indictment, conviction, termination, claim or litigation, the name of the court and the file or reference number of the case, as applicable. Any such information should be provided on a separate page, attached to this form and submitted with your proposal.

**NOTE: If any response to any question set forth in this questionnaire has been disclosed in any other document, a response may be made by attaching a copy of such disclosure. (For example, said Offeror's most recent filings with the Securities and Exchange Commission ("SEC") may be provided if they are responsive to certain items within the questionnaire.) However, for purposes of clarity, Offeror should correlate its responses with the exhibits by identifying the exhibit and its relevant text.**

Disclosures must specifically address, completely respond and comply with all information requested and fully answer all questions requested by Fulton County. Such disclosure must be submitted at the time of the bid or proposal submission and included as a part of the bid/proposal submitted for this project. Disclosure is required for Offerors, joint venture partners and first-tier subcontractors.

Failure to provide required disclosure, submit officially signed and notarized documents or respond to any and all information requested/required by Fulton County can result in the bid/proposal declared as non-responsive. This document must be completed and included as a part of the bid/proposal package along with other required documents.

[SIGNATURES ON NEXT PAGE]

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Under penalty of perjury, I declare that I have examined this questionnaire and all attachments hereto, if applicable, to the best of my knowledge and belief, and all statements contained hereto are true, correct, and complete.

On this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_

\_\_\_\_\_  
(Legal Name of Proponent) (Date)

\_\_\_\_\_  
(Signature of Authorized Representative) (Date)

\_\_\_\_\_  
(Title)

**Sworn to and subscribed before me,**

This \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_

\_\_\_\_\_  
(Notary Public) (Seal)

Commission Expires \_\_\_\_\_  
(Date)

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**FORM E: GEORGIA SECURITY AND IMMIGRATION CONTRACTOR  
AFFIDAVIT**

**Instructions:**

Contractors must attest to compliance with the requirements of O.C.G.A 13-10-91 and the Georgia Department of Labor Rule 300-10-01-.02 by executing the Contractor Affidavit.

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STATE OF GEORGIA

COUNTY OF FULTON

**FORM E: GEORGIA SECURITY AND IMMIGRATION CONTRACTOR AFFIDAVIT  
AND AGREEMENT**

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services<sup>1</sup> under a contract with **[insert name of prime contractor]** \_\_\_\_\_ on behalf of **Fulton County Government** has registered with and is participating in a federal work authorization program\*,<sup>2</sup> in accordance with the applicability provisions and deadlines established in O.C.G.A. 13-10-91.

The undersigned further agrees that, should it employ or contract with any subcontractor(s) in connection with the physical performance of services to this contract with **Fulton County Government**, contractor will secure from such subcontractor(s) similar verification of compliance with O.C.G.A. 13-10-91 on the Subcontractor Affidavit provided in Rule 300-10-01-.08 or a substantially similar form. Contractor further agrees to maintain records of such compliance and provide a copy of each such verification to the **Fulton County Government** at the time the subcontractor(s) is retained to perform such service.

\_\_\_\_\_  
EEV/Basic Pilot Program\* User Identification Number

\_\_\_\_\_  
BY: Authorized Officer of Agent  
(Insert Contractor Name)

\_\_\_\_\_  
Title of Authorized Officer or Agent of Contractor

\_\_\_\_\_  
Printed Name of Authorized Officer or Agent

Sworn to and subscribed before me this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

Notary Public: \_\_\_\_\_

County: \_\_\_\_\_

Commission Expires: \_\_\_\_\_

<sup>1</sup>O.C.G.A. § 13-10-90(4), as amended by Senate Bill 160, provides that "physical performance of services" means any performance of labor or services for a public employer (e.g., Fulton County) using a bidding process (e.g., ITB, RFQ, RFP, etc.) or contract wherein the labor or services exceed \$2,499.99, except for those individuals licensed pursuant to title 26 or Title 43 or by the State Bar of Georgia and is in good standing when such contract is for service to be rendered by such individual.

<sup>2</sup>\*[Any of the electronic verification of work authorization programs operated by the United States Department of Homeland Security or any equivalent federal work authorization program operated by the United States Department of Homeland Security to verify information of newly hired employees, pursuant to the Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603].

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**FORM F: GEORGIA SECURITY AND IMMIGRATION SUBCONTRACTOR  
AFFIDAVIT**

**Instructions:**

In the event that your company is awarded the contract for this project, and will be utilizing the services of any subcontractor(s) in connection with the physical performance of services pursuant to this contract, the following affidavit must be completed by such subcontractor(s). Your company must provide a copy of each such affidavit to Fulton County Government, Department of Purchasing & Contract Compliance with the proposal submittal.

All subcontractor affidavit(s) shall become a part of the contract and all subcontractor(s) affidavits shall be maintained by your company and available for inspection by Fulton County Government at any time during the term of the contract. All subcontractor(s) affidavit(s) shall become a part of any contractor/subcontractor agreement(s) entered into by your company.

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STATE OF GEORGIA

COUNTY OF FULTON

**FORM F: GEORGIA SECURITY AND IMMIGRATION SUBCONTRACTOR AFFIDAVIT**

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services<sup>3</sup> under a contract with **[insert name of prime contractor]** behalf of **Fulton**

**County Government** has registered with and is participating in a federal work authorization program\*,<sup>4</sup> in accordance with the applicability provisions and deadlines established in O.C.G.A. 13-10-91.

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EEV/Basic Pilot Program\* User Identification Number

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BY: Authorized Officer of Agent  
(Insert Subcontractor Name)

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Title of Authorized Officer or Agent of Subcontractor

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Printed Name of Authorized Officer or Agent

Sworn to and subscribed before me this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

Notary Public: \_\_\_\_\_

County: \_\_\_\_\_

Commission Expires: \_\_\_\_\_

<sup>3</sup>O.C.G.A. § 13-10-90(4), as amended by Senate Bill 160, provides that "physical performance of services" means any performance of labor or services for a public employer (e.g., Fulton County) using a bidding process (e.g., ITB, RFQ, RFP, etc.) or contract wherein the labor or services exceed \$2,499.99, except for those individuals licensed pursuant to title 26 or Title 43 or by the State Bar of Georgia and is in good standing when such contract is for service to be rendered by such individual.

<sup>4</sup>\*[Any of the electronic verification of work authorization programs operated by the United States Department of Homeland Security or any equivalent federal work authorization program operated by the United States Department of Homeland Security to verify information of newly hired employees, pursuant to the Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603].

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**FORM G: GEORGIA PROFESSIONAL LICENSE CERTIFICATION**

**NOTE: Please complete this form for the work your firm will perform on this project.**

Contractor's Name: \_\_\_\_\_

Performing work as: Prime Contractor \_\_\_\_\_ Sub-Contractor \_\_\_\_\_

Professional License Type: \_\_\_\_\_

Professional License Number: \_\_\_\_\_

Expiration Date of License: \_\_\_\_\_

I certify that the above information is true and correct and that the classification noted is applicable to the Bid for this Project.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

**(ATTACH COPY OF LICENSE)**

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**STATE OF GEORGIA**

**COUNTY OF FULTON**

**FORM H:            LOCAL PREFERENCE AFFIDAVIT OF BIDDER/OFFEROR**

I hereby certify that pursuant to Fulton County Code Section 102-377, the Bidder/Offeror \_\_\_\_\_ is eligible to receive local preference points and has a staffed, fixed, physical, place of business located within Fulton County and has had the same for at least one (1) year prior to the date of submission of its proposal or bid and has held a valid business license from Fulton County or a city within Fulton County boundaries for the business at a fixed, physical, place of business, for at least one (1) year prior to the date of submission of its proposal or bid.

Affiant further acknowledges and understands that pursuant to Fulton County Code Section 102-377, in the event this affidavit is determined to be false, the business named herein shall be deemed "non-responsive" and shall not be considered for award of the applicable contract.

\_\_\_\_\_ (Affix corporate seal here, if a corporation)  
(BUSINESS NAME)

\_\_\_\_\_  
(FULTON COUNTY BUSINESS ADDRESS)

\_\_\_\_\_  
(OFFICIAL TITLE OF AFFIANT)

\_\_\_\_\_  
(NAME OF AFFIANT)

\_\_\_\_\_  
(SIGNATURE OF AFFIANT)

Sworn to and subscribed before me this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_.

Notary Public: \_\_\_\_\_

County: \_\_\_\_\_

Commission Expires: \_\_\_\_\_

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STATE OF GEORGIA

COUNTY OF FULTON

FORM I: SERVICE DISABLED VETERAN PREFERENCE AFFIDAVIT  
OF BIDDER/OFFEROR

I hereby certify that pursuant to Fulton County Code Section 102-378, the Bidder/Offeror \_\_\_\_\_ is eligible to receive Service Disabled Veteran Business Enterprise preference points and is independent and continuing operation for profit, performing a commercially useful function, and is 51 percent owned and controlled by one or more individuals who are disabled as a result of military service who has been honorably discharged, designated as such by the United States Department of Veterans Affairs.

Affiant further acknowledges and understands that pursuant to Fulton County Code Section 102-378, in the event this affidavit is determined to be false, the business named herein shall be deemed "non-responsive" and shall not be considered for award of the applicable contract.

\_\_\_\_\_ (Affix corporate seal here, if a corporation)  
(BUSINESS NAME)

\_\_\_\_\_  
(FULTON COUNTY BUSINESS ADDRESS)

\_\_\_\_\_  
(OFFICIAL TITLE OF AFFIANT)

\_\_\_\_\_  
(NAME OF AFFIANT)

\_\_\_\_\_  
(SIGNATURE OF AFFIANT)

Sworn to and subscribed before me this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_.

Notary Public: \_\_\_\_\_

County: \_\_\_\_\_

Commission Expires: \_\_\_\_\_

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**SECTION 6**  
**CONTRACT COMPLIANCE REQUIREMENTS**

**6.1 NON-DISCRIMINATION IN PURCHASING AND CONTRACTING**

It is the policy of Fulton County Government that discrimination against businesses by reason of the race, color, gender or national origin of the ownership of any such business is prohibited. Furthermore, it is the policy of the Board of Commissioners ("Board") that Fulton County and all vendors and contractors doing business with Fulton County shall provide to all businesses the opportunity to participate in contracting and procurement paid, in whole or in part, with monetary appropriations of the Board without regard to the race, color, gender or national origin of the ownership of any such business. Similarly, it is the policy of the Board that the contracting and procurement practices of Fulton County should not implicate Fulton County as either an active or passive participant in the discriminatory practices engaged in by private contractors or vendors seeking to obtain contracts with Fulton County.

**Implementation of Equal Employment Opportunity (EEO) Policy**

The County effectuates Equal Employment Opportunity thru Policy #800-8, Non-Discrimination in Contracting and Procurement. This policy considers racial and gender workforce availability. The availability of each workgroup is derived from the work force demographics set forth in the 2000 Census EEO file prepared by the United States Department of Commerce for the applicable labor pool normally utilized for the contract.

**Monitoring of EEO Policy**

Upon award of a contract with Fulton County, the successful bidder/proposer must complete an Equal Employment Opportunity Report (EEOR), describing the racial and gender make-up of the firm's work force. If the EEOR indicates that the firm's demographic composition indicates underutilization of employee's of a particular ethnic group for each job category, the firm will be required to submit an aggressive action plan setting forth steps the firm will take to address the identified underutilization.

**6.2 EQUAL BUSINESS OPPORTUNITY PLAN (EBO PLAN)**

In addition to the proposal submission requirements, each vendor **must** submit an Equal Business Opportunity Plan (EBO Plan) with their bid/proposal. The EBO Plan is designed to enhance the utilization of a particular racial, gender or ethnic group by a bidder/proposer, contractor, or vendor or by Fulton County. The respondent **must** outline a plan of action to encourage and achieve diversity and equality in the available procurement and contracting opportunities with *this solicitation*.

The EBO Plan **must** identify and include:

1. Potential opportunities within the scope of work of *this solicitation* that will allow for participation of racial, gender or ethnic groups.

- 
2. Efforts that will be made by the bidder/proposer to encourage and solicit minority and female business utilization in *this solicitation*.

Fulton County encourages joint ventures, teaming, partnering and mentor-protégé relationships with minority and female businesses in an effort to achieve contracting and procurement diversity.

**Prompt Payment:** The prime contractor **must** certify in writing and **must** document all subcontractors, sub-consultants and suppliers have been promptly paid for work and materials, (less any retainage by the prime contractor prior to receipt of any further progress payments). In the event the prime contractor is unable to pay subcontractors, sub-consultants or suppliers until it has received a progress payment from Fulton County, the prime contractor shall pay all subcontractors, sub-consultants or suppliers funds due from said progress payment within forty-eight (48) hours of receipt of payment from Fulton County. In no event shall a subcontractor, sub-consultant or supplier be paid later than fifteen (15) days as provided for by state law.

### **6.3 DETERMINATION OF GOOD FAITH EFFORTS**

During the course of the project, the Prime Contractor shall demonstrate that they have made all efforts reasonably possible to ensure that Minority and Female Business Enterprises (MFBE) have had a full and fair opportunity to compete and win subcontracts on this project. The Prime Contractor is required to include all outreach attempts that would demonstrate a "Good Faith Effort" in the solicitation of sub-consultants/subcontractors.

Written documentation demonstrating the Prime Contractor's outreach efforts to identify, contact, contract with or utilize Minority or Female owned businesses shall include holding pre-bid conferences, publishing advertisements in general circulation media, trade association publications, minority-focused media, and the County's bid board, as well as other efforts.

Include a list of publications where the advertisement was placed as well as a copy of the advertisement. Advertisement shall include at a minimum, scope of work, project location, location(s) of where plans and specifications may be viewed or obtained and trade or scopes of work for which subcontracts are being solicited.

### **6.4 REQUIRED FORMS AND EBO PLAN**

In order to be compliant with the intent and provisions of the Fulton County Non-Discrimination in Purchasing and Contracting Ordinance (99-0960), bidders/proposers **must** submit the following completed documents. Failure to provide this information **shall** result in the proposal being deemed non-responsive.

- Exhibit A – Promise of Non-Discrimination
- Exhibit B – Employment Report

- 
- Exhibit C – Schedule of Intended Subcontractor Utilization
  - Exhibit D – Letter of Intent to Perform as a Subcontractor or Provide Materials or Services
  - Exhibit E – Declaration Regarding Subcontractors Practices
  - Exhibit F – Joint Venture Disclosure Affidavit
  - Equal Business Opportunity Plan (EBO Plan). This document is not a form rather a statement created by the bidder/proposer on its company letter head addressing the EBO Plan requirements.
  - Exhibit H – First Source Jobs Program Information, Form 1

The following document must be completed as instructed if awarded the project:

- Exhibit G – Prime Contractor’s Subcontractor Utilization Report
- Exhibit H – First Source Jobs Program Agreement, Form 2

All Contract Compliance documents (Exhibits A – H and EBO Plan) are to be placed in a **separate sealed envelope** clearly marked “Contract Compliance”. The EBO Plan must be submitted on company letterhead. These documents are considered part of and should be submitted with the Technical Proposal.

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**EXHIBIT A – PROMISE OF NON-DISCRIMINATION**

“Know all persons by these presents, that I/We ( \_\_\_\_\_ ),  
Name

\_\_\_\_\_ Title Firm Name  
Hereinafter “Company”, in consideration of the privilege to bid on or obtain contracts funded, in whole or in part, by Fulton County, hereby consent, covenant and agree as follows:

- 1) No person shall be excluded from participation in, denied the benefit of, or otherwise discriminated against on the basis of race, color, national origin or gender in connection with any bid submitted to Fulton County for the performance of any resulting there from,
- 2) That it is and shall be the policy of this Company to provide equal opportunity to all businesses seeking to contract or otherwise interested in contracting with this Company without regard to the race, color, gender or national origin of the ownership of this business,
- 3) That the promises of non-discrimination as made and set forth herein shall be continuing in nature and shall remain in full force and effect without interruption,
- 4) That the promise of non-discrimination as made and set forth herein shall be made a part of, and incorporated by reference into, any contract or portion thereof which this Company may hereafter obtain,
- 5) That the failure of this Company to satisfactorily discharge any of the promises of non-discrimination as made and set forth herein shall constitute a material breach of contract entitling the Board to declare the contract in default and to exercise any and all applicable rights and remedies, including but not limited to cancellation of the contract, termination of the contract, suspension and debarment from future contracting opportunities, and withholding and/or forfeiture of compensation due and owing on a contract; and
- 6) That the bidder shall provide such information as may be required by the Director of Contract Compliance pursuant to Section 4.4 of the Fulton County Non-Discrimination in Purchasing and Contracting Ordinance.

SIGNATURE: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

TELEPHONE NUMBER: \_\_\_\_\_

EMAIL ADDRESS: \_\_\_\_\_

**NON-DISCRIMINATION IN PURCHASING AND CONTRACTING**

It is the policy of Fulton County Government that discrimination against businesses by reason of the race, color, gender or national origin of the ownership of any such business is prohibited. Furthermore, it is the policy of the Board of Commissioners ("Board") that Fulton County and all vendors and contractors doing business with Fulton County shall provide to all businesses the opportunity to participate in contracting and procurement paid, in whole or in part, with monetary appropriations of the Board without regard to the race, color, gender or national origin of the ownership of any such business. Similarly, it is the policy of the Board that the contracting and procurement practices of Fulton County should not implicate Fulton County as either an active or passive participant in the discriminatory practices engaged in by private contractors or vendors seeking to obtain contracts with Fulton County.

The following demographic employment information must be submitted with this quote.

JOB CATEGORIES	WHITE (Not Hispanic Origin)		BLACK or AFRICAN AMERICAN (Not of Hispanic Origin)		HISPANIC or LATINO		AMERICAN INDIAN or ALASKAN NATIVE (AIAN)		ASIAN		NATIVE HAWAIIAN or OTHER PACIFIC ISLANDER (NHOP)		TWO or MORE RACES	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
EXECUTIVE/SENIOR LEVEL OFFICIALS and MANAGERS														
FIRST/MID LEVEL OFFICIALS and MANAGERS														
PROFESSIONALS														
TECHNICIANS														
SALES WORKERS														
ADMINISTRATIVE SUPPORT WORKERS														
CRAFT WORKERS														
OPERATIVES														
LABORERS & HELPERS														
SERVICE WORKERS														
<b>TOTAL</b>														

FIRMS'S NAME  
 ADDRESS  
 TELEPHONE  
 EMAIL ADDRESS  
 Submitted by: \_\_\_\_\_

\_\_\_\_\_ Date Completed: \_\_\_\_\_

## EXHIBIT C - SCHEDULE OF INTENDED SUBCONTRACTOR UTILIZATION

If the bidder/proposer intends to subcontract any portion of this scope of work/service(s), this form **must be** completed and **submitted with the bid/proposal**. All prime bidders/proposers **must** include Letter(s) of Intent (Exhibit D) in the bid document for all subcontractors who will be utilized under the scope of work/services.

Prime Bidder/Proposer: \_\_\_\_\_

ITB/RFP Number: \_\_\_\_\_

Project Name or Description of Work/Service(s): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

1. My firm, as Prime Bidder/Proposer on this scope of work/service(s) is \_\_\_\_\_ is not \_\_\_\_\_ a minority or female owned and controlled business enterprise. (Please indicate below the portion of work, including, percentage of bid/proposal amount that your firm will carry out directly):  
  
\_\_\_\_\_  
\_\_\_\_\_

2. If the Prime Bidder/Proposer is a Joint Venture, please complete Exhibit F: Joint Venture Disclosure Affidavit and attach a copy of the executed Joint Venture Agreement.

3. Sub-Contractors (including suppliers) to be utilized in the performance of this scope of work/service(s), if awarded, are:

SUBCONTRACTOR NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

PHONE: \_\_\_\_\_

EMAIL ADDRESS: \_\_\_\_\_

CONTACT PERSON: \_\_\_\_\_

ETHNIC GROUP\*: \_\_\_\_\_ COUNTY CERTIFIED\*\* \_\_\_\_\_

WORK TO BE PERFORMED: \_\_\_\_\_

DOLLAR VALUE OF WORK: \$ \_\_\_\_\_ PERCENTAGE VALUE: \_\_\_\_\_ %

**\*Ethnic Groups: African American (AABE); Asian American (ABE); Hispanic American (HBE); Native American (NABE); White Female American (WFBE); \*\*If yes, please attach copy of recent certification.**

SUBCONTRACTOR NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
\_\_\_\_\_  
PHONE: \_\_\_\_\_  
EMAIL ADDRESS: \_\_\_\_\_  
CONTACT PERSON: \_\_\_\_\_  
ETHNIC GROUP\*: \_\_\_\_\_ COUNTY CERTIFIED\*\* \_\_\_\_\_  
WORK TO BE PERFORMED: \_\_\_\_\_  
\_\_\_\_\_  
DOLLAR VALUE OF WORK: \$ \_\_\_\_\_ PERCENTAGE VALUE: \_\_\_\_\_ %

---

SUBCONTRACTOR NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
\_\_\_\_\_  
PHONE: \_\_\_\_\_  
EMAIL ADDRESS: \_\_\_\_\_  
CONTACT PERSON: \_\_\_\_\_  
ETHNIC GROUP\*: \_\_\_\_\_ COUNTY CERTIFIED\*\* \_\_\_\_\_  
WORK TO BE PERFORMED: \_\_\_\_\_  
\_\_\_\_\_  
DOLLAR VALUE OF WORK: \$ \_\_\_\_\_ PERCENTAGE VALUE: \_\_\_\_\_ %

---

SUBCONTRACTOR NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
\_\_\_\_\_  
PHONE: \_\_\_\_\_  
EMAIL ADDRESS: \_\_\_\_\_  
CONTACT PERSON: \_\_\_\_\_  
ETHNIC GROUP\*: \_\_\_\_\_ COUNTY CERTIFIED\*\* \_\_\_\_\_  
WORK TO BE PERFORMED: \_\_\_\_\_  
\_\_\_\_\_  
DOLLAR VALUE OF WORK: \$ \_\_\_\_\_ PERCENTAGE VALUE: \_\_\_\_\_ %

---

SUBCONTRACTOR NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
\_\_\_\_\_  
PHONE: \_\_\_\_\_  
EMAIL ADDRESS: \_\_\_\_\_  
CONTACT PERSON: \_\_\_\_\_  
ETHNIC GROUP\*: \_\_\_\_\_ COUNTY CERTIFIED\*\* \_\_\_\_\_  
WORK TO BE PERFORMED: \_\_\_\_\_  
\_\_\_\_\_  
DOLLAR VALUE OF WORK: \$ \_\_\_\_\_ PERCENTAGE VALUE: \_\_\_\_\_ %

\*Ethnic Groups: African American (AABE); Asian American (ABE); Hispanic American (HBE); Native American (NABE); White Female American (WFBE); \*\*If yes, please attach copy of recent certification.

<b>Total Dollar Value of Subcontractor Agreements: (\$)</b>
---

<b>Total Percentage Value: (%)</b>
------------------------------------

**CERTIFICATION:** The undersigned certifies that he/she has read, understands and agrees to be bound by the Bid/Proposer provisions, including the accompanying Exhibits and other terms and conditions regarding sub-contractor utilization. The undersigned further certifies that he/she is legally authorized by the Bidder/Proposer to make the statement and representation in this Exhibit and that said statements and representations are true and correct to the best of his/her knowledge and belief. The undersigned understands and agrees that if any of the statements and representations are made by the Bidder/Proposer knowing them to be false, or if there is a failure of the intentions, objectives and commitments set forth herein without prior approval of the County, then in any such event the Contractor's acts or failure to act, as the case may be, shall constitute a material breach of the contract, entitling the County to terminate the Contract for default. The right to so terminate shall be in addition to, and in lieu of, any other rights and remedies the County may have for other defaults under the contract.

**Signature:** \_\_\_\_\_ **Title:** \_\_\_\_\_

**Firm or Corporate Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

\_\_\_\_\_

**Telephone:** (     ) \_\_\_\_\_

**Fax Number:** (     ) \_\_\_\_\_

**Email Address:** \_\_\_\_\_

**EXHIBIT D**

**LETTER OF INTENT TO PERFORM AS A SUBCONTRACTOR  
OR  
PROVIDE MATERIALS OR SERVICES**

This form **must** be completed by ALL known subcontractor and submitted with the bid/proposal. The Prime Contractor **must** submit Letters of Intent for **ALL** known subcontractors at time of bid submission.

To: \_\_\_\_\_  
(Name of Prime Contractor Firm)

From: \_\_\_\_\_  
(Name of Subcontractor Firm)

ITB/RFP Number: \_\_\_\_\_

Project Name: \_\_\_\_\_

The undersigned is prepared to perform the following described work or provide materials or services in connection with the above project (specify in detail particular work items, materials, or services to be performed or provided):

Description of Work	Project Commence Date	Project Completion Date	Estimated Dollar Amount

\_\_\_\_\_  
(Prime Bidder)

\_\_\_\_\_  
(Subcontractor)

Signature \_\_\_\_\_

Signature \_\_\_\_\_

Title \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_

**EXHIBIT E - DECLARATION REGARDING SUBCONTRACTING PRACTICES**

If the bidder/proposer **does not intend to subcontract** any portion of the scope of work services(s), this form **must be** completed and submitted with the bid/proposal.

\_\_\_\_\_ hereby declares that it is my/our intent to  
**(Bidder)**

perform 100% of the work required for \_\_\_\_\_  
**(ITB/RFP Number)**

\_\_\_\_\_  
**(Description of Work)**

In making this declaration, the bidder/proposer states the following:

1. That the bidder/proposer does not customarily subcontract elements of this type project, and normally performs and has the capability to perform and will perform **all elements** of the work on this project with his/her own current work forces;
2. If it should become necessary to subcontract some portion of the work at a later date, the bidder/proposer will comply with all requirements of the County's Non-Discrimination Ordinance in providing equal opportunities to all firms to subcontract the work. The determination to subcontract some portion of the work at a later date shall be made in good faith and the County reserves the right to require additional information to substantiate a decision made by the bidder/proposer to subcontract work following the award of the contract. Nothing contained in this provision shall be employed to circumvent the spirit and intent of the County's Non-Discrimination Ordinances;
3. The bidder will provide, upon request, information sufficient for the County to verify Item Number one.

**AUTHORIZED COMPANY REPRESENTATIVE**

**Name:** \_\_\_\_\_ **Title:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Firm:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Phone Number:** \_\_\_\_\_

**Fax Number:** \_\_\_\_\_

**Email Address:** \_\_\_\_\_

**EXHIBIT F - JOINT VENTURE DISCLOSURE AFFIDAVIT**

**ITB/RFP No.** \_\_\_\_\_

**Project Name** \_\_\_\_\_

This form must be completed and submitted with the bid/proposal if a joint venture approach is to be undertaken.

In order to evaluate the extent of small, minority and female business involvement being proposed by a Bidder/Proposer, certain relevant information must be provided prior to contract award. The information requested below is to clearly identify and explain the extent of small business participation in the proposed joint venture. All items must be properly addressed before the business entity can be evaluated.

**1. Firms:**

**1) Name of Business:** \_\_\_\_\_  
**Street Address:** \_\_\_\_\_  
**Telephone No.:** \_\_\_\_\_  
**Nature of Business:** \_\_\_\_\_

**2) Name of Business:** \_\_\_\_\_  
**Street Address:** \_\_\_\_\_  
**Telephone No.:** \_\_\_\_\_  
**Nature of Business:** \_\_\_\_\_

**3) Name of Business:** \_\_\_\_\_  
**Street Address:** \_\_\_\_\_  
**Telephone No.:** \_\_\_\_\_  
**Nature of Business:** \_\_\_\_\_

**NAME OF JOINT VENTURE (If applicable):** \_\_\_\_\_

**ADDRESS:** \_\_\_\_\_

\_\_\_\_\_

**PRINCIPAL OFFICE:** \_\_\_\_\_

**OFFICE PHONE:** \_\_\_\_\_

**Note:** Attach additional sheets as required

1. Describe the capital contributions by each joint venturer and accounting thereof.
2. Describe the financial controls of the joint venture, e.g., will a separate cost center be established? Which venturer will be responsible for keeping the books? How will the expense therefore be reimbursed? What is the authority of each joint venture to commit or obligate the order?
3. Describe any ownership, options for ownership, or loans between the joint ventures. Identify terms thereof.
4. Describe the estimated contract cash flow for each joint venturer.
5. To what extent and by whom will the on-site work be supervised?
6. To what extent and by whom will the administrative office be supervised?
7. Which joint venturer will be responsible for material purchases including the estimated cost thereof? How will the purchase be financed?
8. Which joint venturer will provide equipment? What is the estimated cost thereof? How will the equipment be financed?
9. Describe the experience and business qualifications of each joint venturer.
10. Submit a copy of all joint venture agreements and evidence of authority to do business in the State of Georgia as well as locally, to include all necessary business licenses.
11. Percent of Minority/Female Business Enterprises ownership by each joint venture in terms of profit and loss sharing: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
12. The authority of each joint venturer to commit or obligate the other: \_\_\_\_\_  
\_\_\_\_\_
13. Number of personnel to be involved in project, their crafts and positions and whether they are employees of the Minority/Female Business Enterprises enterprise, the majority firm or the joint venture: \_\_\_\_\_  
\_\_\_\_\_

14. Identification of control and participation in venture; list those individuals who are responsible for day-to-day management and policy decision-maker, including, but not limited to, those with prime responsibility for areas designated below; (use additional sheets if necessary)

<u>Name</u>	<u>Race</u>	<u>Sex</u>	<u>Financial Decisions</u>	<u>Supervision Field Operation</u>
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

In connection with any work that these firms, as a joint venture, might be authorized to perform in connection with above captioned contract, we each do hereby authorize representatives of the Fulton County Department of Contract Compliance, Departments of Purchasing and Contract Compliance, and Finance, under the direction of the County Manger's Office, to examine, from time to time, the books, records and files to the extent that such relate to this County project.

**WE DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THE FOREGOING DOCUMENT ARE TRUE AND CORRECT, AND THAT WE ARE AUTHORIZED, ON BEHALF OF THE ABOVE FIRMS, TO MAKE THIS AFFIDAVIT AND GRANT THE ABOVE PRIVILEGE.**

FOR \_\_\_\_\_  
(Company)

Date: \_\_\_\_\_  
\_\_\_\_\_  
(Signature of Affiant)

\_\_\_\_\_  
(Printed Name)

\_\_\_\_\_  
(Company)

Date: \_\_\_\_\_  
\_\_\_\_\_  
(Signature of Affiant)

\_\_\_\_\_  
(Printed Name)

State of \_\_\_\_\_:

County of \_\_\_\_\_:

On this \_\_\_\_ day of \_\_\_\_\_, 20\_\_, before me, appeared \_\_\_\_\_, the undersigned officer, personally appeared \_\_\_\_\_ known to me to be the person described in the foregoing Affidavit and acknowledges that he (she) executed the same in the capacity therein stated and for the purpose therein contained.



## **EXHIBIT H**

### **FULTON COUNTY FIRST SOURCE JOBS PROGRAM**

#### **STATEMENT OF POLICY:**

It is the policy of Fulton County Government to provide employment opportunities to the citizens of Fulton County. This policy will apply to all contracts procured through the Department of Purchasing & Contract Compliance valued in excess of \$200,000. The Prime Contractor is expected to utilize the First Source Jobs Program to fill 50% of the entry level jobs which arise as a result of any project funded in whole or in part with County funds with residents of Fulton County.

#### **PURPOSE:**

The purpose of this policy is to create a pool of employable persons who are residents of Fulton County to be called upon as a source to fill jobs created as a result of any eligible project funded in whole or in part with County funds in order to provide stable economic opportunities for families throughout the County. The First Source Jobs Program will be implemented by the Department of Purchasing & Contract Compliance and the Office of Workforce Development.

#### **MONITORING POLICY:**

Upon execution of a contract with Fulton County Government, the First Source Jobs Agreement (FSJ Form 2) will become a part of the contract between the bidder/proposer and Fulton County Government. The First Source Jobs Program will be monitored during routine site visits by the Office of Contract Compliance along with the Office of Workforce Development.

### **FORM 1**

# FULTON COUNTY

## First Source Jobs Program Information

Company Name: \_\_\_\_\_

Project Number: \_\_\_\_\_

Project Name: \_\_\_\_\_

The following entry-level positions will become available as a result of the above referenced contract with Fulton County.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

Include a job description and all required qualifications for each position listed above.

Identify a company representative and contact phone number who will be responsible for coordinating with the First Source Jobs Program:

Company Representative: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Email Address: \_\_\_\_\_

FORM 2

**FULTON COUNTY**  
**First Source Jobs Program Agreement**

Awarded Contractor's Name: \_\_\_\_\_

Formal Contract Name: \_\_\_\_\_

RFP/ITB Number: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Contact Phone: \_\_\_\_\_

The contractor listed above agrees to the following:

1. The contractor shall make a good faith effort to fill 50% of the entry level position(s) created by this project using the Fulton County First Source Jobs Program.
2. The contractor shall provide the applicable details of every entry level job in writing within the required form.
3. The contractor shall be expected to present documentation that confirms employment terms to both the employee and Fulton County.

The Office of Contract Compliance will assist with monitoring the participation of First Source Jobs Program employees during routine site visits and report findings to the Office of Workforce Development for confirmation and follow-up. The Office of Workforce Development shall notify the Director of Human Services and the Purchasing Agent of any determination of non-compliance with the requirements of this policy and recommend a resolution or action to be taken.

Upon a determination by the Purchasing Agent and the Director of Human Services that a contractor has failed to comply with any portion of this policy, the County may impose the following:

1. Ten percent (10%) of all future payments under the involved eligible project shall be entitled to be withheld from a contractor that has violated this policy until the contractor complies with the provisions of this policy.

The undersigned agrees to the terms and conditions set forth in this agreement.

Contractor's Official Title: \_\_\_\_\_ Date: \_\_\_\_\_

Contractor's Name: \_\_\_\_\_

Contractor's Signature: \_\_\_\_\_

**FORM 3**

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**SECTION 7**  
**INSURANCE AND RISK MANAGEMENT PROVISIONS**

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**SECTION 7**  
**INSURANCE AND RISK MANAGEMENT PROVISIONS**

It is Fulton County Government's practice to obtain Certificates of Insurance from our Contractors and Vendors. Insurance must be written by a licensed agent in a company licensed to write insurance in the State of Georgia. Respondents shall submit with the bid/proposal evidence of insurability satisfactory to Fulton County Government as to form and content. Either of the following forms of evidence is acceptable:

- A letter from an insurance carrier stating that upon your firm/company being the successful Bidder/Respondent that a Certificate of Insurance shall be issued in compliance with the Insurance and Risk Management Provisions outlined below.
- A Certificate of Insurance complying with the Insurance and Risk Management Provisions outlined below (Request for Bid/Proposal number and Project Description must appear on the Certificate of Insurance).
- A combination of specific policies written with an umbrella policy covering liabilities in excess of the required limits is acceptable to achieve the applicable insurance coverage levels.

Upon award, the Contractor/Vendor must maintain at their expense, insurance with policy limits equal to or greater than the limits described below. Any and all Insurance Coverage(s) and Bonds required under the terms and conditions of the contract shall be maintained during the entire length of the contract, including any extensions or renewals thereto, and until all work has been completed to the satisfaction of Fulton County Government.

**Accordingly the Respondent shall provide a certificate evidencing the following:**

**1. WORKERS COMPENSATION/EMPLOYER'S LIABILITY INSURANCE – STATUTORY (In compliance with the Georgia Workers Compensation Acts and any other State or Federal Acts or Provisions in which jurisdiction may be granted)**

Employer's Liability Insurance	BY ACCIDENT	EACH ACCIDENT	\$1,000,000
Employer's Liability Insurance	BY DISEASE	POLICY LIMIT	\$1,000,000
Employer's Liability Insurance	BY DISEASE	EACH EMPLOYEE	\$1,000,000

**2. COMMERCIAL GENERAL LIABILITY INSURANCE (Including contractual Liability Insurance)**

Bodily Injury and Property Damage Liability	Each Occurrence	\$1,000,000
(Other than Products/Completed Operations)	General Aggregate	\$2,000,000
Products\Completed Operations	Aggregate Limit	\$2,000,000

Personal and Advertising Injury	Limits	\$1,000,000
Damage to Rented Premises	Limits	\$100,000
<b>3. BUSINESS AUTOMOBILE LIABILITY INSURANCE</b>		
<b>Combined Single Limits</b>	Each Occurrence	\$1,000,000
(Including operation of non-owned, owned, and hired automobiles).		
<b>4. UMBRELLA LIABILITY</b>		
(In excess of Auto GL and Employers Liability)	Each Occurrence	\$1,000,000
<b>5 CRIME POLICY</b>		
	Per Occurrence	\$25,000

\*Fulton County as a Loss Payee on the policy

### Certificates

Certificates shall state that the policy or policies shall not expire, be cancelled or altered without at least thirty (30) days prior written notice to Fulton County Government. Policies and Certificates of Insurance are to list Fulton County Government as an Additional Insured (except for Workers' Compensation) and shall conform to all terms and conditions (including coverage of the indemnification and hold harmless agreement) contained in the Insurance and Risk Management Provisions.

The Contractor agrees to name the County as an additional insured using ISO Additional Insured Endorsement form CG 2010 11/85, its equivalent or on a blanket basis. This insurance for the additional insured shall be as broad as the coverage provided for the named insured Contractor. It shall apply as Primary Insurance before any other insurance or self-insurance, including any deductible, non-contributory, and Waiver of Subrogation provided to the Additional Insured.

Additional Insured under the General Liability, Auto Liability, Umbrella Policies (with exception of Workers Compensation), with no Cross Suits exclusion.

If Fulton County Government shall so request, the Respondent, Contractor or Vendor will furnish the County for its inspection and approval such policies of insurance with all endorsements, or confirmed specimens thereof certified by the insurance company to be true and correct copies.

Such certificates and notices shall be sent to:

Fulton County Government – Purchasing Department  
 130 Peachtree Street, S.W.  
 Suite 1168  
 Atlanta, Georgia 30303-3459

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**Important**

It is understood that **Insurance in no way Limits the Liability of the Contractor/Vendor.**

**USE OF PREMISES**

Contractor/Vendor shall confine its apparatus, the storage of materials and the operations of its workers to limits/requirements indicated by law, ordinance, permits and any restrictions of Fulton County Government and shall not unreasonably encumber the premises with its materials.

**PROTECTION OF PROPERTY**

Contractor/Vendor will adequately protect its own work from damage, will protect Fulton County Government's property from damage or loss and will take all necessary precautions during the progress of the work to protect all persons and the property of others from damage or loss.

Contractor/Vendor shall take all necessary precautions for the safety of employees of the work and shall comply with all applicable provisions of the Federal, State and local safety laws and building codes to prevent accidents or injury to persons on, about, or adjacent to the premises where work is being performed.

Contractor/Vendor shall erect and properly maintain at all times as required by the conditions and progress of the work, all necessary safeguards for the protection of its employees, Fulton County Government employees and the public and shall post all applicable signage and other warning devices to protect against potential hazards for the work being performed.

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**INDEMNIFICATION AND HOLD HARMLESS AGREEMENT**

Consultant/Contractor hereby agrees to indemnify and hold harmless Fulton County, its Commissioners and their respective officers, members, employees, and agents (each, hereinafter referred to as an "Indemnified Person") from and against any and all claims, demands, liabilities, losses, costs or expenses, including attorneys' fees due to liability to a third party or parties, for any loss due to bodily injury (including death), personal injury, and property damage arising out of or resulting from the performance of this Agreement or any act or omission on the part of the Consultant/Contractor, its agents, employees or others working at the direction of Consultant/Contractor or on its behalf, or due to any breach of this Agreement by the Consultant/Contractor or due to the application or violation of any pertinent Federal, State or local law, rule or regulation. This indemnification is binding upon to the successors and assigns of Consultant/Contractor. This indemnification does not extend to the sole negligence of the Indemnified Persons nor beyond the scope of this Agreement and the work undertaken thereunder. This indemnification survives the termination of this Agreement and shall also survive the dissolution or to the extent allowed by law, the bankruptcy of Consultant/Contractor.

THE RESPONDENT ACKNOWLEDGES HAVING READ, UNDERSTANDING, AND AGREES TO COMPLY WITH THE ABOVE STATEMENTS, AND IS AUTHORIZED TO SIGN CONTRACTS ON BEHALF OF THE RESPONDING COMPANY.

COMPANY: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

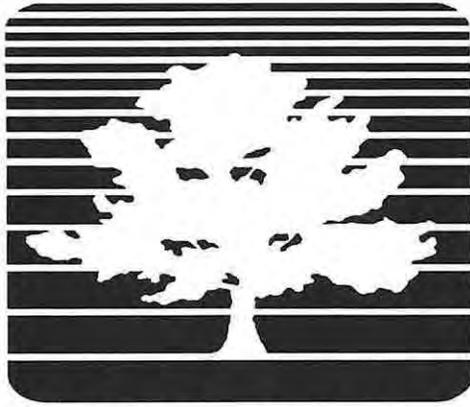
NAME: \_\_\_\_\_ TITLE: \_\_\_\_\_

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

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**SECTION 8  
GENERAL SERVICES SAMPLE CONTRACT**

SAMPLE CONTRACT



# FULTON COUNTY

*Vision*  
*People Families Neighborhoods*

*Mission*  
*To serve, protect and govern in concert with local municipalities*

*Values*  
*People Ethics Innovation Customer Services Resource Management Equal Opportunity*

**CONTRACT DOCUMENTS FOR**

**PROJECT NUMBER**

**PROJECT TITLE**

**For**

**DEPARTMENT NAME**

*Index of Articles*

- ARTICLE 1. CONTRACT DOCUMENTS
- ARTICLE 2. SEVERABILITY
- ARTICLE 3. DESCRIPTION OF PROJECT
- ARTICLE 4. SCOPE OF WORK
- ARTICLE 5. SERVICES PROVIDED BY COUNTY
- ARTICLE 6. MODIFICATIONS/CHANGE ORDERS
- ARTICLE 7. SCHEDULE OF WORK
- ARTICLE 8. CONTRACT TERM
- ARTICLE 9. COMPENSATION AND PAYMENT FOR CONTRACTOR SERVICES
- ARTICLE 10. PERSONNEL AND EQUIPMENT
- ARTICLE 11. SUSPENSION OF WORK
- ARTICLE 12. DISPUTES
- ARTICLE 13. TERMINATION OF AGREEMENT FOR CAUSE
- ARTICLE 14. TERMINATION FOR CONVENIENCE OF COUNTY
- ARTICLE 15. WAIVER OF BREACH
- ARTICLE 16. INDEPENDENT CONTRACTOR
- ARTICLE 17. RESPONSIBILITY OF CONTRACTOR
- ARTICLE 18. INDEMNIFICATION
- ARTICLE 19. COVENANT AGAINST CONTINGENT FEES
- ARTICLE 20. INSURANCE
- ARTICLE 21. PROHIBITED INTEREST
- ARTICLE 22. SUBCONTRACTING
- ARTICLE 23. ASSIGNABILITY
- ARTICLE 24. ANTI-KICKBACK CLAUSE
- ARTICLE 25. AUDITS AND INSPECTORS
- ARTICLE 26. ACCOUNTING SYSTEM
- ARTICLE 27. VERBAL AGREEMENT
- ARTICLE 28. NOTICES
- ARTICLE 29. JURISDICTION
- ARTICLE 30. EQUAL EMPLOYMENT OPPORTUNITY
- ARTICLE 31. FORCE MAJEURE
- ARTICLE 32. OPEN RECORDS ACT
- ARTICLE 33. CONTRACTOR'S COMPLIANCE WITH ALL ASSURANCES OR PROMISES MADE IN RESPONSE TO PROCUREMENT
- ARTICLE 34. INVOICING AND PAYMENT
- ARTICLE 35. TAXES
- ARTICLE 36. PERMITS, LICENSES AND BONDS
- ARTICLE 37. NON-APPROPRIATION
- ARTICLE 38. WAGE CLAUSE

*Exhibits*

<b>EXHIBIT A:</b>	<b><u>GENERAL CONDITIONS</u></b>
<b>EXHIBIT B:</b>	<b><u>SPECIAL CONDITIONS</u></b>
<b>EXHIBIT C:</b>	<b><u>SCOPE OF WORK</u></b>
<b>EXHIBIT D:</b>	<b><u>COMPENSATION</u></b>
<b>EXHIBIT E:</b>	<b><u>PURCHASING FORMS</u></b>
<b>EXHIBIT F:</b>	<b><u>CONTRACT COMPLIANCE FORMS</u></b>
<b>EXHIBIT G:</b>	<b><u>INSURANCE AND RISK MANAGEMENT FORMS</u></b>

***APPENDICES***

<b>APPENDIX 1:</b>	<b><u>APPLICATION FORMS</u></b>	<b><i>(Example)</i></b>
<b>APPENDIX 2:</b>	<b><u>PROCEDURES</u></b>	<b><i>(Example)</i></b>

SAMPLE CONTRACT

# CONTRACT AGREEMENT

Contractor: *[Insert Contractor Name]*  
Contract No.: *[Insert Project Number and Title]*  
Address: *[Insert Contractor Address]*  
City, State  
Telephone: *[Insert Contractor telephone #]*  
Email: *[Insert Consultant Email]*  
Contact: *[Insert Contractor Contact Name]*  
*[Insert Contractor Contact Title]*

This Agreement made and entered into effective the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_ by and between **FULTON COUNTY, GEORGIA**, a political subdivision of the State of Georgia, hereinafter referred to as "**County**", and **[Insert Contractor Company Name]**, hereinafter referred to as "**Contractor**", authorized to transact business in the State of Georgia.

## WITNESSETH

WHEREAS, County through its *[Insert User Department Name]* hereinafter referred to as the "**Department**", desires to retain a qualified and experienced Contractor to perform *[Insert project description/services to be provided]*, hereinafter, referred to as the "**Project**".

WHEREAS, Contractor has represented to County that it is experienced and has qualified and local staff available to commit to the Project and County has relied upon such representations.

NOW THEREFORE, for and in consideration of the mutual covenants contained herein, and for other good and valuable consideration, County and Contractor agree as follows:

### ARTICLE 1. CONTRACT DOCUMENTS

County hereby engages Contractor, and Contractor hereby agrees, to perform the services hereinafter set forth in accordance with this Agreement, consisting of the following contract documents:

- I. Form of Agreement;
- II. Addenda;
- III. Exhibit A: General Conditions;

- IV. Exhibit B: Special Conditions [where applicable]
- V. Exhibit C: Scope of Work
- VI. Exhibit D: Compensation;
- VII. Exhibit E: Purchasing Forms;
- VIII. Exhibit F: Contract Compliance Forms;
- IX. Exhibit G: Insurance and Risk Management Form;

The foregoing documents constitute the entire Agreement of the parties pertaining to the Project hereof and is intended as a complete and exclusive statement of promises, representations, discussions and agreements oral or otherwise that have been made in connection therewith. No modifications or amendment to this Agreement shall be binding upon the parties unless the same is in writing, conforms to Fulton County Purchasing Code, Division 6 governing change orders, is signed by the County's and the Contractor's duly authorized representatives, and entered upon the meeting minutes of the Fulton County Board of Commissioners.

If any portion of the Contract Documents shall be in conflict with any other portion, the various documents comprising the Contract Documents shall govern in the following order of precedence: 1) the Agreement, 2) the Bid document, 3) any Addenda, 4) change orders, 5) the exhibits, and 6) portions of Contractor's proposal that was accepted by the County and made a part of the Contract Documents.

The Agreement was approved by the Fulton County Board of Commissioners on **[Insert Board of Commissioners approval date and item number]**.

## ARTICLE 2. **SEVERABILITY**

If any provision of this Agreement is held to be unenforceable for any reason, the unenforceability thereof shall not affect the remainder of the Agreement, which shall remain in full force and effect, and enforceable in accordance with its terms.

## ARTICLE 3. **DESCRIPTION OF PROJECT**

County and Contractor agree the Project is to perform **[Insert project description]**. All exhibits referenced in this agreement are incorporated by reference and constitute an integral part of this Agreement as if they were contained herein.

## ARTICLE 4. **SCOPE OF WORK**

Unless modified in writing by both parties in the manner specified in the agreement, duties of Contractor shall not be construed to exceed those services specifically set forth herein. Contractor agrees to provide all services, products, and data and to perform all tasks described in Exhibit C, Scope of Work.

## ARTICLE 5. SERVICES PROVIDED BY COUNTY

Contractor shall gather from County all available non-privileged data and information pertinent to the performance of the services for the Project. Certain services as described in Exhibit C, Scope of Work, if required, will be performed and furnished by County in a timely manner so as not to unduly delay Contractor in the performance of said obligations. County shall have the final decision as to what data and information is pertinent.

County will appoint in writing a County authorized representative with respect to work to be performed under this Agreement until County gives written notice of the appointment of a successor. The County's authorized representative shall have complete authority to transmit instructions, receive information, and define County's policies, consistent with County rules and regulations. Contractor may rely upon written consents and approvals signed by County's authorized representative that are consistent with County rules and regulations.

## ARTICLE 6. MODIFICATIONS

If during the course of performing the Project, County and Contractor agree that it is necessary to make changes in the Project as described herein and referenced exhibits, such changes will be incorporated by written amendments in the form of Change Orders to this Agreement. Any such Change Order and/or supplemental agreement shall not become effective or binding unless approved by the Board of Commissioners and entered on the minutes. Such modifications shall conform to the requirements of the Fulton County Purchasing Code, Division 6, which is incorporated by reference herein.

## ARTICLE 7. SCHEDULE OF WORK

Contractor shall not proceed to furnish such services and County shall not become obligated to pay for same until a written authorization to proceed (Notice to Proceed) has been sent to Contractor from County. The Contractor shall begin work under this Agreement no later than five (5) days after the effective date of notice to proceed.

## ARTICLE 8. CONTRACT TERM

The initial term of the contract shall be for a one (1) year term, with two (2), one (1) year renewal options.

The period of this Agreement shall consist of a series of Terms as defined below. The County is obligated only to pay such compensation under this Agreement as may lawfully be made from funds budgeted and appropriated for that purpose during the County's then current fiscal year.

### **a. Commencement Term**

The "Commencement Term" of this Agreement shall begin on [Insert start date], the starting date, and shall end absolutely and without further obligation on the part of the county on the 31<sup>st</sup> day of December [Insert year]. The Commencement Term shall be subject to events of termination and the County's termination rights that are described elsewhere in this Agreement. Notwithstanding anything contained in this Agreement, the County's obligation to make payments provided under this Agreement shall be subject to the County's annual appropriations of funds for the goods, services, materials, property and/or supplies procured under this Agreement by the County's governing body and such obligation shall not constitute a pledge of the County's full faith and credit within the meaning of any constitutional debt limitation.

**b. Renewal Terms**

Unless the terms of this Agreement are fulfilled with no further obligation of the part of either party on or before the final date of the Commencement Term as stated above, or unless an event of termination as defined within this Agreement occurs during the Commencement Term, this Agreement may be renewed at the written option of the County upon the approval of the County Board of Commissioners for two (2) one-year ("Renewal Terms"). However, no Renewal Term of this Agreement shall be authorized nor shall any Renewal Term of this Agreement commence unless and until each Renewal Term has first been approved in writing by the County Board of Commissioners for the calendar year of such Renewal Term. If approved by the County Board of Commissioners, the First Renewal Term shall begin on the 1<sup>st</sup> day of January, 2015 and shall end no later than the 31<sup>st</sup> day of December, 2015. If approved by the County Board of Commissioners, the Second Renewal Term shall begin on the 1<sup>st</sup> day of January, 2015 and shall end no later than the 31<sup>st</sup> day of December, 2015. [More than two renewal options must be approved by the Purchasing Director] If approved by the County Board of Commissioners, the third Renewal Term shall begin on the 1<sup>st</sup> day of January, 2016 and shall end no later than the 31<sup>st</sup> day of December, 2016. If approved by the County Board of Commissioners, the fourth Renewal Term shall begin on the 1<sup>st</sup> day of January, 2017 and shall end no later than the 31<sup>st</sup> day of December, 2017. If the County chooses not to exercise any Renewal Term as provided in this Section, then the Term of this Agreement then in effect shall also be deemed the "Ending Term" with no further obligation on the party of either party.

**c. Term Subject to Events of Termination**

All "Terms" as defined within this Section are subject to the section of this Agreement which pertain to events of termination and the County's rights upon termination.

**d. Same Terms**

Unless mutually agreed upon in writing by the parties, or otherwise indicated herein, all provisions and conditions of any Renewal Term shall be exactly the same as those contained within in this Agreement.

**e. Statutory Compliance Regarding Purchase Contracts.**

The parties intend that this Agreement shall, and this Agreement shall operate in conformity with and not in contravention of the requirements of O.C.G.A. § 36-60-13, as applicable, and in the event that this Agreement would conflict therewith, then this Agreement shall be interpreted and implemented in a manner consistent with such statute.

**ARTICLE 9. COMPENSATION**

Compensation for work performed by Contractor on Project shall be in accordance with the payment provisions and compensation schedule, attached as Exhibit C, Compensation.

The total contract amount for the Project shall not exceed **[Insert amount approved by BOC]**, which is full payment for a complete scope of work/services.

**ARTICLE 10. PERSONNEL AND EQUIPMENT**

Contractor shall designate in writing a person(s) to serve as its authorized representative(s) who shall have sole authority to represent Contractor on all manners pertaining to this contract.

Contractor represents that it has secured or will secure, at its' own expense, all equipment and personnel necessary to complete this Agreement, none of whom shall be employees of or have any contractual relationship with County. All of the services required hereunder will be performed by Contractor under his supervision and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under law to perform such services.

Written notification shall be immediately provided to County upon change or severance of any of the authorized representative(s), listed key personnel or subcontractor performing services on this Project by Contractor. No changes or substitutions shall be permitted in Contractor's key personnel or subcontractor as set forth herein without the prior written approval of the County. Requests for changes in key personnel or subcontractors will not be unreasonably withheld by County.

**ARTICLE 11. SUSPENSION OF WORK**

**Suspension Notice:** The County may by written notice to the Contractor, suspend at any time the performance of all or any portion of the services to be

performed under this Agreement. Upon receipt of a suspension notice, the Contractor must, unless the notice requires otherwise:

- 1) Immediately discontinue suspended services on the date and to the extent specified in the notice;
- 2) Place no further orders or subcontracts for material, services or facilities with respect to suspended services, other than to the extent required in the notice; and
- 3) Take any other reasonable steps to minimize costs associated with the suspension.

**Notice to Resume:** Upon receipt of notice to resume suspended services, the Contractor will immediately resume performance under this Agreement as required in the notice.

#### ARTICLE 12. DISPUTES

Except as otherwise provided in this Agreement, any dispute concerning a question of fact arising under this contract which is not disposed of by agreement shall be decided by the **[Insert user department name]** designated representative. The representative shall reduce the decision to writing and mail or otherwise furnish a copy thereof to the Contractor. The Contractor shall have 30 days from date the decision is sent to appeal the decision to the County Manager or his designee by mailing or otherwise furnishing to the County Manager or designee, copy of the written appeal. The decision of the County Manager or his designee for the determination of such appeal shall be final and conclusive. This condition shall not be pleaded in any suit involving a question of fact arising under this Agreement, unless the same is fraudulent, or capricious, or arbitrary, or so grossly erroneous as necessarily to imply bad faith, or is not supported by substantial evidence. In connection with any appeal proceeding under this clause, Contractor shall be afforded an opportunity to be heard and to offer evidence in support of an appeal. Pending any final decision of a dispute hereunder, Contractor shall proceed diligently with performance of the Agreement and in accordance with the decision of the **[Insert user department]** designated representative.

#### ARTICLE 13. TERMINATION OF AGREEMENT FOR CAUSE

- (1) Either County or Contractor may terminate work under this Agreement in the event the other party fails to perform in accordance with the provisions of the Agreement. Any party seeking to terminate this Agreement is required to give thirty (30) days prior written notice to the other party.
- (2) Notice of termination shall be delivered by certified mail with receipt for delivery returned to the sender.

- (3) **TIME IS OF THE ESSENCE** and if the Contractor refuses or fails to perform the work as specified in Exhibit C, Scope of Work and maintain the scheduled level of effort as proposed, or any separable part thereof, with such diligence as will insure completion of the work within the specified time period, or any extension or tolling there of, or fails to complete said work within such time. The County may exercise any remedy available under law or this Agreement. Failure to maintain the scheduled level of effort as proposed or deviation from the aforesaid proposal without prior approval of County shall constitute cause for termination
- (4) The County may, by written notice to Contractor, terminate Contractor's right to proceed with the Project or such part of the Project as to which there has been delay. In such event, the County may take over the work and perform the same to completion, by contract or otherwise, and Contractor shall be required to provide all copies of finished or unfinished documents prepared by Contractor under this Agreement.
- (5) Contractor shall be entitled to receive compensation for any satisfactory work completed on such documents as reasonably determined by the County.
- (6) Whether or not the Contractor's right to proceed with the work has been terminated, the Contractor shall be liable for any damage to the County resulting from the Contractor's refusal or failure to complete the work within the specified time period, and said damages shall include, but not be limited to, any additional costs associated with the County obtaining the services of another Contractor to complete the project.

#### ARTICLE 14. TERMINATION FOR CONVENIENCE OF COUNTY

Notwithstanding any other provisions, the County may terminate this Agreement for its convenience at any time by a written notice to Contractor. If the Agreement is terminated for convenience by the County, as provided in this article, Contractor will be paid compensation for those services actually performed. Partially completed tasks will be compensated for based on a signed statement of completion to be submitted by Contractor which shall itemize each task element and briefly state what work has been completed and what work remains to be done.

If, after termination, it is determined that the Contractor was not in default, or that the default was excusable, the rights and obligations of the parties shall be the same as if the termination had been issued for the convenience of the government.

#### ARTICLE 15. WAIVER OF BREACH

The waiver by either party of a breach or violation of any provision of this Agreement, shall not operate or be construed to be, a waiver of any subsequent breach or violation of the same or other provision thereof.

#### ARTICLE 16. INDEPENDENT CONTRACTOR

Contractor shall perform the services under this Agreement as an independent contractor and nothing contained herein shall be construed to be inconsistent with such relationship or status. Nothing in this Agreement shall be interpreted or construed to constitute Contractor or any of its agents or employees to be the agent, employee or representative of County.

#### ARTICLE 17. RESPONSIBILITY OF CONTRACTOR

Contractor represents that it has, or will secure at its own expenses, all personnel appropriate to perform all work to be completed under this Agreement;

All the services required hereunder will be performed by Contractor or under the direct supervision of Contractor. All personnel engaged in the Project by Contractor shall be fully qualified and shall be authorized or permitted under applicable State and local law to perform such services.

None of the work or services covered by this Agreement shall be transferred, assigned, or subcontracted by Contractor without the prior written consent of the County.

#### ARTICLE 18. INDEMNIFICATION

**18.1.1 Professional Services Indemnification.** Consultant/Contractor shall indemnify, release, and hold harmless Fulton County, its Commissioners and their respective officers, members, employees, and agents, from and against all liability, damages, costs, expenses (including reasonable attorney's fees and expenses incurred by any of them), claims, suits and judgments only to the extent such liability arises or results from the negligence of the Consultant/Contractor in the delivery of the Work under this Agreement, but such indemnity is limited to those liabilities arising from a Negligent Professional Act, as defined below. This indemnification survives the termination of this Agreement and shall also survive the dissolution or to the extent allowed by law, the bankruptcy of Consultant/Contractor.

For the purposes of the Professional Services Indemnity above, a "Negligent Professional Act" means a negligent act, error, or omission in the performance of Professional Services (or by any person or entity, including joint ventures, for whom Consultant/Contractor is liable) that causes liability and fails to meet the applicable professional standard of care, skill and ability under similar conditions and like surrounding circumstances, as is ordinarily employed by others in their profession.

**18.1.2 Non-Professional Services Indemnification.** Consultant/Contractor hereby agrees to indemnify and hold harmless Fulton County, its Commissioners and their respective officers, members, employees, and agents (each, hereinafter referred to as an "Indemnified Person") from and against any and all claims, demands, liabilities, losses, costs or expenses, including attorneys' fees due to liability to a third party or parties, for any loss due to bodily injury (including death), personal injury, and property damage arising out of or resulting from the performance of this Agreement or any act or omission on the part of the Consultant/Contractor, its agents, employees or others working at the direction of Consultant/Contractor or on its behalf, or due to any breach of this Agreement by the Consultant/Contractor or due to the application or violation of any pertinent Federal, State or local law, rule or regulation. This indemnification is binding upon to the successors and assigns of Consultant/Contractor. This indemnification does not extend to the sole negligence of the Indemnified Persons nor beyond the scope of this Agreement and the work undertaken thereunder. This indemnification survives the termination of this Agreement and shall also survive the dissolution or to the extent allowed by law, the bankruptcy of Consultant/Contractor.

**18.2 Notice of Claim.** If an Indemnified Person receives written notice of any claim or circumstance which could give rise to indemnified losses, the receiving party shall promptly give written notice to Consultant/Contractor, and shall use best efforts to deliver such written notice within ten (10) Business Days. The notice must include a copy of such written notice of claim, or, if the Indemnified Person did not receive a written notice of claim, a description of the indemnification event in reasonable detail and the basis on which indemnification may be due. Such notice will not stop or prevent an Indemnified Person from later asserting a different basis for indemnification. If an Indemnified Person does not provide this notice within the ten (10) Business Day period, it does not waive any right to indemnification except to the extent that Consultant/Contractor is prejudiced, suffers loss, or incurs additional expense solely because of the delay.

**18.3 Defense.** Consultant/Contractor, at Consultant/Contractor's own expense, shall defend each such action, suit, or proceeding or cause the same to be resisted and defended by counsel designated by the Indemnified Person and reasonably approved by Consultant/Contractor (provided that in all instances the County Attorney of Fulton County Georgia shall be acceptable, and, for the avoidance of doubt, is the only counsel authorized to represent the County). If any such action, suit or proceedings should result in final judgment against the Indemnified Person, Consultant/Contractor shall promptly satisfy and discharge such judgment or cause such judgment to be promptly satisfied and discharged. Within ten (10) Business Days after receiving written notice of the indemnification request, Consultant/Contractor shall acknowledge in writing delivered to the Indemnified Person (with a copy to the County Attorney) that Consultant/Contractor is defending the claim as required hereunder.

#### **18.4 Separate Counsel.**

**18.4.1 Mandatory Separate Counsel.** In the event that there is any potential conflict of interest that could reasonably arise in the representation of any Indemnified Person and Consultant/Contractor in the defense of any action, suit or proceeding pursuant to Section 6.3 above or in the event that state or local law requires the use of specific counsel, (i) such Indemnified Person may elect in its sole and absolute discretion whether to waive such conflict of interest, and (ii) unless such Indemnified Person (and, as applicable, Consultant/Contractor) elects to waive such conflict of interest, or in any event if required by state or local law, then the counsel designated by the Indemnified Person shall solely represent such Indemnified Person and, if applicable, Consultant/Contractor shall retain its own separate counsel, each at Consultant/Contractor's sole cost and expense.

**18.4.2 Voluntary Separate Counsel.** Notwithstanding Consultant/Contractor's obligation to defend a claim, the Indemnified Person may retain separate counsel to participate in (but not control or impair) the defense and to participate in (but not control or impair) any settlement negotiations, provided that for so long as Consultant/Contractor has complied with all of Consultant/Contractor's obligations with respect to such claim, the cost of such separate counsel shall be at the sole cost and expense of such Indemnified Person (provided that if Consultant/Contractor has not complied with all of Consultant/Contractor's obligations with respect to such claim, Consultant/Contractor shall be obligated to pay the cost and expense of such separate counsel). Consultant/Contractor may settle the claim without the consent or agreement of the Indemnified Person, unless the settlement (i) would result in injunctive relief or other equitable remedies or otherwise require the Indemnified Person to comply with restrictions or limitations that adversely affect or materially impair the reputation and standing of the Indemnified Person, (ii) would require the Indemnified Person to pay amounts that Consultant/Contractor or its insurer does not fund in full, (iii) would not result in the Indemnified Person's full and complete release from all liability to the plaintiffs or claimants who are parties to or otherwise bound by the settlement, or (iv) directly involves the County (in which case the County of Fulton County, Georgia shall be the only counsel authorized to represent the County with respect to any such settlement).

**18.5 Survival.** The provisions of this Article 6 will survive any expiration or earlier termination of this Agreement and any closing, settlement or other similar event which occurs under this Agreement.

#### **ARTICLE 19. COVENANT AGAINST CONTINGENT FEES**

Contractor warrants that no person or selling agency has been employed or retained to solicit or secure this Agreement upon an agreement or understanding

for a commission, percentage, brokerage or contingent fee, excepting bona fide employees maintained by Contractor for the purpose of securing business and that Contractor has not received any non-County fee related to this Agreement without the prior written consent of County. For breach or violation of this warranty, County shall have the right to annul this Agreement without liability or at its discretion to deduct from the Contract Price or consideration the full amount of such commission, percentage, brokerage or contingent fee.

#### ARTICLE 20. INSURANCE

Contractor agrees to obtain and maintain during the entire term of this Agreement, all of the insurance required as specified in the Agreement documents, Exhibit G, Insurance and Risk Management Forms, with the County as an additional insured and shall furnish the County a Certificate of Insurance showing the required coverage. The cancellation of any policy of insurance required by this Agreement shall meet the requirements of notice under the laws of the State of Georgia as presently set forth in the Georgia Code.

#### ARTICLE 21. PROHIBITED INTEREST

##### Section 21.01 Conflict of interest:

Contractor agrees that it presently has no interest and shall acquire no interest direct or indirect that would conflict in any manner or degree with the performance of its service hereunder. Contractor further agrees that, in the performance of the Agreement, no person having any such interest shall be employed.

##### Section 21.02 Interest of Public Officials:

No member, officer or employee of County during his tenure shall have any interest, direct or indirect, in this Agreement or the proceeds thereof.

#### ARTICLE 22. SUBCONTRACTING

Contractor shall not subcontract any part of the work covered by this Agreement or permit subcontracted work to be further subcontracted without prior written approval of County.

#### ARTICLE 23. ASSIGNABILITY

Contractor shall not assign or subcontract this Agreement or any portion thereof without the prior expressed written consent of County. Any attempted assignment or subcontracting by Contractor without the prior expressed written consent of County shall at County's sole option terminate this Agreement without any notice to Contractor of such termination. Contractor binds itself, its successors, assigns,

and legal representatives of such other party in respect to all covenants, agreements and obligations contained herein.

#### ARTICLE 24. ANTI-KICKBACK CLAUSE

Salaries of engineers, surveyors, draftsmen, clerical and technicians performing work under this Agreement shall be paid unconditionally and not less often than once a month without deduction or rebate on any account except only such payroll deductions as are mandatory by law. Contractor hereby promises to comply with all applicable "Anti-Kickback" Laws, and shall insert appropriate provisions in all subcontracts covering work under this Agreement.

#### ARTICLE 25. AUDITS AND INSPECTORS

At any time during normal business hours and as often as County may deem necessary, Contractor shall make available to County and/or representatives of the County for examination all of its records with respect to all matters covered by this Agreement.

It shall also permit County and/or representative of the County to audit, examine and make copies, excerpts or transcripts from such records of personnel, conditions of employment and other data relating to all matters covered by this Agreement. Contractor's records of personnel, conditions of employment, and financial statements (hereinafter "Information") constitute trade secrets and are considered confidential and proprietary by Contractor. To the extent County audits or examines such Information related to this Agreement, County shall not disclose or otherwise make available to third parties any such Information without Contractor's prior written consent unless required to do so by a court order. Nothing in this Agreement shall be construed as granting County any right to make copies, excerpts or transcripts of such information outside the area covered by this Agreement without the prior written consent of Contractor. Contractor shall maintain all books, documents, papers, accounting records and other evidence pertaining to costs incurred on the Project and used in support of its proposal and shall make such material available at all reasonable times during the period of the Agreement and for eight years from the date of final payment under the Agreement, for inspection by County or any reviewing agencies and copies thereof shall be furnished upon request and at no additional cost to County. Contractor agrees that the provisions of this Article shall be included in any Agreements it may make with any subcontractor, assignee or transferee.

#### ARTICLE 26. ACCOUNTING SYSTEM

Contractor shall have an accounting system, which is established, and maintaining in accordance with generally accepted accounting principles. Contractor must account for cost in a manner consistent with generally accepted accounting procedures, as approved by Fulton County.

## ARTICLE 27. VERBAL AGREEMENT

No verbal agreement or conversation with any officer, agent or employee of County either before, during or after the execution of this Agreement, shall affect or modify any of the terms of obligations herein contained, nor shall such verbal agreement or conversation entitle Contractor to any additional payment whatsoever under the terms of this Agreement. All changes to this shall be in writing and the form of a change order in supplemental agreement, approved by the County, and entered on the Minutes of the Board of Commissioners.

## ARTICLE 28. NOTICES

All notices shall be in writing and delivered in person or transmitted by certified mail, postage prepaid.

Notice to County, shall be addressed as follows:

**[Insert User Department Representative Position for project]**

**[Insert User Department Address]**

Atlanta, Georgia 30303

Telephone:

Email:

Attention: **[Insert User Department Representative for project]**

**With a copy to:**

Department of Purchasing & Contract Compliance

Director

130 Peachtree Street, S.W., Suite 1168

Atlanta, Georgia 30303

Telephone: (404) 730-5800

Email: felicia.strong-whitaker@fultoncountyga.gov

Attention: Felicia Strong-Whitaker

Notices to Contractor shall be addressed as follows:

**[Insert Contractor Representative for project]**

**[Insert Contractor Address]**

Telephone:

Email:

Attention: **[Insert Contractor Representative for project]**

## ARTICLE 29. JURISDICTION

This Agreement will be executed and implemented in Fulton County. Further, this Agreement shall be administered and interpreted under the laws of the State of Georgia. Jurisdiction of litigation arising from this Agreement shall be in the Fulton County Superior Courts. If any part of this Agreement is found to be in conflict with applicable laws, such part shall be inoperative, null and void insofar as it is in conflict with said laws, but the remainder of this Agreement shall be in full force and effect.

Whenever reference is made in the Agreement to standards or codes in accordance with which work is to be performed, the edition or revision of the standards or codes current on the effective date of this Agreement shall apply, unless otherwise expressly stated.

## ARTICLE 30. EQUAL EMPLOYMENT OPPORTUNITY

During the performance of this Agreement, Contractor agrees as follows:

Section 30.01 Contractor will not discriminate against any employee or applicant for employment because of race, creed, color, sex or national origin;

Section 30.02 Contractor will, in all solicitations or advertisements for employees placed by, or on behalf of, Contractor state that all qualified applicants, will receive consideration for employment without regard to race, creed, color, sex or national origin;

Section 30.03 Contractor will cause the foregoing provisions to be inserted in all subcontracts for any work covered by the Agreement so that such provision will be binding upon each subcontractor, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

## ARTICLE 31. FORCE MAJEURE

Neither County nor Contractor shall be deemed in violation of this Agreement if either is prevented from performing its obligations hereunder for any reason beyond its control, including but not limited to acts of God, civil or military authority, act of public enemy, accidents, fires, explosions, earthquakes, floods or catastrophic failures of public transportation, provided however, that nothing herein shall relieve or be construed to relieve Contractor from performing its obligations hereunder in the event of riots, rebellions or legal strikes.

## ARTICLE 32. OPEN RECORDS ACT

The Georgia Open Records Act, O.C.G.A. Section 50-18-70 et seq., applies to this Agreement. The Contractor acknowledges that any documents or

computerized data provided to the County by the Contractor may be subject to release to the public. The Contractor also acknowledges that documents and computerized data created or held by the Contractor in relation to the Agreement may be subject to release to the public, to include documents turned over to the County. The Contractor shall cooperate with and provide assistance to the County in rapidly responding to Open Records Act requests. The Contractor shall notify the County of any Open Records Act requests no later than 24 hours following receipt of any such requests by the Contractor. The Contractor shall promptly comply with the instructions or requests of the County in relation to responding to Open Records Act requests.

### **ARTICLE 33. CONTRACTOR'S COMPLIANCE WITH ALL ASSURANCES OR PROMISES MADE IN RESPONSE TO PROCUREMENT**

Where the procurement documents do not place a degree or level of service relating to the scope of work, M/FBE participation, or any other matter relating to the services being procured, should any Contractor submit a response to the County promising to provide a certain level of service for the scope of work, M/FBE participation, or any other matter, including where such promises or assurances are greater than what is required by the procurement documents, and should this response containing these promises or assurances be accepted by the County and made a part of the Contract Documents, then the degree or level of service promised relating to the scope of work, M/FBE participation, or other matter shall be considered to be a material part of the Agreement between the Contractor and the County, such that the Contractor's failure to provide the agreed upon degree or level of service or participation shall be a material breach of the Agreement giving the County just cause to terminate the Agreement for cause, pursuant to ARTICLE 14 of the Agreement.

### **ARTICLE 34. INVOICING AND PAYMENT**

Contractor shall submit monthly invoices for work performed during the previous calendar month, in a form acceptable to the County and accompanied by all support documentation requested by the County, for payment and for services that were completed during the preceding phase. The County shall review for approval of said invoices. The County shall have the right not to pay any invoice or part thereof if not properly supported, or if the costs requested or a part thereof, as determined by the County, are reasonably in excess of the actual stage of completion.

**Time of Payment:** Invoices for payment shall be submitted to County by the first (1st) calendar day of the month to facilitate processing for payment in that same month. Invoices received after the first (1st) calendar day of the month may not be paid until the last day of the following month. The County shall make payments to Contractor by U.S. mail approximately thirty (30) days after receipt of a proper invoice. Parties hereto expressly agree that the above contract term shall supersede the rates of interest, payment periods, and contract and

subcontract terms provided for under the Georgia Prompt Pay Act, O.C.G.A. 13-11-1 et seq., pursuant to 13-11-7(b), and the rates of interest, payment periods, and contract and subcontract terms provided for under the Prompt Pay Act shall have no application to this Agreement; parties further agree that the County shall not be liable for any interest or penalty arising from late payments.

**Submittal of Invoices:** Contractor shall submit all invoices in original and one (1) copy to:

**[Insert User Department Representative Position for project]**

**[Insert User Department Address]**

Atlanta, Georgia 30303

Telephone:

Facsimile:

Attention: **[Insert User Department Representative for project]**

Contractor's cumulative invoices shall not exceed the total not-to-exceed fee established for this Agreement.

**Optional: [A narrative of one (1) page only, listing the scope of work/services billed for shall accompany each invoice.]**

**County's Right to Withhold Payments:** The County may withhold payments for services that involve disputed costs, involve disputed audits, or are otherwise performed in an inadequate fashion. Payments withheld by the County will be released and paid to the Contractor when the services are subsequently performed adequately and on a timely basis, the causes for disputes are reconciled or any other remedies or actions stipulated by the County are satisfied. The County shall promptly pay any undisputed items contained in such invoices.

**Payment of Sub-contractors/Suppliers:** The Contractor must certify in writing that all sub-contractors of the Contractor and suppliers have been promptly paid for work and materials and previous progress payments received. In the event the prime Contractor is unable to pay sub-contractors or suppliers until it has received a progress payment from Fulton County, the prime Contractor shall pay all sub-contractors or supplier funds due from said progress payments within forty-eight (48) hours of receipt of payment from Fulton County and in no event later than fifteen days as provided for by State Law.

**Acceptance of Payments by Contractor; Release.** The acceptance by the Contractor of any payment for services under this Agreement will, in each instance, operate as, and be a release to the County from, all claim and liability to the Contractor for work performed or furnished for or relating to the service for which payment was accepted, unless the Contractor within five (5) days of its receipt of a payment, advises the County in writing of a specific claim it contends is not released by that payment.

## ARTICLE 35. TAXES

The Contractor shall pay all sales, retail, occupational, service, excise, old age benefit and unemployment compensation taxes, consumer, use and other similar taxes, as well as any other taxes or duties on the materials, equipment, and labor for the work provided by the Contractor which are legally enacted by any municipal, county, state or federal authority, department or agency at the time bids are received, whether or not yet effective. The Contractor shall maintain records pertaining to such taxes as well as payment thereof and shall make the same available to the County at all reasonable times for inspection and copying. The Contractor shall apply for any and all tax exemptions which may be applicable and shall timely request from the County such documents and information as may be necessary to obtain such tax exemptions. The County shall have no liability to the Contractor for payment of any tax from which it is exempt.

## ARTICLE 36. PERMITS, LICENSES AND BONDS

All permits and licenses necessary for the work shall be secured and paid for by the Contractor. If any permit, license or certificate expires or is revoked, terminated, or suspended as a result of any action on the part of the Contractor, the Contractor shall not be entitled to additional compensation or time.

## ARTICLE 37. NON-APPROPRIATION

This Agreement states the total obligation of the County to the Contractor for the calendar year of execution. Notwithstanding anything contained in this Agreement, the obligation of the County to make payments provided under this Agreement shall be subject to annual appropriations of funds thereof by the governing body of the County and such obligation shall not constitute a pledge of the full faith and credit of the County within the meaning of any constitutional debt limitation. The Director of Finance shall deliver written notice to the Contractor in the event the County does not intend to budget funds for the succeeding Contract year.

Notwithstanding anything contained in this Agreement, if sufficient funds have not been appropriated to support continuation of this Agreement for an additional calendar year or an additional term of the Agreement, this Agreement shall terminate absolutely and without further obligation on the part of the County at the close of the calendar year of its execution and at the close of each succeeding calendar year of which it may be renewed, unless a shorter termination period is provided or the County suspends performance pending the appropriation of funds.

ARTICLE 38. WAGE CLAUSE

Contractor shall agree that in the performance of this Agreement the Contractor will comply with all lawful agreements, if any, which the Contractor had made with any association, union, or other entity, with respect to wages, salaries, and working conditions, so as not to cause inconvenience, picketing, or work stoppage.

SAMPLE CONTRACT

**IN WITNESS THEREOF**, the Parties hereto have caused this Contract to be executed by their duly authorized representatives as attested and witnessed and their corporate seals to be hereunto affixed as of the day and year date first above written.

OWNER:

**FULTON COUNTY, GEORGIA**

CONTRACTOR:

***[Insert Contractor COMPANY NAME ]***

\_\_\_\_\_  
John H. Eaves, Commission Chair  
Board of Commissioners

\_\_\_\_\_  
***[Insert Name & Title of person authorized to sign contract]***

ATTEST:

ATTEST:

\_\_\_\_\_  
Mark Massey  
Clerk to the Commission (Seal)

\_\_\_\_\_  
Secretary/  
Assistant Secretary

(Affix Corporate Seal)

APPROVED AS TO FORM:

\_\_\_\_\_  
Office of the County Attorney

APPROVED AS TO CONTENT:

\_\_\_\_\_  
***[Insert Department Head Name]***  
***[Insert Department Head Title]***

## **ADDENDA**

Instructions for Users: Acknowledgement(s) of any addenda should be inserted behind this cover sheet.

SAMPLE CONTRACT

**EXHIBIT A**  
**GENERAL CONDITIONS**

SAMPLE CONTRACT

**EXHIBIT B**  
**SPECIAL CONDITIONS**

SAMPLE CONTRACT

# **EXHIBIT C**

## **SCOPE OF WORK**

*SAMPLE CONTRACT*

**EXHIBIT D**  
**COMPENSATION**

SAMPLE CONTRACT

**EXHIBIT E**  
**PURCHASING FORMS**

SAMPLE CONTRACT

**EXHIBIT F**  
**CONTRACT COMPLIANCE FORMS**

SAMPLE CONTRACT

**EXHIBIT G**

**INSURANCE AND RISK  
MANAGEMENT FORMS**

SAMPLE CONTRACT

---

**SECTION 9  
EXHIBITS**

**Request to Proposal (RFP) Submittal Check List for**

***The following submittals shall be completed and submitted with each proposal (see table below "Required Proposal Submittal Check List."). Please check to make sure that the required submittals are in the envelope before it is sealed. Failure to submit all required submittals may deem your proposal non-responsive.***

*Submit one (1) Original proposal and six (6) CD's as required in Section 3.1.2 of the RFP.*

Item #	Required Proposal Submittal Check List	Check (√)
1	One (1) Proposal marked " <b>Original</b> ", six (6) CD's	
2	*Form E: Georgia Security and Immigration Contractor Affidavit(s) and Agreements <i>Note: If prime contractor is a joint venture, partnership, LLC, each member of the entity must submit an affidavit</i>	
3	*Form F: Georgia Security and Immigration Subcontractor Affidavit (s)	
4	Technical Proposal	
5	Cost Proposal (submitted in a separate sealed envelope)	
6	Financial Information (submitted in a separate sealed envelope)	
7	Acknowledgement of each Addendum	
8	Executive Summary Technical Approach/Detailed Work Plan Project Team Qualifications/Qualifications of Key Personnel Relevant Project Experience/Past Performance Proposer Financial Information Availability of Key Personnel Local Preference Disclosure Form and Questionnaire	
9	Purchasing Forms Form A: Certificate Regarding Debarment Form B: Non-Collusion Affidavit of Bidder/Offer or Form C: Certificate of Acceptance of Request Proposal requirements Form D: Disclosure Form & Questionnaire Form G: Professional License Form H: Local Preference Affidavit of Bidder/Offeror Form I: Service Disabled Veteran Preference Affidavit of Bidder/Offeror	
10	Office of Contract Compliance Requirements (separate envelope) Exhibit A: Promise of Non-Discrimination Exhibit B: Employment Record Exhibit C: Schedule of Intended Subcontractor Utilization Exhibit D: Letter of Intent to Perform as Subcontractor Exhibit E: Declaration Regarding Subcontractor Practices Exhibit F: Joint Venture Disclosure Affidavit Exhibit G: Prime Contractor/Subcontractor Utilization Report Equal Business Opportunity Plan (EBO Plan) Exhibit H – First Source Jobs Program Information Form 1	

**Request to Proposal (RFP) Submittal Check List for**

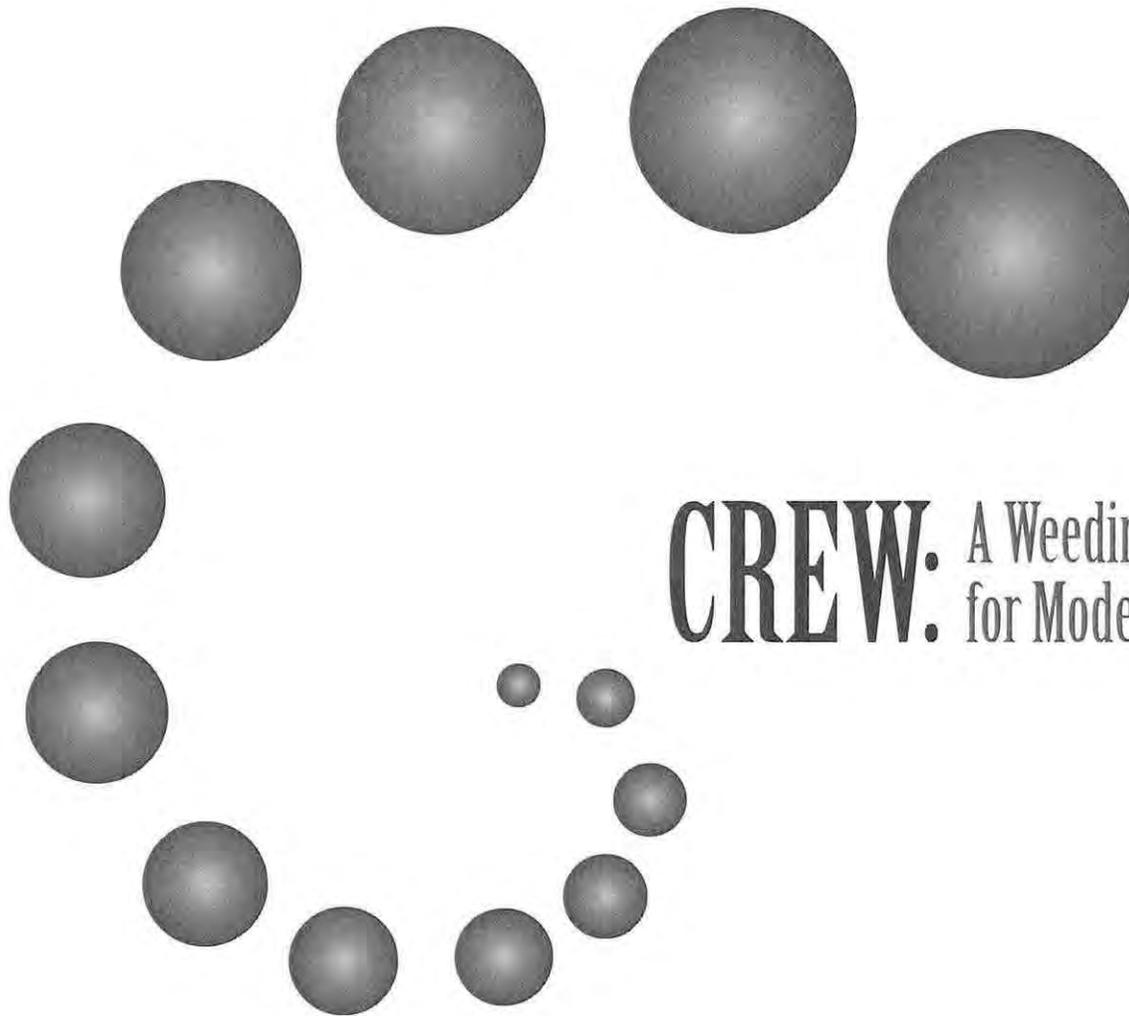
	Exhibit H – First Source Jobs Program Agreement Form 2	
	Evidence of Insurability, proposer must submit one (1) of the following: Letter from insurance carrier Certificate of Insurance An umbrella policy in excess of required limits for this project	
	Verify that Bidder/Proposer is registered w/Georgia Secretary of State and attach a copy of print out	

**SECTION 10  
APPENDICES**

## **A Position Statement on Discarding and Disposing of Library Materials**

Public libraries adopt roles based on the community they serve. Many public libraries serve as repositories for local information. Others support the research needs of citizens searching their family trees. Most public libraries support the educational needs of students, at least through the high school years. Others serve as the child's first step in learning readiness. The information citizens need for their daily lives in the areas of health, shelter, finance and community make up a large portion of the resources public libraries maintain. Public libraries are also in the business of providing "the right book, for the right reader, at the right time." As the technology changes the information provided takes on many different forms. PeachNet and GALEO have enhanced the amount of information that can be made available in our facilities. But, public libraries are still very much about books. For the most part, those books are valuable for the information they contain. When that information becomes outdated, when the book becomes tattered and torn, or when that information the book contains is no longer needed, the book is removed from the library's collection. This de-acquisition is done differently by each library and depends on the roles the library has chosen for its community and the funding level the institution enjoys. Once the de-acquisition or weeding occurs, the disposal of the book occurs. This disposal, governed by state and local law and local board policy, allows for the sale of the books and the proceeds of that sale to be used to replenish the library's collection. Libraries differ in the disposition of books remaining after a public sale because of many factors including number, space and staff resources. However a library chooses to accomplish this disposal, it is the end of a careful, professional process done to keep the library's book collection responsive to the community's needs. Disposal of these books can be misinterpreted by citizens, who view the book as having value outside the information it contains or as having value to someone other than the library and its customers. It is important to remember that shelf space is one of the public library's most expensive costs. That shelf space must be used for books that are factually correct, in good condition and used by the community. The public library's role in our society demands that we provide our citizens with the best possible current collections. This means that our stock must be rotated, that some must be discarded and librarians must make difficult decisions as stewards of the public dollar.

Adopted by Georgia Council of Public Libraries  
January 20, 1999



# CREW. A Weeding Manual for Modern Libraries

Revised and Updated by:  
Jeanette Larson

Texas State Library and Archives Commission  
Austin, Texas — 2008

This document is available online at: <http://www.tsl.state.tx.us/ld/pubs/crew>



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## Table of Contents

<b>INTRODUCTION.....</b>	<b>6</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>8</b>
<b>BEFORE WE START THE PROCESS .....</b>	<b>9</b>
THE CYCLE OF SERVICE: WHERE CREW FITS IN.....	10
<b>WHY WEED? WHY CREW?.....</b>	<b>12</b>
THE SIX BENEFITS OF WEEDING .....	12
HOW MUCH DO I WEED AND WHEN?.....	13
BEFORE YOU WEED.....	14
CRITERIA FOR WEEDING .....	15
WHAT TO WEED: GENERAL GUIDELINES.....	16
CHECKLIST OF WEEDING FACTORS.....	17
<b>BEGINNING THE PROCESS .....</b>	<b>20</b>
WEEDING RESPONSIBILITY .....	20
<b>CREW IN TEN STEPS .....</b>	<b>22</b>
<b>CREWING CHILDREN'S MATERIALS .....</b>	<b>29</b>
GENERAL GUIDELINES.....	29
OTHER CONSIDERATIONS.....	31
<b>CREWING THE REFERENCE COLLECTION .....</b>	<b>33</b>
TYPES OF RESOURCES.....	34
<b>CREWING NONPRINT MEDIA .....</b>	<b>38</b>
COMMON NONPRINT MATERIALS .....	39
LESS COMMON NONPRINT FORMATS .....	42
<b>CREWING WITH COMPUTERS.....</b>	<b>44</b>
<b>THE CREW GUIDELINES FOR WEEDING YOUR COLLECTION .....</b>	<b>46</b>
<b>CREW GUIDELINES BY DEWEY CLASS .....</b>	<b>49</b>
000 (GENERALITIES).....	49
100 (PHILOSOPHY AND PSYCHOLOGY) .....	50
200 (RELIGION AND MYTHOLOGY).....	51
300 (SOCIAL SCIENCES).....	52
400 (LANGUAGE).....	56
500 (NATURAL SCIENCES).....	57
600 (TECHNOLOGY, APPLIED SCIENCES).....	59
700 (THE ARTS).....	61
800 (LITERATURE).....	63
900 (HISTORY AND GEOGRAPHY).....	64

F (FICTION).....	65
GRAPHIC NOVELS .....	65
PERIODICALS (ALSO NEWSPAPERS) .....	66
GOVERNMENT DOCUMENTS.....	66
NONPRINT (AUDIOVISUAL) MEDIA.....	66
LOCAL HISTORY .....	68
<b>CREW GUIDELINES FOR THE CHILDREN’S COLLECTION.....</b>	<b>69</b>
E (EASY READERS/PICTURE BOOKS).....	69
JF (JUVENILE FICTION) .....	69
YA (YOUNG ADULT) FICTION.....	70
J AND YA NONFICTION.....	70
<b>WHAT TO DO WITH WEDED BOOKS: TYPES OF DISPOSAL.....</b>	<b>71</b>
<b>EPILOGUE--ENCOURAGING THE HESITANT WEEDER.....</b>	<b>75</b>
<b>BIBLIOGRAPHY.....</b>	<b>79</b>
STANDARD COLLECTION BIBLIOGRAPHIES .....	79
RECOMMENDED LISTS AND BEST OF THE YEAR LISTS .....	82
INDEXES.....	83
ELECTRONIC DATABASES .....	83
ONLINE RESOURCES .....	85
FURTHER READINGS .....	87
PERIODICALS AND ELECTRONIC LISTS .....	89
<b>APPENDIX.....</b>	<b>91</b>
OVERVIEW CHART OF CREW FORMULAS .....	92
DISPOSAL SLIP TEMPLATE .....	93

"I know no rules for discarding that eliminate possibility of error. We all make mistakes but most of these mistakes I am convinced stand on the shelves."

**Gladys Allison**, *Suggestions on Discarding* (December 1938)

"...Weeding out requires more knowledge, forethought and power of discrimination than is ordinarily brought to bear in the selection of books."

**Thomas Aldred**, *Book Selection and Rejection* (March 1901)

"Next to emptying the outdoor bookdrop on cold and snowy days, weeding is the most undesirable job in the library. It is also one of the most important."

**Will Manley**, "The Manley Arts," *Booklist* (March 1, 1996)

"A good library collection is like a good haircut. It's not what you cut—it's what you leave."

**Anne Felix**, Grand Prairie (Texas)  
Public Library System

## Introduction

For more than 30 years, *The CREW Method* has provided guidance to librarians and staff in small and medium sized public libraries about how to cull outdated and no longer useful materials from their collections. Since its inception in 1976, *The CREW Method* has become the benchmark tool for weeding library collections. It has been more than a decade since the first revised edition brought technology and online catalogs into the process. This new edition, called *CREW: A Weeding Manual for Modern Libraries*, builds on the work of Joseph P. Segal and Belinda Boon. Although much of the basic information remains the same, the impact of changes in technology and its effect on library collections has been taken into consideration. The CREW guidelines by Dewey Class have been expanded even further and updated to reflect current practices. New sections have been added that explain in more detail the MUSTIE factors and types of disposal. The bibliography has been updated to include current editions of standard works, contemporary selections, and expanded online resources.

Although it is written primarily with the needs of small and medium sized public libraries in mind, it has proven to be useful to libraries of all types and sizes. Since the release of the first revised edition in 1995, we have seen many changes in library operations. Almost universal access to the Internet has affected every aspect of library public service by providing instantaneous access to information sources heretofore unknown. Many standard reference tools and nonfiction works that were available only in print form ten years ago are now available in electronic formats, either through free or fee-based subscription services. *CREW: A Weeding Manual for Modern Libraries* takes this into consideration, as well as changes in selection and withdrawal practices in specific areas such as reference and nonfiction materials.

As with the previous editions, this manual is designed for use primarily by librarians and staff in smaller community libraries and branches of larger systems. We know that the CREW method is used by librarians in many other states and we beg your indulgence when the manual refers to Texas-specific resources and statewide projects.

While no librarian has enough time, space, or budget to ignore the need to weed, *CREW: A Weeding Manual for Modern Libraries* strives to make the process easier for staff that may have the most difficulty finding ways to keep the collection current and vital. The justification for weeding—to maintain a collection that is vital, relevant, and useful—and the criteria for weeding a library—physical condition, relevance of the subject, currency of the information—remain basically unchanged. However, libraries are experiencing increasing scrutiny from the public and funding sources, and may be required to justify their discard practices in more detail. Access to online library catalogs and direct requests for interlibrary loan may cause some librarians to hold on even more tightly to materials that should be discarded because ‘someone’ may request the item. The current edition addresses these concerns and incorporates suggestions offered by practicing librarians in public, academic, and school libraries during workshops conducted by the author and from various

discussion lists. The support and input of these librarians—you know who you are—is greatly appreciated and has served to make *CREW: A Weeding Manual for Modern Libraries* an even richer resource for librarians around the world.

Although it has become easier in many ways for staff in small community libraries to obtain continuing education and training through workshops brought to their area by the Texas State Library & Archives Commission and regional systems, more training is available online and through alternative venues. However, new staff and volunteers are continually entering the profession and there is an ongoing need for information on how to effectively weed the collection. Staff and volunteers also must understand why and how materials that have passed their useful life are removed from the collection. They also should be able to articulate that understanding to others in the community who may view discarding of books as tantamount to ‘book burning’ or wasting tax dollars.

*CREW: A Weeding Manual for Modern Libraries* attempts to describe clearly, practically, and in a step-by-step fashion a now tried-and-true method of carrying out the five processes of ‘reverse selection:’ inventory, collection evaluation, collection maintenance, weeding, and discarding. Keep in mind that no single process will serve the needs of all libraries. *CREW: A Weeding Manual for Modern Libraries* offers guidelines, and attempts to explain the reasons behind the guidelines, but every library should consider the needs of their particular community and adjust the guidelines accordingly. For example, if budgets are quite tight and expected to be tight for many years, it may be necessary to lengthen the age factors a bit in favor of removing only books that are in poor condition. CREW continues to caution, however, that lack of funds to replace outdated or worn items is *never* an excuse for not weeding. Any extensive weeding will enhance the value of the collection so librarians are urged to **use professional judgment at all times**. I also welcome questions and feedback about situations that may not appear to be served by CREW and your best practices.

Jeanette Larson  
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Austin, TX

## Acknowledgements

Much of *CREW: A Weeding Manual for Modern Libraries* is based on the work of Belinda Boon, a former staff member at the Texas State Library & Archives Commission, but more importantly a colleague and friend.

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Lisa McColl, Montgomery County Community College, Blue Bell, PA

Mary Stanton, Houston Public Library, Houston, TX

Michele Gorman, Public Library of Charlotte & Mecklenburg County, NC

## Before We Start the Process

Library work is an intricate mix of programs, services, and materials. It is important to recognize that weeding is but one part of the collection development process, which in turn is a part of the totality of work that we do to make the library an important part of the community. The library's collection is the most tangible part of any library's service.

The basis of the library's collection, as well as how it is developed and maintained, rests within its mission and the service priorities it has established through a formal or informal planning process. Many libraries use the Public Library Association's (PLA) planning process and, at least to some extent, subscribe to that process's concept of 'service responses.' Although the names of the service responses advanced by PLA were revised in 2007, the concepts behind those labels remain very similar to the older ones that may be more familiar to library staff. Whether the library describes one of its primary service responses as 'Get Facts Fast,' the new label, or the older 'General Information,' the materials in the collection will need to support the services and needs that go into the service priority. A library that strives to provide current reading resources and general information must have a collection that is up-to-date and easy to use.

Good library management principles begin with a planning process and an analysis of the needs of the community being served by the library. Whether you use a process like the Public Library Association's Planning for Results<sup>1</sup> or another planning process, knowing where the library is and where you want it to go is the first step in weeding. Even if you do not have a formal planning process, it is likely that you have some idea of what the community wants from the library and know what you need to do to accomplish that mission. As you make decisions about the budget, look for additional sources of funds (such as grants and gifts), and select material to add to the collection, you must also keep in mind what is already in the collection and, perhaps of equal or greater importance, what needs to be culled from the collection. As good library managers, we have a responsibility to maintain a collection that is free from outdated, obsolete, shabby, or no longer useful items. It's a little like Newton's Third Law of Motion: For every action, there is an equal and opposite reaction. For every item we put on the library shelves, we should at least be considering whether there are items that need to be removed.

Many of us work in libraries because we love books and information. We may need to overcome our own sentiments that hold us back from weeding. "In too many libraries, collection development is actually based on the book as an object. Public libraries should not be in the business of accumulating physical objects. The purpose

---

<sup>1</sup> *The New Planning for Results*,  
[http://www.elearnlibraries.com/courses/the\\_new\\_planning\\_for\\_results/index.html](http://www.elearnlibraries.com/courses/the_new_planning_for_results/index.html)

should be to provide the content that is needed and used by the public."<sup>2</sup> Even if we understand that it is the information contained within the book that is important, we may have to address concerns and excuses presented by others who insist that we hold on to every item in the collection.

However, if you look at the place of the collection within the library's mission and how a poorly maintained collection negatively impacts the ability to meet that mission, it should become clear that weeding is an important part of the process. Although they should be broadened to include all types of materials, keep in mind Ranganathan's Five Laws of Library Science<sup>3</sup>:

1. Books are for use.
2. Every reader his book.
3. Every book its reader.
4. Save the time of the reader.
5. A library is a growing organism.

### *The Cycle of Service: Where CREW Fits In*

Collection development is clearly an important part of library service. It can be easy, however, to view only one or two parts of the process, focusing only on getting materials into the collection or getting them into the hands of our patrons.

The diagram below represents the flow of both direct and indirect library services; it is circular because each process leads to the next and involves ongoing routines, procedures, and practices that continuously add to, remove from, evaluate, and adjust the collection to fit the current and future needs of the library's users and potential users.

**SA** is the **S**election (usually through reading reviews, perusing catalogs, and considering patron requests) and the **A**cquisition (ordering and paying for) of the library's materials.

**CP** is the **C**ataloging (including classification) and **P**rocessing (property stamping, bar coding, entering into the online catalog, etc.) of the same materials.

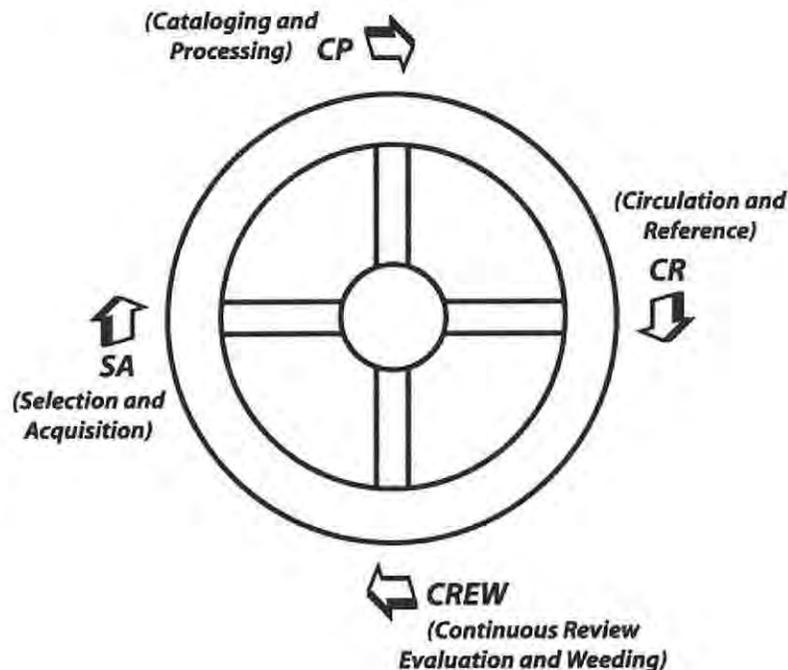
**CR** is the **C**irculation and **R**eference step, in which the prepared materials are out on the shelves being used both in-house and through borrowing by patrons and the reference staff.

---

<sup>2</sup> "Commentary on weeding". Library Administrator's Digest. Feb 1999. FindArticles.com. 13 May. 2008. [http://findarticles.com/p/articles/mi\\_qa3858/is\\_199902/ai\\_n8843523](http://findarticles.com/p/articles/mi_qa3858/is_199902/ai_n8843523)

<sup>3</sup> Ranganathan, Shiyali Ramamrita. *The Five Laws of Library Science*, Asia Pub. House, 1963.

The method called **CREW** (**C**ontinuous **R**eview, **E**valuation, and **W**eeding) integrates all the processes into one smooth, streamlined, and ongoing routine that assures that *all the necessary indirect services* are accomplished in an effective way. This method makes it easier to routinely remove outdated and unused materials from the collection while also learning where the collection has gaps or needs new items.



Immediately after entering Circulation and Reference (CR) use, the library materials enter the CREW processes of inventory and maintenance. Every item has a useful life cycle. Often a new item will be very popular at first, circulating frequently in a short period of time. Then the item may sit on the shelf, going out only occasionally. Eventually, in many cases, the item becomes worn, the information becomes outdated or is superseded by new information, or the topic or the treatment of the topic simply is no longer of interest to many users. When, through evaluation and the intentional process of weeding, the librarian discovers that the material's useful life is over, the item is retired by removal from the collection. Meanwhile, CREW is generating information on the current strengths, weaknesses, gaps, and saturation points of the collection that the librarian can use for another round of Selection and Acquisition (SA).

At each step, the library professional uses special knowledge of library science and library materials, as well as information about the particular community being served, to meet the needs and demands of the library's users and potential users. CREW is a vital part of good library service. A library that does not evaluate, weed, or discard is like a cart wheel with a fourth of its rim missing (see illustration above). Is your library having a rough ride on such a broken wheel!? CREW to get back on track!

## Why Weed? Why CREW?

Why are these CREW functions so vital for a dynamic, useful community library? Don't many community libraries do just fine without weeding? Isn't CREW simply a fancy name for throwing away books and impeding a library's growth? Aren't we censoring when we throw out books that someone might want to read? What if we make a mistake?

If you are asking these questions, you are not the first librarian to do so. CREW addresses these concerns and others but let us focus first on the benefits that are derived when you have a well-weeded collection.

### *The Six Benefits of Weeding*

There are six major benefits of weeding the collection.

1. **YOU SAVE SPACE.** Shelf space costs money in a variety of ways, not the least of which is the actual cost to buy additional shelving to house more and more materials. A well-maintained collection saves the cost of dusting books that no one is using and of shifting materials to make room for more items. Patrons lose patience trying to find items that are crammed onto overcrowded shelves. The library staff will not need to fill the bottom shelves or pile books on top of the stacks, and the library will be more attractive and easier to use. Good practice says that shelves should never be more than 85% full (and 75% is even better). In addition, retaining unused material takes up shelf space that could be used to display recent items. The online catalog uses database space that may precipitate the need for more computer memory. Not having to add more shelving ranges may even allow the library to provide, or retain, space for tables and chairs for in-house study or for additional computers. Weeding allows you to maintain the open, friendly appearance that is the hallmark of a good community library.
2. **YOU SAVE THE TIME** of patrons, staff, and best of all, yourself. Shelves crowded with ragged books with illegible markings cost time. Patrons looking for a particular book have to sort through items that are clearly not of use or that they don't want to touch. Staff trying to shelve returned items has to shift and reshelf books to make space. The librarian trying to use the collection for reference or reader's advisory services must peruse outdated items to find the correct, current information. An excess of citations from the online catalog that lead to outdated or unusable materials slows searching and frustrates users. Library housekeeping, from dusting to shifting sections, is impeded and made more backbreaking by an overload of useless books and other materials.
3. **YOU MAKE THE COLLECTION MORE APPEALING** by replacing ragged, smudged books and unattractive rebinds with attractive new books. Even perennial favorites and classics benefit from being replaced by clean copies with updated covers. Circulation can be increased by simply making the shelves look more attractive and user-friendly, even if there are actually fewer

books. It is better to have fresh air and empty space on the shelves than to have musty old books that discourage investigation. Many libraries report that patrons assumed they had purchased a lot of new books when all that was done was to weed vigorously.

4. **YOU WILL ENHANCE YOUR LIBRARY'S REPUTATION** for reliability and currency and build public trust. Patrons expect that library materials are selected by experts and that the information is up-to-date and reliable. For many users, especially younger people, the mere fact that a book is in the library lends authority to it. A section of astronomy books that include many pre-Hubble space exploration books or books that include Pluto as a planet create a credibility gap of astronomical dimensions! Nothing will discourage a student as much as writing a paper based on research performed with library materials that provided obsolete or erroneous information. The public counts on the library providing accurate information. Patrons quickly decide that the library has 'nothing' of value if they sort through a lot of outdated material.
5. **YOU WILL KEEP UP WITH COLLECTION NEEDS** because the CREW method provides a **CONTINUOUS CHECK** on the need for mending or binding, alerts the library staff to lost or stolen books in need of replacement, and guarantees a more accurate volume count. This process also allows for both on-going weeding, where shabby items, superseded items, or unused items can be removed almost without effort, and scheduled weeding where you look at specific areas of the collection on a regular basis. Library staff that weed continuously have greater knowledge of the collection.
6. **YOU HAVE CONSTANT FEEDBACK ON THE COLLECTION'S STRENGTHS AND WEAKNESSES.** This information can be helpful when soliciting donations and making decisions about purchases. For example, knowing that the business books are out-of-date, the librarian can approach an organized group or an individual and request specific assistance in building an area of special interest and usefulness to them. CREW keeps the present shape of the collection clearly in mind and helps in planning future directions for it. CREW helps the librarian see the cohesion of every task performed in the library and the purpose of every task in relation to the patrons and the collection.

These advantages of weeding, and in particular of using CREW, point out the truth of the old adage: Less is more!

### *How Much Do I Weed and When?*

The CREW method calls for systematic and continuous weeding of the collection, but what do these terms mean? Staff may think that it is not possible to weed a little bit every day, but in fact with a little practice, that is exactly what we can do. If staff and volunteers are trained to look for shabby and outdated items, these materials can be pulled for review by the appropriate person on a weekly basis. Reports can be generated from the online catalog on a quarterly basis to identify items that are 'shelf

sitters' and haven't circulated within a reasonable period of time. Volunteers can do a lot even if they only spend an hour a week looking for these items, as well as identifying duplicates that may no longer be needed. Monthly targets should be established for looking at specific areas of the collection and *intentionally* weeding a small area.

It's not enough to weed every couple of years or only when space is getting tight. A vital, viable library collection is reviewed on an on-going basis. *Texas Public Library Standards*<sup>4</sup> includes goals for collection age and frequency of weeding the entire collection. Regardless of size, the entire collection should be reviewed and weeded if necessary, at least once every five years.

But how much is enough? Can we weed too much? That is a question that has to be answered locally. In general, you should weed about the same amount as you are adding to the collection unless you are in a developing mode, such as when a library first opens or has expanded. Your available shelf space establishes the upper parameter of the collection size and every item in the collection should be useful to the community being served. Once the collection has matured, it will remain fairly stable until something changes—such as adding on to the building.

A rule of thumb held by many library professionals is that about 5% of the collection be weeded every year.<sup>5</sup> This allows for turnover of the collection every twenty years. While this doesn't literally mean that no book that exists in the collection in the year 2000 will still be there in 2020, even classic literature and perennially useful materials will generally become worn and tattered after twenty years of use and need to be replaced with a fresh copy. More important than raw numbers, however, is the librarian's commitment to making weeding part of the regular duties and responsibilities that are addressed every week.

### *Before You Weed*

Materials selection and deselection are similar activities. First, they are both necessary parts in an effective collection development program; and second, both require the same type of decision-making criteria. The same factors that lead to the decision to add an item can also lead to a decision to remove that item sometime later.

Before implementing any kind of weeding plan, carefully evaluate the library's collection development policy and goals for the collection. If you don't have a collection development policy or it is outdated and has not been reviewed in recent memory, now is the time to rectify that situation. Goals are based on the roles that the library plays in the community and the service responses or priorities that have been selected for the library. Although the mission of the library may remain constant over a long period, the goals may change from time to time. The mission, goals, and

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<sup>4</sup> Texas Library Association. *Texas Public Library Standards*, 2004.  
<http://www.tsl.state.tx.us/plstandards/>

<sup>5</sup> Slote, Stanley J. *Weeding Library Collections*. Libraries Unlimited, 1997. p. 14.

selection policy help to determine the weeding policy. With these factors in mind, a collection-centered evaluation will give a better idea of what the collection consists of and identify specific classes of materials that offer likely candidates for weeding.

The collection development policy (also sometimes called the materials selection policy) should provide criteria to follow for depth, coverage, and selection of the overall collection. The scope of the policy should be broad enough to include all of the materials in the collection and may include subsections, such as reference, nonprint, juvenile, large print, and adult. The policy should specify how gifts will be handled and indicate when and how to retire outdated materials. It should also list appropriate means of disposal. When developing or revising a collection development policy, keep in mind that the individual needs of the library and its users must be considered in making all policy decisions. While it is appropriate to review collection development policies developed for other libraries, it is not acceptable to simply adopt another library's policy as your own. A quick Internet search will provide many examples and books, including *The Public Library Policy Writer: a Guidebook with Model Policies on CD-ROM* by Jeanette Larson and Herman L. Totten, offer assistance in the development of a collection development policy.

### *Criteria for Weeding*

Several factors must be considered during the weeding process. These factors include:

- The library's selected service responses and resultant goals
- The needs and demands of the library's community of users
- The availability of more suitable material
- The ability of the budget to provide funds to purchase more satisfactory items
- The relationship of a particular item to others on that subject
- Cooperative agreements with other libraries and the ability for patrons to use other libraries in the area
- The degree to which the library serves as an archive or local history center
- The possible future usefulness of a particular item
- The availability of more current information on the Internet
- The ability of the library to borrow the item through interlibrary loan

During the weeding process, you may also wish to check the library's holdings against any centralized databases (union catalogs) to which the library belongs. It may be easier to weed titles that are not circulating if they can be easily obtained from another library through interlibrary loan. Also, consult standard bibliographic aids when evaluating the quality of a particular item if you are uncertain about its value to your collection. See the Bibliography for a list of standard collection aids, as well as subject specific guides that may help you make decisions.

## *What to Weed: General Guidelines*

More detail will be offered about weeding specific areas of the collection, types of materials, and Dewey areas later in this manual, but some general guidelines pertain to the entire collection. Some criteria are objective, but most include some degree of subjectivity that will require the professional knowledge of the librarian in making the final decision about a particular item. Keep in mind that these criteria can be used as a 'rule of thumb,' but for some criteria, recent use may be an important factor in deciding to retain an item that you might otherwise remove from the collection. If the item is outdated or contains erroneous information, weed the item and replace it with a newer title on the same subject.

For all items, consider the following problem categories and related issues:

### ***Poor Content:***

- **Outdated and obsolete information** (especially on subjects that change quickly or require absolute currency, such as computers, law, science, space, health and medicine, technology, travel)
- **Trivial subject matter**, including topics that are no longer of interest or that were dealt with superficially due to their popularity at a specific point in time, as well as titles related to outdated popular culture
- **Mediocre writing style**, especially material that was written quickly to meet popular interest that has passed
- **Inaccurate or false information**, including outdated information and sources that have been superseded by new titles or editions
- **Unused sets of books** (although you may keep specific volumes if they meet local needs and are used)
- **Repetitious series**, especially series that are no longer popular or that were published to meet a popular demand that no longer exists
- **Superseded editions** (in general, it is unnecessary to keep more than one previous edition, discarding as new editions are added)
- **Resources that are not on standard lists** or that were never reviewed in standard review sources
- **Material that contains biased, racist, or sexist terminology or views**
- **Unneeded duplicates**, especially if they are worn or tattered
- **Self-published or small press materials that are not circulating**, especially if they were added as gifts

### ***Materials/Books of Poor Appearance:***

- **Worn out, ragged items**
- **Poorly bound or poorly printed editions**
- **Rebound editions that are worn and shabby or have torn pages**

- **Items that are dirty, shabby, warped, bug infested, or otherwise marked up, mutilated, or ‘edited’ by patrons**
- **Books with very small print or poor quality pictures**
- **Scratched CDs or DVDs, brittle film or magnetic tape (in the case of video and audiocassettes)**
- **Media that is beaten up from wear or has broken or missing parts**
- **Books with yellowed, brittle, torn, taped, or missing pages**
- **Books with dust jackets or cover art that is dated, especially on children’s and young adult books**

#### ***Unused Materials:***

- **Items that have not circulated within the past 3-5 years** and not actually used for reference or in-house research
- **Duplicate copies** that are no longer needed, regardless of condition
- **Periodicals that are not indexed**
- **Periodicals that are available** in full-text databases
- **Unused volumes** in sets or series
- **Unneeded titles** in subject areas that are less frequently used
- **Materials on the ‘hot topics’ that were popular more than five years ago**
- **More books than are needed** on any single subject
- **Formats that are no longer popular** in your community, especially if the technology needed to use the format is no longer owned by people in the community
- **Material that is no longer important** to the collection because of changes in local demographics, school curricula, or other factors

#### ***Checklist of Weeding Factors***

For all materials, consider:

- **Date**—when was the item published? When was it added to the collection?
- **Author**—is the author still read or likely to be read in the future? Is the book a lesser work?
- **Publisher**—was the book self-published or published by an ‘instant’ press that may not have taken care in editing and printing?
- **Physical condition**—are there any factors that make the item unattractive?
- **Additional copies**—are more copies available that may be in better condition?
- **Other books on the same subject in the collection**—if this book is discarded, what else is available?

- **Expense of replacement**—can the item be replaced? Was this an expensive item that might benefit from rebinding or refurbishing rather than replacement?
- **Shelf-time**—how long has the item sat on the shelf without circulating?
- **Relevance of the subject to the community**—is the material of interest to anyone in the community?

***For juvenile and young adult materials, also consider:***

- **Format**—paperbacks are preferred by many young adults; board books get a lot of wear in tiny hands.
- **Reading level**—is the level too high or too easy for young patrons who would be interested in the item?
- **Current interest in the subject matter**—are young people interested in the subject? Is the treatment of the subject engaging?
- **Visual appeal**—are the illustrations in color? Are photographs clear? Is the layout of the book open (white space) and inviting?
- **Jacket art (contemporary vs. outmoded)**—does the book look like something your great-grandmother read?
- **Use in school curricula**—are books available for the grade level where the subject is studied? Are teachers assigning specific titles?

***For periodicals, consider:***

- **Current use**—few periodicals are used five years after the publication date
- **Interest in circulating older issues**—does the library permit older issues to be borrowed? Does the community want to borrow older issues?
- **Indexing available**—is the periodical included in standard indexes?
- **Full-text availability in online databases**—will patrons find the articles needed for research in the library’s online databases?
- **Space available**—does the library have space to store older issues that are not used on a regular basis?

Retain local history except when the item is shabby and beyond repair. Retain writings by local authors during their lifetime and materials with local settings unless they have not circulated within the previous five years (or if a major milestone celebration is coming up that would allow for these items to be put in the spotlight).

Sets and series often have one or two volumes of special merit or that are regularly used even when other volumes are not. Retain these volumes even though the rest of the set is discarded. Some older reference volumes, such as quotation books, should be kept unless they are in poor condition, because later editions augment rather than supersede prior editions.

It is a good idea to include in the selection policy a list of items that should not be weeded without careful consideration and deliberation (e.g., genealogy, local authors,

Caldecott and Newbery Book Award prize winners, etc.). Except in very special situations, usually related more to public relations than to collection development, there are very few books or other items that should be retained if not used by library patrons.

If you can't bear to let go of a beautiful book that is in good condition, consider whether it is classified properly. Browsers might be missing an item because it is in the wrong Dewey area. Perhaps the subject headings are not correct so it is not being found during catalog searches. It is perfectly acceptable to recatalog a book to make it more accessible to patrons.

Remember that **guidelines are not intended to act as a substitute for professional judgment calls and common sense**. For example, a sixty-year-old National Book Award Prize winner that has not circulated in more than ten years is simply taking up valuable space and should be discarded even though the library policy may encourage the retention of books that have won awards. (It will be available through ILL if someone wants it, or it will be released in a new paperback edition if Oprah or some other book club discovers it or it is made into a movie.)

## Beginning the Process

It is by far easier to add materials to the collection than to withdraw them. Every librarian can imagine a potential use for the items selected for inclusion; otherwise we wouldn't buy them. Because we can imagine users, even potential ones, it can be difficult to discard an item that is outdated or hasn't been used in recent memory.

Even though they may recognize the necessity for weeding, many librarians are uneasy about actually doing it because the weeding process seems unstructured, subjective, and even a little arbitrary—all factors which cause them to procrastinate indefinitely or to weed sporadically or indecisively. It is, of course, also difficult to find time to do everything we need to do in a day; therefore, it is easy to put off weeding while we focus on adding materials to the collection, sorting through gifts, or helping patrons find materials. To help structure the weeding process, and to help librarians and library staff feel more confident doing it, the process can be broken down into manageable steps.

The actual methodology of CREW is intentionally simple. The original procedures established in the first edition have been streamlined through field tests and careful discussions of actual situations in real community libraries. Top priority in a community library is appropriately focused on direct service with a human touch. To cut the time and effort required for indirect services, such as weeding, the CREW method has been streamlined into ten steps, in four time groups, with allowance for stopping this work to attend to patrons and administrative tasks. As you will see, the first step need only be done once, at the beginning of the process (although all library policies are subject to revision when necessary); the other nine steps form an ongoing process that may be continued forever.

### *Weeding Responsibility*

One frequently asked question is: Should weeding be done only by the head librarian, or may it properly be delegated to other staff? A good rule of thumb is if staff is not taking part in selection of materials - then they should not make a final weeding decision. The primary responsibility in any library must be the purview of staff members who can consider the collection and the library needs from both a broad and long-range perspective. These staff members have developed expertise through many regularly scheduled hours working with and thinking about the collection; they are committed to the principles of library management in accordance with the collection development policy and goals of the library. Rules can be used to help cull materials for consideration, but effective weeding requires using good professional judgment. For example, the rule may state that all children's picture books that have not circulated at least once in the past year will be considered for weeding. However, the children's librarian must still evaluate those books to ensure that materials used for storytimes or in-house programs are not unintentionally withdrawn from the collection.

The librarian should never delegate the weeding *evaluation* function to a volunteer, although volunteers may certainly pull worn and damaged books to be considered for

weeding. It may also be helpful to develop guidelines for volunteers and support staff to follow while shelving so they may pull potential weeds from the shelving cart. In addition to checking publication and circulation dates, volunteers and clerical staff may also pull from the stacks (1) any book with a copy number greater than two, if more than two copies are on the shelf; (2) any book superseded by more than one later edition—again, only if the later editions are on the shelf; and (3) any books in ragged or poor condition that may be candidates for mending, binding, or withdrawal. Several librarians have, in fact, suggested that volunteers and aides can help by pulling books based on a technical processing factor that provides a date for the book. For example, if the library switched from using Cutter numbers<sup>6</sup> to using the first three letters of the author's name on spine labels in 1999, you can ask a volunteer or aide to pull all books that still have Cutter numbers on the spine label. The type of barcode used or the shape of the barcode may also indicate books that were in the collection as of a specific year. The items will still need to be reviewed by the librarian before a final decision is made, but quickly identifying books that are ten years old is a big help.

The librarian may also wish to recruit the talents of local experts for particular subject areas (e.g., high school English teachers or college instructors can evaluate the literature section, while area math and science teachers can assess the value of items in those parts of the collection) or languages (e.g., a Spanish-language instructor can help you assess the quality of translations or the relevancy of the Spanish to your community's readers). Be sure to orient these local experts about the library's mission before they start. Small and medium-sized public libraries are *not* research libraries that need to retain material for historical research.

Team weeding, where several librarians from one area join forces to cull each other's collections, is also an effective method of separating the wheat from the chaff in library holdings. Similar to the old-fashioned barn raising, this can be an invigorating and quick way to weed where many hands (and minds) make the work go faster. In each case, the final weeding decision is left to the professional judgment of the resident librarian.

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<sup>6</sup> A Cutter number is an alphanumeric method for representing the author's name by using one or more letters from the last name followed by one or more numerals that also represent part of the author's name. This combination of letters and numbers follows the Dewey Decimal classification number to achieve alpha-numeric organization of materials. The numbers come from a table developed by Charles Cutter. Because of the extra step needed in processing, many public libraries have dropped this system in favor of simply using the first three letters of the author's last name.

## CREW in Ten Steps

### **Step One**

*Make weeding a part of policy.* Policies define actions and decisions. They also help staff deal with issues that will arise during the course of doing business. Policies are best discussed and set in place before problems occur. A weeding policy should be part of the standard policies for every public library. All policies should be approved by the library's board (whether it is a governing board or advisory board) and by the library's governing authority (if that authority is not a governing board). The approval of a written weeding and discarding policy is a powerful and necessary defense against possible controversy. If a selection policy (a highly recommended item) already exists, the weeding policy could form an amendment or appendix to it or it may be written as a separate policy statement. Policy development also allows for discussion of issues related to weeding library materials.

Check for legal regulations that may impact how discarded materials are handled. Some town charters or city codes contain rules about disposal of public property, including library materials. If a selection policy does not already exist, take the time to develop one and have it approved by the library board, city council, or other governing body. See Bibliography – Further Readings for books on issues related to the development of these policies, and many examples are also available online. While a policy from another library may serve as a model or template for your library's policy, you must still carefully consider the issues and develop a policy to meet your library's needs and fit your community.

As part of the materials selection policy, a gift policy should be established that allows the library director to accept, decline, and dispose of gift books and other items according to the collection development needs of the library. In addition to helping the library make decisions about which donated items to add to the collection, a good gift policy stipulates that items received as gifts are subject to the same decisions as items purchased with library funds. This avoids hard feelings when a donated book is later weeded.

Library staff is not usually qualified to appraise items and should not set values for tax purposes. A sentence stating that the library will not make any attempt to appraise values of donated materials for tax purposes may also be included in the gift policy. For guidance, refer patrons to the Internal Revenue Service (IRS) Publication 561, *Determining the Value of Donated Property*, <http://www.irs.ustreas.gov/pub/irs-pdf/p561.pdf> and also the online guide from the ACRL Rare Books and Manuscripts Section of the American Library Association, *Your Old Books*, <http://www.rbms.info/yob.shtml> which lists resources for the evaluation and appraisal of books, questions and answers on what makes a book rare, and suggested organizations that welcome book donations.

The Fair Market Value (FMV) of an item may be taken as a tax deduction, but it is up to the donor to establish that value. An old book is not necessarily a valuable book, and if it were a valuable, rare book, it probably doesn't belong in the library

collection. IRS rules now also stipulate that household goods must be 'in good used condition or better' in order to take a deduction. Therefore, some libraries now decline to accept, or at least to give a receipt for, old moldy books that will most likely be immediately discarded.

Following are sample statements that can be added to the library's selection policy regarding acceptance of gift books and weeding:

**WEEDING:** Materials that no longer meet the stated objectives of the library (including items that have become damaged or obsolete) will be systematically withdrawn according to the accepted professional practices described in the publication, *CREW: A Weeding Manual for Modern Libraries*. Disposal of withdrawn library materials will be at the discretion of the library director, subject to all relevant provisions of the Charter of the Town of \_\_\_\_\_ and the statutes of the State of Texas.

**DONATIONS:** The \_\_\_\_\_ Library is pleased to accept gifts and/or memorial gifts from patrons. Gifts are gratefully and willingly accepted as long as no restriction is placed upon their use and disposition. Acceptance of gifts (of books and other library materials) will be determined by the library director on the basis of their suitability to the library's purposes and needs in accordance with the library's stated materials selection policy. Use of all gift materials will be determined by the library director or a designated agent. The library has the right to discard any gifts that are in poor physical condition (e.g. brittle paper, water or mildew damage, torn and/or missing pages). Values will not be placed on donated items for income tax purposes but receipts will be provided for items in good or better condition.

## **Step Two**

*Gather usage statistics of your library's collection.* Reports allow you to analyze and document areas of greatest usage and most need. This can be very helpful when setting budgets or looking for grant funds. If you know that the books on health and fitness circulate an average of four times per year, you know that you will need to update and replace titles more frequently than you will for another area with materials that only circulate an average of once a year.

Your circulation statistics should break down borrowing usage by classification of topic areas as well as by types and levels of materials. For example, you should be able to run a report that tells you which juvenile fiction books have not circulated in the past year. Many circulation systems also allow you to limit your query to only books that have been added to the collection prior to a certain date so that you don't generate a list of new books that have not had time to circulate. If you are not sure what reports are available from your integrated library system (ILS), check with the vendor. You may be surprised at the depth and breadth of information that is readily available to you.

Statistics on reference collection use and data on types of questions being asked in your community should also be kept on an ongoing basis or gathered through regular sampling. It is also good practice to regularly sample in-house use of materials to gather data on items that may never be checked out, although they are used in the library.

### **Step Three**

*Build weeding into the year's work calendar.* Set priorities and schedule the time when you will weed the collection. Those specific areas of the collection that are most in need of weeding or those that will be handled for a specific reason, such as barcoding or relocating, should be weeded first.

In a perfect world, one CREWing of an entire collection would take approximately a year, although the first, most thorough CREWing may well take longer, especially if the collection is older and has not been weeded in years. That does not mean that you physically handle every book in that year, but some thought is given to each area and, at the very least, older, worn books are removed. Some standards, including *Texas Public Library Standards, 2004*, recommend a thorough weeding every three to five years.

Allow plenty of time for the CREWing. If done in a careful manner, weeding can be a slow process requiring thought and judgment. If there is a peak season for one type of book (e.g., the 500's are heavily used just before the school science fair is held), schedule that section well before or well after that time to make the inventory more accurate. While it would be ideal to do the weeding during slack hours and slow seasons when there will be minimal distractions, in reality, few libraries experience these times. The librarian who is waiting for a slow period to weed will be waiting a very long time. Setting aside specific times to weed makes it part of your routine. Scheduling tasks also allows you to use volunteers and aides to help.

### **Step Four**

*Gather the following materials on a book truck at the shelves to be analyzed:*

- A computer printout of the section being reviewed
- A blank note pad and sticky notes (like Post-It Notes™)
- A pen and/or colored pencils
- A shelf marker
- This manual (or a copy of the *Overview Chart of CREW Formulas* found in Appendix)
- An empty book cart
- Supply of disposal slips (see Appendix)

Ideally, before working on a specific section, shelves should be read to ensure proper item order. You may also want to schedule volunteers to cull shabby books and extra multiple copies. This will make the process easier and more accurate and reduce the urge to reshelve misplaced items or get distracted from weeding.

## **Step Five**

*Study the area you will be weeding as a whole.* Examine each item in turn, checking for physical condition, last circulation date, copyright date, and appropriateness for your collection. Allow time for breaks to stay alert. Do not do so much at one time that you lose concentration and good judgment. Refer to the CREW Guidelines by Dewey Class in this manual, to learn general subject considerations. Do feel free to alter the formulas to fit your particular needs, using your experience and knowledge of your community. Take the time to record any guideline alterations in the margins of this manual to maintain local consistency.

If you are uncertain about your decision, check the library's holdings, any union catalogs to which the library belongs, and bibliographic aids (see Bibliography). Remember that some subjects are classified in other Dewey areas. If you are undecided about a marginal title, also check the holdings of other branches or nearby libraries. If it is readily available elsewhere, you can feel more secure about your decision to discard it.

Place a Post-it Note™ on those books needing attention or discard (marking the category of handling needed), and reshelve the books that are fine 'as is.' If you stop the work temporarily, mark the stopping point with the shelf marker and mark the last entry on the printout. As a double check, you may want to note the call number of the last book on your pad. You may also wish to make notes as you proceed for displays, booklists, or locally prepared indexes (e.g., an index to short story anthologies owned by the library).

## **Step Six**

*Inventory the library's holdings.* While you are weeding, you may also choose to take inventory. When examining a book for weeding, make a check mark with a colored pencil on the verso of its title page or in any consistent spot unlikely to be noticed and erased by patrons (for example, the upper right hand corner of the title page). Make a corresponding mark on the printout for that book next to the barcode number for that copy or in a column you have added for this purpose (see CREWing with Computers for additional information).

Do not consider books that are not physically on hand, unless you have included loaned items in your print out (in which case the books that are on loan, but not overdue, can be inventoried with other titles in the area on which you are working). If a book is not on loan and is not on the shelf, highlight that item for further searching at a later time. If the item is not checked out and cannot be located within a reasonable period of time, consider it to be lost or stolen and withdraw it from the collection.

In all other cases, mark all books returned after you have weeded an area, or that are located at a later time, that lack the appropriate inventory check on their title page versos and their printout entries prior to placing them back on the open shelf. Any book still unchecked on the printout six months after that area has been inventoried may safely be presumed lost or stolen, unless you know it to be at the bindery or long

overdue and in the process of being retrieved. To ensure an accurate collection count, mark these books 'missing' and delete the entry from the online catalog.

### Step Seven

Check the pulled books against any standard indexes and bibliographic resources in the library's reference collection or in databases available to patrons. If you are unsure about discarding a book or replacing it if shabby, this process will alert you to an item that might be used a lot by the reference staff. If paper indexes owned by the library, like *Short Story Index*, will continually be directing patrons and staff to the book you are considering discarding, its inclusion in the index might suggest exemption from the general rules of weeding. If the book is physically worn, then replacement, repair, or a change to non-circulating status may be warranted.

Check online databases to see if the title you are considering for discard is indexed there. Especially for poetry and literary criticism, works that are available online in full-text may make it easier to discard a book. However, keep in mind that even though some databases include full-text entries for poetry, short stories, etc., patrons may still want to borrow print copies of indexed material to browse and use at home. Even if the library subscribes to the electronic version of *Short Story Index* and the retrospective index, which includes full-text for more than 4,000 stories, consider keeping the collections that contain the original text unless the book is in such poor condition that it cannot be saved or is of minimal interest to your community.

Volunteers, interns, and clerical staff can help with this part of the weeding process. If the title is not in the index or bibliographic aid then it can continue through the discard process. If the title is included, then the librarian or a designated staff person would need to make the final decision.

In addition, standard indexes will often include lists of possible new titles to purchase. Often, these lists are available at the website of the index's publisher. For example, H.W. Wilson lists the dozen or so titles selected for inclusion in the January 2008 update of *Short Story Index*.

### Step Eight

<b>Disposal Slip</b>	
Book Title or Call Number: _____	
<input type="checkbox"/> Bindery	<input type="checkbox"/> Discard
<input type="checkbox"/> Mend/Preserve	<input type="checkbox"/> Book Sale
<input type="checkbox"/> Promote	<input type="checkbox"/> Replacement/New Edition
<input type="checkbox"/> Donate to: _____	
<input type="checkbox"/> Sent To: _____	
<input type="checkbox"/> Check Database for other locations of this title: _____	
Other locations of this title: _____	
Title to replace this volume: _____	
Authorizing Agent: _____	

Treat the books according to their slips.

1. **Bindery:** Prepare bindery forms for books needing binding and store them for periodic bindery pickup or mailout. We'll discuss binding later, but in general, use this option very sparingly.
2. **Mending:** Do the required mending or put the books aside for a clerk or volunteer to mend. Be conservative about mending. If mending takes more than about 10 minutes, consider replacing the item with a newer copy. Be careful about mending outdated items. While a new Mylar jacket can give new life to a shabby cover, no one wants to read a book that is filled with tape and glue.
3. **Discard:** Process the discards by removing or marking through all labels or stamps identifying the library; removing copy information from the online catalog; and, tearing off book pockets, old circulation cards and barcodes, stamping an appropriate designation such as 'discard,' 'withdrawn' or 'obsolete' on the inside of the front and back covers. Put the discards aside for the booksale, store them for an annual sale or donation to another library, or box them for garbage pickup or the pulp dealer. Remember to remove or cover any barcodes or identifying marks before disposing of any materials to prevent their being returned to the library by misguided but goodhearted souls who, for instance, may have bought them at a garage sale.
4. **Replacement:** Place aside for careful consideration each book needing replacement by a new copy, new edition, or better title on the same subject.
5. **Recycling:** The library should already be a scheduled stop on any recycling pickup program for newspapers, periodicals, and other recyclable materials. If recycling a much larger amount of material than usual, let the service know ahead of time so they can plan for the extra room needed in their pickup vehicle. Use volunteers to process any items that need to have covers removed, plastic coils stripped off, etc., before recycling. Keep in mind that books may not be accepted by local recyclers unless the covers are removed. You may need to arrange for a specialty company to pick them up. Also consider recycling by allowing patrons to scavenge discards that would otherwise be placed in the trash. (See also, What to do with Weeded Books: Types of Disposal.)

### **Step Nine**

*Replacement checking and ordering.* At the conclusion of your work in a specific area, select and order replacements. Compare the weeded books that were set aside for replacement with titles in recent editions of collection bibliographies and indexes for possible newer titles.

Further, if the library's collection does not contain any recommended titles in a specific area, consider using collection bibliographies to locate appropriate recommended titles, unless there is little demand for that particular subject. Standard collection bibliographies, recommended lists, indexes, databases and further readings are provided at the end of this manual.

It may also be helpful to consult lists of award-winning books such as Pulitzer Prize Books, National Book Awards, Best Books for Young Adults (ALA), Notable Books (ALA), Newbery and Caldecott award winners and honor books, Bluebonnet and Lone Star reading lists (Texas Library Association awards), and Coretta Scott King Award winners, as well as bibliographies in *Library Journal*, *School Library Journal*, and *Booklist*. For children's and young adult books, as well as classics, consult local school and college reading lists. Also consider media attention, such as Oprah's Book Club picks, for titles that may enjoy a resurgence of interest for a period of time.

Check reviews of new books for the last year. Many review sources, such as *Booklist*, can be accessed in full-text through TexShare databases.<sup>7</sup> *Books in Print* lists replacement or supplementary titles and new editions. Pencil in a star or some other symbol on the flyleaf of each book slated for replacement before reshelving it and mark 'TBR' (To Be Replaced) on the computer printout. This step will alert you to pull the book when the replacement comes in. Prepare the orders for the replacements with the note, 'Repl. (call number)' as another signal to pull the older book when the new copy is received.

### **Step Ten**

Set up displays for low circulating, high quality books that would benefit from exposure. Plan the displays to be colorful and relevant to current community concerns and interests or simply to provide an attractive and enticing display. If the book still does not circulate while on display, consider it as a candidate for trade or donation with another library or for discard due to lack of interest. Try placing displays in unexpected locations, such as near the checkout desk, where patrons might be tempted to take an extra book out or pick up a book for their child.

If done routinely every day, or even every week, this review of the collection will expand your knowledge of the library's holdings, give you a pool of possible reference sources, and prepare you for informed selection of new materials on the basis of actual usage and the real strengths and weaknesses of the collection. You may even want to coordinate selection of new science books to coincide with CREWing of the 500's. In this way, the relationship between the present collection, its use, and future directions will be strong and direct. Selection by subject grouping also makes it easier to evenly allocate purchases for each area of major demand, as opposed to random selection based on casually scanning issues of journals that carry reviews of books and nonprint materials.

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<sup>7</sup> EBSCO Academic Search Complete and MasterFILE Premier – *Booklist* Full-text; 1/1/2002 to present with a 14-day delay.

## CREWing Children's Materials

Juvenile collections are as different from adult collections as children are from adults, and require different considerations for selection and deselection. To begin with, children as patrons often require an adult 'go-between' to find what they need for research and pleasure reading. A child browsing through the nonfiction collection may be completely lost unless he or she has been shown, and understands, how to find the materials needed. Children are even less likely than their adult counterparts to note the publication date and double check facts against other sources. They are particularly susceptible to outdated or inaccurate information since they do not always have the knowledge base to distinguish it, assuming that if it's in the library, it must be both true and current. This alone makes it critical to regularly weed outdated material from the collection regardless of how recently it last circulated. Parents often pick up everything on a topic for their child to use at home and children will take a book without considering that the information may be outdated and erroneous.

Inexperienced users of the juvenile collections can be easily misled and adult criteria cannot be applied in all cases. For example, an item may have been on the shelf for well over a year, completely ignored and unused, but if a skilled librarian matches the book to the right child, it becomes both useful and valuable to the collection. This is what makes individual guidance, use in story times, displays, and book talks so important for making materials accessible: they are what cause seemingly 'dead' collections to spring to life. Many books in the children's collection continue to be popular for decades but need to be replaced because of wear and tear.

The basic guidelines of weeding can be applied to both adult and juvenile collections. Naturally, the person who selects the materials should be the person overseeing the culling of the collection and making the final weeding decisions. As in adult collections, a weeding process that strengthens the entire collection, both in appearance and content, requires the judgment of a person who knows children's literature, as well as the audience the collection serves. The review of the collection should be **continuous**, with one full cycle ideally completed annually. In evaluating the collection, standard lists and review sources should be consulted.

### *General Guidelines*

#### ***Juvenile Fiction***

Be ruthless in weeding juvenile fiction. While many titles are used for class reading assignments, most fiction is leisure reading. Popular interest is the primary criteria for this section. Weed duplicate copies of past bestsellers if interest has waned, beginning by discarding the most worn copies.

Consider discarding older fiction especially when it has not circulated in the past two or three years. Also look for books that contain stereotyping, including stereotypical images and views of people with disabilities and the elderly, or gender and racial biases.

Replace worn editions of classics and award winners only if they are still in demand and can be replaced with attractive new editions. Unless your library serves a school of education or a library school, there may be little or no demand for decades-old award winners. Discard fiction books with drab, coarse, or heavy bindings that have dull covers, especially re-binds that replaced jackets with plain or patterned covers; they will not 'sell' to young readers. Purchase library editions sparingly; the bindings may last well beyond interest in the book.

### **Young Adult Fiction**

Paperbacks are often the preferred reading format for teens. This section is almost entirely leisure reading and should be kept as current as possible. Anything older than five years should be kept only if it is circulating well; classics should be replaced with newer hardback or paperback editions.

### **Picture Books**

Picture books receive heavy use and often are discarded due to poor condition, especially smudged or dirty pages. The content should be evaluated on the merit of the stories and illustrations. Given the wide range of possibilities to choose from in today's children's literature market, there is no reason this section should be anything less than the highest quality items, although it may also include lesser quality books of temporary popularity. Books of ephemeral interest, including those that feature trademarked characters and characters from television shows, should be withdrawn as soon as the popularity wanes. Be wary of donated books with weak bindings that do not stand up to constant use and abuse. Board books and books with moveable parts will need to be replaced more frequently, the former because they are chewed on and become soiled, the latter because the flaps, folds, and pop-ups wear out and tear.

Replace worn copies of classics and perennial favorites. Remember that parents and caregivers will visit the library, lists in hand, to find books for their children. If they don't find something after checking five or six titles, they will assume that the library has 'nothing to offer.' Purchase multiple copies of very popular books and standard titles. Use resources like the New York Public Library's "100 Picture Books Everyone Should Know," <http://kids.nypl.org/reading/recommended2.cfm?ListID=61> for guidance.

### **Nonfiction**

This is the area where many collections face the most difficulty. The misguided belief that 'anything is better than nothing' has perpetuated the retention of many outdated and inaccurate nonfiction items, often to the detriment of the child. At best, providing a student with information that is no longer current can result in a lower grade on an assignment. Outdated information also provides a warped and inaccurate view of the subject and results in a lowered regard for the expertise of the librarian. Parents, teachers, and children will then question the validity of the collection. It is better to lack enough information on a topic than to have erroneous information. In fact, the

need for more current titles on a particular topic can be a powerful leverage tool to make the case for more funding. Use the same general criteria for each area that is provided in the *CREW Guidelines by Dewey Class*, being especially attentive to weeding material that has not been used in several years or has been superseded by new editions.

## *Other Considerations*

**Simplified Classics** also known as ‘abridgements,’ should be evaluated carefully. Although some may be useful for reluctant readers or adult beginning readers, they are often hackneyed, drab, and lifeless. Some exceptions include a few retellings of classics, like *Shakespeare’s Stories* and Eric Kimmel’s *The Hero Beowulf*, have received high praise and retain the spirit of the original while simplifying the text. If in doubt, check standard review sources, keeping only titles that were positively reviewed. Replace other titles with new hardcover or paperback editions of the full text.

**Series Books** may be well written and of high quality or be poorly written and without literary merit. Kids read series books for pleasure and, with guidance, often move on to better quality series and single titles. Replace low-quality series with newer editions of series favorites like the Hardy Boys, Nancy Drew, Chet Gecko, the Magic Treehouse and Junie B. Jones.

Be aware of whether the books are a series or if books are sequels or prequels to other titles. Replace missing titles in popular series if titles don’t stand alone. Check resources like Mid-Continent Public Library’s Juvenile Series and Sequels website, <http://www.mcpl.lib.mo.us/readers/series/juv/title.cfm>. Remember also that there can be series in most genres, including beginning readers and nonfiction.

**Older Titles** with shabby bindings, outdated illustrations, or torn pages should be discarded. Replace award books, such as Newbery or Caldecott, with newer editions if the books are still being read. Discard nondescript titles that were popular fifteen or so years ago in favor of newer titles with updated illustrations addressing contemporary issues.

**Older Editions** printed on thin paper with fine print or unattractive illustrations should be discarded in favor of newer titles. Old, worn classics should be replaced with new hardback or bright, attractive paperback editions. Be especially careful about keeping older titles for sentimental reasons, “But I loved that book as a child!” If children today are not reading the book, either bring it to their attention through book talks and displays or discard it.

**Geography** titles more than five years old are misleading and inaccurate and should be pulled. The older the title, the more inaccurate the content will be. Imagine how useless a title published before either of the World Wars

is to a student today working on a research paper topic from the 20th century! Although they may be interesting from an historical point of view, books on countries and states are of no value for contemporary social studies projects.

**Science, Medicine, Inventions** and other topics that change rapidly should be reviewed and updated every five years. Items more than ten years old should almost always be discarded. As in the adult collection, erroneous information about science, technology or medicine is potentially harmful to the patron who may attempt to follow instructions no longer considered safe.

**Textbooks** and material written specifically for curriculum purposes in public or private schools should be discarded, unless there is a strong demand from the community and they are updated every few years as the curriculum changes. If there is a substantial homeschooled population in the community and older textbooks are of interest to them, one alternative may be to locate textbooks in a separate section where they will be readily accessible.

Systematic CREWing of the children's collection is a necessary part of public library work, and should be done with a thorough knowledge of the collection and the literature. Children are less likely to grow up as library users and supporters if the collection holds little or nothing of interest to them or is perceived as being full of outdated stuff. When weeding is done in tandem with a strong, well-balanced book selection and purchase policy, the collection will enhance the overall library program and enrich the lives of the children and young adults it serves.

Two ideas for small libraries to keep in mind when judging the effectiveness of a juvenile collection are the 'boutique' theory and the 'bubble up' theory. A superstore-like atmosphere that offers 'everything under the sun' may be too overwhelming for young readers, especially if they have to cull through a lot of uninteresting material to find the 'good stuff.' A smaller, boutique-like selection of quality books will serve them better.

Multiple copies of high quality, popular books are more worthwhile than having single copies of many books that are not being used. It is also better to have several copies of a book like Maurice Sendak's *Where the Wild Things Are*, which is perennially popular, than to have single copies of books on monsters that no one is reading. Additionally, superior literature, like the proverbial cream, will 'bubble up' to the top, appearing on recommended book lists, award lists and the like. Libraries with limited collection development funds may prefer to wait for annual best books lists to choose blue-ribbon titles for their juvenile collections.

## CREWing The Reference Collection

In most libraries, reference service is one of the most visible expressions of the library's mission and is key to many of the roles or service priorities selected during long range planning processes. In spite of the pervasiveness of the Internet, reference service remains vital in many libraries. Patrons find that they are frustrated by the amount of material returned in an Internet search and are often unable to determine the veracity of the information. Therefore, they turn to the public library reference staff and the collection. The community being served and the parameters of the reference service offered help to define the breadth and depth of the reference collection.

Reference collections have changed dramatically in the past decade because of the prevalence of online resources. Many reference titles that were standard in the past are no longer available in print formats or are supplemented by an online subscription that comes with the print version. Many libraries find that their reference collection is shrinking rapidly; however, a good ready-reference collection continues to be a vital component of good service. Still, "the paradox of the print reference collection is that it must be close at hand and yet openly available to users."<sup>8</sup> Without intervention by the librarian, many patrons don't know about the resources available.

The reference collection is an area of the collection where observation of patron use and cooperative collection development between libraries plays a role in your weeding decisions. Having ready access to reliable resources is more important than having a lot of electronic resources available that take time to access. Indeed, older titles, especially some that may be described as 'eccentric,' may be of more value than newer titles, the Internet, or electronic databases.<sup>9</sup> Therefore, it is vital that the reference collection be viable and useful, with outdated, inaccurate resources culled to make it easier to find useful information. This will require annual or even semi-annual evaluation of the collection.

The two basic tenets of CREWing reference collections continue to hold today: the automatic deselection of older editions that have been superseded and periodic evaluation by the librarian. Following your evaluation of how the reference tools are being used, you may determine that some items should be replaced more frequently than others or that you will retain specific types of tools longer than others. For example, if you have access to an online database that includes a good almanac, you may not need to replace the paper copy every year. Even though reliable dictionaries are now available online, you may want to purchase a new hardcover dictionary every three or four years to ensure that new words are included, transferring the older edition to the circulating collection if appropriate. Some of these items that should be updated yearly, or as new editions become available, are most useful for ready

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<sup>8</sup> Lampasone, Lauren. "A Time to Weed." *Library Journal*, May 1, 2008, p. 100.

<sup>9</sup> Wickens, Andy. "The Need to Weed," *American Libraries*, November 2005, p. 41.

reference services. If in doubt, consult resources like *Recommended Reference Books for Small and Medium-Sized Libraries and Media Centers* by Shannon Graff Hysell.

It is recommended that the library have a written collection development policy for the reference collection that outlines standards for selection and depth of coverage. Be sure to include information about foreign language reference materials, as more language dictionaries and other resources are being published each year. The policy should include criteria for the removal of outdated reference sources, which may involve keeping an older edition for a specific length of time, transferring the material to the circulating collection, putting it in storage, or discarding the item. This policy should also include information about exceptions to the general guidelines. For example, local history items may be retained forever regardless of condition or recent use. Many reference titles are more expensive than other books; a good policy helps the library avoid criticism for discarding expensive items.

Library reference collections now include websites linked from the library's home page, such as directories, government resources, and other popular ready-reference tools. While there is no 'cost' for acquiring these reference tools, be sure to check them regularly and weed out the ones that no longer work or are of limited value to patrons. Check the annual Reference Supplement to *Library Journal*, issued each Fall. This Supplement includes "Subject Listings,"<sup>10</sup> a round-up of recent and forthcoming titles in various formats that might serve patrons better. Also, each spring, *Booklist* provides updated information on current, recommended world atlases and dictionaries. Within each issue is the Reference Books Bulletin section that provides reviews of new reference resources.

## *Types of Resources*

Regardless of the resources that are available electronically or via the Internet, some categories of reference resources remain important to most collections.

### ***Encyclopedias***

General comprehensive encyclopedias are quickly being replaced by online subscriptions and free encyclopedias like *Wikipedia*. Especially in smaller libraries, a set of print encyclopedias will allow multiple users to access information when all computers are in use. Generally retain at least one print encyclopedia, replacing it every five years. Texas public libraries have access to *Encyclopedia Britannica* through TexShare K-12 databases.

Subject encyclopedias, like *The Encyclopedia of Holidays and Celebrations: A Country-by-Country Guide*, should be updated when new editions become available or replaced by a similar resource every ten years.

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<sup>10</sup> "Subject Listings." In Reference 2008 Supplement to *Library Journal* v.132 no. 19 (November 15, 2007) pp. 13-58.

## **Almanacs**

Almanacs are by definition published annually and generally include information arranged in tabular format or in subject fields arranged chronologically. While it is tempting to think that the Internet might have replaced print almanacs, that is not happening, and almanacs remain a staple on the ready reference shelf. Although almanacs may contain historical information, timeliness is critical and they are rarely useful after two years. Specialization and ease of use are key factors for these ready reference tools. Generally, almanacs should be updated annually, with older editions transferred to the circulating collection and then discarded the next year.

Regional almanacs may be retained for historic research, depending on the needs of the community. With few exceptions, there is no reason to retain outdated copies of almanacs, including books like *Chase's Calendar of Events*. Exceptions to this include older editions of the *Texas Almanac*, which may be retained indefinitely since each contains unique features that are not found in succeeding volumes, and specialized almanacs like *The Old Farmer's Almanac*, if local interest warrants and they are used regularly. For example, the 1994 edition of *The Texas Almanac* includes a list of major motion pictures filmed around the state since 1970 and the 2008-2009 edition includes a history of minor league baseball in Texas. Be sure, however, that the spine label includes the year as part of the call number so that the date is obvious to users. Even this exception may not be valid as more information is being put on the Internet. Many of the history features are now provided on the Texas Almanac online at <http://www.texasalmanac.com>. If the print editions are not being used regularly, discard them or move them to the Texana or local history collection.

## **Dictionaries**

Unabridged dictionaries and general desk dictionaries should be updated regularly. Check to see if new words, usually mentioned in news articles each year, are included. For example, some of the new words included in the *Shorter Oxford English Dictionary, Sixth Edition* released in 2007, include 'carbon-neutral,' 'splitsville' and 'goody bag'.

Specialized dictionaries, such as those for abbreviations, slang, and acronyms, should be updated regularly. Older editions may be retained and added to the circulating collection, but watch to ensure that they are not sitting on the shelf unused. In general, biographical dictionaries can be retained until superseded by a newer edition. If the publisher stops publishing the print version of the dictionary, then find a more current resource. Biographical dictionaries that focus on a specific period of time can be retained indefinitely. For example, *Shapers of the Great Debate at the Constitutional Convention of 1787: a Biographical Dictionary*.

Foreign language dictionaries should be retained until a new edition is available unless they are unused. Update commonly used languages, such as Spanish and French, at least once every five years. Older editions can be moved to the circulating collection until they become shabby or cease to circulate. Be aware of changes in the needs of your community; as new ethnic groups move to town, purchase appropriate language materials.

## **Directories**

Directories are normally discarded when newer editions arrive, although several years' worth may be retained if space permits and usage warrants. Keep in mind that some directories, like *The Statesman's Yearbook*, include a subscription to the online service with the print version. This contains archival information and may allow older copies to be discarded without loss of historical data. Telephone and directory information is now online. If you have city directories and local telephone books, which are useful for genealogical research, keep indefinitely as space permits. Older editions should be housed separately from the current editions; many of these resources are also available on CD-ROM.

## **Atlases**

More maps are being made available online but good up-to-date print atlases allow patrons to peruse geographical elements or compare components of several maps. Usually revised every five years, comprehensive geographical atlases (*Oxford Atlas of the World*) should be replaced when updated. Although published in 1999, *The Times Atlas of the World* is still considered 'the pinnacle of atlases'<sup>11</sup> and should be retained until a new edition is available. Relatively inexpensive road atlases can be replaced every couple of years. Oversized atlases may require special handling to keep bindings intact.

Retrospective or historical atlases, such as *The Routledge Historical Atlas of Religion in America*, may be kept indefinitely as this information is unlikely to change, although new editions or recent publications may update interpretations of events or provide new information. Map books, including local street guides and atlases that deal with local areas and regions may be kept indefinitely. However, these are more appropriately placed in the local history collection, since patrons may not check copyright dates before using them.

## **Handbooks**

Handbooks include a wide variety of resources that pull together a compendium of information on a specific subject or technique. Designed to be easily consulted, handbooks provide quick access to information. Issues such as ease of use, indexing, and other features are frequently the decision maker in weeding questionable handbooks. Many handbooks are updated regularly, and whenever possible, the collection should include the most recent editions.

Resources that deal with health issues, such as *The Physicians' Desk Reference*, must be replaced as soon as a new edition is available. Be cautious about adding older editions to the circulating collection, as outdated information may be dangerous.

Subjects in the humanities (music, art, literature) may be retained indefinitely based on usefulness, supplemented by newer texts. Social science reference tools are

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<sup>11</sup> "World Atlas and Dictionary Roundup." *Booklist*.  
<http://www.ala.org/ala/booklist/speciallists/speciallistsandfeatures3/worldatlas.cfm>

considered outdated after ten years, by which time outmoded theories and practices are usually revised. Notable exceptions are handbooks that contain significant historical data. If local interest warrants, keep the most recent price guide for collectibles and antiques in the reference collection, moving the previous one or two editions to the circulating collection. Very rarely is there a reason to keep older price guides.

Science resources are generally outdated in five years, although texts on botany and natural history, especially those covering local areas such as *Little Big Bend: Common, Uncommon, and Rare Plants of Big Bend National Park* may be retained for longer periods. The most recent automotive repair manuals may be kept in the reference collection; older manuals should be moved to the circulating collection.

### **Indexes**

Many general and subject specific indexes are being replaced by electronic databases. Still, a few important and useful works are provided only in paper format at this time. The library may want to retain older indexes, like *Song Finder*, that index material not included in online indexes. In general, paper indexes should be kept only as long as the library retains the materials cited, unless the index will be used to assist in interlibrary loan. In most cases, researchers needing historical information will use a university or large public library. Do not keep older indexes as a fall back in case the database is cancelled! In general, if an index has not been used within the past three years, it is highly unlikely to be used in the next three years.

Older editions of *Granger's Index to Poetry* may be kept if they index out of print volumes that have been retained by the library. Others, such as *Bartlett's Familiar Quotations* may also be kept, since newer editions delete some items while adding others.

### **Legal Forms and Information**

Most libraries find that demand remains high for legal forms and sample documents in spite of the availability of materials in electronic formats. However, it is essential that these documents be up-to-date. Review annually for new editions of titles like *How to Do Your Own Divorce in Texas* (Nolo Press), titles that deal with bankruptcy and estate planning, and, of course, books on tax preparation. Older editions should be discarded as they contain too much outdated information and serve little or no purpose. If space permits and there is strong local need, keep tax preparation guides for three years to accommodate the needs of those with filing extensions, amended returns, or late filings.

## CREWing Nonprint Media

It's a given that libraries today house more than just books and periodicals. In fact, our periodical section may be decreasing in size as our media collections are increasing. Even the smallest libraries have at least a modest nonprint collection that may include some or all of the following: DVDs, videocassettes, Blu-Ray, CDs, audiocassettes, Playaways<sup>12</sup>, book and media kits, art prints, phonograph records, and computer or gaming software.

The CREW method is just as effective in keeping nonprint collections accurate, up-to-date, and attractive as it is for traditional print media. Items in nonprint collections, particularly audio and film formats may still be thought of as 'special,' or somehow more valuable than printed materials, primarily because their initial cost may be higher and the collection may be limited. Evidence of this is often seen in shorter circulation periods, higher fines for overdue media and/or restrictions on lending nonprint media to young people.

Keep in mind that the physical format of the item is less important than its usefulness as a source of information or entertainment. The availability of hardware or other technology with which to use nonprint materials is a major question to consider when weeding the nonprint collection. It is important to know your community and the saturation or dissolution of the hardware needed to use nonprint materials. Don't keep a collection of vinyl records if very few people have a turntable available for use! Many libraries provide equipment for in-house use or to check out; be sure that the community is still interested in the format so that you are not simply taking up space for a format that has dissipated. Conduct a quick survey using a tool like Survey Monkey, [www.surveymonkey.com](http://www.surveymonkey.com), or Zoomerang, [www.zoomerang.com](http://www.zoomerang.com), to determine local interest in formats.

Although the same general principles apply to weeding AV materials as those outlined previously for print materials, there are some marked differences that present challenges in the multimedia deselection process. There are still few standard lists of recommended multimedia titles by format, and those that are available quickly become dated. There are, however, some award lists that can be consulted. Only a relatively small percentage of the multimedia titles published every year are reviewed, and in some formats, there may not be any reviews available.

If the materials were selected primarily for entertainment value, weeding decisions will be based primarily on use, popularity, and wear. If withdrawal and replacement decisions will be based on content or subject coverage, rather than simply by usage and condition, then your decisions should be based on the specific goals of the collection. For example, even though they are used a lot less than other formats, Austin Public Library retains a large collection of vinyl records due to the local music industry. It can be more difficult to review nonprint items for relevance of content

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<sup>12</sup> Playaway is a self-contained digital audiobook, which requires no additional equipment for use.

and to check for wear since their formats require that someone view or listen to them. This review can also include loading software onto computers or game players. Decisions will often be made based on a visual examination, length of time the item has been in the collection, number of circulations, or a patron's complaint about the condition of an item.

One criterion to keep in mind while evaluating nonprint media for discard is that many libraries, as a regular part of their policies, will not loan or borrow audiovisual materials through interlibrary loan. Therefore, needed audiovisual materials will not always be available through this source. Other considerations are: physical condition, factual accuracy, visual and sound quality, instructional usefulness, and inappropriate or obsolete format (e.g., 16-mm film, 35mm slide sets, microfiche, Beta video). While many nonprint formats have passed from library collections, they may still be offered to the library as gifts.

## ***Common Nonprint Materials***

### ***DVDs/Other Digital Video Disc Formats***

DVDs replaced VHS videos several years ago and Blu-Ray may move to the forefront quickly. There are no real standards for the lifespan of various media. Under ideal conditions, theoretically, any medium could last forever. However, library use is not 'normal' use. Variations in the quality of playback equipment and handling can mean that some media will not hold up well with even minimal use. Each media format has its own idiosyncrasies for cleaning and handling. Library staff may, for example, be able to buff or clean away minor scratches on a DVD, but Blu-Ray discs require different handling as their hard coat can easily be buffed away, destroying the data. It is generally not worth a lot of effort to clean and repair media. Good equipment that may actually repair damage is expensive and requires a great deal of time (approximately 10-20 minutes per DVD, for example). Review Jim Scholtz's article in *Library Journal*, "To Repair or Not to Repair"<sup>13</sup> for an overview of the technology and a comparison of disc repair machines if you are considering trying to clean and repair discs.

### ***Videocassettes***

Fewer videocassettes are available for purchase and many libraries are only adding videos received as donations. Libraries struggling to maintain a collection in this rapidly disappearing format may be tempted to keep any videocassette regardless of interest, quality, or condition. Any video that has not circulated within the past year should be discarded regardless of its condition.

Although there are exceptions, it is probably not reasonable to expect that even under the best circumstances a videocassette can survive more than about 200 to 250 plays before experiencing problems from wear and tear. Some distributors use lower quality

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<sup>13</sup> Scholtz, James. "To Repair or Not to Repair." *Library Journal*, May 15, 2004, p22-25 [AudioVideo supplement]

videotape, thus reducing the price of their titles, but ensuring a shorter tape life. While many libraries rely on patrons to let them know when a videocassette has problems, it is wise to visually examine them for condition at least every 50 circulations. If you are evaluating for content, rely on patron circulation for all entertainment videos. For nonfiction or documentary videos, consider currency of the treatment of the topic; content accuracy; relevance of themes; fairness of racial, cultural, or sex role depiction; and the continuing relevance of the material within the library's overall collection development plan.

When examining the media collection to weed, break it down into smaller subject areas that can be easily evaluated. Clearly, any video that has not circulated in the past year should be considered for weeding, especially in the entertainment and feature film categories. However, travel videos and documentaries may circulate less often, and you may want to retain titles that have enduring value but are used less frequently. Keep in mind, however, that if a title hasn't circulated in two or three years, it is unlikely to be requested in the next two years.

For help in selecting replacement videos or in judging whether to keep a marginal item, refer to the *Video Round Table's Notable Videos* list at <http://www.ala.org/ala/mgrps/rts/vrt/initiatives/notablevideos/index.cfm>. The titles on this list are the best of the non-feature films (that is, they are educational, documentary, or how-to films) released during the previous and current calendar year.

### **DVDs**

In general, the same criteria can be used in evaluating DVDs. Minor scratches may not impair usage and patrons will generally let you know if there are problems. Deep scratches usually cannot be easily repaired; the time and equipment needed to effect repairs don't make sense economically for small and medium-sized public libraries.

Discard entertainment and feature film DVDs that have not circulated at least once during the past year. There is either something wrong with the unit or patrons have lost interest in the title. Nonfiction DVDs may circulate less frequently, although certainly titles like Ken Burns' *Jazz* or The Discovery Channel's *Meerkat Manor* may rival circulation of feature films. Foreign films and films in languages other than English may also have limited circulation. However, certain communities may have more of a population of non-native English speakers. Keep items in languages used in your community if interest warrants.

### **Audiocassettes**

Audiocassettes are rapidly disappearing from collections as producers are moving away from them. Music is almost impossible to find in this format and audiobook producers often charge more for audiocassettes than for compact discs. For younger children, new learners, and language courses, the format is popular because they are easier to back up and replay than other discs. If the format is still moving in your community, donations and aftermarket sellers (such as eBay) may be the only sources for acquiring items.

Content may include popular music recordings, language courses, or audiobooks and spoken word. Items in this format are somewhat fragile and easily damaged, but no more so than other formats. If a tape comes off a reel or breaks, there may be no way to repair it if the cassette casing is hermetically sealed. While many audiocassettes can be opened with small screwdrivers, it is not worth the time required to repair audiocassettes. Tape that has been mangled or twisted should be considered damaged and the cassette discarded. Although many publishers of unabridged audiobooks are no longer producing new titles in cassette format, they often will replace a damaged tape that is part of a set free of charge or for a nominal fee. Although you may not be able to replace them in audiocassette, sets with missing or defective language cassettes and manuals should be replaced if funds allow, regardless of the number of cassettes in the set or whether the entire set must be reordered. Incomplete sets may be included in an annual or ongoing booksale.

Weed music cassettes that have not circulated within the past year or two; CD is generally preferred. Weed audiobooks that have not circulated in the past two years, especially non-fiction titles that would be considered out of date in your book collection. Consider weeding abridged audiobooks, especially those that severely abridge the book, unless they are preferred by a large percentage of the community.

### **Compact Discs**

CDs are the current format of choice for musical recordings, as well as audiobooks. Ideally, the popular collection should reflect all genres, styles, time periods, composers and performers, as well as include a sampling of collections or anthologies, highlights and greatest hits. Information-based CDs should be evaluated on: physical condition, currency of information, use, and duplication of information in another format. Music CDs may be judged by their popularity with library users. Discard them once use decreases. Consider weeding audiobooks that have not circulated within the past two years, especially nonfiction titles that are outdated and would be weeded from the print collection due to copyright date (of the original book) or erroneous information.

CDs are made from the same material used to construct bulletproof windows, polycarbonate plastic. Sources disagree on the actual life span of this medium, and, of course, life span is determined by a number of factors having to do with use and care. Although they will not deteriorate appreciably if stored correctly, circulating CDs sustain damage from mishandling ranging from chips and cracks to deep scratches and warped discs. Light scratches can be polished out, but balance the time spent cleaning and attempting repairs against the replacement cost and continued usefulness of the recording. CDs are also susceptible to temperature extremes, excess humidity, and high intensity UV light. Discs should be regularly checked for signs of damage and discarded. Unabridged audiobooks are expensive; most producers will replace damaged or missing discs at no or low cost.

### **Book/CD/Tape Sets (Juvenile)**

Audiocassettes and compact discs in read-along sets are subject to the same evaluation criteria outlined in the previous sections. Since these items are popular and

incur high usage by children, cassettes, CDs and other components are often not returned with the books. Replacements for the audio portion may be available, but be sure that the accompanying book is also in good condition. If the cassette or CD is not being replaced and the book is in good condition, the book may easily be added to the existing juvenile or picture book collection. Replace companion books when they become worn if the cassette tapes and compact discs are still in good condition.

### **Video Games**

Game playing is extremely popular in many communities and many libraries offer computer or console games, including PlayStation2, Nintendo, Wii, Xbox, etc., for checkout. The major weeding decision factor frequently will have to do with platforms. Once the platform is no longer supported by the hardware companies, interest usually rapidly declines. Of course, when the games are no longer available for purchase, the library's collection may see an increase in use by those who are holding on to the older technology. Look for damaged items or those missing parts and discard them.

While there are few core collection titles, check your collection against the "Top Fifty Gaming Core Collection Titles" from *Young Adult Library Services* online at [http://wikis.ala.org/yalsa/index.php/Gaming\\_Lists\\_&\\_Activities#](http://wikis.ala.org/yalsa/index.php/Gaming_Lists_&_Activities#), for a list of popular games that are available for various platforms.

## **Less Common Nonprint Formats**

### **Computer Software**

Because of licensing and format considerations, fewer libraries have a circulating computer software collection. From the standpoint of physical limitations, such as problems caused by exposure to magnetic fields, circulating computer software is not as problematic as it was in the past. The physical limitations of floppy disks are not there with CD-ROMS. However, the software is still subject to damage and there are the labor-intensive chores of checking each returned item for damage. Much of the current software actually involves the purchase of a license and there is nothing, per se, to circulate. Many of the programs require permanent installation on the users' computers or will only run on hard disks. Licensing agreements prohibit multiple installations running at the same time. Be careful about adding outdated software received through donations to the collection. Discard when items are damaged or when they have not circulated within the past year, as this is an indication of lack of need or interest.

### **Art Prints**

Art reproductions are less prevalent now than in the past and many libraries have phased out their collections. Any prints that have not circulated in the past year should be weeded. Prints that are faded, scratched, warped, or otherwise shabby should be weeded, along with those that have worn or separating frames, or mats that are soiled or water stained. In some situations, this may mean eliminating an entire circulating collection. At times, art prints may find new homes in other libraries, or be sold in an annual book sale.

### ***Phonograph Records***

Few libraries are purchasing vinyl phonograph records any longer. Indeed, they are nearly impossible to purchase except through second hand markets. In late 2007 Amazon.com launched a separate vinyl record section to handle newly produced recordings. As counter-intuitive as it seems to be, vinyl may make a comeback.<sup>14</sup> Also, some libraries have maintained archival collections or special interest collections due to local demand or for music purists. Easily warped and scratched, records should be discarded if damaged. Except for rare examples of local performers, discard any records that have not circulated within the past two years.

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<sup>14</sup> Van Buskirk, Eliot. "Vinyl May Be Final Nail in CD's Coffin," *Wired* 10/29/07, [http://www.wired.com/entertainment/music/commentary/listeningpost/2007/10/listeningpost\\_1029](http://www.wired.com/entertainment/music/commentary/listeningpost/2007/10/listeningpost_1029)

## CREWing with Computers

Almost all libraries are now fully automated and the online circulation system can provide wonderful reports that are very beneficial in weeding the collection. Lists of library holdings in specific Dewey areas can be produced that show:

- The latest checkout date for items currently being circulated
- The date each item was added to the collection (accession date)
- Previous checkout dates for items not currently circulating
- Other items the library owns with that call number

Depending on your OPAC system, you may be able to determine how many times the item circulated during a specific time period and the copyright dates for each volume in the collection. Running a report of all books in a specific classification area that have copyright dates before a specified year can make it easier to weed parts of the collection that change rapidly (such as computer technology). A 'dusty books' report lets you easily find shelf sitters, although you must still make a determination about whether the item is used in-house. This type of report also allows you to more quickly see if items in a set or series are missing (which might account for lack of use). Books that haven't circulated in some time may also be missing either because they are misshelved (or have fallen behind a shelf) or have been stolen. Information from these automated reports can be especially useful for a 'quick weeding' that catches some of the easy weeding decisions.

If the reports generated by the integrated library system (ILS) are cumbersome or provide information you don't need, check whether you can export the information into a better format. Many systems also allow you to export a file into Excel or another spreadsheet format. For guidance, consult resources like *Analyzing Library Collection Use With Excel* by Tony Greiner and Bob Cooper.

If the system doesn't export to an Excel file, you may also be able to 'cut and paste' information into Excel. This can allow you to customize the report, adding columns to notate that a book is missing, on the shelf, etc. Take the printed report to the shelf and make notes in the appropriate column to provide the information you need for further review. For example, if the book is missing, search further before deciding whether the book is lost forever.

If you are not sure what reports your ILS can produce, or are unclear about the best way to filter the information and format the printout, ask your vendor or another library familiar with your system. Many vendors have tutorials or can field questions by phone or email.

### ***Items That Have Not Circulated in Three Years***

Most collections cannot afford to continue housing items that are sitting on the shelf. For most Dewey areas, CREW recommends that you look at any item owned by the library for at least three years but has not circulated in that time period. Begin by printing a report for all these items listed on the computer for a particular Dewey area. If your report function allows it, include the author, title, barcode number, date of publication, last date of circulation, and number of copies for each item on the

printout. Print out only what you can reasonably weed within a four to six week period.

Use these lists to check the shelves, noting those items that are missing and pulling books that are located. Items that have not circulated in three years can then be reviewed for a disposition decision. While probably 80% of the items that have not circulated in three years can be discarded, this is not an automatic process. The librarian must still review the items because some may be used in-house, may be candidates for inclusion in displays that bring the book back into circulation, or would benefit from recataloging to a more appropriate location. Some items may also require replacement by new editions or updated titles.

Missing items, those not located on the shelf but also not checked out, should be searched for at least twice over a period of two to three months. If the item is not located after a reasonable period of time, it can be assumed lost and removed from the library catalog. Occasionally an item will be located on the shelf that is not on the print out. Pull that item to determine whether the item is misidentified, needs a corrected spine label, or has some other problem that needs to be addressed.

Some librarians have suggested that in lean years when budgets are tight, it is possible to extend the time frame a bit in order to leave more books on the shelves. For some areas of the collection, that might be reasonable, although studies have repeatedly shown that an item that hasn't been checked out in the past three years is highly unlikely to be checked out in the next three years. Therefore, to what end is it helpful to leave unwanted, uninteresting, unused items on the shelf simply because the budget is tight?

### ***Items That Have Circulated in Three Years***

After completing the first process, use the same system to create a list of all of the items in a Dewey area that **have** circulated in the past three years. Keep in mind that many items that are circulating very nicely may be in poor condition, especially if they have been subject to heavy use. You must go to the shelves to find these shabby items. Additionally, be wary of books that have been in the collection for several years but only circulated once or twice during that time. Your collection could well have books that sat on the shelf until the day before the three-year mark. Although that book will now show up on the list you run of books that have circulated within the past 36 months, use your judgment to determine whether this was a fluke or whether the book is likely to continue to be useful. A book that is in pristine condition after three years may need further evaluation.

Follow the CREWing guidelines until the entire collection has been reviewed and compared with the printouts. While it is possible, of course, to simply go to the shelves and review items that have circulated, using the print outs ensures that you have information, such as last circulation date and number of copies, needed as you make weeding decisions. The process also allows you to easily note where you left off in the process and how long it takes to weed an area. Additionally, by noting on the printout which books are being withdrawn, the physical books can be taken to a disposition area while the printout goes to someone who can remove the entry from the automated catalog system without having to handle the book again.

## The CREW Guidelines for Weeding Your Collection

The CREW formulas given here for the various Dewey classes are offered as 'rules of thumb' based on opinions in the professional literature and practical experience.

The formula in each case consists of three parts:

1. The first figure refers to the **years since the book's latest copyright date** (age of material in the book);
2. The second figure refers to the **maximum permissible time without usage** (in terms of years since its last recorded circulation and assuming that the item has been in the library's collection for at least that period of time);
3. The third refers to the presence of various **negative factors, called MUSTIE factors**, which will influence the weeding decision.

For example, the formula "8/3/MUSTIE" means: "Consider a book in this class for discard when its latest copyright is more than eight (8) years ago; and/or, when its last circulation or in-house use was more than three (3) years ago; and/or, when it possesses one or more of the MUSTIE factors." Remember that the period of time without use presumes that the book has been in the collection at least that long.

Most formulas include a "3" in the usage category because few libraries can afford to keep items in the collection that have not circulated or been used in-house within a three year period. Exceptions relate mainly to items with local history value. The figure in the age category will vary considerably from subject to subject (and for subcategories within subjects).

Most formulas also include the MUSTIE factors because items that are in poor condition or no longer relevant should not be kept in the collection. If any one of the three parts of the formula is not applicable to a specific subject, the category is filled with an "X". For example, in some categories, like literature or picture books, the copyright date has little influence on the weeding decision.

MUSTIE is an easily remembered acronym for six negative factors that frequently ruin a book's usefulness and make it a prime candidate for weeding:

- M** = **Misleading** (and/or factually inaccurate)
- U** = **Ugly** (worn and beyond mending or rebinding)
- S** = **Superseded** (by a truly new edition or by a much better book on the subject)
- T** = **Trivial** (of no discernible literary or scientific merit; usually of ephemeral interest at some time in the past)
- I** = **Irrelevant** to the needs and interests of your community
- E** = The material or information may be obtained expeditiously **Elsewhere** through interlibrary loan, reciprocal borrowing, or in electronic format.

It is helpful to understand the MUSTIE elements, as these can be the most difficult for library staff to base weeding decisions on.

**Misleading** refers to information that is factually inaccurate due to new discoveries, revisions in thought, or new information that is now accepted by professionals in the field covered by the subject. Even in fields like physics, that were once thought to be pretty settled, changes occur that radically impact the accuracy and validity of information.

**Ugly**, like beauty, is often in the eye of the beholder but the physical condition of the collection says a lot about the value we place on our collection. The ugly factor includes most of the elements related to the physical condition of the item—wear, damage, stains, tears, dirt—that make it less attractive to a library patron. Children’s books, cookbooks, motor repair manuals, and other ‘hands on’ materials are especially prone to ugliness. If you don’t want to touch the item without wearing gloves, neither will the patron. Or, as one librarian states about the condition of books, "If it's too dirty to read in bed, it's too dirty to be on your shelf."<sup>15</sup> Also include in this category material that is in perfect condition but covered in dust! If the item has a quarter-inch of dust on it, of course, it also probably hasn’t circulated in years. Be very cautious in repairing or rebinding items that are ugly. While a new Mylar jacket or a bit of cleaning may spruce up an item, usually it is not worth spending more than a few minutes repairing an item. Taping a small tear is worth the effort but if there will be more tape than binding after the repair is completed, discard the item. Books that smell are ugly. If the smell can be removed from an otherwise pristine book by closing it up with a bar of deodorant soap for a week, do so and keep it. Otherwise, toss.

**Superseded** items are those that sit on the shelf right next to newer editions or newer titles that update information. Libraries don’t need to keep more than one or two previous editions of almanacs, trivia books (*Guinness Book of World Records*), cookbooks, and other titles that are frequently updated. Be sure to watch for books that are still circulating but include outdated pictures, products, and ingredients. The recipes in the 1975 edition of *The Joy of Cooking* may still be accurate but the photographs and brand names on ingredients have certainly been replaced many times over in later editions.

**Triviality** implies that the material included in the item was popular for a brief period of time but interest has largely waned. Books are published, often seemingly overnight, when there is a new fad, or when a new celebrity hits the scene. Biographies of pop culture performers, games and consumer products, television shows, diets, and fiction series come and go very quickly. The interest may last a few years but usually fades fast. Many of the books are published in paperback to hit the market while the iron is hot, but when interest cools, library shelves are left full of books that hold little appeal for

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<sup>15</sup> John Sandstrom, El Paso Public Library

anyone. Even if a fad returns, as happened after two decades with the Teenage Mutant Ninja Turtles, the lapse between periods of intense popularity means that the books from the original fad are outdated. Trivial books can also be published immediately following a major event, such as the death of Princess Diana. For topics that have lasting interest, better written books come out a year or so later and the 'instant' books that may trivialize the subject can be discarded.

**Irrelevant** means that the interests and needs of your community may have changed over time. Perhaps an issue, such as xeriscaping, mass transportation, or solar power, was very popular for a period of time but demand in your community has waned. Frequently, we purchase multiple copies of a book or a wide variety of books on a topic to meet intense local interest, only to have that interest dissipate after a few years. CREW doesn't recommend that you eliminate all items on any topic from a collection; if a particular topic is no longer as relevant to the community as it was at another time, the collection may have too many items just sitting on the shelf. Even though the last use time period may not have passed, these irrelevant items are prime candidates for weeding.

**Elsewhere** reminds us that no library is an island! We are not alone out there in the vast information wilderness. It can be difficult to let go of items that are still in good condition even though the information covered is trivial or irrelevant. Many librarians hesitate to discard an item because 'someone might need it someday.' True, many of us have had the experience of discarding an item only to have someone request it the next month. However, you can feel more secure about discarding an item if the information contained within is available elsewhere. Interlibrary loan and reciprocal borrowing are ubiquitous. Also, many books are now available online through services like NetLibrary. With the exception of local history and regional documents, almost everything is available someplace else. The Internet has reliable information on many topics; prepare bookmarks and pathfinders for your patrons on frequently used topics such as law or medicine.

## CREW Guidelines by Dewey Class

On the following pages are the CREW guidelines arranged by Dewey classifications. *An Overview Chart of the CREW Formulas*, that you may copy and bring to the shelves with you, is included in the Appendix of this manual.

In all cases, weeding decisions are ultimately based on the professional judgments of the library staff responsible for the selection of materials. While the CREW formula may be used as a guide in making weeding decisions, these guidelines can and should be adjusted to meet the needs of the specific library. Feel free to substitute numbers that reflect the library's mission and goals. For example, a library that focuses on popular materials as a major part of its mission may need to discard fiction books and entertainment films after a shorter period without use in order to keep the collection very up-to-date.

Carefully consider all the factors involved in the weeding process, rather than automatically discarding an item with an older copyright date.

### 000 (Generalities)

*This is a very broad category and often requires cross weeding with other Dewey areas. For example, books on running a consulting business may be classified in 001 (knowledge) or in 650 (management).*

### 004 (Computers)

3/X/MUSTIE

*Works on computers are seldom useful after three years. Works on hardware and software have an even shorter life span (1-2 years), but may be kept on hand longer if there is strong community demand. Weed based on community interests and prevailing computer applications used locally. Retain manuals for software packages (Microsoft Word, Excel, etc.) at least one release back to accommodate people who didn't update their software immediately.*

*Series like the 'Dummies' and 'Idiot's Guide' are more useful to general computer users than in-depth tomes. Discard thick books with few illustrations in favor of slimmer volumes with color illustrations and screen images. Programming languages evolve more slowly and may be retained longer, up to ten years, if the language is still used. Consider what courses are offered at local community colleges and universities.*

### 010 (Bibliography)

10/3/MUSTIE

*Bibliographies and reader's advisory tools maintain their usefulness as long as the items indexed remain relevant. Many of these items will be in the reference collection, but older editions may be moved to the circulating collection. In the*

*circulating collection, consider discarding if not used within three years. Discard most bibliographies ten years from the date of copyright or when superseded by a new edition unless the bibliography remains well used either in-house or through circulation.*

### **020 (Library Science)**

10/3/MUSTIE *Discard all that do not conform to current, acceptable practice. Also weed previous editions of library science textbooks and titles that deal with obsolete services and material types or outdated library technology.*

### **030 (General Encyclopedias)**

5/X/MUSTIE *The most current encyclopedia is probably the one available online through TexShare or through your state's shared database resources, if applicable. For print encyclopedias, keep the most current one in the reference collection, moving older editions to circulate. Stagger replacement sets over a three to five year period. Older sets may be sold or circulated, but withdraw circulating sets once the copyright is more than eight years old.*

### **Other 000's**

5/X/MUSTIE *Except for trivia books, which may be kept indefinitely or until no longer considered useful or interesting. Books of oddities, controversial knowledge, and the unexplained, including books on UFOS, should be weeded based on interest and MUSTIE factors more than copyright date. Quotation books (080) may be kept as long as they are useful, replacing or adding new titles to maintain currency. Directories for writers (*Guide to Literary Agents* or *The Writer's Market*, for example) should be kept no longer than two years as information becomes dated quickly.*

### **100 (Philosophy and Psychology)**

*This category focuses on philosophy, psychology, parapsychology, ethics, and logic. Some topics won't date quickly but others, like paranormal phenomena, may be trivial or focus on quickly fading fads.*

### **101 (Philosophy)**

15/5/MUSTIE *Most philosophy books do not become outdated and low circulation may be of limited value in weeding decisions. Weed based on interest and use, but maintain a range of titles that explore Western and Asian philosophies. Remove scholarly treatments that have limited use unless they are part of a local*

*community college or university curriculum. Weed books that explain philosophies and introductory books that are not included in standard lists after three years without use.*

### **133 (Paranormal Phenomena)**

10/3/MUSTIE

*Books on the paranormal generally receive high use and should be kept until worn. It will be necessary to replace lost and stolen titles regularly since this category includes the popular topics of witchcraft, fortune telling, dream interpretation, and astrology. High use and wear generally ensures that a fresh supply of books is available.*

### **150 (Psychology)**

10/3/MUSTIE

*Other than classics of psychology that may be used in community college and university courses, most titles in this category may be weeded based on popularity and use. Replace worn classics with new editions. Replace works on clinical, comparative, and developmental psychology within five to eight years.*

*Review self-help books (158s) and discard titles that are no longer popular or of current interest or that have outdated ideas. Also consider weeding self-help books that have a copyright older than five years. Keep up with television psychology gurus and weed their books when no longer popular or on TV.*

### **160 (Logic) & 170 (Ethics and Morality)**

10/3/MUSTIE

*Replace worn classics with attractive trade paperback editions. Discard if no longer of interest. Be especially aware of outdated philosophies on ethics and moral values and 'hot button' topics, such as euthanasia, genetic engineering, and sexuality.*

### **200 (Religion and Mythology)**

*Spiritual and devotional materials, the Bible and other sacred texts, and introductions to the world's religions are timeless. New interpretations of religion keep patrons reading and current editions of spiritual materials encourage use.*

10/3/MUSTIE or

5/3/MUSTIE

*Try to have something up-to-date on each religion represented by a church, synagogue, or other assembly in the community or region, as well as something on the well-known modern sects such as Scientology. Include timely and comprehensive information on the six major international religions:*

*Buddhism, Christianity, Hinduism, Islam, Judaism, and Taoism.*

*Use 10/3/MUSTIE except for areas of rapid change, which are 5/3/MUSTIE. This area can be difficult to weed because (a) many of the items are donated and librarians fear criticism from the donors, and (b) religious works SEEM like they should never go out-of-date. However, the language becomes dated, especially in books of sermons and religious thought. Keep classics by famous theologians as long as they are popular and in good condition. Weed superseded editions.*

### **300 (Social Sciences)**

*This area includes a wide variety of topics, including sociology, folklore, culture, crime, and education. The collection should include information that represents various viewpoints on controversial issues and is current, accurate, and fair.*

#### **306 (Culture & Institutions)**

5/2/MUSTIE

*This section includes books on marriage, family life, and sexuality. Discard as interest in the author or title wanes. Unless a book has an historical approach, the topic is usually outdated within five years.*

#### **310 (General Statistics)**

2/X/MUSTIE

*Almanacs and statistical handbooks are seldom of much use after two years; keep only the current volume and one or two previous editions except for historical handbooks. Keep the most current copy in the reference collection, transferring superseded copies to the circulating collection. **All** public libraries in Texas should have at least one general almanac and the *Texas Almanac*. Current census information is available online but print on demand copies and print copies of related demographic information should be discarded when new decennial census data is available. It's tempting to keep statistical data that is in electronic format, such as compact disk, but unless historical use is heavy, discard when new information is available.*

#### **320 (Political Science)**

5/3/MUSTIE

*For books on current political topics, weed within five years of publication.*

*General guides to the political process and the electoral system may be kept longer and are judged more on the basis of use*

*rather than copyright date. Retain titles on the US Constitution and the Bill of Rights regardless of circulation as these may be used more in-house. Replace as needed based on MUSTIE factors.*

*Books of local political history may be kept indefinitely.*

*Be aware of changes in political rhetoric and discard books with outdated ideas. Be aware also of how books in this classification area interrelate with titles in other areas, such as history. Discard books that compare democracy with political systems in countries that no longer exist (ex. USSR).*

*Weed books that focus on past presidential elections when they deal with issues that are no longer relevant to current campaigns.*

### **323 (Immigration & Citizenship)**

5/3/MUSTIE

*Immigration issues change although the collection may also include books that look at historical elements. Remember that study guides for citizenship and ESL tests are available through the database, LearningExpress; in Texas check with your Library System to see if you have access.*

*Update items about how to obtain citizenship and study guides for citizenship tests as new editions become available. Retain histories of immigration to the US as long as interest warrants but be cautious about discarding primary source materials and guides that may be useful for genealogical research.*

*Weed biased or unbalanced and inflammatory items.*

### **330 (Economics)**

3/3/MUSTIE

*Currency of information is the most critical factor in this area; patrons want to know what is happening today when it comes to finances. Money management guides and books on personal finance and real estate investing date quickly. Books on tax return preparation and estate planning must be current to account for changes in laws. Books on careers and job hunting should be updated frequently to ensure that requirements are current, although salary information will most likely always be outdated. Weed career guides with gender, racial, or ethnic bias. Even careers that seem fairly stable have experienced significant changes in the past decade.*

*Update items available in revised editions. Be aware of major changes in state and federal statutes and regulations, or changes in the general climate for a particular type of*

*investment. Classic books by well-known authors who are no longer writing, especially those that deal with principles and philosophies of economics, may be kept as long as interest exists or until MUSTIE factors prevail.*

*Weed books that offer advice on 'how to survive' past economic depressions or how to prosper from 'good times' that occurred in the past. Retain histories that explore and analyze important periods, such as the Great Depression, as long as interest warrants.*

### **340 (Law)**

5/2/MUSTIE

*Replace when more current material becomes available. **Never** keep superseded editions, even for heavily used topics like divorce or bankruptcy. Keep only the current edition or the edition approved for use in your community of the Uniform Building Code and similar code books for specific areas of construction.*

*General guides on finding and working with an attorney or the basics of our legal system may be retained based on use. Study guides for law school should not be kept longer than 3 years; check with publishers to ensure that major changes in the text have not occurred.*

*Retain books that examine the history of major legal cases (Brown vs. Topeka) as long as interest exists or until MUSTIE factors prevail.*

*Remember that most government agencies now post the most current legal information, laws, and ordinances on the Internet.*

### **350 (Public Administration)**

5/3/MUSTIE

*This section includes information about the administration of government, including civil service employment and the military. Standard books, like The US Government Manual, should be replaced as new editions become available. Discard older editions of reference type guides if they are available online unless intense local interest warrants keeping print copies.*

*Keep up-to-date; replace when state and federal administrations change or constitutional reforms occur. Histories of government agencies and the military may be kept as long as interest remains. Also retain classics (The Art of War by Sun Tzu), replacing when MUSTIE.*

*Test guides for civil service positions and entrance into the military should be discarded after 3 years or when MUSTIE factors apply.*

### **360 (Social Services)**

5/3/MUSTIE

*This broad category includes drug and alcohol education, social problems and issues, true crime and criminology, and other social welfare issues.*

*Titles that deal with popular social issues should be weeded based on age (copyright) and popularity. Watch for social welfare topics that are changing rapidly, such as socialized medicine and end-of-life decisions, environmental issues, and dealing with addictions. Handbooks and guides that deal with interactions with people with disabilities, surviving cancer and other major illnesses, and long-term care needs should be scrutinized for outdated terminology and descriptors, as well as to ensure that treatment and long-term care options are current. Discard memoirs when interest in the person or subject wanes.*

*Copyright is not relevant for true crime. Classic cases, like In Cold Blood, should be replaced when MUSTIE factors are present. Cases with ephemeral interest can be weeded when circulation decreases significantly. Forensic sciences and criminology should be updated as techniques change or are improved.*

### **370 (Education)**

10/3/MUSTIE

*Books in this section deal with formal and informal education at all levels, including homeschooling, ESL, and lifelong learning. Remember that current study guides and practice tests are readily available through the Learning Express database. In Texas, check with your Library System to see if you have access.*

*Keep historical materials **only if used**. Discard all outdated theories; check with a teacher or principal if in doubt.*

*Discard books about getting an education—college guides and entrance examination books—after five years. Most of the information will be outdated. Books about the education system in general and societal issues related to illiteracy and lack of education should be discarded when interest in the writer's theories wane.*

*Replace books on subject-specific curricula as those fields change. Visual appeal is the primary factor for books that offer ideas for lesson plans and activities.*

### **390 (Customs, Etiquette & Folklore)**

#### **390–394 (Costumes, Customs, Holidays)**

10/3/MUSTIE *Books of costumes and fashion history won't go out of date but discard books about specific designers or styles of dress as interest fades.*

*Books about celebrations of life's milestones, wedding planning, and holiday celebrations should be discarded as fashions and customs change. Discard books that lack clear color pictures.*

*Holiday-specific books may only circulate once or twice a year. Discard books that are MUSTIE or that reflect gender, family, ethnic, or racial bias. Discard books by celebrities after their popularity has waned.*

#### **395 (Etiquette)**

5/3/MUSTIE *Basic titles can be kept until new editions are available. Discard books for specific situations, such as global etiquette, teen manners, and such, as the illustrations become dated or acceptable practices change.*

#### **398 (Folklore)**

X/3/MUSTIE *Keep standard works of folklore indefinitely; weed according to use and MUSTIE factors. Folktales never go out of date, so copyright is not a factor. Weed based on the quality of the retelling, especially if racial or ethnic bias is present. Watch for collections that have become MUSTIE or that are not circulating. Replace standard collections with new, attractive editions. Most picture book versions of individual folktales will be classified in the children's collection.*

### **400 (Language)**

10/3/MUSTIE *Discard old-fashioned and unsightly textbooks and outdated books of grammar. Books that explore the history of languages and word origins should be discarded when MUSTIE.*

*Replace stock dictionaries for major foreign languages (e.g., French, Spanish, Italian, German), and any other languages being studied or spoken in the community on a rotating basis to ensure currency.*

*English language dictionaries should be replaced five years after copyright except for unabridged dictionaries. Update those when new editions are published.*

## **500 (Natural Sciences)**

*This Dewey classification includes science fair projects and experiments, books on all of the areas of natural science, and books on mathematics. Some areas change rapidly, while others are more static. Recent circulation will not be a good determining factor in high interest areas, such as dinosaurs or science experiments; however, lack of circulation is a good indicator that the book is no longer useful.*

5/3/MUSTIE

*Carefully evaluate anything over five years old. Pay particular attention to the physics, environment, and astronomy sections. Keep basic works of significant historical or literary value, such as Charles Darwin's classic Origin of Species, or Michael Faraday's Chemical History of a Candle. Replace worn copies with new editions. Watch for multi-volume sets; if the titles are not indexed individually it may be necessary to weed the entire set, especially if the set is cataloged as a single entry.*

## **507 (Science Experiments)**

10/3/MUSTIE

*Many of the science experiment books may be in the children's collection but collections of experiments for teachers will be in the general collection. While many experiments are considered to be 'classics,' examine books for outdated and unsafe practices.*

## **510 (Mathematics)**

10/3/MUSTIE

*Math does not change as rapidly as other subjects, so weed primarily on MUSTIE factors and lack of use.*

*Replace older materials on algebra, geometry, trigonometry, and calculus with revised editions. Discard books that focus on outdated teaching methods and techniques, such as books that feature 'new math' or that focus on slide rules as the primary method for making calculations. Also discard past fads.*

*Discard workbooks and test study guides that have been written in or that are MUSTIE. Remember that many of these tests are provided through the LearningExpress database. In Texas, check with your Library System to see if you have access.*

## **520 (Space and Astronomy)**

5/3/MUSTIE

*Major changes have occurred, so weed titles that include Pluto as a planet or that don't include information on the space station and Mars expeditions. Stargazing books may be retained longer but should be attractive and mention relevant technology.*

## **550 (Earth Sciences)**

X/3/MUSTIE

*This section includes earthquakes, volcanoes, and other geological topics. Weed books that do not reflect current theories and science on geological activities. Also weed books that have outdated information on major disasters, such as the eruption of Mount St. Helens and replace with recent books that examine the long-term aftermath.*

*Geology books on specific regions, especially Texas, may be kept indefinitely, or until superseded by newer editions.*

*All general materials should be replaced when new developments occur in the field (e.g., theories about continental drift and plate tectonics have been revised in recent years).*

*Field guides for amateur fossil, gem, and rock hunters can be kept for up to 10 years if physical condition allows or until circulation drops, unless the area described has changed dramatically through man-made activities or natural events. Replace with up-to-date attractive titles that include clear photographs.*

*Weed books on meteorology that do not reflect current weather technology or that include historical weather charts that are more than ten years out of date.*

## **560 (Paleontology)**

5/2/MUSTIE

*Current research has changed the previously more static world of fossils. Discard materials that are not being used, as this is one indicator that the information may be out of date. The popularity of topics like dinosaurs may mean that even outdated books are checked out. Discard most books that lack color illustrations.*

*Field guides may be kept longer, especially those that cover local regions and the Southwest. Discard older editions as newer ones are received.*

## **570 (Life Sciences)**

7/3/MUSTIE

*Retain indefinitely classics in the field (Darwin's Origin of Species) replacing with updated editions as wear warrants.*

*Use 5/2/MUSTIE for books on genetics, genetic engineering, human biology, and evolution due to rapid changes in scientific practices.*

*Weed titles on ecology that appear dated, even if the information is still accurate. Watch for books that are sensational in tone.*

## **580 (Botanical Sciences)**

10/3/MUSTIE

*Botany changes less rapidly than some other areas of science. Weed books that lack color illustrations or that appear dated. Be aware of field guides that promote edible or medicinal plants and herbs to ensure that they meet safety guidelines.*

## **600 (Technology, Applied Sciences)**

### **610 (Medicine & Health)**

5/3/MUSTIE

*Weed ruthlessly when it comes to current medical practices. Patrons rely on up-to-date information and outdated information can be dangerous. Keep only the current year plus the previous year (one reference, one circulating) of Physician's Desk Reference (PDR) and other prescription and over-the-counter drug directories, replacing when new editions become available. Do not keep drug guides that are more than three years old regardless.*

*Regularly review books on fast changing topics, such as AIDS, fertility, cancer, and genetics to ensure that the information is up-to-date and accurate.*

*Anatomy and Physiology do not change as rapidly as other topics.*

*Weed unattractive titles, especially those that lack good illustrations. Retain the current edition of classics, such as Gray's Anatomy in the circulating collection, although historical facsimile editions may be retained in reference indefinitely.*

### **629 (Automobile Repair)**

X/2/MUSTIE

*Automotive repair manuals don't go out of date, so weed primarily on use and condition. If a repair manual has not circulated in two years, it is no longer of use in your community. They get dirty quickly; discard when they are*

beyond hope or are falling apart. Be especially ruthless in weeding if your library has access to online databases, such as *Chiltonlibrary.com*, that provide repair instructions and schematics.

### **630 (Agriculture)**

5/3/MUSTIE

*Keep up-to-date; be sure to collect information on the newest techniques and hybrids if you serve farmers or ranchers. Books with current information will probably include discussion of biotechnology and genetic modification. Regardless of use, discard books with outdated and dangerous ideas, such as pest control using DDT.*

### **635 (Horticulture)**

10/3/MUSTIE

*General gardening books may be useful for a long time, so circulation is the main weeding criteria. Books about propagation of specific flowers or plants are considered outdated after 10 years. Books that focus on organic gardening and the use of pesticides and chemicals should be reviewed for accuracy and currency of information after five years. Discard books with black-and-white photographs in favor of more colorful illustrations.*

### **636 (Pets)**

5/2/MUSTIE

*Histories of specific breeds don't necessarily go out of date but the collection should include books with current photographs and recent 'best of show' winners. Discard titles for once-trendy breeds that are no longer popular in your community. Veterinary medicine and animal care has changed significantly in the past ten years. Discard titles that encourage outdated and cruel methods for obedience training and behavior modification.*

### **640 (Home Economics)**

5/3/MUSTIE

*Be ruthless in weeding old cookbooks. Physical condition is the main criteria as cookbooks that are well used become grungy quickly. Also weed books by celebrity chefs and television cooks once their popularity has waned. Weed cookbooks that are based on popular diets (e.g., The South Beach Diet Quick and Easy Cookbook) once the diet is no longer popular. Replace classic cookbooks, such as The Betty Crocker Cookbook, with new editions when available.*

*Books on nutrition and food preparation should reflect current scientific practice. Any titles that mention the four basic food*

*groups should be replaced with titles that discuss the food pyramid.*

*Discard books on sewing when the styles reflected in the illustrations and projects are dated.*

### **649 (Child Rearing)**

5/3/MUSTIE

*Keep abreast of changing trends and new theories; replace standards like Dr. Spock's Baby & Child Care when new editions are available. Weed books that reflect outdated ideas about gender roles in childrearing.*

### **670 (Manufacturing)**

10/3/MUSTIE

*Weed based primarily on use and condition. Keep repair manuals for appliances indefinitely unless the technology is so obsolete that no one in the community is likely to repair the equipment. Some resources may contain information of historical value. Keep works on tools, farm implements, etc. that are still used in your community. Be wary of older books on desktop publishing and printing technology.*

## **700 (The Arts)**

*This Dewey area includes a wide range of disciplines, including topics that change rapidly along with historical treatments that remain useful for long periods of time. Often books are oversized and may be used primarily in the library.*

### **709 (Art History)**

X/3/MUSTIE

*Art histories often cover major periods and schools or specific regions of the world. While information may not become dated, watch for cultural, racial, and gender biases. Discard scholarly works that are not useful to your community in favor of materials for students and general readers. Discard books that don't include good reproductions of major works of art.*

### **720 (Architecture)**

X/3/MUSTIE

*Histories of architecture may include general surveys or specific time periods and regions. Historical treatments do not date quickly.*

*Books featuring house designs and plans should reflect current building methodologies and current tastes in design. Generally discard home design books after ten years regardless of circulation. Be aware of changes in building codes. Evaluate books on trends (such as feng shui), that feature celebrity designers (Martha Stewart's New Old House), or that are*

*based on television shows (This Old House) when interest has waned.*

### **737 (Numismatics) 769 (Stamp collecting)**

5/3/MUSTIE

*Keep stamp and coin catalogues up-to-date, replacing books that provide market valuations and price guides after 5 years. Keep a current edition and one previous edition of price guides that are updated yearly. Consider keeping the current edition of books like The Official Blackbook Price Guide to US Postage Stamps in reference, circulating the older edition if interest is high. Historical treatments of ancient, foreign, and commemorative coins and stamps may be kept indefinitely as long as interest is maintained. Many books on these topics will be used in-house.*

### **740 (Drawing & Decorative Arts)**

X/3/MUSTIE

*Books that feature drawing styles and instruction should be weeded based on use and appeal. Retain basic technique books if well illustrated; replace worn and dated materials. Replace books on cartooning and compilations of popular comic strips (Peanuts, Mutts) as they become worn unless interest in the particular cartoon characters has waned. Consider reclassifying graphic novels not based on comic strips from 741 to a unique classification that gathers them together. Although Dewey indicates that graphic novels be placed in 741.5, many patrons prefer that they be shelved in a separate location.*

*Keep all materials on the history of interior design that are in acceptable condition. Discard books that feature general home decorating ideas after 5 years in favor of books that review established and distinct decorating styles (Southwestern, Caribbean). Discard books that feature outdated colors and patterns.*

*Keep books on antiques and collectibles, especially identification and price guides, until new editions are available. Discard books that don't have good photographs or that are simply lists of auction prices without good descriptions.*

*Skills required for most crafts don't change over time. Discard craft books based on use but watch for outdated styles and materials. Discard books on crafts that are no longer popular (macramé) or that feature gender bias.*

### **770 (Photography)**

5/3/MUSTIE

*Check closely for outdated techniques, and especially outdated equipment; if in doubt, check with local photography club or buffs. Works about specific photographers, especially historical figures, may be kept as long as there is interest.*

### **791 (Public Performance)**

10/2/MUSTIE

*This section can include memoirs of actors and performers writing about their craft and overviews or histories of film genres (e.g., horror film, best western movies). It also includes books of trivia based on popular movies and television shows. Weed based on interest and condition.*

### **793-796 (Games and Sports)**

10/3/MUSTIE

*Discard and replace as rules and interests change. Watch for gender and racial bias in sports and athletics. Discard books that have outdated statistics.*

*Handbooks on popular electronic games may be difficult to replace; retain as long as the games are played in your community.*

## **800 (Literature)**

*In most public libraries, general (or popular) fiction is cataloged in a separate area and the 800s are reserved for collections of poetry and prose, literary criticism, and, frequently, works of literature by non-Western authors. See the Fiction section (below) for works of popular fiction.*

*Copyright is not relevant for literature but older editions that are MUSTIE rarely circulate.*

X/3/MUSTIE

*Keep basic materials, especially criticism of classic writers. Discard any works of minor writers no longer read in the local schools, unless there is an established demand among the non-student population. Discard older editions of classics that have unappealing covers and yellowing pages, replacing with newer copies or paperback editions. Remember that classics that are being read won't be weeded—don't keep classics just because they are classics!*

*Check with local schools and community colleges for assignments or reading lists and check discards against these lists.*

*Discard collections of poetry and short stories that are not being used. Series that collect the 'best' short stories of the*

*year are rarely read after five years. Also consider weeding collections that are not indexed.*

*Discard books of wit and humor that are not circulating. Watch for collections that feature gender or nationality bias and outdated interests and sensitivities.*

## **900 (History and Geography)**

### **910 (Geography and Travel)**

3/2/MUSTIE

*Guidebooks (such as the Fodor series or Mobil travel guides) are outdated within a year or two. Keep no longer than three years. Historical travel guides, especially those that deal with local attractions (books about Route 66, for example), may be kept longer for archival purposes if interest exists.*

*Watch for changes in country names and for political changes that result in new or reformed countries. (Weed books that still refer to the USSR rather than individual countries, for example.) Atlases should be current, except for historical atlases, and replaced after major changes in political divisions occur.*

5/2/MUSTIE

*Weed personal travel narratives on use and interest, unless of high literary or historical value.*

### **930-999 (History)**

10/3/MUSTIE

*Consider demand, accuracy of facts, and fairness of interpretation when reviewing histories. Carefully review histories of countries where major political and geographical changes have occurred. Discard older histories that don't reflect the unification of Germany or Vietnam or the break-up of the Soviet Union, for example.*

*Consider discarding personal narratives and war memoirs of World War II, the Korean Conflict, and the Vietnam War in favor of broader histories of these conflicts, unless the author is a local person, or the book is cited in a bibliography as having an outstanding style or insight.*

*Discard dated viewpoints (e.g., the McCarthy Era "World Communist Conspiracy" theory of modern history).*

*Retain books that collect primary documents or include archival photographs unless the reproductions are of poor quality.*

## **B or 92 and 920 (Biography)**

X/3/MUSTIE

*Unless the person treated is of permanent interest or importance, such as a U.S. President, discard a biography as soon as demand lessens. Replace biographies of people of ongoing interest with newer titles, at least once a decade, as interpretation of their lives and public perception of their impact will change over time. New information about their activities and accomplishments may be discovered.*

*Ruthlessly weed ghost written biographies of celebrities and biographies that were published immediately following the person's death or a major scandal. Poor quality biographies of major figures should be replaced with better ones, when available.*

*Biographies of outstanding literary value, such as Boswell's Life of Johnson, can be kept until worn.*

*Collective biographies usually focus on people from similar disciplines, racial, ethnic, or cultural groups, or geographic areas. Watch for outdated interests and collections that feature gender or race bias.*

## **F (Fiction)**

X/2/MUSTIE

*For most public libraries, circulation is the primary factor for weeding fiction. Discard works no longer in demand, especially second and third copies of past bestsellers. Retain works that are in demand and/or of high literary merit, but replace worn copies with new editions. Discard lesser works by classic authors if they are not circulating. Consider discarding all titles in a series if you are not able or willing to replace missing titles, especially if the books do not stand alone.*

## **Graphic Novels**

X/1/MUSTIE

*Graphic novels are a format, not a genre, and can be classified in the adult, young adult, or children's collection depending on content appropriateness. Most are paperbacks but more and more are being released in hardcover editions. Because of their popularity, consider weeding any title that hasn't circulated in the past year. The exception would be classics or milestone titles such as Maus: A Survivor's Tale that might not circulate as heavily but will be discovered by serious graphic novel readers. Popularity is a major factor in selecting graphic novels and shelf-sitters make it harder for readers to find the graphic novels they are seeking.*

*Condition is also a big factor in weeding. Weed titles that are falling apart, have missing pages, etc., but also consider weeding later titles in a series if you cannot or don't want to replace earlier missing titles.*

### **Periodicals (Also Newspapers)**

3/X/X

*Libraries used to bind most periodicals but the availability of online databases has made this an unnecessary and, in most cases, a wasteful expense. Keep in mind that most patrons rarely refer to a magazine that is more than three years old. Only bind quality periodicals that are in constant use for research (e.g., National Geographic) and that are unavailable in online databases.*

*Most popular newspapers are now available online. For the local newspaper, see section, "Local History."*

### **Government Documents**

3/2/X

*The federal depository library program is currently being studied and may likely change in the future. Already many government documents that were previously available in print format are only available electronically. Libraries that serve as official depositories of federal or state documents are required by law to follow established procedures governing weeding outlined in the agreement that established the depository library.*

*For non-depository libraries, documents should be discarded when superseded. Also discard documents that are not being used and are available in electronic format on the Internet. If a government document is cataloged in the general collection, weed according to the guidelines for that Dewey area. Refer to The Federal Depository Library Handbook, at <http://www.fdlp.gov/handbook/index.html>, for its suggested core collection by library type. This document indicates whether basic titles are available in print or electronic format.*

### **Nonprint (Audiovisual) Media**

*Depending on your collection, nonprint can include a wide variety of formats and the formats are rapidly changing. Except for items of local and regional history and archival materials, most nonprint material can be evaluated on the WORST formula. Current use and condition are more important than copyright date or production date. Although the CREW formula includes copyright criteria, rely more on*

*condition and circulation. Consider weeding any nonprint item that doesn't circulate several times a year.*

WORST

***W**orn out, **O**ut of date, **R**arely used, **S**upplied elsewhere (available through ILL), or **T**rivial and faddish. Monitor statistics of use for these materials and view/ listen to them periodically to determine their condition. See the section, "CREWing Nonprint Media" for more detail on individual formats.*

### **Film Formats**

(DVD, videocassette, Blu-Ray)

2/1/WORST

*Videocassettes are disappearing from library collections as suppliers have mostly discontinued the format. If local interest exists, the videocassette collection may remain vital through donations. Examine closely after approximately 150 to 200 circulations. Weed videocassettes that are not circulating at least once a year. Replace worn copies of popular titles with DVD, if possible. Relocate children's videos for use in children's programs only if the library has public performance rights.*

*DVDs may or may not hold up to wear better than videocassettes. Check for scratches and discard if polishing is unlikely to repair the damage. Don't spend a lot of time trying to fix problems! It is generally not worth the time and effort and it takes special equipment to do a good job.*

*Be wary of DVDs that were not produced for use in the United States. Few patrons have players that will play DVDs created for other regions of the world.*

*New formats are developing and as of 2008 Blu-Ray appears to be the winner in the current high definition optical disc format wars. Eventually this format will replace DVDs in library collections although players are backwards compatible so patrons with Blu-Ray players can also use DVDs. Weed based on condition and popularity.*

### **Audio Formats**

(Music, audiobooks)

X/2/X

*Music and audiobooks are available in several formats, including vinyl, audiocassette, and compact disc or MP3 disc. Copyright date has little impact on weeding decisions.*

*Few libraries currently maintain collections of vinyl recordings. Most vinyl in public libraries is for musical*

*recordings. If your collection includes them, weed based on use and availability in other formats. Discard when scratched or when the sleeve becomes tattered.*

*Weed music on audiocassette or compact disc formats based on condition and recent circulations. Any item that has not circulated within the past two years is most likely 'dead.' Do not spend time trying to repair audiocassettes. Compact discs are pretty durable, although they are not as indestructible as originally believed. It's probably a good idea to discard any compact disc that is more than 20 years old. If a compact disc can't be cleaned easily and quickly, then discard. Most cleaning equipment can only remove light scratches.*

*Audiobooks are available in audiocassettes and compact disc sets, although many libraries are circumventing the format decisions by subscribing to downloadable services. Weed based on circulation and condition. Discard sets if one or more component is missing unless the producer can supply a replacement (many do this free or for a small fee). It is generally not worth the time to try and repair audiocassettes; you will have limited success cleaning more than minor scratches out of compact discs.*

## **Local History**

X/X/X

*Your library is also the logical archives of the community, and, in many cases, of the county. Retain all books on the history and geography of the city and county unless worn and not repairable. Retain local newspapers for up to five years if they are not available electronically or on microfilm. If the library is the only repository for the local newspaper, consider microfilming past editions. Brittle newspaper or fragments have little value in research. Keep local city directories. Keep most books by local authors (even if of minimal literary value) and genealogies of important local families.*

## CREW Guidelines for the Children's Collection

Most children's books can be evaluated in part on the guidelines provided above. However, additional considerations must be taken into account and the CREW formula may be different in some cases. Children rarely know what is on the *New York Times* bestseller list and they don't read reviews. Many older titles remain popular through many generations, and of course, parents and caregivers may seek out books that they remember fondly from their own childhood. While we all judge books by their covers, children's books may become MUSTIE more quickly due to heavy use. Unless forced to read a book for a school assignment, most children won't pick up books that look old and stodgy. Teens in particular prefer paperback formats for leisure reading. In addition to the considerations provided above, use the following guidelines when weeding the children's collection.

### *E (Easy Readers/Picture Books)*

X/2/MUSTIE

*Evaluate all materials carefully using MUSTIE as a guide. Replace popular titles that are torn and worn or that have been 'loved' too much.*

*Weed any book that has not circulated in the past two years. Picture books are so heavily used that every title should go out at least once in a two-year period.*

*Discard any books that are not suitable for library use, including those with inferior bindings. Replace as soon as possible books that have been rebound and don't have attractive covers.*

*Books that feature popular and commercial characters should be weeded when interest has faded or the television show is no longer shown.*

*Weed books that reflect racial and gender bias. Consider moving classics that may be used by children's literature classes to the adult 800s.*

*Use resources like A to Zoo by Carolyn Lima to determine the likelihood of continued usefulness to the collection.*

### *JF (Juvenile Fiction)*

X/2/MUSTIE

*Evaluate carefully for MUSTIE factors. Copyright is less important than use, but consider weeding anything that hasn't circulated in the past two years.*

*Weed based primarily on current interest except award books and those on school reading lists (e.g., Newbery Award, Coretta Scott King Award, Bluebonnet lists). Weed older*

award winners if they have not circulated in three years, or replace with a newer hardcover or paperback edition with contemporary cover art.

Evaluate closely for outdated styles, artwork, and mores, or biased viewpoints. Discard if format and reading level are not appropriate to the current interest level of the book. Discard topical fiction on dated subjects and cultural fads.

Discard abridged or simplified classics in favor of the original unless the particular abridgement has been very favorably reviewed.

## YA (Young Adult) Fiction

3/2/MUSTIE

Keep this section very current. Any item that has not circulated within two years should be considered 'dead' and removed (and anything that hasn't circulated within the past year is suspect and should be evaluated for promotion, relocation, or discard).

Discard YA fiction with outdated illustrations, story lines, or subjects. Classics (such as *The Pigman* by Paul Zindel or *The Chocolate War* by Robert Cormier) are not subject to the copyright guideline but should be replaced with newer paperback editions. Check for updated editions of popular classics like *Forever* by Judy Blume that have had terminology and situations updated for contemporary readers. Discard any YA fiction that has been rebound and lacks attractive cover art.

## J and YA Nonfiction

Use adult criteria for each Dewey category, but look especially for inaccuracy and triviality—common faults of over-simplified children's nonfiction. Discard titles that are outdated regardless of condition. Many children's books are purchased in library editions that never fall apart! Do not retain books that have erroneous and dangerous information simply because the book is still in great shape.

See the chapter, CREWing Children's Materials for additional general criteria.

## What to do with Weeded Books: Types of Disposal

Every library will have its own method for handling books pulled for discard. Some use a printout from the online catalog to record disposition decisions. Others use a preprinted disposal slip that allows other staff to know how to process the discard.

The CREW method is well suited to using a simple, preprinted disposal slip (placed in each book when it is pulled) that indicates whether the book is to be sold, donated, destroyed, mended, transferred, rebound, or replaced. Mend sparingly! Mending should not require longer than fifteen minutes nor be so extensive as to ruin the materials' appearance. Any item that cannot be mended within this time frame should be disposed of and replaced, if use warrants, with a newer copy or edition.

Bind sparingly! Before sending a book to a bindery, determine whether the continued value and use in the collection warrants the time and expenses to bind. Compare the cost of rebinding with the cost of a new copy or edition. Often, a new copy is almost as inexpensive and is more appealing; a rebound volume is not as attractive as a new book. For out-of-print titles and titles of important local interest, rebinding is the best option. You may wish to remove and save the plastic covered dust jacket and/or barcode label from the book before sending it to the bindery, since they might possibly be reused on the rebound volume.

There are five basic ways to dispose of print or nonprint materials:

**Sell It:** to the public, either at a large annual sale or from a continuous sale rack; or to a used book dealer or pulp dealer, usually in large lots, or through online sales.

**Donate It:** donate books to a hospital, nursing home, adult or juvenile correctional facility, charitable institution, school district, or to a small library struggling toward system membership.

**Trade It:** with another library, or with a used book dealer, for a book your library can use.

**Recycle It:** by using a local contractor, perhaps in cooperation with local government agencies.

**Destroy It:** by burning in an incinerator or by tossing it into the trash. If the latter method is used, be sure the books won't be seen by someone passing by. Citizens might misunderstand the reasons for destroying 'valuable' books.

Each method of disposal has its advantages and drawbacks, and its own preconditions:

**SELLING** promotes good public relations and is potentially profitable if the materials have some residual value, and if selling is done with the clear understanding that the items may contain dated information. Mark all discards clearly to avoid donations from well-intentioned, but ill-informed, patrons who return the books to your library. Books that cannot be sold should be recycled, destroyed or sold with other hopeless cases to a pulp dealer (if one is within driving distance).

Keep in mind that your governing authority (city, county, district) probably has rules about selling items that were purchased with taxpayer funds or that were donated to the collection. Be sure that you follow the rules! In some cases, it is a matter of wording the transaction properly to remain within the rules. For example, it may be okay to sell 'surplus' materials or the 'asset' may need to be transferred to a group, such as the Friends of the Library, who can then handle the sale of weeded items.

Most Friends groups hold annual or semi-annual sales that can be great community events. Others may instead, or in addition, hold ongoing sales. Most books are priced at fifty cents or a dollar, although special, collectible books may be individually priced. The idea is to generate as much money as possible without spending too much time sorting and pricing. Book sales also promote goodwill and generate publicity for the library.

Many Friends groups are beginning to use online sellers to make money for the library or donate unsellable books to organizations. No program is perfect, and none is endorsed by the writer of this manual or the Texas State Library and Archives Commission. Research for yourself options offered by each company or program before making a decision. Various online sellers such as Better World Books, <http://www.betterworldbooks.com/>, Cash 4 Books, <http://www.cash4books.net/>, and Blogistics, <http://www.blogistics.com/>, purchase used books directly from libraries. Each company has specific requirements related to condition (ex-library books may not be saleable but you may make money on donations that can't be added to the collection). Friends of Libraries USA (FOLUSA) offers some tips on online selling on their Web site, <http://www.folusa.org/resources/selling-books-online.php>.

Some governing agencies require, or offer as an option, that old books be sold as surplus through the agency's purchasing department, although rarely does the library benefit from any proceeds of the sale.

As a goodwill gesture, consider giving away books that don't sell at the book sale. If local rules permit, allow interested people to cart off the excess inventory, saving the library the expense of hauling the books to the dump. This also allows the library to avoid public relations issues that may arise if the community perceives the library as 'throwing away perfectly good books.'

**DONATING** is not a profitable method, but promotes good public relations if only very good discards are disposed of in this way. Giving away junk does not promote good public relations, nor does it help the recipients. A childcare center, for example, will remember kindly your donation of picture books even if the covers are shabby. You may gain a regular customer for your prettier new picture books and a dozen regular patrons for your preschool story hour by sincerely considering the wants and needs of the recipient of your discards. For good quality books that are too technical for your collection, check with local universities to see if they can use the items. Even books that include outdated

information, stereotypes, and such may be useful for a museum or history center that focuses on the population or topic.

If a book depository or branch is planned, you might store discarded second and third copies for such a purpose if they are in good condition and are likely to remain viable in a collection. Consider donating duplicates that are in good condition to a local hospital, literacy program, nursing home, or an adult or juvenile correctional facility (especially paperbacks and large type books). Do not donate books that are in poor condition or that contain dangerously outdated information! You are simply passing your junk on to someone else!

Be wary of patrons who suggest that the library donate used books to projects in other countries or outside your area. Shipping books to Africa is very costly and it does little to help developing areas if what is being shipped is old, in poor condition, and outdated. Some libraries are willing to donate materials to groups that work with such projects as they know what is useful and what is junk. See ALA's Fact Sheet 12, "Sending Books to Needy Libraries: Book Donation Programs" available online at <http://www.ala.org/ala/aboutala/hqops/library/libraryfactsheet/alalibraryfactsheet12.cfm> for information on organizations that do want books for specific projects.

**TRADING** your 'best' discards is both excellent public relations and a shrewd financial move. Trading works with only two specific classes of discard: the high quality (or, at least, well-reviewed) item that is nonetheless of no interest to your community (e.g., a shelf sitter in Del Rio might be dynamite in Pampa, and vice versa); or the occasional donated duplicate of a good book of less than two-copy demand. Inquiries about trades can be made over the phone, by email, by letter, or as part of the business of the Texas Library Association annual conference or regional system meetings. If you are interested in trading, check out the Duplicates Exchange Union, <http://www.ala.org/ala/mgrps/divs/alcts/mgrps/econs/duplicatesexch/duplicatesexchange.cfm>. Membership is free and open to libraries of all types. Members exchange lists of available materials (as well as want lists) electronically. The requesting library pays for mailing items if the cost is above a set amount. Be sure that local ordinances allow the trading of assets that have been purchased with taxpayer funds.

**RECYCLING** services are now widely available and many communities encourage 'going green.' Recycling not only saves resources and improves the environment; it also helps control the rising costs of new books by holding down paper prices. Many community recycling programs accept the 'slick' paper that most magazines and vendor catalogs are printed on, as well as newsprint, making it easy to recycle discarded magazines and newspapers. Unfortunately, it is very difficult to recycle books. Paperbacks can often be recycled, but hardbacks are usually only recyclable if the covers are removed, a job that is very time consuming. Check with local recycling companies to ensure that you are not simply passing along 'garbage' that will either foul the recycling process or need to be hauled to the dump by someone else.

Children's books that are worn or damaged beyond repair may also be 'recycled' by laminating the illustrations and putting them on craft sticks to make puppets for library storytime, local child care centers, or teachers, or for creating flannelboard versions of popular stories. Many crafters have begun to 'recycle' books into works of art such as hollowed out 'book boxes' to hide valuables or store items, or turning them into purses and other items. See the Altered Book website, <http://www.alteredbookartists.com/>, for an amazing assortment of art made from old books.

**DESTRUCTION** should be reserved for materials in the worst physical condition, the absolutely hopeless cases, and then only as a last resort if the books cannot be recycled or sold for pulp. The advantage of this method is that it requires minimal time and effort. The major drawback is that the library derives no benefits, in money or public relations, from the discarded materials. Besides contributing to the already overflowing landfills, this method of disposal is likeliest to cause a 'weeding controversy,' since many people are shocked by the 'waste' of throwing 'good books' on the trash heap. Also, 'book burning' has unpleasant connotations. If you can explain that only those books and nonprint items in the worst physical condition get this treatment, you may be able to avert negative publicity. Another potentially embarrassing situation that can occur is for well-intentioned patrons to 'find' library books in the trash and assume vandals have put them there. Although this method of disposal cannot be avoided, it should be the last resort.

## Epilogue--Encouraging the Hesitant Weeder

Hopefully, this manual has already capably demonstrated the place of weeding in the cycle of library service, the benefits of regular CREWing, and the streamlined simplicity of the CREW method. However, there are several common objections to rigorous weeding often heard from librarians not comfortable with the task. Since they serve to justify keeping collections unweeded and unreviewed, they need to be considered in this manual.

**I am proud of having a large selection of books for my patrons. Besides, I need to have enough volumes in the collection to remain a system member or meet standards.**

**BUT** - Quality counts more than quantity, both with the patrons and with the Texas State Library & Archives Commission. While the State Library will not automatically disqualify you for system membership without taking other factors into consideration, annual statistics that show virtually no discards could indicate that the collection may be outmoded or growing in a haphazard fashion. **A good library is not necessarily a big library.** The level and quality of service the library can offer is of utmost importance. Of course, if the size of the collection is very near the minimum required for system membership, it simply cannot be weeded quite as strictly as a library collection safely over the requirement. In such cases, libraries concerned with going below minimum requirements should check with the Texas State Library & Archives Commission for more information. Once the volume count exceeds the library's shelf capacity, however, full-scale CREWing should be done in earnest. For service, efficiency counts more than raw size. Ask your regional system staff for help in procuring newer, higher quality books. An outdated book added to your collection today costs money (the time you spend processing the book) and will be of little or no use to your patrons.

**I don't have the staff time. We are too busy performing more critical library tasks.**

**BUT** - If you have the time to select new books, then you have the duty to weed those that are no longer useful to your collection. No one has all the time needed to do important tasks, but you **MUST** find the time to weed. Your library's image, credibility, and quality of service are at stake. To help find the needed time, make it a regular part of your routine, and use the guidelines in this manual to help make it a time-efficient process.

**If I throw this book out, I just know someone will ask for it tomorrow.**

**BUT** - This situation seldom actually occurs and is certainly less common than a patron asking for a book you decided not to acquire for the library in the first place. A detailed weeding study conducted over a three-year period at Yale University revealed that in two years, only 3.5% of the weeded items were asked for.<sup>16</sup> In fact, a book that has not been used in the past five years is unlikely to be used in the next five. The 'weeded needed' will be few, their absence is less harmful to public relations than a habitually cluttered and unreliable collection, and most likely they are still accessible through interlibrary loan. Moreover, CREW cuts down on the number of 'asked-for unacquired,' by alerting the librarian to gaps, losses, and the full range of materials available. The reality is that if no one is using the book, you are probably the only one who will miss it! Remember that the best items in your collection are the items that are being used.

**THE COLLECTION WEEDS ITSELF—WE LOSE BOOKS EVERY DAY!**

Losing books to theft or non-return doesn't count! Those are books someone wanted enough, presumably, to keep instead of bringing it back to the library. Attrition from loss and theft certainly means you need to replace some of those books with newer editions or different titles but you are putting them back on shelves that are crowded with a lot of books that aren't worth stealing, or borrowing.

**Well, this old book may be rare and valuable, even a first edition!**

**BUT** - Even if the old book dates back before 1900, chances are one in several thousand that it is worth even as much as \$5.00. Ex-library books, even when they are otherwise valuable titles, are rarely of interest to collectors. Why? Because libraries mark up the books with accession numbers, bar codes, property stamps, etc., and the books have often received heavy use.

Only a handful of unique copies, authors' personal copies, or other treasures sell for more than a few dollars. Old books are overwhelmingly rubbish or cheap curios. They almost never deserve the glass-fronted cases or separate stacks they too often receive at the expense of library space, time, money, and usefulness. 'First Editions' are also worth very little, especially when 'damaged' by library markings and worn by use, except in rare cases where only a handful of copies remain. The first edition of an unimportant book is worthless, even if it is unique. A high-priced (\$30.00 or more) first edition is almost always a classic or near classic that was not appreciated when it was first published. If you have never heard of the title, it almost certainly is not of this sort.

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<sup>16</sup> *Weeding Library Collections: Library Weeding Methods*, 3rd edition, 1989, p. 50, 52.

If you still think you have a valuable book, check some of the online out-of-print book websites like Alibris, <http://www.alibris.com/>, or ABE Books, <http://www.abebooks.com/>, to see if there is any market for the item. (ABE Books also provides interesting articles about collectable authors—if you have ANYTHING signed by J.K. Rowling, get it off your shelf—and other topics that may help you locate saleable items in your donations and discards.) If the book is in fact worth more than a few dollars, weed it and sell it! If you are selling a large number of books that you believe to be valuable, contact a reputable antiquarian book dealer for their estimated auction value of the book. Most real rare books are sold at auctions in New York or London.

**If I discard a book because it has not been used, isn't that admitting publicly that I made a mistake in selecting it?**

**SO?** You are human! Every librarian makes those kinds of mistakes. In many cases, books we select are NEVER used by a patron. Selection is not based on scientific formulas or objective measurements. To a very large extent, selection must be based on the librarian's judgment of books and expectations of what people will want to read. However, there are millions of books available, and over 50,000 new books released every year. It's impossible for even the best librarian to always 'be right.' Judgment can be sharpened by training and experience, but it can never be made infallible.

**Isn't weeding really just irresponsible destruction of public property?**

**NO.** As explained in the first part of the manual, weeding is a very constructive process that increases the library's ability to give a 'full service value per dollar' and that improves the appearance and comfort of the library building. As for 'irresponsibility,' the CREW method's very first step involves checking any possible legal constraints specifically to avoid violating civic responsibilities. Further, destruction by trashing or burning is not the only method of disposal; in fact, it is the last-choice option. Weeding library materials that are no longer of use is no more 'irresponsible' than discarding broken equipment from the recreation center or repaving a road that has become worn from use. Ask if the police department still has old uniforms and vehicles!

**We need to have something (or anything) on this subject. And we need every copy of this classic for the school rush.**

**BUT** – Is ‘something’ really better than ‘nothing’ when it is outdated and erroneous? Ask yourself if you would use the book to do your own research. Would you want your child’s grade to depend on using outdated information? If ‘something’ is needed on a subject, then a good resource that will be used is called for. If it will not be used, even the only book on a subject, such as paleobotany, is simply cluttering the shelves. If an unused book takes up space, an inaccurate book is worse. If you really need a resource on a particular subject, acquire something new, accurate, well written, and sturdily bound. If it is within the library’s mission to provide enough copies of classics to meet the needs of a class of students, then those extra copies could be kept in a storage room until the rush or replaced with clean, easy-to-store, attractive, inexpensive paperbacks.

Remember that CREWing entails a **continuous** process of **review, evaluation and weeding**. Weeding itself should be an ongoing, routine part of the work schedule, not a onetime operation or a ‘once in awhile’ project. Maintaining this cyclical process will prevent the buildup of unused, unwanted and damaged materials, which in turn leads to a monumental weeding task after months or years of neglect. In the long run, CREWing actually improves the quality of your library and enhances its reputation for providing accurate and dependable service in uncluttered, pleasant surroundings. In the short run, it augments the library director's professional judgment and working knowledge of the collection.

The point of weeding, and of CREWing, and of all other library functions, technical or public, is to provide your patrons with better service, clearer access to the world's knowledge, and entertainment. By streamlining your collection for efficient and reliable use, you are making it easier and faster for the people of your community to find the facts, phrases, and stories they need. Therefore, take this manual and discuss the matter with your staff, volunteers, and Board. Think about it for a while. Then, start working toward efficient, effective service and a high quality collection.

**Don’t delay—start weeding today!**

## Bibliography

### *Standard Collection Bibliographies*

Note that some of these titles are expensive; check with your regional system office, the Texas State Library's Library Science Collection, or a large public library to borrow items that you do not need on-hand on a regular basis. Use them to compare your holdings to those that are highly recommended, core collection titles, or to help you make decisions about whether to replace, retain, or discard an item that has marginal circulation or is in poor condition.

Bank Street College of Education. *The Best Children's Books of the Year, 2008*. Teachers College Press, 2008.

Barr, Catherine and John T. Gillespie. *Best Books for Children: Preschool Through Grade 6, 8<sup>th</sup> Edition*. Libraries Unlimited, 2005.

Barr, Catherine and John T. Gillespie. *Best Books for Children: Preschool Through Grade 6, Supplement to the 8<sup>th</sup> Edition*. Libraries Unlimited, 2007.

*Books Out Loud: Bowker's Guide to Audiobooks 2008*. Bowker, 2008.

*Bowker's Complete Video Directory 2008*. Bowker, 2008.

Brice, Donaly and Bill Stein. *More Than a Lone Star: A Texas History Selection List for the Small Public Library*. Houston Area Library System, 2003.

*The Complete Directory of Large Print Books and Serials 2008*. Bowker, 2008.

Cords, Sarah Statz and Robert Burgin. *The Real Story: A Guide to Nonfiction Reading Interests*. Libraries Unlimited, 2006.

East, Kathy and Rebecca L. Thomas. *Across Cultures: A Guide to Multicultural Literature for Children*. Libraries Unlimited, 2007.

Fichtelberg, Susan. *Encountering Enchantment: A Guide to Speculative Fiction for Teens*. Libraries Unlimited, 2006.

Fraser, Elizabeth. *Reality Rules!: A Guide to Teen Nonfiction Reading Interests*. Libraries Unlimited, 2008.

Frolund, Tina. *Genreified Classics: A Guide to Reading Interests in Classic Literature*. Libraries Unlimited, 2006.

- Gillespie, John T. and Catherine Barr. *Best Books for High School Readers: Grades 9-12*. Libraries Unlimited, 2004.
- Gillespie, John T. and Catherine Barr. *Best Books for High School Readers: Grades 9-12, Supplement to the First Edition*. Libraries Unlimited, 2006.
- Gillespie, John T. and Catherine Barr. *Best Books for Middle School and Junior High Readers*. Libraries Unlimited, 2004.
- Gillespie, John T. and Catherine Barr. *Best Books for Middle School and Junior High Readers: Grades 6-9, Supplement to the First Edition*. Libraries Unlimited, 2006.
- Herald, Diana Tixier. *Teen Genreflecting: A Guide to Reading Interests*, 2<sup>nd</sup> Edition. Libraries Unlimited, 2003.
- Herald, Diana Tixier and Bonnie Kuntzel. *Fluent in Fantasy*. Libraries Unlimited, 2007.
- Herald, Diana Tixier and Wayne A. Wiegand. *Genreflecting: A Guide to Popular Reading Interests*, 6<sup>th</sup> Edition. Libraries Unlimited, 2005.
- Husband, Janet G. and Jonathan F. Husband. *Sequels: An Annotated Guide to Novels in Series*, 4<sup>th</sup> Edition. American Library Association, 2008.
- Hysell, Shannon Graff. *Recommended Reference Books for Small and Medium-sized Libraries and Media Centers*, vol. 28. Libraries Unlimited, 2008. (The current edition reviews titles published in the previous two years. Check earlier editions to analyze older reference tools.)
- Lima, Carolyn W. and John A. Lima. *A to Zoo: Subject Access to Children's Picture Books*, 7<sup>th</sup> Edition. Libraries Unlimited, 2005.
- Lima, Carolyn W. and Rebecca L. Thomas. *A to Zoo: Subject Access to Children's Picture Books Supplement to the 7<sup>th</sup> Edition*. Libraries Unlimited, 2008.
- Lynn, Ruth Nadelman. *Fantasy Literature for Children and Young Adults: A Comprehensive Guide*, 5<sup>th</sup> Edition. Libraries Unlimited, 2005.
- Magazines for Libraries*, 17<sup>th</sup> Edition. Bowker, 2008.
- New York Public Library. "100 Picture Books Everyone Should Know."  
<http://kids.nypl.org/reading/recommended2.cfm?ListID=61>
- O'Gorman, Jack. *Reference Sources for Small and Medium-sized Libraries*, 7<sup>th</sup> Edition. American Library Association, 2007.

- Pearl, Nancy. *Book Crush: For Kids and Teens*. Sasquatch Books, 2007.
- Pearl, Nancy. *More Book Lust*. Sasquatch Books, 2005.
- Pilger, Mary Anne. *Science Experiments Index for Young People*, 4<sup>th</sup> Edition. Libraries Unlimited, 2005.
- Schwedt, Rachel E. and Janice DeLong. *Core Collections for Children and Young Adults*. Scarecrow Press, 2008.
- The Software Encyclopedia 2008*. Bowker, 2008.
- Thomas, Rebecca L. and Catherine Barr. *Popular Series Fiction for Middle School and Teen Readers*. Libraries Unlimited, 2005.
- “Top Fifty Gaming Core Collection Titles.” *Young Adult Library Services*. v6 no2 Winter 2008, p36-38+48.
- Wadham, Tim. *Libros Essenciales: Building, Marketing, and Programming a Core Collection of Spanish Language Children's Materials*. Neal-Schuman, 2006.
- Walker, Barbara J. *The Librarian's Guide to Developing Christian Fiction Collections*. Neal-Schuman, 2006. (The three titles in this set were originally published as individual volumes in 2005 covering core books and authors for adults, teens, and children.)
- Wilson Standard Catalogs / Core Collections Series
- (The Wilson Standard Catalog Series titles are available in two formats, print and electronic. New editions of each print volume have Core Collection in the title, as is currently used in the online edition of each title. See also Electronic Databases section following.)
- Children's Catalog*. 19<sup>th</sup> Edition. H.W. Wilson, 2006.  
(annual supplements are published between editions)
- Senior High Core Collection*. 17<sup>th</sup> Edition. H.W. Wilson, 2007.  
(annual supplements are published between editions)
- Public Library Core Collection: Nonfiction*. 13<sup>th</sup> Edition. (Public Library Catalog) H.W. Wilson, 2008.  
(annual supplements are published between editions)
- Middle and Junior High School Library Catalog*. 9<sup>th</sup> Edition. H.W. Wilson, 2005.  
(annual supplements are published between editions)

*Fiction Catalog*. 15<sup>th</sup> Edition. H.W. Wilson, 2006.  
(annual supplements are published between editions)

Young Adult Library Services. "Top Fifty Gaming Core Collection Titles."  
[http://wikis.ala.org/yalsa/index.php/Gaming\\_Lists\\_&\\_Activities](http://wikis.ala.org/yalsa/index.php/Gaming_Lists_&_Activities)

Zbaracki, Matthew D. *Best Books for Boys: A Resource for Educators*.  
Libraries Unlimited, 2008.

## *Recommended Lists and Best of the Year Lists*

The American Library Association and journals such as *Library Journal*, *School Library Journal*, and *Booklist* release notable and 'best of the year' lists annually. Check the current lists for good replacement titles and check previous lists to help you make decisions about the quality of titles that are circulating marginally or to decide whether to replace a title.

### *ALSC's Children's Notables Lists*

<http://www.ala.org/ala/mgrps/divs/alsc/awardsgrants/childrensnotable/index.cfm>

This division of the American Library Association issues annual lists of notable materials in book, film, audio, and software formats for children from birth through age 12. Usually released in January immediately following the Midwinter Meeting. Also check award lists, including the Newbery Award, the Caldecott Award, Siebert Award, the Odyssey Award, and others.

### *Notable Books for Adults*

<http://www.ala.org/ala/mgrps/divs/rusa/awards/notablebooks/lists/index.cfm>

The Reference and Users Services Division of the American Library Association issues an annual list of 25 important and highly readable books of fiction, nonfiction, and poetry for adult readers.

### *Outstanding Reference Sources*

<http://www.ala.org/ala/mgrps/divs/rusa/awards/outstandingreferencesources/index.cfm>

The Reference and Users Services Division of the American Library Association issues an annual list of outstanding reference resources, emphasizing those of most value to small and medium-sized public libraries. Issued each year in May.

### *Notable Videos*

<http://www.ala.org/ala/mgrps/rts/vrt/initiatives/notablevideos/index.cfm>

Video Round Table, a group within the American Library Association, provides an annual list of fifteen notable non-feature how-to and educational films.

### *YALSA Book Awards & Booklists*

<http://www.ala.org/ala/mgrps/divs/yalsa/booklistsawards/booklistsbook.cfm>

This division of the American Library Association issues annual lists of notable materials in book, film, and audio formats for teens. Usually released in January immediately following the Midwinter Meeting. Also check award lists, including the Alex Award, the Printz Award, and Young Adult Nonfiction Award, as well as lists like “Outstanding Books for the College Bound” and “Great Graphic Novels for Teens.”

## *Indexes*

While most standard indexes are now available electronically, some libraries keep older print copies. Retain works that are listed in standard indexes and are still being used by patrons. (See also Electronic Databases and Online Resources sections following.)

*The Columbia Granger's Index to Poetry in Anthologies*. 13<sup>th</sup> Edition.  
Columbia University Press, 2007.

*Index to Poetry for Children and Young People: 1993-1997*. H. W. Wilson, 1998. (Other Volumes: 1964-1969, 1970-1975, 1976-1981, 1982-1987, 1988-1992).

*Play Index 1998-2002*. H. W. Wilson, 2004. (Other Volumes: 1949-1952, 1953-1960, 1961-1967, 1968-1972, 1973-1977, 1978-1982, 1983-1987, 1988-1992, 1993-1997).

\**Short Story Index, 1999-2004*. H. W. Wilson, 2005. (Other Volumes: 1900-1949, 1950-1954, 1955-1958, 1959-1963, 1964-1968, 1969-1973, 1974-1978, 1979-1983, 1984-1988, 1989-1993, 1994-1998, 2000, 2003).

## *Electronic Databases*

Listed here are electronic database versions of standard indexes. These are available through paid subscriptions but some may be available through the TexShare databases at no or reduced fees for your library. Link to [www.texshare.edu](http://www.texshare.edu) for more information on databases available to public and academic libraries in Texas.

### *Children's Core Collection*

<http://www.hwwilson.com/print/childcat.cfm>

Database version of *Children's Catalog*.

### *The Columbia Granger's World of Poetry*

[www.columbiagrangers.org/grangers/index.jsp](http://www.columbiagrangers.org/grangers/index.jsp)

Electronic indexed poetry.

*Global Books in Print*

<http://www.globalbooksinprint.com/bip/>  
Comprehensive guide to books in print.

*Graphic Novels Core Collection*

[http://www.hwwilson.com/Databases/graphicnovels\\_core.htm](http://www.hwwilson.com/Databases/graphicnovels_core.htm)  
More than 2000 recommended titles.

*Middle School and Junior High Core Collection*

<http://www.hwwilson.com/print/mjhscat.cfm>  
Database version of *Middle and Junior High School Library Catalog*.

*Nonbook Materials Core Collection*

[http://www.hwwilson.com/Databases/nonbook\\_core.htm](http://www.hwwilson.com/Databases/nonbook_core.htm)  
Recommended multimedia resources.

*Play Index*

[http://www.hwwilson.com/Databases/playindex\\_e.htm](http://www.hwwilson.com/Databases/playindex_e.htm)  
Database version of *Play Index*.

*Public Library Core Collection: Fiction*

<http://www.hwwilson.com/print/fictcat.cfm>  
Database version of *Fiction Catalog*.

*Public Library Core Collection: Nonfiction*

<http://www.hwwilson.com/print/publibcat.cfm>  
Database version of *Public Library Catalog*.

*The Reader's Advisor Online*

<http://rainfo.lu.com/>  
Database version of the *Genreflecting series and other reader's advisory tools*

*Senior High Core Collection*

<http://www.hwwilson.com/print/srhscat.cfm>  
Database version of *Senior High Core Collection*.

*Short Story Index*

<http://www.hwwilson.com/databases/storeindec.htm>  
Database version of *Short Story Index*.

## Online Resources

Listed here are selected online resources which appear in the text of this manual. These websites offer free resources to help with collection development, selection, and weeding decisions.

### Adult Reading Round Table Booklists

<http://www.arrtreads.org/booklists.htm>

The members of this group are librarians and library staff from libraries in the Chicago area who are interested in leisure reading and promoting reading for pleasure. Check out their reading lists and genre studies.

### Alibris

[www.alibris.com](http://www.alibris.com)

If you think you have a valuable book, check it on Alibris, an out-of-print and rare book dealer. Alibris for Libraries will help to locate used, new and hard-to-find books, movies and music. Alibris offers out-of-print, older in-print, and otherwise unavailable titles in stock, including custom tools for managing replacement and collection development projects.

### Altered Books website

<http://www.alteredbookartists.com/>,

The International Society of Altered Book Artists website offers an amazing assortment of art made from old books.

### Better World Books

<http://www.betterworldbooks.com/>

This program works with libraries across the country to sell discarded and donated material on 20 online marketplaces to generate funding for both libraries and non-profit literacy initiatives.

### Blogistics

<http://www.blogistics.com/>

Purchase used books directly from libraries. Note that each company has specific requirements

### Cash 4 Books

<http://www.cash4books.net/>

This online company offers their service to anyone that needs to sell books quickly and easily. They buy a wide variety of books, but they specialize in textbooks, non-fiction, business, and professional/technical books.

### Determining the Value of Donated Property

<http://www.irs.ustreas.gov/pub/irs-pdf/p561.pdf>

This Internal Revenue Service (IRS) Publication 561 is designed to help donors and appraisers determine the value of property (other than cash) that is given to qualified organizations.

### Disposal or Weeded, Discarded, and Unwanted Books

[http://www.lrs.org/documents/field\\_stats/weeding\\_LP.pdf](http://www.lrs.org/documents/field_stats/weeding_LP.pdf)

This 2008 compilation by Maura McGrath for Library People: Friends of Colorado Libraries

### Duplicates Exchange Union

<http://www.ala.org/ala/mgrps/divs/alcts/mgrps/ecom/duplicatesexch/duplicatesexchange.cfm>

A group within the American Library Association, ALCTS Division, this group connects those who need materials with those who have more than they need. Members communicate by electronic discussion list to exchange usable library material. All kinds of libraries and librarians, primarily of small college and public libraries participate. Everyone is welcome.

### Green Weeding: Promoting Ecofriendly Options for Library Discards

<http://www.libraryjournal.com/article/CA6592668.html>

This recent article by Sarah Penniman and Lisa McColl in *Library Journal* (September 15, 2008) captures some current library activities and options for environmentally friendly weeding and online selling of discards.

### The Modern Library

<http://www.randomhouse.com/modernlibrary/100best.html>

Lists of the 100 'best' novels and non-fiction books, voted on by readers may help libraries determine a core collection of classics and important contemporary books to retain in the collection.

### The New Planning for Results: A Streamlined Approach Course.

[http://www.elearnlibraries.com/courses/the\\_new\\_planning\\_for\\_results/index.html](http://www.elearnlibraries.com/courses/the_new_planning_for_results/index.html)

This course is based on the popular American Library Association publication, *The New Planning for Results: A Streamlined Approach* by Sandra Nelson.

### Sending Books to Needy Libraries: Book Donation Programs

<http://www.ala.org/ala/aboutala/hqops/library/libraryfactsheet/alalibraryfactsheet12.cfm>

This American Library Association Fact Sheet 12 offers information on organizations that do want books for specific projects.

#### The Sunlink Weed of the Month Archives

[www.sunlink.ucf.edu/weed/](http://www.sunlink.ucf.edu/weed/)

Funded by the Florida Department of Education, the SUNLINK Weed of the Month program introduced a new weeding subject area each month from September 1997 to December 2005, organized by the primary Dewey classification. Although no longer adding to this website, the guidelines for weeding each topic area are very useful.

#### Tips for Online Book Sales

<http://www.folusa.org/resources/tips.php>

Friends of Libraries USA (FOLUSA) website offers "Tips for Online Book Sales," "Online Resources" and "List of Friends Selling Online."

#### Your Old Books

<http://www.rbms.info/yob.shtml>

This guide from the American Library Association, ACRL, Rare Books and Manuscripts Section, lists resources for the evaluation and appraisal of books, offers questions and answers on what makes a book rare, and suggested organizations that welcome book donations.

### *Further Readings*

Listed here are journal articles and books that provide additional information on weeding and topics related to collection development and maintenance. For those in Texas, remember that many of the articles are available through databases in TexShare.

Alabaster, Carol. *Developing an Outstanding Core Collection: A Guide for Public Libraries*. American Library Association, 2002.

Baumbach, Donna J. and Linda L. Miller. *Less is More: A Practical Guide to Weeding School Library Collections*. American Library Association, 2006.

Bazirjian, Rosann. "The Ethics of Library Discard Practices," in *Legal and Ethical Issues in Acquisitions*. Haworth Press, 1990.

Bromann, Jennifer. "Letting Go: How One Librarian Weeded a Children's Magazine Collection." *School Library Journal* v. 48 no. 7 (July 2002) pp. 44-46.

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## *Periodicals and Electronic Lists*

### *Booklist*

[http://www.ala.org/ala/aboutala/hqops/publishing/booklist\\_publications/booklist/booklist.cfm](http://www.ala.org/ala/aboutala/hqops/publishing/booklist_publications/booklist/booklist.cfm)

This publication from the American Library Association includes a regular 'roundup' of reference titles and articles that focus on 'core collections' for specific subject areas, including types of novels. For example, core collections have been covered for historical sagas, graphic novels featuring women, and African American cuisine. If you don't subscribe (you should!), search for these resources through the TexShare databases when making weeding decisions.

### *Collection Management*

From Haworth Press, this quarterly journal is devoted to the theories, practices, and research findings involved with the modern management of library collections. ISSN: 1545-2549

### COLLDV-L

<http://serials.infomotions.com/colldv-l/>

This listserv is a moderated discussion list directed primarily to those involved with library collection development. Although some discussions are rather academic and many of the postings deal with employment opportunities, subscribers can post questions regarding weeding activities and replacement of materials.

### Fiction\_L

<http://www.webrary.org/rs/FImenu.html>

This electronic listserv is hosted by the Morton Grove Public Library and is devoted to reader's advisory topics including collection

development issues, booklists and bibliographies. Check out the booklists for great fiction titles on a wide range of topics.

#### *Library Journal*

[www.libraryjournal.com](http://www.libraryjournal.com)

Each issue includes a roundup of reference titles. Also check out the collection development calendar online, which highlights specific subject areas. Each article includes new titles and classics. For example, the January 2008 issue focused on pregnancy and childbirth, while June 2007 covered water sports.

#### *School Library Journal*

<http://www.schoollibraryjournal.com/>

Despite its name, this journal covers materials for youth in school *and* public libraries. In addition to reviews and 'editor's choice' lists of the best books and media for the year, articles may focus on important titles in particular subject areas or genres. For example, the May 2008 issue included a focus on science fiction.

## Appendix

OVERVIEW CHART OF CREW FORMULAS .....	92
DISPOSAL SLIP TEMPLATE .....	93

## Overview Chart of CREW Formulas

Dewey Class	CREW Formula	Dewey Class	CREW Formula
000		610	5/3/MUSTIE
004	3/X/MUSTIE	629	X/2/MUSTIE
010	10/3/MUSTIE	630	5/3/MUSTIE
020	10/3/MUSTIE	635	10/3/MUSTIE
030	5/X/MUSTIE	636	5/2/MUSTIE
Other 000s	5/X/MUSTIE	640	5/3/MUSTIE
101	15/5/MUSTIE	649	5/3/MUSTIE
133	10/3/MUSTIE	670	10/3/MUSTIE
150	10/3/MUSTIE	700	
160	10/3/MUSTIE	709	X/3/MUSTIE
170	10/3/MUSTIE	720	X/3/MUSTIE
200	10/3/MUSTIE or 5/3/MUSTIE	737	5/3/MUSTIE
306	5/2/MUSTIE	740	X/3/MUSTIE
310	2/X/MUSTIE	770	5/3/MUSTIE
320	5/3/MUSTIE	791	10/2/MUSTIE
323	5/3/MUSTIE	793 - 796	10/3/MUSTIE
330	3/3/MUSTIE	800	X/3/MUSTIE
340	5/2/MUSTIE	910	3/2/MUSTIE
350	5/3/MUSTIE	Personal Travel Narratives	5/2/MUSTIE
360	5/3/MUSTIE	930 - 999	10/3/MUSTIE
370	10/3/MUSTIE	92, 920 or B	X/3/MUSTIE
390 - 394	10/3/MUSTIE	F (Fiction)	X/2/MUSTIE
395	5/3/MUSTIE	Graphic Novels	X/1/MUSTIE
398	X/3/MUSTIE	E (Easy Readers/ Picture Books)	X/2/MUSTIE
400	10/3/MUSTIE	JF (Juvenile Fiction)	X/2/MUSTIE
500	5/3/MUSTIE	YA Fiction (Teen Fiction)	3/2/MUSTIE
507	10/3/MUSTIE	J and YA Non-fiction	Use adult criteria (and review children's general criteria)
510	10/3/MUSTIE	Periodicals/ Newspapers	3/X/X
520	5/3/MUSTIE	Government Documents	3/2/X
550	X/3/MUSTIE	Local History	X/X/X
560	5/2/MUSTIE	Nonprint	WORST
570	7/3/MUSTIE	Film Formats	2/1/WORST
580	10/3/MUSTIE	Audio Formats	X/2/X

## Disposal Slips

### Disposal Slip

Book Title or Call Number: \_\_\_\_\_

<input type="checkbox"/> Bindery	<input type="checkbox"/> Discard
<input type="checkbox"/> Mend/Preserve	<input type="checkbox"/> Book Sale
<input type="checkbox"/> Promote	<input type="checkbox"/> Replacement/New Edition

Donate to: \_\_\_\_\_

Sent To: \_\_\_\_\_

Check Database for other locations of this title: \_\_\_\_\_

Other locations of this title: \_\_\_\_\_

Title to replace this volume: \_\_\_\_\_

Authorizing Agent: \_\_\_\_\_

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### Disposal Slip

Book Title or Call Number: \_\_\_\_\_

<input type="checkbox"/> Bindery	<input type="checkbox"/> Discard
<input type="checkbox"/> Mend/Preserve	<input type="checkbox"/> Book Sale
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