

**Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating for Impact"**

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):
NAME OF PROJECT: EXPANDED HOURS AT LA COUNTY LIBRARY

DATE OF IMPLEMENTATION/ADOPTION: JULY 1, 2017
(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2017)

PROJECT STATUS: _____ Ongoing One-time only

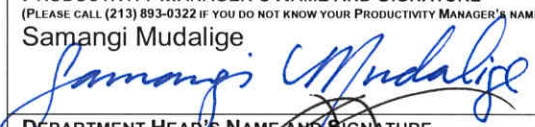
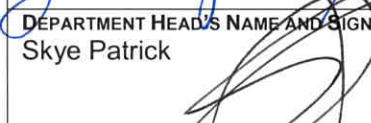
HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? _____ Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 By developing more efficient staffing models, LA County Library was able to drastically
2 expand hours at its libraries Countywide, without increasing staffing costs. Starting July
3 1, 2017, the Library expanded hours at 75 of its 87 libraries, resulting in over 15,000
4 new hours open to the public annually, at a cost avoidance of over \$1.7 million annually
5 in staffing expenses. The increase in hours was inspired by a series of Community
6 Visioning Sessions held in fall 2016, during which the Library convened local community
7 members and stakeholders to discuss their visions for the Library's future. One of the
8 most frequent requests was for more hours open to the public, so this quickly became a
9 top action item. Expanding hours systemwide furthered Library efforts to eliminate
10 barriers to use, and increase access to resources and services, as more service hours
11 meant increased opportunities for community members who depend on the library to
12 search for jobs, pursue learning opportunities, do homework, and simply enjoy their
13 local library as a community center. In the year since the expansion, usage has already
14 increased, with 425,000 more people coming through library doors than last fiscal year,
15 indicating that customers are taking advantage of additional hours.

BENEFITS TO THE COUNTY				
(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 1,712,880.00	\$ 0	\$ 0	\$ 1,712,880.00	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS LA County Library 7400 E Imperial Hwy Downey, CA 90242		TELEPHONE NUMBER 562.940.8462
PROGRAM MANAGER'S NAME Yolanda De Ramus		TELEPHONE NUMBER 562.940.8412 EMAIL yderamus@library.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Samangi Mudalige 	DATE 07/02/2018	TELEPHONE NUMBER 562.940.4106 EMAIL smudalige@library.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Skye Patrick 	DATE 06.29.18	TELEPHONE NUMBER 562.940.8400

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project **to the County**. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success **and specify assessment time frame**. Use Arial 12 point font.

Challenge: In fall 2016, LA County Library convened community members and stakeholders at Visioning Sessions, town hall-style meetings designed to encourage open and honest conversation with the customers the Library serves, and to solicit feedback on the Library’s future. Hosted by Library Director Skye Patrick, these sessions were held at 15 libraries throughout the County, and the Library also solicited feedback via their website. The Library used community feedback to identify top action items. One of the most frequent requests was an increase in open hours, a request that aligned well with the Library’s strategic priority of breaking down barriers to access. Libraries have evolved into community centers that provide invaluable tools to customers, allowing them free computers and Wi-Fi to search and apply for jobs, after school homework help, computer literacy classes, online learning tools, early childhood literacy programs, teen services, cultural services, recreational services, and more, and expanding hours would create even more opportunity to aid customers with these much-needed services. Yet, to be open to the public, a library must be staffed by at least two individuals, per Library safety policy, so the key challenge was how to address this community desire without incurring additional staffing costs to the Library and County.

Solution: By evaluating the efficiency of existing staffing models, LA County Library determined that it could add hours without hiring additional staff, thereby improving service quality for Library customers. The Library’s 5 Regional Administrators were tasked with reviewing library schedules and determining areas of inefficiency, so as to impact staffing as little as possible, and avoid incurring any additional staffing costs. There was no exact formula; each library’s hours had to be reviewed individually based on a variety of variables, including existing staff schedules, and shifting community needs. In some locations, gaps were glaring, but at others, they were subtler. Regional Administrators noticed that, in many cases, staff were arriving at the libraries up to 3 hours prior to opening to the public in the morning; it was determined that staff could instead complete preparatory duties in 1 hour, and open 2 hours earlier. Regional Administrators also reviewed monthly reports from Library Managers to identify patterns in shifting community needs, like increases in after-school usage, older adults visiting more frequently on weekday mornings, or changes in family attendance on weekdays and weekends. Once factors were determined, updates to library hours were determined at a regional level, and then implemented by Library Managers. Some libraries added as little as 1 hour a week, others as much

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as 11 hours. Signs on building doors and the Library’s website were updated. In total, across 75 locations (of 85), 15,250 hours were added annually.

Benefits: The primary benefit of the Library service hour expansion project was that more than 15,000 annual open hours were made available to residents of Los Angeles County, with no additional taxpayer costs incurred, thereby providing more value per budgetary dollar. Using the creative approach of adjusting hours around existing staffing allowed the Library to avoid adding costs of over \$1.7 million (see Cost section for more detail). The expansion addressed a concern expressed by the public at Community Visioning Sessions, while bridging service gaps and increasing access to in-person customer service from library staff during newly-added hours. Addressing emerging community patterns as part of the expansion effort also helped to better serve various subsets of the community, based on their needs for library hours.

Since the expanded hours were launched on July 1, 2017, the Library has seen a large increase in gate count, especially at the libraries that were able to expand their hours the most. Systemwide, gate count has increased over 425,000, or nearly 5%, this fiscal year so far (July 1 – May 31) as compared to last fiscal year (2016-17), during the same time period. There was actually a decline in gate count during the 2016-17 fiscal year, which had previously been attributed primarily to increases in e-content consumption (meaning, customers wouldn’t need to visit the library in person to use its services). But e-content usage increased again this year, approximately 12% from fiscal year 2016-17, and 20% from fiscal year 2015-16. The fact that in-person visits increased during the past fiscal year despite the overwhelming increase in e-resource usage indicates that the expansion of hours helped to meet customer needs and encourage greater usage, satisfying the public’s request, and that expanded in-person service hours are essential, even in an age of increased electronic resource availability.

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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

The project supports Strategic Plan Goal I, *Make Investments that Transform Lives*. Specifically, it addresses Strategy I.1.7, which is to Support Library Efforts to Engage Children and Families. While the project supports all customer groups, children and families are one of the most frequent users of the Library. But due to work schedules and other complications, many parents struggle to find time in their days to visit a library in person, especially when hours don't align with work and life schedules. Increasing library hours provides more opportunities to offer a space and programming for children and families, whether it be Storytime, Family Place, or one of many programs customized by librarians for local communities.

The project also supports Goal III, *Engage and Share Information with Our Customers, Communities, and Partners*. Specifically, Strategy III.3.2, which is to Manage and Maximize County Assets in ways that are fiscally responsible and align with the County's highest priority needs. The project was initially sparked by the frequency of public requests for more hours during Visioning Sessions in 2016—which was, in itself, a strong way of engaging customers and community members. Customers expressed a need, and the Library responded. The fact the feedback gathered was transformed into an action item, acted upon within less than a year, and reported back to the public represents a successful model for public engagement. On top of this, the way in which the action item was accomplished—increasing efficiency of existing resources—certainly maximizes County assets in a fiscally responsible way.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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While the staff at each Library location during any given hour have varying class specifications, at the very least each hour is staffed by two individuals, a Librarian and a Library Assistant. Using the minimum salaries for these classes, it can be estimated the minimum cost that was avoided by adding hours without adding staff.

Regular Productive Hourly Rates (which include employee benefits at 61.23%) for each position are as follows:

Librarian I:	\$66.03
Library Assistant I:	\$46.29
Total:	\$112.32

Multiplying the total cost of the two positions times the 15,250 hours added annually results in a total cost avoidance of \$1,712,880, over \$1.7 million.