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Quality and Productivity Commission
29th Annual Productivity and Quality Awards Program
Champions of Change: Together We Make a Difference

2015 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: 24-7 VIRTUAL LIBRARY

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DATE OF IMPLEMENTATION/ADOPTION: FY 2007-08
(Must have been implemented at least one year - on or before July 1, 2014)

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.

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Just a few years ago, customers wanting to use County Public Library resources still had no choice but to make a physical trip to one of our facilities. Whether they wanted to check out materials, place a hold on a soon-to-be-published item, get their child homework help, join a local book club, obtain basic tax information, or find out how to become a citizen – almost everything required an in-person visit. Now just about our entire service delivery system is online. What we proudly call our “24-7 Virtual Library” officially became, in effect, our highest circulating library with 785,000 visits during Fiscal Year 2013-14. Efficiency has improved since patrons now handle services previously requiring library staff. This includes browsing the catalogue; downloading eBooks, eMagazines, audiobooks, streaming videos, and music; taking advantage of online learning and research opportunities; identifying fun programming for patrons of all ages; and settling past due accounts. Our 24-7 Virtual Library also includes free Internet access and WiFi usage for library patrons – which is especially popular since it is available regardless of whether a patron’s community library is actually open.

(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
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS County of Los Angeles Public Library 7400 E. IMPERIALHWY. DOWNEY, CA 90242	TELEPHONE NUMBER (562) 940-8400
PROGRAM MANAGER'S NAME Migell Acosta	TELEPHONE NUMBER (562) 940-8418 EMAIL macosta@library.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Roxane Marquez Signature on file	DATE 7-15-2015 TELEPHONE NUMBER (562) 940-6921 EMAIL rmarquez@library.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Margaret Donnellan Todd Signature on file	DATE 7-15-2015 TELEPHONE NUMBER (562) 940-8400

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1st FACT SHEET – LIMITED TO 3 PAGES ONLY: Describe the **Challenge, Solution, and Benefits** of the project. State clearly and concisely what difference the project has made. Use Arial 12 point font

CHALLENGE: Round-the-clock customer service has become a fact of life across most every industry – including libraries – and only increased once Internet access and usage became a staple of American life. Library customers demanded to use our services at all hours. We can't keep our doors open all the time. But we can keep our services in operation all the time. Customers demanded that our business model evolve. So we supplied it with the 24-7 Virtual Library.

SOLUTION: The 24-7 Virtual Library essentially required us to transfer to our website – or reproduce for it – almost every in-person service we offer. This includes: Library catalog: Patrons can search it for themselves at any time – and place holds.

- 3.5 million visits in FY 2013-14 with an average of 7,500 holds per day in FY 2013-14

Books & Media: Most recent titles, and staff suggestions, in an array of literary subjects – including Horror, Romance, Teen Fiction, LGBTQ, Booklists, and more.

Downloads: Online eBooks, eMagazines, audiobooks, and streaming video.

- Over 608,000 OverDrive (eBooks and audiobooks) downloads and checkouts in FY 2013-14
- Over 11,400 OneClickdigital (audiobooks) downloads and checkouts in FY 2013-14
- Over 256,900 Freegal (music) downloads and checkouts in FY 2013-14
- Over 15,700 Zinio (eMagazines) downloads and checkouts in FY 2013-14
- Over 73,000 Hoopla (music, audiobooks, and streaming video) downloads and checkouts in FY 2013-14

Online Learning: A great resource for furthering education goals or personal enrichment

- Over 3,000 Gale Courses enrollments in FY 2013-14
- Exactly 1,800 UniversalClass enrollments in FY 2013-14
- Over 76,800 Live Homework Help sessions in FY 2013-14
- Exactly 3,200 Learning Express sessions in FY 2013-14
- Over 14,300 Mango languages sessions in FY 2013-14
- Exactly 2,500 Powerspeak Languages sessions in FY 2013-14

Databases and Online Research: Numerous inquiries to reference librarians are made here, virtually.

- Approximately 342,000 inquires in FY 2013-14

Teens, Kids & Parents: We offer family-friendly programming of all kinds for all ages.

- Over 27,500 "Teen" web page views in FY 2013-14
- Over 467,300 "Kids" web page views in FY 2013-14
- Over 16,800 "Parents" web page views in FY 2013-14

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Hours & Locations: These web pages are among the most practical for patrons of our 24-7 Virtual Library.

- Over 328,300 “Hours & Locations” page views in FY 2013-14

Events: We offer current information for all 86 libraries, four ethnic resource centers, and three bookmobiles over a 3,032-square-mile area.

- Over 13,100 “Events” web page views in FY 2013-14

My Account: Patrons can manage their accounts themselves – from placing a book hold to paying late fees.

- Over 714,000 active Accounts since the start of FY 2013-14

Contact: Unique because it provides customers with texting and online chatting possibilities, oftentimes in real time, with our librarians – but all done virtually.

- Over 9,000 texting and chatting sessions in FY 2013-14
- Approximately 7,200 e-mailed reference questions in FY 2013-14
- Access to County Libraries

Free Internet and WiFi: We’re committed to closing the Digital Divide – and WiFi access is an especially popular service since it’s available regardless of whether a patron’s library is actually open.

- Approximately 2.5 million Internet sessions in FY 2013-14
- About 66,000 WiFi sessions (48 minutes per session) in FY 2013-14

Self-Serve Model: No more wasting time waiting in line. Our customers’ time is valuable. Customers can checkout materials and pick-up items on hold without staff assistance.

BENEFITS: Transforming our customer service delivery model to include – if not center upon – our 24-7 Virtual Library has not been a top-down process. The consumer continually shapes the service. Everything we offer is first vetted through the prism of our customers’ needs. It must provide services in plain English. It must be very user-friendly. It must be functional on a mobile device. These factors and more help ensure that the 24-7 Virtual Library has value to our patrons. We have succeeded. The 24-7 Virtual Library officially became, in effect, our highest circulating library with 785,000 visits during Fiscal Year 2013-14. This is precisely the kind of innovation in customer service that helps the County of Los Angeles fulfill its own mission statement of “Enriching Lives”. It also demonstrates a strong commitment by the County of Los Angeles Public Library to bringing its Statement of Purpose, which is that, “The Library gives you the freedom to create, explore, connect ... whatever your needs and dreams.” our experience has value to other County Departments. This is especially true for those Departments coming into frequent contact with patrons of their own.

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LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS): Use Arial 12 point font

This project is consistent with the County's Strategic Plan Goal 1 of Operational Effectiveness: "Maximize the effectiveness of the County's processes, structure, and operations to support timely delivery of customer-oriented and efficient public services." This goal was achieved by transferring our entire service delivery system online via the 24-7 Virtual Library to meet the evolving needs of our patrons.

This project also is consistent with the County's Strategic Plan Goal 2 of Children, Family and Adult Well-Being: "Enrich lives through integrated, cost-effective, and client-centered support services." This goal was achieved by allowing patrons' needs to shape both the kinds of online services we offered and user-friendly standards for those services. It also was achieved by ensuring that services offered online complemented or enhanced – but did not duplicate – services offered in-person at our network of community libraries.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT): If you are claiming cost benefits, include a calculation on this page. 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.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes.

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

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