

E-city – transforming the library collection Wellington, New Zealand

**ICMA International Best Practices 2002
10-11 May 2002, Sydney, Australia**

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Local Government Data (Please insert your data below)

Form of Government (e.g., council-manager, commission)	Chief Executive
Legislative Body (e.g., 8-member council, separately-elected mayor)	19 member elected Council, separately voted Mayor, two Community Boards
Population	165,942
Area (in square kilometres)	290 kilm sq. (29000 hectares)
Budget (in local currency)	147.5 mill
Budget (equivalent in Australian dollars)	120.8 mill.
Major Types of Revenue Sources in FY2001	Rates levied; user fees and charges;
Number of Employees	1250 FTE
Socio-Economic Indictors Median Household Income (in local currency) Median Household Income (in Australian \$) Homeownership Rate Percentage of University Graduates	\$NZ50902 \$A62,100 62% of dwellings the resident owns the dwelling 50%
Leading Employers	Central government ministries, agencies and quangos Victoria University of Wellington; Massey University (Wellington campus) Business, retail and hospitality sectors
Other Distinguishing Characteristics	NZ's capital city Harbour setting

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EXECUTIVE SUMMARY

Library web-sites are ubiquitous. Some focus on core information “about” the home library – how to join, where it’s located, while others house remote access to their library catalogue. The explosion of information readily available to end-users, together with customers’ expectations of immediacy and convenience, prompted a radical service re-think in Wellington City Libraries. No longer could a monopoly situation be sustained by virtue of “having the most books”. From this, E-city – our electronic collection, as a core part of our virtual branch - has evolved.

What is E-city?

E-City (www.e-city.co.nz) is the stand-alone web site, a “one-stop electronic shop” where customers of Wellington City Libraries (WCL) can access the Libraries’ electronic collection and on-line catalogue. About 3000 journals or newspapers and items are accessible in full text as well as others being indexed. E-City can also be accessed through WCL’s web site (www.wcl.govt.nz).

Results

E-city vastly improved WCL’s ability to deliver information - its quality, quantity and diversity - to larger numbers and a wider variety of customers – more effectively. The initial usage projections were too conservative, as it has climbed to over 150,000 visits per year – which represents more than one visit each year for every resident. More importantly, it is an integral part of the library mission to remain first choice for Wellingtonians seeking to benefit from access to information.

PROBLEM ASSESSMENT/INITIAL POLICY ENVIROMENT

Customer expectations and environments

Wellington’s hilly city landscape means that, despite having one of the highest library branch per capita rates for New Zealand, there are many geographic areas that do not have easy access to a branch. Yet, almost all dealings prior to 1999 relied on the customer, at some point, needing to visit the libraries physically. The Central Library is open 66 hours (across 7 days a week, and each evening Mon-Fri) but expectations were for longer opening hours. In addition there are several customer visiting peaks:

- For the Central Library the visiting peaks are
 - Lunch-times (those in full-time employment in their lunch-hours)
 - 3pm-7pm (children and teens doing homework, adults visiting after work)
 - Saturdays and Sundays (families)
- For branch libraries the visiting peaks are
 - 3pm-7pm (children and teens doing homework, adults visiting after work)

The popularity of the Internet as a communication conduit, a storehouse and a publishing device was

increasing both for information providers and searchers. The ability of the Internet to facilitate the dissemination of current information, or present different types of information more widely and readily, suggested itself as a possible solution for Wellington's access concerns, rather than a threat as a replacement for the library service.

The education and business sectors are key parts of the Wellington community. As the capital city, many businesses and government organizations whose information needs focus on current information as much as the more traditional recreational or social roles. Additionally, work patterns were, and still are, changing (e.g. increase in consultancy work, working from home) which meant the traditional larger corporate business library resource was not an option to meet many business customer needs. The New Zealand school and tertiary educational curriculums are becoming more research based – with an increased emphasis on information skills.

This was evidenced by the fact that the Wellington customer community was proving progressive in connecting to the Internet. In 1998, 47% of adults reported they had searched the Internet in the last two months, (this is now 62%, Wellington City Libraries Customer Surveys).

Young adults, who were university level graduates, and in full-time employment, were a significant customer segment, who were tending to let their library memberships lapse because their information needs could be met by alternative means, or their lifestyle did not match library opening hours. 'Retaining "Generation Xers" who were perceiving the library to be increasingly irrelevant' became a libraries business focus in the late 1990s.

Interestingly, general usage of the more traditional library services - the lending and visiting services - was increasing by 3% each year. The same customer surveys indicated that the main driver of customer satisfaction was the "breadth and variety of the collection". However publishing and information management trends projected, together with evidence from WCL's customer contexts, suggested that a publicly funded organization could not bask complacently on this, and still remain relevant to its community in the near future.

Library-wide process review

Planning for a more technologically based information service was a key driver for a library-wide change programme where each library process and role was reviewed in 1996/7. This was the library's first response to general environmental changes being signaled. While the concept of an 'electronic collection' was regarded as futuristic at that stage, one of the benefits of this process review (in relation to the web-site and E-city developments) was that there was no assumption that the task involved replicating the same business task or function in exactly the same way translated to a web environment. This was not limited to a process review but it encompassed all organizational components, including but not restricted to – organizational structure, policy, culture, job roles and competencies - aligning them together in a more integrated fashion. This review process was management initiated with the commissioning of a consultant firm for three months. However, the resulting environment was envisioned and designed in detail by library change project teams over succeeding months.

Conceptually the same work objectives are being performed – information sources are being selected, evaluated, and made accessible to customers in a retrievable way. But a specific business process review for E-city was considered not to be needed, given this recent thorough organizational review.

The Libraries Collection

The genesis of E-city occurred with the development of the initial strategy for the main library website in 1997/8. Right from the outset, this was to be “Wellington’s virtual library branch” rather than static information. For example, customers could request reserved books from day one. Every information service offered in a branch library, which would feasibly translate into an electronic environment, became part of the ongoing development plan.

Secondly, although there was no specific electronic collection policy in 1998, the general collection policy had always had as a key principle that information could be found in a wide variety of formats, which would be reflected in the library collection. It was not restricted to in-print books and journals.

PROJECT DESCRIPTION/CHANGES IMPLEMENTED

The initiative can be viewed in three key phases, each of which continues beyond installation. Each step contributed significantly to realizing the proposed benefits.

The focus of E-city is to assist customers to conduct their own research, rather than channel all inquiries via a libraries staff member.

Securing the right information sources

The newly formed Collection Development Team conducted a major review of the information and abstracting information sources held already by the Library. Planning occurred in the 1998/1999 budget cycle to prepare a case for investment in replacement online subscription purchases. This was a significant investment, achieved only through effective negotiation with the collection buyers to cancel a range of well-regarded but relatively little used print or CD ROM technical library abstracting tools which would be indirectly superseded by any electronic indexing service.

As part of the review, an environmental scan was conducted to seek other partners who could act as members of consortia for purchasing. At that time, many other NZ libraries were only in the throes of establishing their own web strategies, or were contending with practical issues such as physical networking e.g. bandwidth. To remain responsive to the Wellington community however, the library could not wait for these issues to be resolved. (Note that this is now changing, and opportunities for discussions to explore partnerships with other libraries are arising, particularly at a regional level). Wellington’s techno-savvy segments would have already transferred to other information providers.

The result of this review was to purchase EBSCO MasterFILE Premier, the first online database for Wellington City Libraries. The primary reasons for purchasing the database were:

- to meet the needs of library customers who prefer online delivery of information
- to have a resource which provided extremely current information
- to have a readily available information resource which gave equity of access to all Wellington City Libraries customers simultaneously across the twelve branch libraries
- to provide a wider range of information resources to specialist customer groups, e.g. business-oriented customers

MasterFILE Premier was selected for the versatile content that most closely matched WCL customers' needs. The publications on the database were a mix of high quality journals (e.g. Harvard Business Review), popular journals (e.g. Time) and journals which give a wealth of information on topics to add breadth to current information accessible by customers. Initially, the criteria for selecting these tools were the same as that applied to other formats. Since then, however, the Collection Development Team has refined the selection of online databases, although the core criteria has not changed since that which was applied to the selection and purchase of MasterFILE Premier. Electronic databases must significantly add to the value of the information that can not be as well provided for in the traditional print and other formats. The Collection Development Team identifies areas where databases could significantly enhance specific areas of the Collection and where there is customer demand.

The selector in whose subject area a gap has been identified will seek out potentially suitable databases, vendors will be contacted and the database tested. Depending upon the subject area, there may only be one suitable product in the market. If there are several products, the databases will be tested simultaneously. Two separate groups will test the database(s) – a customer group and a group of WCL staff – using agreed criteria.

The approach taken was to purchase from database aggregators rather than the individual copyright holders. The risks of this approach were identified. As a third party (i.e. usually the journal publisher) holds the rights of the actual full-text journal, the conditions of supply could change mid-stream if the copyright holder reviewed their terms of supply. In practice, this was exacerbated by some journal publishers, who had not carefully thought out their own marketing or pricing strategies before selling their product to an aggregator (i.e. the individual who is purchasing a subscription today will not purchase it tomorrow if they can view it through an indexing service). Nevertheless, the team considered that the advantages of ready-made search interfaces and economic administration were key benefits. The investment required for council to take on this aggregating role and deal with the myriad of publishers was considered prohibitive.

Databases are selected for their ease of use and coverage of subjects to appropriate levels. These levels can vary from subject to subject, depending upon on the profile of the target customer group.

WCL's policy is to commit to a database product for two to three years initially. Significant investment goes into the purchase, installment and promotion of each database. Furthermore, greater customer loyalty to E-City is built if offered a selection of products that remain predictable and stable.

The Collection Development Team do not purchase an electronic database to cover every subject area or to automatically replace material in print and CD-ROM formats with online versions. The perception that an online version of a work is the infinitely superior product is not necessarily correct. Printed formats of some works are still the better option for some customer needs. Online products are invariably more expensive than the printed version, and this needs to form part of the assessment. Furthermore, although it is now much improved, at the outset, the number of free publicly accessible PCs did constrain access for those without Internet-enabled home or work PCs.

The databases purchased so far include:

- EBSCO MasterFILE Premier - selected for its versatility, and its particular strengths in business, health, science and current affairs

- EBSCO World Magazine Bank – a very useful all-round database which came with MasterFILE Premier
- EBSCO Business Source Elite – selected for its business coverage to support the Council’s strategy to actively support the Wellington City business community.
- Electric Library Australasia – selected for its INL (Independent Newspapers Limited) newspapers content (key publisher of core NZ newspapers).
- Gale Biography Resource Centre – selected for its wide coverage of biographical material, particularly for students
- Grove Art – selected for its excellent coverage of the arts and particularly useful to college and tertiary students, artists and crafts people. The arts community is also a key Wellington sector.

Other databases are being considered for purchase in this financial year, and this will continue.

Installing the Web presence, including customer authentication

MasterFILE Premier was initially networked only throughout the branch libraries to promote staff familiarity. The potential for remote access to the database was an important reason for the decision to purchase it however, and in February 1999, without any promotion whatsoever, MasterFILE Premier was installed on the Wellington City Libraries web site for a six-week trial. This allowed some practical details to be tested, while working through detailed issues with the vendors. Those library customers who chanced upon it were enthralled with it.

In parallel, work had begun on developing a stand-alone site where online databases could be directly accessed. This was to become www.e-city.co.nz – Wellington’s electronic library collection.

A strong relationship was sought with the vendors throughout the full implementation programme – to tailor the sources to Wellington’s technical and policy environment, and navigate a solution to respect the author’s copyright. Being the first in NZ meant that many detailed matters had to be worked through in concert by both library and vendor.

An authorization process was required to honor the copyright clauses and conditions - where

- a) access is firstly limited to those with library membership and secondly
- b) corporate customers are only allowed access to the abstract summaries of some providers, while allowing individual Wellington customers the ability to access all parts of the site. This involved a great deal of legal clarification with the vendor to ensure that the technical solution matched their expectations for access. This was managed in a two-phase process to advance the project launch date.
 - Customers were only authenticated on the form of their customer card number and password. This provided a low level of security but could be quickly achieved. An earlier initial launch date was possible, as this met the needs of a major vendor, although access to the Gale database was deferred as it had stricter needs.
 - Full launch occurred in March 2000 (timed for the academic year) of all resources, coupled with a full authentication against actual customer numbers and passwords, which are downloaded nightly from the libraries’ customer database.

Several home page designs were tested, before settling on the color theme that could be linked with the promotional activities. The page had to

- take account of copyright considerations and explanations, which each customer had to formally accept

- be quick to load
- easily allow for future expansions to the collections.

The initial page conceived was utilizing Wellington's picturesque landscape or horizon, with the different buildings as navigation links. Although this had some appeal, with its link to the domain name, it was impractical as a longer-term solution and this was abandoned.

The current E-city concept includes a separate section of links for customers to access some external web-sites. However, over time this is being superseded by

- installation of Web-enabled catalogue which will allow externally linked sources to form part of the library catalogue directly, retrieving relevant URL addresses in one search as part of the catalogue records
- hot topic subject pages which include recommended sites and other subject resources on a more comprehensive basis

Staff Training

Some initial internal team training concerns relating to E-city were

- the then current technological skills were more limited to the non-Windows-based interface provided by the BookPlus library management software. Most branch libraries had limited access to CD ROM reference indexes.
- training implications – not just the actual training, but the familiarization and ongoing support
- ease of use with familiar in print tools may constrain take-up

An initial training programme was conducted for all staff teams by the core project team in EBSCO's MasterFILE Premier & World Magazine Bank prior to the go-live launch. This involved not only conducting staff tutorials in the sources, but in some cases including an introduction to database searching - such as using Boolean concepts.

Although there was active encouragement of the whole project one barrier to emerge was the limited access to workroom PCs for training, particularly in branch libraries. This was caused by some slow computer response times, having to share PCs (and it was often required to perform an ongoing work function), and having to adapt to a new interface, quite unlike our now retired library management system BookPlus. With the increase in tools, funding to purchase further PCs in every branch library has occurred.

Electric Library Australasia especially assisted in gaining staff acceptance for electronic databases, as it short-circuited a common branch query where staff had previously only to refer the query or customer to the Central library. Likewise with the installation of Gale's Biography Resource Center – photos and biographical information for hundreds of thousands of individuals are now available both to the staff in the library as well as the customer at home.

Staff advocacy was seen as a core promotional and use issue – the more that staff can gain from using these tools, the more that they can and will promote them to the end-users. Another staff development issue identified by the project team was that the more that team members were assisted in taking up existing tools that the library subscribes to, the more that they will accept new tools as they come along.

The implementation of our new Windows-based TLC/CARL library management system, Whekenui (“great octopus”) has provided the ideal opportunity to audit where all staff are at in terms of technology skills, including E-city searching and sources.

This has resulted in a targeted training programme that focuses on the information and technology skills at a more detailed level for each individual.

So, “assisting staff to take-up” these technologies occurred in several ways

- selling the benefits for staff – providing a reason for using (over possible favorite print resources, to answer queries previously only referred on)
- providing training in a wider range of competencies, particularly at sites where there had been limited exposure to any electronic searching
- providing time and practice examples to encourage ease and familiarity
- providing opportunities to work on project teams to increase developmental opportunities

Customer Promotion

The overall plan allowed for significant promotion. E-city provides a wealth of information - earlier effort would be wasted if found by only a few customers.

The promotion plan catered both for expanding the horizons of existing committed library customers, as well as capturing the attention of entirely new prospects. It broke new ground for the organization, both in terms of the degree of investment, and the level of commitment to such a wide range of promotion devices and strategies employed for the one product range.

The first key decision was the decision to develop a separate domain address. Technically, there is only one page resident on the E-city site – the home page. There is ease of access, whether approaching from within the wider library web-site, or directly to the E-city homepage – www.e-city.co.nz. It is not just hidden in the navigation of a larger site.

Other promotional strategies and activities were

1. Nominate or seek selection as links on other reputable sites, for example, it was selected as a link on the New Zealand Ministry of Education Te Kete Ipurangi website.
2. Wellington university students – promotional flyers to new individual students during enrolment, and presence during orientation. Although the promotion indicates that it was ‘free’ for a limited time period, this was a promotional slogan, as it has always been free to library members.
3. Wellington school students program for E-city
 - enthusiastic workshop with teacher/librarians
 - libraries staff working with individual students - either in schools or in library programmes to develop research skills based on E-city. In one example, with Tawa College, libraries staff developed the research module with the teacher, then ran that aspect of the course in the library with individual students, guiding their work. This was in addition to the existing class visits no, 8 below.
4. Different general posters - designed to attract the attention; using graphics, such as the “brain food” or E-city scooter. (Other library posters use mainly text or photographs). (See attachment 3).
5. Wellington Railway Station display billboard, exposed to 50,000 adults per day. The “brain food” poster formed the basis of this billboard.
6. Active staff promotion to individual customers (adult, children and teenagers) as they asked reference queries in the library or updated their customer registrations

7. [Internet@Library](#) - including customer group tutorials
8. Where possible, existing library promotional opportunities have been garnered for E-city at some stage. This has meant that exposure could be targeted to specific customer groups through existing promotional channels. Examples include
 - Class visits. Many schools visit the library and libraries staff teach the class as a group. This can take the form of highlighting curriculum resources, teaching in information literacy (e.g. what is a keyword?), authors, or demonstrating general information resources or search techniques. E-city now forms a module for intermediate and secondary school students visiting with their class (Age 10-18).
 - Community newspapers. The libraries have a partnership with the local free Wellington newspapers where advertisements can be placed free. E-city ads occur frequently.
 - Business people. The Library has a specific newsletter that is sent electronically to businesses, so E-city became via this only one-click on their desk-top. Also, (and especially since the installation of the specialist business resource), the value-added research service ProSearch includes a demonstration and offer of training sessions in E-city free in presentations of services to prospective clients.
 - Library interest groups. There are several customer interest groups that receive regular information updates electronically about library services, or recent additions to the collection pertinent to their interest. E-city news or promotion occurs as part of these alerts. For example, there is a network of Maori community educators who received information via this vehicle initially.
9. Less reliance on traditional means e.g. press releases, because it was felt many prospective E-city customers would miss that. However, there was one article in Infotech Weekly (local technology newspaper) which did raise awareness at the first launch in November 1999.
10. Other creative and non-traditional methods – e.g. entering corporate team sports competitions, with t-shirt uniform carrying the large E-city logo.

Customer Education Program (see Attachment 4)

While any staff member could promote or provide guidance to an individual customer within the context of the individual query, a series of advertised customer training sessions were conducted. These were designed as group tutorials for customers to learn more about searching the Internet at an introductory level – all largely focussed on E-city.

No specific PCs were purchased for this initiative – as in a “technology classroom”. Many PCs sit proximate so that conducting a session is feasible. In small branches where there are only two PCs, bookings were essential, and more sessions were scheduled as appropriate. In larger forums, a Council data-show was used to project screen images to wider audiences.

Similar sessions have been used to conduct training sessions for any customer group, although the specific search examples will have differed so it is tailored to the interests of the group. For example, the sessions for other non-library Council staff focussed on business strategy, management in local government, marketing, human resources or democratic issues depending on the team.

A current project is to develop an online customer tutorial.

Other organizational considerations

1. With a higher proportion of customers having home or work access to PCs, the need for more customer access computers was not specifically driven by E-city. However, in keeping with other NZ public libraries, because more and more items are being published electronically, more customer access PCs are being purchased on a staged basis of approximately ten per year. This has the impact of steadily lowering the ratio of OPACs to visitors - to be currently 1: 116 daily (and each weekday there are 99 opening hours across the network).
2. Many more customers are doing their searching before arriving at the library, however, so that their library visiting time is more efficient. For example, customers report they are choosing to visit the actual branch where the item is on the shelf having checked the catalogue from home.
3. The focus of E-city to date has been on providing easy end-user access for customers to conduct their own simple inquiries without any assistance. The E-city staff help desk option is not responsive 24 hour/7 days, but only during library opening hours at present. The balance of current customer feedback is that this is sufficient for this type and level of help inquiry. However, more detailed investigation has commenced to recommend solutions and cost-benefit options to provide this around the clock.
4. In essence staff core roles and functions have not changed, although some specific new competencies have been required. All staff have had to be very competent at basic information retrieval electronically, although that need was not restricted to E-city development. The collection selectors are still assessing sources for purchase, and the reference librarians, together with the marketing team are still training or promoting to customers, answering queries, matching delivery to customers needs, and gathering and analyzing customer feedback. However this project has meant that these teams have had to work in closer consort than previously, and with the technology team, be more jointly responsible for the outcome. In terms of specific competencies or new tasks, grappling with authentication solutions initially challenged the web-site team. At a more strategic level, new knowledge and experience has developed in the appreciation of technical copyright and rights issues relating to electronic information, or the benefits of seeking and formalizing development relationships. Perhaps most significantly, library teams are developing an evolving awareness of how the electronic collection provision is changing the essence of the whole library service delivery (not just being another library within a library).
5. E-city also provided opportunities to enhance indirect support of school student's needs for current information. Although the school system is entirely separate from the public library system in New Zealand, and the terms of E-city supply meant that school use (as an organization) is very limited, the library has worked with individual students to ensure that demonstrations are more closely targeted to their curriculum and research needs.
6. At this stage, there are no bi-lingual resources on E-city. In New Zealand there are two official languages – English and Te Reo Maori. To date there are no electronic subscriptions of Te Reo sources published or available. For this reason, to date promotion of E-city to the Maori community has been virtually non-existent, although Maori students received specific demonstrations from the Maori customer specialist. Working with the Maori community and other ethnic groups – such as Samoan, to identify ways usage by these communities can be increased is a current promotion plan action.

COSTS/SAVINGS/FISCAL IMPACT

All developments have occurred within existing collection and OPEX budgets and by assigning budget priorities. For example, the staff costs were a core team of three who worked on this project part-time, with their other duties.

Being free to Wellingtonians, this initiative does not directly reap a financial benefit. However, it was secured without any additional Council investment to achieve a much higher library usage return and hence demonstrates better ‘value for money’.

An over-arching assumption taken has been that E-city – an electronic “library” collection – should be funded by Council i.e. 100% by Council ratepayers. This means that it is financed in exactly the same way as the traditional library collection. This chiefly stems from the long-standing principle that the public libraries collection should be provided free from any commercial bias associated with the selection or provision of the information. So while peripherals (such as chairs, or computers) can be sponsored or funded by commercial partners, there is no precedent for a commercial collection sponsor and to have explored that option would have been against existing policy. This also presents advantages at a practical level, as the selector is more able to directly compare the cost-benefit of any source (print or electronic) selected for purchase, without more complex funding source issues clouding the decision.

Initial

Collection costs:	\$47,000	(achieved by cancellation of some print/CD ROM indexes)
Project Staff:	\$20,000	(assumed 1 FTE worth of time for 6 months)
Staff training:	\$ 3,000	
Promotion:	\$20,000	(E-city related promotion became the priority promotional expenditure in the Libraries Marketing and Promotion plan)
Total year one:	\$90,000	

N.B. \$NZ1 = .82 cents Australian.

Ongoing

Each year we anticipate that the costs will be different, depending on the number of new collection purchases and the focus of promotional activity or Web-site design. There is not a dedicated budget for E-city, but each case is considered along each budget stream, e.g. collection, technology plan priorities. There is no radical strategy of conversion of print to online given the still buoyant circulation of traditional library lending items. The collection budget approximately keeps in step with inflation.

This year additional collection funding allocation is under \$NZ10,000.

E-city could be seen as forming the genesis of a library without buildings. Yet, because Wellington City Libraries does have buildings, E-city is able to be promoted physically within the libraries, is able to draw from the large customer base for whom visiting the library is an important weekly event, and hence leverage off having a physical entity. A direct cost-benefit comparison between hours open and E-city delivery was therefore regarded as too simplistic.

Even discounting the obvious benefits of distributed access to individual desk-top, keyword searching of multiple sources, and thousands of full-text journal subscriptions, a very positive return on investment can be achieved when compared with the deleted in-print reference indexes.

E-city	Y1	Y2	Y3	Total \$	Visit usage	Cost/visit
Direct						
Collection resources	47000	67000	76000	190000		
Project staff	20000			20000		
Staff training	3000	500	3000	6500		
Customer promotion	20000	5000	3000	28000		
Customer education		4500	4500	9000		
Indirect						
Assumed 20 PCs support	40000	40000	40000	120000		
TOTAL				373500	228894	\$1.63

N.B. ongoing staff selection costs were assumed to be identical for both scenarios, as the selector is performing similar role. In fact, each individual electronic source requires more effort to implement, however that is balanced by the much fewer numbers, and that start-up time effort is radically diminishing for each new source.

In-print reference indexes	Y1	Y2	Y3	Total	Usage	Cost/unit
Direct						
Collection resources	47000	67000	76000	190000		
Project staff	0					
Staff training	500	500	500	1500		
Indirect						
Shelving etc	1000	1000	1000	3000		
TOTAL				194500	9000	\$21.6

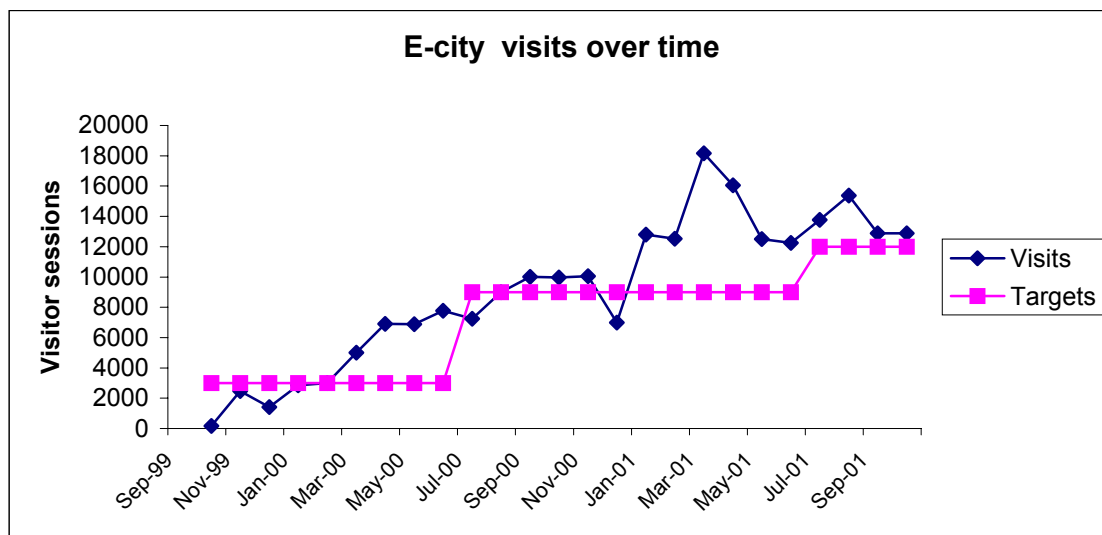
No statistics were gathered on usage of these specific deleted print reference sources, however, the 3000 per annum estimated, was taken as a generous upper-limit judgement. These sources were not specifically promoted, nor were there specific user education programs.

RESULTS ACHIEVED

Visits and use

E-city demonstrations (either on group or individual basis) have resulted in customers instantly wishing to become members to access this material, and existing members exclaiming “Awesome!” One recent customer comment was “E-city is the best thing that the library has every done”. This

was not simply a general response to increased access to the Internet or web tools, as council has long had public access to the Internet. These were customer responses when they realized how E-city could meet their needs to get substantial amounts of current information directly to their own desk-tops.



Note that library business is much quieter in December/January months each year. This is due to several local factors coinciding – end of academic year for all educational institutions, summer and the main holiday break for the year.

A large systematic customer survey specifically devoted to E-city has not yet been conducted. However, next year an online survey of E-city users is planned. So at this stage, customer satisfaction is taken from the extent of increasing usage, as well as anecdotal reports.

Current statistics indicate a typical month will yield 14,000 searches and 6000 full-text downloads. The initial targets of 3000 visitors per month were (what was thought at the time) stretch targets. The specialized in-print resources cancelled to purchase E-city accounted for approximately 3000 uses a year. However it was clear even before the official launch that this target was much too conservative, and the target has been increased to more realistic levels from 3,000 to (now) 12,000 visits per month which is regularly exceeded.

The library employs tracking software – Web trends – as well as receiving data from the individual database vendors, to track usage. Although students do form a core user group of E-city, and the close link with the academic year can be tracked against usage, our feedback does suggest that the general adult Wellington reader (in full-time employment, 20-49 years) is actually the predominant user group, and engaging in the most repeat use. While this might suggest that parents are accessing on behalf of student children, the top titles accessed would suggest not.

What are customers viewing in full-text? (October the latest typical month)

Top Ebsco magazines viewed in full-text (Oct 01) were

Harvard Business Review

Economist

Time Magazine

Christian Science Monitor
Lancet, Management
Forbes
Mental Health Weekly
Time South Pacific
Newsweek
Library Journal

Top Ebsco abstracts were (Oct 01):

BBC Music Magazine
New York Times
Science
NZ Listener
Wall Street Journal – Eastern Edition
Lancet
Time Educational Supplement
Library Trends
Business Week
Journal of Business Strategy

Delivering on Council strategies

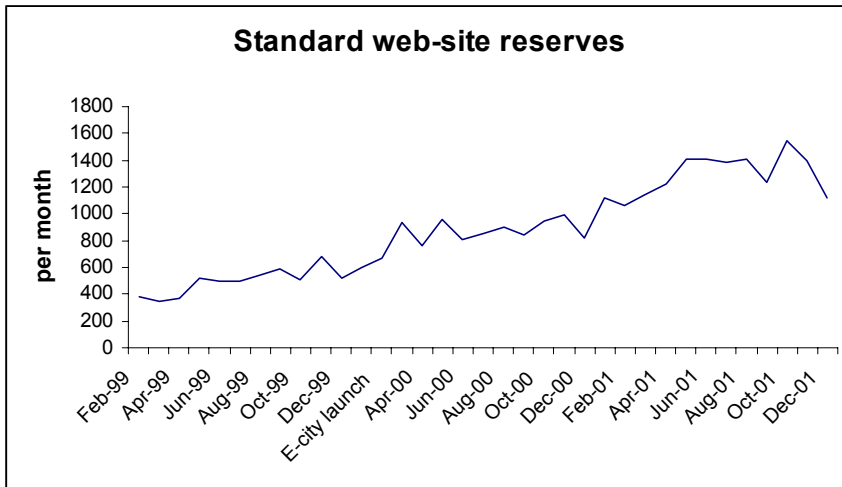
E-city has significantly delivered on every council strategy in our business plans with no increase in council investment.

1. Increasing the **accessibility and affordability of recreation opportunities**
2. Extending the **distribution of access** points - via any Internet-enabled PC – whether in a branch library, at home, at work, or at school, allowing simultaneous access to the same magazine by many people
3. Extending the **timeframes** library based information is accessible (the 'opening hours')
4. Increasing access to **information for personal development, or community participation** by
 - extending the range of library information, particularly in magazine format, available. This includes magazines in advanced topics that may be too specialized to warrant purchasing and housing physically on shelves.
 - improving delivery time (for example, immediately viewing or printing a magazine article for personal research at home or work)
5. **Supporting the economic growth** and development of the business sector
 - improving the currency of information by exploiting the immediacy of electronic publishing, and email delivery
 - many specialist financial and business resources can be accessed in full-text in the one search

Other Flow-on Results

1. Flow-on effect to other library services

The traffic to our virtual branch had stabilized, until the advent of E-city. Since E-city was launched customers are being attracted into other parts of the electronic library service, such as the general web-site, catalogue search, and transaction requests such as electronic reserving.



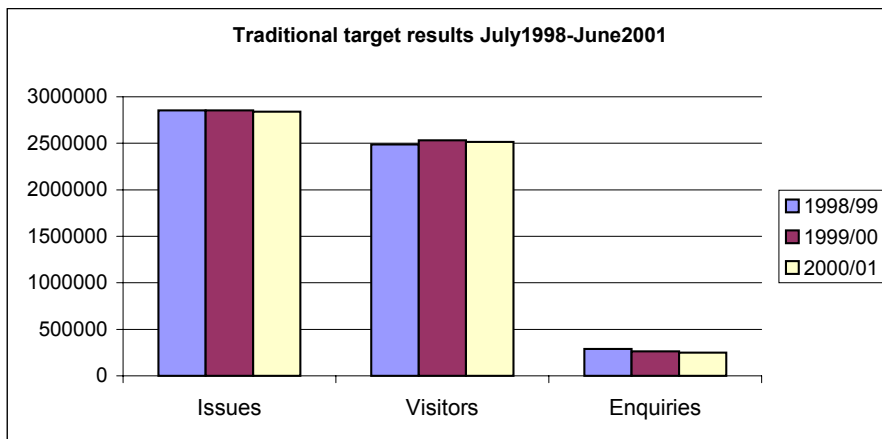
Recall that the library business is much quieter in December/January summer months each year because of the traditional holiday period and academic recess.

2. In-house visitors, collection usage and inquiries

One of the strategic challenges faced by Wellington is that customer demand for the “traditional library service” operations have not yet begun to wane significantly, apart from in customer inquiries made of staff. However, as a generalization, while the numbers have declined there, the investment in that service remains, as the inquiries made of staff tend to be the more complex. E-city has meant that professional staff time has been freed to deal with those more complex inquiries, readers’ advice and further adding value in creating other information products for our customers.

The current E-city is but the beginning of our plans to provide a virtual reference library via electronic database resources.

It has greatly improved the Libraries performance in delivering better information to a wider customer base, where they want it, when they want it. It is a platform for future growth.



It has been a crucial component of our overall strategy to be the “Library that never sleeps”.

E-city – the library that never sleeps
Wellington, New Zealand

ICMA International Best Practices 2002
10-11 May 2002, Sydney, Australia

GROUP DISCUSSION EXERCISES (as per timetable already submitted)

1. **"Traditional versus e-solution"** discussion to take form of questions for consideration e.g.
 - what does it mean to be a leader versus a follower with new e-developments?
 - what are the business impacts of new technology?
 - is the corporate culture ready to marry both traditional and e-solutions?
 - what is the new definition of customer?
 - what marketing is needed?
 - what are the pitfalls?
 - how do we maximize usage?

2. **"Exploring partnership issues"** discussion to take form of questions for consideration eg
 - what do we need from a development partner?
 - what is the value of longer versus short-term partners?
 - how can consortia be tailored to a particular environment eg vendor sponsored or a "separate body" to act for smaller entities?
 - how do we achieve "win-win" solutions locally?
 - what are the ethical questions pertaining to partnerships?

ATTACHMENTS