

AGENDA

BOARD OF LAW LIBRARY TRUSTEES of the LOS ANGELES COUNTY LAW LIBRARY

REGULAR BOARD MEETING

Monday, July 1, 2013

12:15 PM

M. L. LILLIE BUILDING

TRAINING CENTER

301 WEST FIRST STREET

LOS ANGELES, CA 90012-3140

ACCOMMODATIONS

A person with a disability may contact the Board Secretary's office at (213) 785-2511 at least 24 hours before the scheduled meeting to request receipt of an agenda in an alternative format or to request disability-related accommodations, including aids or services, in order to participate in the public meeting. Later requests will be accommodated to the extent feasible.

AGENDA DESCRIPTIONS

The agenda descriptions are intended to give notice to members of the public of a brief general description of items of business to be transacted or discussed. The posting of the recommended actions does not indicate what action will be taken. The Board may take any action that it deems to be appropriate on the agenda item and is not limited in any way by the notice of the recommended action. The President reserves the right to discuss the items listed on the agenda in any order.

REQUESTS AND PROCEDURES TO ADDRESS THE BOARD

A member of the public has the right to address the Board on agenda items or on items of interest which are not on the agenda and which are within the subject matter jurisdiction of the Board. All requests to address the Board must be submitted in person to the Board President prior to the start of the meeting. Public comments will be taken at the beginning of each meeting as Agenda Item 1.0. A member of the public will be allowed to address the Board for a total of three (3) minutes for a single item or a maximum of five (5) minutes for all items unless the President grants more or less time based on the number of people requesting to speak and the business of the Board. When members of the public address the Board on agenda items, the President determines the order in which speakers will be called. Persons addressing the Board shall not make impertinent, slanderous or profane remarks to the Board, any member of the Board, staff or general public, nor utter loud, threatening, personal or abusive language, nor engage in any other disorderly conduct that disrupts or disturbs the orderly conduct of any Board Meeting. The President may order the removal of any person who disrupts or disturbs the orderly conduct of any Board Meeting.



CALL TO ORDER

1.0 PUBLIC COMMENT

2.0 PRESIDENT'S REPORT

3.0 CONSENT CALENDAR

- 3.1 Minutes of the June 6, 2013, Special Board Meeting.
- 3.2 May 2013 Financial Statements and List of Checks and Warrants.
- 3.3 Approval of Two Additional Borrower Fees and Charges
- 3.4 Strategic Planning Update

4.0 DISCUSSION ITEMS

- 4.1 Approval of Dental, Vision, Life and Long Term Disability Benefit Change
- 4.2 Approval of Operating and Capital Expenditures Budget for Fiscal Year 2013-2014

5.0 AGENDA BUILDING

Items not on the posted agenda may be presented by a Trustee and, if requested, may be referred to staff or placed on the agenda for consideration at a future meeting of the Board.

6.0 EXECUTIVE DIRECTOR REPORT

7.0 ADJOURNMENT

The next Regular Meeting of the Board of Law Library Trustees is scheduled for Tuesday, July 23, 2013.

POSTED THURSDAY, JUNE 27, 2013 @ 12:00 P.M.

POSTED BY EUSTORGIO BARAJAS



AGENDA ITEM 3

CONSENT CALENDAR

- 3.1 MINUTES OF THE JUNE 6, 2013, SPECIAL BOARD MEETING.
- 3.2 MAY 2013 FINANCIAL STATEMENTS AND LIST OF CHECKS AND WARRANTS.
- 3.3 APPROVAL OF TWO ADDITIONAL BORROWER FEES AND CHARGES
- 3.4 STRATEGIC PLANNING UPDATE

**MINUTES OF THE SPECIAL BOARD MEETING
OF THE BOARD OF LAW LIBRARY TRUSTEES OF
LOS ANGELES COUNTY**

**A California Independent Public Agency Under
Business & Professions Code Section 6300 et sq.**

June 3, 2013

The Special Board Meeting of the Board of Law Library Trustees of Los Angeles County was held on Monday, June 3, 2013 at 12:15 p.m., at the Los Angeles County Law Library Mildred L. Lillie Main Library Building at 301 West First Street, Los Angeles, California 90012, for the purposes of considering reports of the affairs to the Library, and transacting such other business as might properly come before the Board of Trustees.

ROLL CALL/QUORUM

Trustees Present:

Judge Michelle Williams Court
Judge Reva Goetz
Judge Ann Jones
Judge Mark Juhas
Susan Steinhauser

Trustees Absent:

Kenneth Klein, Esquire
Judge Lee Smalley Edmon

Staff Present:

Sandra J. Levin, Executive Director
Jaye Nelson, Senior Director, Information Services
Patrick O'Leary, Senior Director, Administrative Services
Malinda Muller, Interim Senior Director, Library Services

President Steinhauser determined a quorum to be present, convened the meeting at 12:17 p.m. and thereafter presided. Executive Director, Sandra Levin recorded the Minutes.

1.0 PUBLIC COMMENT

During the three (3) minutes allocated, Ms. Sharon Boone commented on the prior years' budget proposal in addition to the upcoming FY13-14 proposal.

During the three (3) minutes allocated, Mr. Ruben Hernandez commented in objection to budget cuts, particularly those affecting Library Aides.

During the five (5) minutes allocated, Mr. Lee Paradise commented in opposition to any upcoming proposed budget cuts. Mr. Paradise also commented on his history speaking before the Board of Trustees. Mr. Paradise also noted that he intends to sue the Law Library.

2.0 PRESIDENT'S REPORT

President Steinhauser highlighted the Law Library Intern/Extern program. Steinhauser also welcomed the library interns and the southwestern law students to the LA Law Library.

3.0 CONSENT CALENDAR

3.1 Minutes of the April 23, 2013, Regular Board Meeting.

3.2 April 2013 Financial Statements and List of Checks and Warrants.

3.3 Approval of Trustee Designated Member of the Friends of Los Angeles County Law Library Board of Directors.

The Friends Board of Directors sought approval by the Board of Trustees for: Richard J. Burdge, Jr. to be reappointed for the two year term, November 1, 2013 to October 30, 2015.

Mark Epstein to be reappointed for the two year term, October 26, 2012 to October 25, 2014

Terri D. Keville to be reappointed for the two year term, October 26, 2012 to October 25, 2014

Marcellus McRae to be reappointed for the two year term, September 1, 2013 to August 31, 2015

Gretchen Nelson to be reappointed for the two year term, October 26, 2012 to October 25, 2014

Tyna Orren to be reappointed for the two year term, September 1, 2013 to August 31, 2015

Jordan P. Weiss to be reappointed for the two year term, October 26, 2012 to October 25, 2014

Staff recommended the Board approve the aforementioned Friends of the Los Angeles County Library Friends Board of Directors reappointments for the terms identified.

3.4 Approval for the Removal of Sign Re Firearms.

Staff recommended to continue the prohibition on weapons in the Law Library but remove the sign from the foyer.

President Steinhauser requested a motion to approve the Consent Calendar. So moved by Trustee Jones and seconded by Trustee Juhas, the Consent Calendar was unanimously approved, 5-0.

4.0 ACTION ITEMS

4.1 Review and Approval of LA Law Library Strategic Planning Goals & Objectives.

Staff and the Strategic Planning Committee recommended that the Board: 1) provide direction regarding the objectives identified for discussion; 2) identify any other changes or additions the Board would like to add; and 3) approve the goals and objectives with identified changes.

Following discussion, Trustee Jones moved to approve the LA Law Library Strategic Planning Goals and Objectives with the amendment to remove naming opportunities and the development of reference services for a fee. So moved by Trustee Jones, seconded by President Steinhauser, the motion was approved, 4-1. Trustee Juhas voted no.

4.2 Review and Approval of the MOU between LA Law Library and the Law Library Microfilm Consortium (LLMC).

Staff recommended that the Board approve the Agreement with LLMC for the Shipping, Storage and Digitization of Foreign, Comparative & International Law Print Materials and authorize the Executive Director to sign the Agreement.

Moved by Trustee Juhas, seconded by Trustee Jones to authorize the Executive Director to sign the Agreement with LLMC for the Shipping, Storage and Digitization of Foreign, Comparative & International Law Print Materials was unanimously approved, 5-0.

4.3 Review of new LA Law Library Website.

Senior Director, Jaye Nelson, presented the Board with a brief overview of the new LA Law Library website. The home page was well received and with much excitement the Board congratulated the committee's hard work and efforts in creating a new LA Law Library website.

5.0 EXECUTIVE DIRECTOR REPORT

There were no items to be highlighted by the Executive Director.

6.0 AGENDA BUILDING

There were no items for Agenda Building.

7.0 ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at 1:25 p.m. The next Regular Meeting of the Board of Law Library Trustees is scheduled for Tuesday, June 25, 2013.

Sandra J. Levin, Executive Director and Secretary
Los Angeles County Law Library Board of Trustees

DRAFT

MEMORANDUM

DATE: July 1, 2013

TO: Board of Law Library Trustees

FROM: Patrick O’Leary, Senior Director for Administrative Services

RE: May 2013 Financials and List of Checks and Warrants

Attached are the May 2013 Financial Statements which include: the Balance Sheet, Income Statement and Statement of Cash. The list of Checks and Warrants is attached as well.

Note that the Income Statement compares actual results for the month of May 2013 and for the fiscal year-to-date with the amended budget as approved by the Board at its meeting on February 14.

RECOMMENDATION

Staff recommends that the Board review, receive and file the Financial Statements and List of Checks and Warrants.



Los Angeles Law Library

Balance Sheet
As of May 31, 2013

	6/30/2012	5/31/2013	Change
Assets			
Current Assets			
Cash and cash equivalents	10,813,781	8,876,589	(1,937,192)
Accounts receivable	1,590,869	1,457,029	(133,840)
Prepaid expenses	415,542	391,949	(23,593)
Total current assets	12,820,192	10,725,567	(2,094,625)
Restricted cash and cash equivalents	231,234	261,139	29,905
Capital assets, not being depreciated	580,333	580,333	-
Capital assets, being depreciated - net	24,055,362	23,860,493	(194,869)
Total assets	37,687,122	35,427,532	(2,259,589)
Liabilities and Net Assets			
Current Liabilities			
Accounts payable	1,254,424	471,290	(783,135)
Other liabilities	499,237	0	(499,237)
Payroll liabilities	8,803	27,042	18,239
Total current liabilities	1,762,464	498,332	(1,264,132)
Accrued sick and vacation liability	477,661	477,661	-
Borrowers' deposit	256,433	288,413	31,980
OPEB obligation	1,448,988	1,448,988	-
Total liabilities	3,945,546	2,713,394	(1,232,152)
Net assets			
Invested in capital assets, net of related debt	24,635,695	24,441,561	(194,135)
Unrestricted	9,105,880	8,272,578	(833,303)
Total net assets	33,741,576	32,714,138	(1,027,437)

Los Angeles Law Library

Income Statement for the Period Ended May 31, 2013

May 12 Actual	May 2013				FY 2011-12 YTD	FY 2012-13 YTD					Comments
	Amended Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		Amended Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		
Income											
696,343	649,325	591,332	-57,993	-8.9%	L.A. Superior Court Fees	7,650,480	7,170,324	7,061,566	-108,758	-1.5%	
6,148	5,908	3,756	-2,152	-36.4%	Interest	102,311	66,525	59,766	-6,758	-10.2%	
58,649	54,382	52,861	-1,521	-2.8%	Parking	663,622	522,773	504,644	-18,129	-3.5%	
26,347	37,203	22,434	-14,769	-39.7%	Library Services	401,159	388,884	392,966	4,082	1.0%	
787,487	746,818	670,383	-76,435	-10.2%	Total Income	8,817,572	8,148,506	8,018,943	-129,563	-1.6%	
Expense											
325,641	465,394	445,284	20,110	4.3%	Personnel	3,786,533	3,918,639	3,896,757	21,882	0.6%	
147,932	244,747	170,724	74,023	30.2%	Library Materials	3,773,634	3,132,255	3,194,181	-61,926	-2.0%	
-147,932	-244,747	-170,724	-74,023	30.2%	Lib Materials Transferred to Assets	-3,773,634	-3,132,255	-3,194,181	61,926	-2.0%	
72,470	75,910	51,758	24,152	31.8%	Occupancy	784,337	727,335	734,878	-7,543	-1.0%	
20,551	35,499	24,105	11,394	32.1%	Supplies & Services	412,559	342,722	287,932	54,790	16.0%	
11,565	7,167	13,161	-5,994	-83.6%	Professional Services	138,713	121,799	117,852	3,946	3.2%	
267,281	319,546	278,883	40,663	12.7%	Depreciation	2,880,019	3,428,622	3,138,967	289,656	8.4%	
697,508	903,516	813,191	90,325	10.0%	Total Expenses	8,002,162	8,539,118	8,176,386	362,732	4.2%	
89,979	-156,698	-142,808	13,890	8.9%	Net Income	815,410	-390,611	-157,442	233,168	59.7%	
0	5,000	50,000	-45,000	-900.0%	Extraordinary Expense	0	272,799	895,431	-622,632	-228.2%	
83,622	0	91,724	-91,724	0.0%	Capitalized Expenditures	101,243	75,786	358,752	-282,966	-373.4%	
NA	59.45	54.26	5.19	0.09	Full-Time Equivalent Employees	NA	58.90	54.87	4.03	0.07	

Los Angeles Law Library

Income Statement for the Period Ended May 31, 2013

May 12 Actual	May 2013				Account Detail:	FY 2011-12 YTD	FY 2012-13 YTD				Comments
	Amended Budget	Actual	\$ Fav (Unf)	% Fav (Unf)			Amended Budget	Actual	\$ Fav (Unf)	% Fav (Unf)	
Income:											
696,343	649,325	591,332	-57,993	-8.9%	L.A. Superior Court Fees	7,650,480	7,170,324	7,061,566	-108,758	-1.5%	
Interest:											
0	0	0	0	0.0%	Interest - LAIF	15,086	2,140	3,202	1,062	49.6%	
6,008	5,700	3,632	-2,068	-36.3%	Interest - General Fund	84,953	62,423	54,977	-7,446	-11.9%	Interest earned is below budget because invested funds and the actual interest rate earned were both lower than projected.
140	208	124	-84	-40.5%	Interest - Deposit Fund	2,272	1,961	1,587	-374	-19.1%	
6,148	5,908	3,756	-2,152	-36.4%	Subtotal	102,311	66,525	59,766	-6,758	-10.2%	
58,649	54,382	52,861	-1,521	-2.8%	Parking:	663,622	522,773	504,644	-18,129	-3.5%	
Library Services:											
150	150	0	-150	-100.0%	Annual Borrowing Fee	8,925	5,800	5,650	-150	-2.6%	
7,495	8,000	9,910	1,910	23.9%	Annual Members Fee	67,079	82,876	83,006	130	0.2%	
0	750	1,331	581	77.4%	Course Registration	2,570	7,349	13,800	6,451	87.8%	Course registration activity in the month and for the year have exceeded expectations.
7,017	6,250	5,957	-293	-4.7%	Copy Center	69,205	67,942	67,674	-268	-0.4%	
4,153	2,250	2,070	-180	-8.0%	Document Delivery	26,860	23,746	23,610	-136	-0.6%	
7,238	4,450	4,398	-52	-1.2%	Fines	42,440	48,924	46,881	-2,043	-4.2%	
129	145	149	4	2.6%	Miscellaneous	5,884	1,612	1,786	173	10.7%	
-125	83	-1,959	-2,042	-2460.2%	Room Rental	-309	7,766	22,820	15,054	193.8%	The favorable variance resulted from the rental of the training room by a downtown firm during a trial and by a local law school for a commencement ceremony.
-295	625	207	-418	-66.9%	Book Replacement	720	3,360	3,132	-228	-6.8%	
0	14,000	0	-14,000	-100.0%	Forfeited Deposits	28,474	14,000	0	-14,000	-100.0%	A change in Library policy has deferred collection of any forfeitures to FY2014.
0	0	0	0	0.0%	Friends of Law Library	143,000	120,000	120,000	0	0.0%	
0	0	0	0	0.0%	Grants	0	0	0	0	0.0%	
585	500	371	-129	-25.8%	Vending	6,311	5,510	4,609	-901	-16.3%	
26,347	37,203	22,434	-14,769	-39.7%	Subtotal	401,159	388,884	392,966	4,082	1.0%	
787,487	746,818	670,383	-76,435	-10.2%	Total Income	8,817,572	8,148,506	8,018,943	-129,563	-1.6%	

Los Angeles Law Library

Income Statement for the Period Ended May 31, 2013

May 12 Actual	May 2013				FY 2011-12 YTD	FY 2012-13 YTD					Comments
	Amended Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		Amended Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		
Expenses:											
Personnel:											
235,984	361,400	351,762	9,638	2.7%	Salaries	2,769,402	2,897,447	2,892,308	5,139	0.2%	
14,189	21,533	20,758	775	3.6%	Social Security	160,393	169,645	167,096	2,549	1.5%	
3,318	5,036	4,855	181	3.6%	Medicare	38,675	40,831	40,239	593	1.5%	
11,834	9,688	10,093	-405	-4.2%	Retirement	139,180	106,569	107,669	-1,100	-1.0%	
43,127	47,152	43,623	3,529	7.5%	Health Insurance	509,661	504,149	506,081	-1,932	-0.4%	
680	815	231	584	71.7%	Disability Insurance	7,964	4,995	2,491	2,504	50.1%	
4,843	5,311	4,552	759	14.3%	Dental Insurance	52,805	57,033	57,176	-143	-0.3%	
143	136	64	72	52.9%	Life Insurance	1,622	1,535	1,525	10	0.6%	
10,829	13,562	8,779	4,783	35.3%	Workers Compensation Insurance	64,555	111,304	105,566	5,738	5.2%	
0	0	0	0	0.0%	Unemployment Insurance	33,147	16,800	8,328	8,472	50.4%	Payment on behalf of employees laid off in 2012 are treated as extraordinary expense.
694	761	568	193	25.4%	Vision Insurance	9,130	8,331	8,279	52	0.6%	
0	0	0	0	0.0%	Accrued Sick Expense	0	0	0	0	0.0%	
0	0	0	0	0.0%	Accrued Vacation Expense	0	0	0	0	0.0%	
325,641	465,394	445,284	20,110	4.3%	Total - Personnel	3,786,533	3,918,639	3,896,757	21,882	0.6%	

Los Angeles Law Library

Income Statement for the Period Ended May 31, 2013

May 12 Actual	May 2013				FY 2011-12 YTD	FY 2012-13 YTD					Comments
	Amended Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		Amended Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		
Library Materials:											
51,369	170,461	118,692	51,769	30.4%	American Continuations	2,409,345	2,259,835	2,302,829	-42,994	-1.9%	
5,828	8,281	4,293	3,988	48.2%	American New Orders	95,565	78,826	62,163	16,662	21.1%	
29,278	7,869	2,544	5,325	67.7%	Branch Continuations	309,490	83,009	77,458	5,551	6.7%	
328	0	110	-110	0.0%	Branch New Orders	3,128	0	4,551	-4,551	0.0%	
39,716	25,000	30,135	-5,135	-20.5%	Commonwealth Continuations	491,905	361,451	390,944	-29,494	-8.2%	
141	198	0	198	100.0%	Commonwealth New Orders	4,709	2,566	3,054	-488	-19.0%	
10,915	17,433	3,981	13,452	77.2%	Foreign Continuations	240,834	176,378	189,323	-12,945	-7.3%	
1,198	1,709	136	1,573	92.1%	Foreign New Orders	29,900	11,427	3,377	8,050	70.4%	
4,805	11,310	9,177	2,133	18.9%	International Continuations	136,735	119,824	124,586	-4,762	-4.0%	
3,998	626	834	-208	-33.3%	International New Orders	14,888	6,286	5,346	940	15.0%	
336	1,424	823	601	42.2%	General/Librarianship Continuations	34,533	30,761	28,926	1,836	6.0%	
20	436	0	436	100.0%	General/Librarianship New Orders	2,602	1,893	1,624	270	14.2%	
147,932	244,747	170,724	74,023	30.2%	Subtotal	3,773,634	3,132,255	3,194,181	-61,926	-2.0%	
-147,932	-244,747	-170,724	-74,023	30.2%	Lib Materials Transferred to	-3,773,634	-3,132,255	-3,194,181	61,926	-2.0%	
0	0	0	0	0.0%	Assets	0	0	0	0	0.0%	
Building Occupancy:											
1,038	1,750	1,876	-126	-7.2%	Building / Cleaning Supplies	19,404	19,867	16,888	2,980	15.0%	
1,523	2,333	1,153	1,180	50.6%	Building Maintenance	56,349	28,879	31,998	-3,119	-10.8%	Costs for skateboard deterrents, fire extinguisher maintenance, HVAC filter replacements, and new barrier arms at the entrance to the employees' parking area are responsible for the unfavorable variance.
747	1,417	2,143	-726	-51.2%	Building Services	17,912	12,312	13,941	-1,628	-13.2%	Unplanned ambient air monitoring paid caused the variance.
0	358	0	358	100.0%	Interior Improvements / Alterations	3,725	13,835	16,876	-3,041	-22.0%	Unanticipated expenses incurred to date were for painting, electrical wiring in the main reading room, and exterior lighting rework.
18,258	9,983	9,106	877	8.8%	Electric & Water	116,163	105,417	103,849	1,568	1.5%	
1,226	1,287	1,247	40	3.1%	Elevator Maintenance	22,229	-6,210	14,365	-20,575	331.3%	The budget assumed a cash payment from the exterior project's general contractor for damage he caused to our elevators. Instead, he reimbursed the Library in the form of a credit reducing the project's capital cost and creating an unfavorable variance for this line.
1,850	2,750	0	2,750	100.0%	Heating & Cooling	30,863	31,627	26,139	5,488	17.4%	The favorable variance is the result of timing that will be resolved in June.
26,188	24,181	18,841	5,340	22.1%	Insurance	222,214	253,682	244,172	9,511	3.7%	
0	8,055	8,421	-366	-4.5%	Janitorial Services	72,933	79,624	89,753	-10,129	-12.7%	This account was budgeted in error and will be about \$10k over budget for the year.
0	1,417	0	1,417	100.0%	Landscaping	2,400	5,668	4,200	1,468	25.9%	The favorable variance is the result of timing that will be resolved in June.
21,640	22,379	8,972	13,407	59.9%	Security	220,145	182,634	172,699	9,935	5.4%	The favorable variance is the result of timing.
72,470	75,910	51,758	24,152	31.8%	Subtotal	784,337	727,335	734,878	-7,543	-1.0%	

Los Angeles Law Library

Income Statement for the Period Ended May 31, 2013

May 12 Actual	May 2013				FY 2011-12 YTD	FY 2012-13 YTD				Comments	
	Amended Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		Amended Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		
0	5,000	50,000	-45,000	-900.0%	Extraordinary Expense	0	272,799	895,431	-622,632	-228.2%	Extraordinary expense includes a one-time write-off in April 2013 related to the branch closures and payments to separated employees and employment-related legal fees.
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Capital Expenditures:											
0	0	0	0	0.0%	Furniture / Appliances (>3k)	0	20,000	0	20,000	100.0%	
73,960	0	4,647	-4,647	0.0%	Electronics / Computer Hardware (>3k)	73,960	7,539	12,186	-4,647	-61.6%	
0	0	0	0	0.0%	Exterior Building Repairs/Improvements (>3k)	0	0	215,242	-215,242	0.0%	Costs to complete the punch list and close out the exterior rehabilitation project were higher than planned.
9,662	0	87,077	-87,077	0.0%	Interior Improvements / Alterations (>3k)	27,283	28,937	112,014	-83,077	-287.1%	Includes upgrade of the Main Library's security system completed in May 2013.
0	0	0	0	0.0%	Computer Software	0	19,311	19,311	0	0.0%	
83,622	0	91,724	-91,724	0.0%	Total - Expenditures	101,243	75,786	358,752	-282,966	-373.4%	
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NA	59	54	5	8.7%	Full-Time Equivalent Employees	NA	59	55	4	6.8%	

Los Angeles Law Library

Statement of Cash Flows

As of May 31, 2013

	5/31/2013	YTD
Cash flows from operating activities		
Court fees	591,332	7,061,566
Parking fees	52,861	504,644
Annual fees	9,910	88,656
Copy center and document delivery	8,028	91,284
Other operating income	4,496	93,026
(Increase) decrease in accounts receivable	60,470	133,840
Increase (decrease) in borrowers' deposit	3,322	31,980
Cash received from filing fees and services	730,419	8,004,997
Services and supplies	(47,917)	(648,650)
Insurance	(18,841)	(244,172)
Utilities	(9,106)	(129,988)
Other operating expenses	(63,161)	(395,455)
(Increase) decrease in prepaid expenses	(232,459)	23,593
Increase (decrease) in accounts payable	52,623	(783,135)
Increase (decrease) in other liabilities	(20,179)	(499,237)
Cash payments to suppliers for goods and services	(339,039)	(2,677,043)
Salaries and benefits	(445,284)	(3,905,750)
Increase (decrease) in payroll liabilities	15,075	18,239
Increase decrease in accrued sick and vacation liability	-	-
Increase decrease in OPEB liability	-	-
Cash payments to employees for services	(430,209)	(3,887,510)
Contributions received	-	120,000
Net cash from operating activities	(38,829)	1,560,443
 Cash flow from capital and related financing activities		
Library materials	(170,724)	(3,194,181)
Other capital acquisitions	(91,724)	(333,316)
 Cash flows from investing activities		
Investment earnings	3,756	59,766
 Net cash increase (decrease) in cash and cash equivalents	(297,521)	(1,907,287)
 Cash and cash equivalents, at beginning of period	9,435,249	11,045,015
 Cash and cash equivalents, at end of period	9,137,728	9,137,728
 Reconciliation of Operating Income to Net Cash from Operating Activities		
Operating income	(196,564)	
Adjustments for noncash effects:		
Depreciation	278,883	
Extraordinary expense: book write-off		
Changes in operating assets and liabilities:		
(Increase) decrease in accounts receivable	60,470	
(Increase) decrease in prepaid expenses and other assets	(232,459)	
Increase (decrease) in accounts payable	52,623	
Increase (decrease) in other liabilities	(20,179)	
Increase (decrease) in payroll liabilities	15,075	
Increase decrease in accrued sick and vacation liability	-	
Increase (decrease) in borrowers' deposit	3,322	
Increase decrease in OPEB liability	-	
Net cash from operating activities	(38,829)	

LOS ANGELES COUNTY LAW LIBRARY

May 1, 2013 - May 31, 2013 (CHECKS)

Account No.: 108000

Page 1

DATE	PAYEE	FOR	AMOUNT	CHECK NO.
May 1	GE MONEY BANK AMAZON	COPY CTR	762.54	025238
	BERNAN ASSOCIATES	BOOKS	97.00	025239
	BOOK HOUSE INC	BOOKS	541.17	025240
	CONTINUING EDUCATION OF THE BAR CAL	BOOKS	2,697.81	025242
	EIBUN HOREI SHA INC	BOOKS	1,836.00	025243
	ENERGY & MINERAL LAW FOUNDATION	BOOKS	98.00	025244
	OTTO HARRASSOWITZ	BOOKS	868.85	025245
	JAMES PUBLISHING INC	BOOKS	83.49	025246
	JONES MCCLURE PUBLISHING	BOOKS	201.00	025247
	RETTA LIBROS LIDERLAF S A	BOOKS	526.32	025248
	CITY OF LIVERMORE	BOOKS	11.60	025249
	MEXICO SUR	BOOKS	1,488.70	025250
	NATIONAL BOOK NETWORK	BOOKS	379.68	025251
	PRACTISING LAW INSTITUTE	BOOKS	150.56	025252
	THOMSON REUTERS TAX & ACCOUNTING	BOOKS	231.63	025253
	WORKCOMP CENTRAL	BOOKS	379.28	025254
	UNIVERSITY OF WISCONSIN LAW SCHOOL	BOOKS	80.00	025255
YBP LIBRARY SERVICES	BOOKS	261.54	025256	
May 6	APPELLATE DEFENDERS INC	BOOKS	65.00	025257
	CITY OF BAKERSFIELD CITY CLERKS OFF	BOOKS	68.00	025258
	MATTHEW BENDER LEXISNEXIS MATTHEW B	BOOKS	188.55	025259
	BERNAN ASSOCIATES	BOOKS	106.00	025260
	GEORGE T BISEL COMPANY	BOOKS	71.63	025261
	BOOK HOUSE INC	BOOKS	370.73	025262
	CALIFORNIA STATE BAR COURT REPORTER	BOOKS	150.00	025263
	CONTINUING EDUCATION OF THE BAR CAL	BOOKS	4,560.43	025264
	CODE PUBLISHING COMPANY	BOOKS	15.00	025265
	THOMSON GALE	BOOKS	2,345.13	025266
	GAUNT	BOOKS	258.52	025267
	GREY HOUSE PUBLISHING	BOOKS	696.75	025268
	IMMIGRANT LEGAL RESOURCE CENTER	BOOKS	129.00	025269
	INTERNATIONAL RISK MANAGEMENT INSTI	BOOKS	312.00	025270
	JONES MCCLURE PUBLISHING	BOOKS	17.00	025271
	JURIS PUBLISHING INC	BOOKS	293.00	025272
	JURISNET LLC	BOOKS	391.50	025273
	LOS ANGELES COUNTY INTERNAL SERVICE	BOOKS	24.00	025274
	LAW JOURNAL PRESS	BOOKS	7,930.51	025276
	MARY MARTIN BOOKSELLERS	BOOKS	1,620.00	025277
	MUNICIPAL CODE CORPORATION	BOOKS	47.25	025278
	OXFORD UNIVERSITY PRESS	BOOKS	273.84	025279
	PRACTISING LAW INSTITUTE	BOOKS	153.83	025280
PRINT2ASSIST	BOOKS	48.32	025281	
THOMSON REUTERS TAX & ACCOUNTING	BOOKS	286.56	025282	

31,177.72

LOS ANGELES COUNTY LAW LIBRARY
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Account No.: 108000

DATE	PAYEE	FOR	AMOUNT	CHECK NO.
May 8	UNIVERSITY OF WISCONSIN LAW SCHOOL	BOOKS	60.00	025283
	AMERICAN EXPRESS	BUSINESS CARD	2,976.92	025284
	AMERICAN EXPRESS	TRAVEL	307.80	025285
	CDW GOVERNMENT, INC.	COMP SOFTWARE	311.24	025286
	EMPOWER SOFTWARE SOLUTIONS	PAYROLL ADMIN	1,632.25	025287
	GUARDIAN	DENTAL/VISION	6,601.61	025288
	INDEPENDENT STATIONERS	SCAN SUPPL	51.67	025289
	COUNTY OF LOS ANGELES	BLDG SVCS	277.61	025290
	SUN LIFE FINANCIAL	LIFE/DISABILITY	350.97	025291
	UNITED PARCEL SERVICE	POSTAGE	25.21	025292
	WOLTERS KLUWER LAW & BUSINESS	BOOKS	1,320.30	025293
	CCH INCORPORATED	BOOKS	84.52	025294
	DARI BATES	REFUND	119.00	025295
	JAMES EARL BROWN	REFUND	109.00	025296
	SANDOR K CARRASCO	REFUND	37.00	025297
	YONA CONZEVOY	REFUND	140.00	025298
	HERA LAVON EWING	REFUND	60.00	025299
	SCOTT JACOB HUNTRESS	REFUND	140.00	025300
	NICOLE B LEHLE	REFUND	140.00	025301
	May 10	LAURA ESTELA OROZCO-GONZALEZ	REFUND	140.00
	ROBERT E OZERAN	REFUND	140.00	025303
	ERIKA L PENNINGTON	REFUND	140.00	025304
	FAYE E RANSOM	REFUND	27.00	025305
	LUCILLE RIZO	REFUND	140.00	025306
	PETER SCHMIED	REFUND	136.00	025307
	JI SEON SHIN	REFUND	140.00	025308
May 10	OASIS TKO'S	STAFF	250.00	025309
May 13	STRONG IMAGE GRAPHIC SERVICES INC	ADVERTISING	1,460.75	025310
May 14	OASIS TKO'S	STAFF	210.00	025311
May 15	A S PRATT & SONS GROUP	BOOKS	510.00	025312
	MATTHEW BENDER LEXISNEXIS MATTHEW B	BOOKS	71.82	025313
	BOOK HOUSE INC	BOOKS	28.01	025314
	LEXISNEXIS CANADA BUTTERWORTHS CANA	BOOKS	1,249.13	025315
	CONTINUING EDUCATION OF THE BAR CAL	BOOKS	3,749.74	025316
	COUNCIL OF STATE GOVERNMENTS	BOOKS	62.74	025317
	INTERNATIONAL CHAMBER OF COMMER INT	BOOKS	274.40	025318
	JURIS PUBLISHING INC	BOOKS	30.00	025319
	LAW JOURNAL PRESS	BOOKS	418.85	025320
	LEXISNEXIS BUTTERWORTHS	BOOKS	9,534.13	025321
	LRP PUBLICATIONS	BOOKS	358.00	025322

65,115.39

LOS ANGELES COUNTY LAW LIBRARY

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Account No.: 108000

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DATE	PAYEE	FOR	AMOUNT	CHECK NO.
May 17	MARY MARTIN BOOKSELLERS	BOOKS	182.00	025323
	MICROJURIS	BOOKS	350.00	025324
	MUNICIPAL CODE CORPORATION	BOOKS	925.00	025325
	NATIONAL TAX ASSOCIATION	BOOKS	280.00	025326
	OXFORD UNIVERSITY PRESS	BOOKS	141.89	025327
	PRACTISING LAW INSTITUTE	BOOKS	248.66	025328
	SOUTH CAROLINA BAR	BOOKS	10.00	025329
	SOLANO PRESS BOOKS	BOOKS	93.72	025330
	THOMPSON PUBLISHING GROUP	BOOKS	729.99	025331
	JOHN WILEY & SONS INC	BOOKS	262.21	025332
	WILLIAM S HEIN & CO	BOOKS	2,899.91	025333
WOLTERS KLUWER LAW & BUSINESS	BOOKS	397.00	025334	
May 20	PETTY CASH FUND	PETTY CASH	309.30	025335
	JAGNIC ENTERTAINMENT	ROOM RENTAL	400.00	025336
	RISE AND SHINE CATERING	ROOM RENTAL	572.25	025337
	ALLANA BUICK & BERS, INC.	CIP-EXTERIOR	9,992.98	025338
	AT&T	TELECOM	424.78	025339
	BANDWIDTH.COM, INC.	TELECOM	297.61	025340
	BRIDGES FILTER SERVICE, INC	BLDG MAINT	159.99	025341
	CDW GOVERNMENT, INC.	COMP HARD	3,411.10	025342
	CLEAN SOURCE, INC.	BLDG SUPPL	1,439.29	025343
	LEIGH ANN GARCIA	OUTREACH	49.78	025344
	GOURMET COFFEE SERVICE	KITCHEN	353.43	025345
	COUNTY OF LOS ANGELES	HEAT/COOL	1,681.89	025346
	KROLL BACKGROUND AMERICA, INC	RECRUITMENT	37.00	025347
	L A DEPT WATER & POWER	ELECTRIC/FIRE	7,299.14	025348
	NATIONWIDE LEGAL EXPRESS, LLC	BOOK DEL	52.50	025349
	OFFICE DEPOT	PREPAID EXP	1,904.28	025350
	JEREMY SAMLER	REIMBURSEMENT	51.70	025351
	SECURITAS SECURITY	SECURITY	4,347.84	025352
	SEPCO EARTHSCAPE, INC	LANDSCAPING	1,050.00	025353
	STATE COMPENSATION INSURANCE FUND	WORKERS COMP	8,779.42	025354
	TIME WARNER CABLE	TELECOM	1,200.00	025355
	UNITED PARCEL SERVICE	POSTAGE	58.33	025356
	VALLEY WIDE AIR	BLDG MAINT	200.00	025357
	L A DEPT WATER & POWER	WATER/SANITATION	255.88	025358
	ROMERO MAINTENANCE CO.	JANITORIAL SVCS	8,911.43	025359
	STATE BOARD OF EQUALIZATION	USE TAX	694.00	025360
	BERNAN ASSOCIATES	BOOKS	1,072.14	025361
	LEXISNEXIS CANADA BUTTERWORTHS CANA	BOOKS	145.68	025362
	CAPITOL ENQUIRY	BOOKS	21.26	025363
	CARSWELL COMPANY LTD	BOOKS	14.75	025364
	CONTINUING EDUCATION OF THE BAR CAL	BOOKS	70.56	025365

126,874.89

LOS ANGELES COUNTY LAW LIBRARY
May 1, 2013 - May 31, 2013 (CHECKS)
Account No.: 108000

DATE	PAYEE	FOR	AMOUNT	CHECK NO.
May 21	COUTTS LIBRARY SERVICES	BOOKS	162.81	025366
	GAUNT	BOOKS	43.65	025367
	COUNTY OF IMPERIAL COUNTY COUNSEL	BOOKS	20.95	025368
	INGRAM LIBRARY SERVICES	BOOKS	508.37	025369
	OXFORD UNIVERSITY PRESS	BOOKS	690.30	025370
	THOMSON REUTERS TAX & ACCOUNTING	BOOKS	1,103.36	025371
	YBP LIBRARY SERVICES	BOOKS	125.10	025372
May 24	WOLTERS KLUWER LAW & BUSINESS	BOOKS	397.00	025373
May 31	MATTHEW BENDER LEXISNEXIS MATTHEW B	BOOKS	132.70	025374
	BERNAN ASSOCIATES	BOOKS	41.00	025375
	BLOOMBERG BNA	BOOKS	170.86	025376
	LEXISNEXIS CANADA BUTTERWORTHS CANA	BOOKS	1,890.14	025377
	CONTINUING EDUCATION OF THE BAR CAL	BOOKS	1,762.97	025378
	COUTTS LIBRARY SERVICES	BOOKS	1,880.04	025379
	DATA TRACE LEGAL PUBLISHERS	BOOKS	157.95	025380
	GAUNT	BOOKS	366.00	025381
	OTTO HARRASSOWITZ	BOOKS	729.12	025382
	INGRAM LIBRARY SERVICES	BOOKS	186.12	025383
	JAMES PUBLISHING INC	BOOKS	260.31	025384
	JOURNAL OF THE PATENT AND TRADEMARK	BOOKS	65.00	025385
	JURIS PUBLISHING INC	BOOKS	121.50	025386
	KANSAS JUDICIAL COUNCIL	BOOKS	75.00	025387
	LAWPRESS CORPORATION	BOOKS	532.39	025388
	NATIONAL BOOK NETWORK	BOOKS	84.82	025389
	BOAST NYBERG	BOOKS	176.50	025390
	OXFORD UNIVERSITY PRESS	BOOKS	271.65	025391
	PUBLIC UTILITIES REPORTS INC	BOOKS	134.00	025392
	QUALITY CODE PUBLISHING	BOOKS	40.65	025393
	KENT RUSSELL	BOOKS	49.99	025394
	STATE BAR OF WISCONSIN	BOOKS	195.02	025395
	YBP LIBRARY SERVICES	BOOKS	86.63	025396
	WOLTERS KLUWER LAW & BUSINESS	BOOKS	397.00	025397
	GE MONEY BANK AMAZON	OFFICE SUPPL	59.42	025398
	ARCADIS US, INC.	BLDG SVCS	1,820.00	025399
	WOLTERS KLUWER LAW & BUSINESS	BOOKS	397.00	025400
AT&T MOBILITY	TELECOM	180.42	025401	
BLUE SHIELD OF CALIFORNIA	HEALTH INS	541.37	025402	
CANON BUSINESS SOLUTIONS, INC.	PREPAID EXP	3,272.58	025403	
CDW GOVERNMENT, INC.	COMP HARD	4,647.12	025404	
FEDEX	POSTAGE	41.28	025405	
GOURMET COFFEE SERVICE	KITCHEN	701.17	025406	
GRAEBEL COMPANIES INC	MISC	626.96	025407	

152,313.48

LOS ANGELES COUNTY LAW LIBRARY

May 1, 2013 - May 31, 2013 (CHECKS)

Account No.: 108000

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DATE	PAYEE	FOR	AMOUNT	CHECK NO.
	GRAINGER	BLDG SUPPL	455.18	025408
	GST	SUPPORT/SOFTWAR	7,509.25	025409
	GUARDIAN	DENTAL/VISION	7,036.79	025410
	INDEPENDENT STATIONERS	OFFICE SUPPL	114.74	025411
	INFINISOURCE INC	PAYROLL/HR	75.00	025412
	COUNTY OF LOS ANGELES	BLDG SVCS	125.44	025413
	KONICA MINOLTA BUSINESS	COPY CTR - LA	2,191.20	025414
	MEGAPATH	TELECOM	1,926.14	025415
	METROLINK	TAP	1,244.00	025416
	NETRONIX INTEGRATION INC	BLDG MAINT	420.42	025417
	THE OFFICE DEALER	OFFICE SUPPL	112.36	025418
	OFFICE DEPOT	OFFICE SUPPL	256.98	025419
	PAN AMERICAN PEST CONTROL CO.	BLDG SVCS	178.00	025420
	ROMERO MAINTENANCE CO.	JANITORIAL SVCS	490.00	025421
	SUN LIFE FINANCIAL	LIFE/DISABILITY	478.51	025422
	TIELA CHALMERS CONSULTING	CONSULTING	1,550.00	025423
	TIME WARNER CABLE	TELECOM	1,200.00	025424
	UNITED PARCEL SERVICE	POSTAGE	25.74	025425
	WOLTERS KLUWER LAW & BUSINESS	BOOKS	1,157.19	025426
	BOOK HOUSE INC	BOOKS	194.62	025427
	LEXISNEXIS CANADA BUTTERWORTHS CANA	BOOKS	739.18	025428
	CARSWELL COMPANY LTD	BOOKS	287.75	025429
	CONTINUING EDUCATION OF THE BAR CAL	BOOKS	773.07	025430
	EBSCO INFORMATION SERVICES	BOOKS	76.45	025431
	JAMES PUBLISHING INC	BOOKS	266.94	025432
	JAPAN PUBLICATIONS TRADING CO LTD	BOOKS	150.00	025433
	LAW JOURNAL PRESS	BOOKS	761.15	025434
	LAW PUBLISHERS	BOOKS	230.00	025435
	MARY MARTIN BOOKSELLERS	BOOKS	167.00	025436
	STUBBORN BLACK BEAR PRESS	BOOKS	20.38	025437
	THOMSON REUTERS TAX & ACCOUNTING	BOOKS	558.09	025438
	VERIZON	TELECOM	44.15	025439
	YBP LIBRARY SERVICES	BOOKS	26.31	025440

182,700.33

LOS ANGELES COUNTY LAW LIBRARY
May 1, 2013 - May 31, 2013 (WARRANTS)
Account No.: 102000

DATE	PAYEE	FOR	AMOUNT	CHECK NO.
May 3	LEXISNEXIS ONLINE SERVICES	BOOKS	15,300.00	TS00180909
	CALPERS	HEALTH INS	55,041.95	TS00180909
May 10	THOMSON REUTERS	BOOKS	67,100.85	TS00181408
	THE GILLAM LAW FIRM TRUST ACCOUNT	MISC	85,000.00	TS00181408
May 24	EMPLOYMENT DEVELOPMENT DEPT	UI	12,225.90	TS00182253
	LEXISNEXIS ONLINE SERVICES	BOOKS	15,300.00	TS00182253
	LITTLER MENDELSON, PC	LEGAL	10,532.00	TS00182253
	THOMSON REUTERS	BOOKS	14,122.94	TS00182253
	SWINERTON BUILDERS	CIP-EXTERIOR	105,421.00	TS00182253
May 30	WOLTERS KLUWER LAW & BUSINESS	BOOKS	41,759.52	TS00182459
	CCH INCORPORATED	BOOKS	103,884.21	TS00182459
	THOMSON REUTERS	BOOKS	13,135.00	TS00182459

538,823.37

MEMORANDUM

DATE: July 1, 2013
TO: Board of Law Library Trustees
FROM: Sandra Levin, Executive Director
RE: Fees and Charges

SUMMARY

At its meeting on April 23, 2013, the Board of Trustees approved an amended schedule of fees and charges. Two charges – designated messenger fees and public fax – were not included in staff’s recommended changes at that time. The Board is requested to approve those two charges. Supporting analysis is provided.

ANALYSIS AND DETAIL

Recommended changes are summarized in the following table.

Service/Charge	Patron Group	Charges	Actual Cost	Variance Abv (Bel) Cost	Proposed Revised Charge
Annual fee to designate a messenger	Individual, Reduced, Corporate, Government, LACBA, Members	\$50 per designated messenger (Members get first two designations at no cost)	\$16.47	\$33.53	\$16.25
Public fax	Individual, Reduced, Corporate, Government, LACBA, Members, General Public	\$1 per page send or received	\$2.70	-\$1.70	N/A

The attached chart supports the recommended charges.

OPTIONS

1. Approve the additional fees and charges.
2. Modify and approve the fees and charges.
3. Direct staff to revise the fees and charges and present the modified version at a later meeting.
4. Take no action.

RECOMMENDATION

Staff recommends that the Board approve the recommended charges.



Borrowing Rules Deposits and Charges

Category	Patron Group	Current Charge	Staff Involved	Time for Task	Percentage	Steps	Cost Factor	Cost	Variance Abv (Bel) Cost	Proposed Revised Fee
Annual fee to designate a messenger (first two designations are free to Members)	Individual, Reduced, Corporate, Government, LACBA, Members	\$50 per designated messenger (first two designations are free to Members)	Circ aides, Yen, Angelica, Kim, Ana, Yocanda	45 minutes	Circ aides 35%, Yen 30%, Angelica 10%, Kim 20 %, and Yocanda 5%	Fee covers July 1st thru June 30th. It is very common for account holders to call before sending a messenger to discuss requirements. Aides or Circ staff will explain messenger fees. Aides receive payment, write a receipt. Yen receives request and completes Voyager record. Yocanda collects the money. Kim creates an invoice & posts on Navison.	\$21.96 per hour x 45 minutes = \$16.47 per designated messenger setup.	\$16.47	\$33.53	\$16.50
Public fax	Individual, Reduced, Corporate, Government, LACBA, Members, General Public	\$1 per page, sent or received	William, circ aides, Angelica, Yen, Yocanda, Kim	Varies 5-30 minute per request for customer service portion. The rest of the time is associated with billing.	William 60%, circ aides 10%, Angelica 10%, Yen 5% Yocanda 5%, Kim 10%	Staff member assisting patron provides a cover sheet and prepares receipt while transmitting fax (usually William). May take just a few minutes to complete, but often times takes longer when fax number provided needs to be redialed or corrected. This charge is paid upon completion of request and is rarely billed to the patron. Customer service staff accepts payment, writes a receipt for Yocanda to collect. Kim creates an invoice and posts for the amount received.	\$31.70 / 12 fax pages per hour = \$2.64 per page plus equipment and supplies @ \$.05 per page and telecommunications at \$.01 per page = \$2.70 per page.	\$2.70	-\$1.70	N/A

MEMORANDUM

DATE: July 1, 2013

TO: Board of Law Library Trustees

FROM: Sandra Levin, Executive Director

RE: Strategic Plan Update

Attached please find a chart of the milestones and target dates for each of the Strategic Plan objectives. Although staff is more than happy to answer any questions and receive input, no discussion is required at this time. This update is provided for information only and as background for your consideration of the Fiscal Year 2013/2014 budget on today's discussion agenda. The full strategic plan document, with additional background and supporting materials, will be presented at the July meeting for discussion and final consideration.

Although of course the Board of Trustees may adjust the proposed timelines and priorities for the Strategic Plan when discussed at the July meeting, in the interim, the attached document should provide some insight into the pace at which staff believes it can tackle the new objectives given the resources afforded by the proposed budget for the upcoming fiscal year.



LOS ANGELES COUNTY LAW LIBRARY STRATEGIC PLAN

VISION

The LA Law Library is a vibrant community education center in Los Angeles County and a leader in providing public access to legal knowledge, putting national and international sources of law into the hands of those seeking legal information.

MISSION

The LA Law Library proactively supports people's needs in a dynamic global environment, acting as the curator and cultivator of a superior collection of legal resources, a gateway to legal information and a navigator facilitating access to the legal system.

Goals and Objectives

COLLECTION

Collection Goal 1: Continue to build, disseminate, and make accessible a superior collection of local, California and American legal resources

[List crossover objectives from other sections here]

C1(A): Track usage, visitors and performance metrics

Coordinator: Ralph/ Channa

Milestone:

Target Date:

Identify technology needed

9/30/13

Research methods available

10/31/13

Formally implement programs

11/30/13

Evaluate results

12/31/13

Completion

1/31/14

C1(B): Conduct patron surveys and focus groups regarding legal resource materials needs

Coordinator: Channa

Milestone:

Target Date:

Identify users

12/31/13

Set up and hold focus groups

12/31/13

Draft and distribute surveys to user groups

3/31/14

Evaluate results

3/31/14

Completion

3/31/14

C1(C): Develop a comprehensive strategy for collection assessment and evaluation

Coordinator: Channa

Milestone:

Target Date:

Evaluate methods available

12/31/13

Select useful tools and technology

12/31/13

Collect data

3/31/14

Review results and make assessments

3/31/14

Present recommendations

6/30/14

Completion

6/30/14

<i>C1(D): Showcase rare books, historical materials and memorabilia</i>	Coordinator: Ralph/ Betsy
Milestone:	Target Date:
Evaluate our collection	12/31/13
Select materials	12/31/13
Prepare exhibit	12/31/13
Completion	3/31/14
<i>C1(E): Develop resource materials and referrals for patrons needing translation</i>	Coordinator: Austin
Milestone:	Target Date:
Research available resources	8/30/13
Contact translators, interpreters, other resources regarding potential partnerships (min 10 contacts)	9/30/13
Prepare resource sheet for patrons	10/31/13
Translate resource sheet	11/30/13
Completion	12/31/13
<i>C1(F): Include tools on our website to help patrons find materials (e.g., a "Treatise Finder")</i>	Coordinator: Austin
Milestone:	Target Date:
Research capabilities of current system	9/30/13
Test system	9/30/13
Select areas to promote	12/31/13
Develop content and tools	12/31/13
Completion	12/31/13
<i>C1(G): Develop, increase and advertise depository status and availability of local government agency legal material</i>	Coordinator: Esther
Milestone:	Target Date:
Research other library methods	9/30/13
Select methods in consultation with communications	12/31/13
Explore digitizing unique local government publications	3/31/14
Develop training classes for specialized government databases	6/30/14
Identify all state, county and city directives and/or laws for inclusion in OPAC	9/31/14
Implement in library	12/31/14
Completion	12/31/14
<i>C1(H): Establish material loan program between Main and branch locations</i>	Coordinator: Linda
Milestone:	Target Date:
Needs assessment	3/31/14
Pilot loan program	6/30/14
Launch formal material loan program	9/30/14
Evaluate loan program	3/31/15
Completion	

Collection Goal 2: Continue to build a superior international and foreign collection

C2(A): Encourage donations of FCIL materials from other libraries and formalize LLMC collaboration Coordinator: Sandi

Milestone:	Target Date:
Finalize LLMC agreement re donation, storage and scanning of materials	Done
Create a set of expectations and anticipations for potential FCIL donations	9/30/14
Identify priority acquisitions (see C2(D))	12/31/14
Outreach to libraries with priority FCIL materials to donate	12/31/14
Completion	Ongoing

C2(B): Conduct user needs survey and research to develop and expand FCIL programming Coordinator: Neel

Milestone:	Target Date:
Identify patron groups	12/31/14
Create survey	12/31/14
Hold focus groups	12/31/14
Send survey	3/31/15
Assessment	3/31/15
Completion	6/30/15

C2(C): Purchase FCIL materials that supplement FCIL programming Coordinator: Neel

Milestone:	Target Date:
Identify programs	9/30/14
Identify appropriate materials	9/30/14
Revise collection development policy for FCIL (see C2(D))	9/30/14
Purchase after evaluating current library holdings	9/30/14
Completion	9/30/14

C2(D): Undertake a collection assessment, developing country profiles and working with expert practitioners and academics to identify the most significant materials Coordinator: Neel

Milestone:	Target Date:
Create template for priority materials for systematic review	12/31/13
Begin country review	12/31/13
Evaluate results	3/31/14
Revise collection development policy	3/31/14
Completion	9/30/14

C2(E): Build strong relationships with vendors around the world Coordinator: Shohreh

Milestone:	Target Date:
Create a map/locator connecting regions with vendors	3/31/14
Organize site visits and training sessions to strengthen relationships (at least 1 per vendor)	6/30/14
Identify best practices and business models for complex business transactions with foreign vendors	9/30/14
Present recommendation	11/30/15
Completion	11/30/15

Collection Goal 3: Preserve legal resources for the future

<i>C3(A): Develop digitization and archiving plan for the next 20 years</i>	Coordinator: Jaye
Milestone:	Target Date:
Assemble committee of stakeholders / departments	2/1/14
Identify what is currently being digitized and by whom	5/1/14
Determine collection & priorities to be scanned	9/1/14
Present draft of plan to staff for evaluation	10/31/14
Create scan program for image storage and accessibility.	2/1/15
Completion	3/1/15
<i>C3(B): Develop a rare book storage and access plan</i>	Coordinator: Betsy
Milestone:	Target Date:
Review LA Law Library's former rare book access plan	9/30/13
Review rare book access plans from other institutions	1/30/14
Confer with affected staff	3/31/14
Recommend a new rare book storage and access plan	6/30/14
Completion	6/30/14
<i>C3(C): Conduct a space needs assessment</i>	Coordinator: Betsy
Milestone:	Target Date:
Evaluate current space needs	12/31/14
Project space needs for next 5-10 years	6/30/15
Present draft of space needs assessment & recommendations	8/30/15
Completion	8/30/15
<i>C3(D): Establish a schedule and conduct a regular, periodic inventory of collection materials</i>	Coordinator: Marcelino
Milestone:	Target Date:
Assemble project team and develop detailed scope, methodology, and schedule	10/31/14
Commence inventory process and debug issues or problems	12/31/14
Complete and document inventory	5/31/15
Report to auditor	9/30/15
Completion	10/31/15
<i>C3(E): Develop a plan for the preservation of gazettes and other loose periodicals</i>	Coordinator: Betsy
Milestone:	Target Date:
Survey other libraries to find out if they are binding or preserving with some other method.	6/30/14
Compare costs for different methods of preservation.	1/30/15
Initiate preservation plan.	6/30/15
Completion	6/30/15

COMMUNITY

Community Goal 1: Make the library a place where everyone wants to go

Comm1(A): Expand awareness of transportation and parking alternatives

Coordinator: Adam

Milestone:

Target Date:

Collect and evaluate available Information

9/1/13

Assemble information into usable print and online resources /
present draft

10/31/13

Make information available to the public.

11/15/13

Completion

11/15/13

Comm1(B): Maintain security levels in a respectful and non-threatening manner

Coordinator: Jaye/ Facility

Milestone:

Target Date:

Gather input from staff via survey on possible improvements.

7/15/13

Amend current post orders

9/30/13

Implement improvements

10/31/13

Complete regular training sessions with security staff

12/31/13

Completion

12/31/13

Comm1(C): Provide vending machines to sell office supplies and sundries

Coordinator: Marcelino

Milestone:

Target Date:

Establish product specifications and identify vendors

7/31/13

Develop and write procedures (stocking, cash-handling,
ordering)

7/31/13

Purchase and install office supplies vending machine

8/31/13

Monitor and revise procedures as required

9/30/13

Assess utilization

6/30/14

Completion

9/30/13

Comm1(D): Develop member incentive programs with bar associations

Coordinator: Member Lib

Milestone:

Target Date:

Establish rapport with bar association leaders

6/31/14

Select target organizations

6/31/14

Conduct needs assessments

9/31/14

Identify buy-in

9/31/14

Devise mutually beneficial options

9/31/14

Create and formalize agreements

9/31/14

Implement program

9/31/14

Assess results

12/31/14

Completion

1/31/15

Comm1(E): Continue and refine Members Program

Coordinator: Member Lib

Milestone:

Target Date:

Revise parking and pricing

12/31/13

Assess internal / external strengths and weaknesses

6/30/14

Research / assess existing program models

6/30/14

Devise and document options / SWOT

6/30/14

Finalize and coordinate resources for implementation

6/30/14

Implement

9/30/14

Monitor and assess

9/30/14

Completion	10/31/14
<i>Comm1(F): Automate parking reservations</i>	Coordinator: Jaye
Milestone:	Target Date:
Assess parking requirements with staff	9/1/13
Acquire online reservation software	10/1/13
Installation and customization of software	11/29/13
Begin parallel testing of new system	12/2/13
Begin using new self-reservation system	1/1/14
Completion	12/31/13
<i>Comm1(G): Resume used book sales</i>	Coordinator: Shohreh
Milestone:	Target Date:
Evaluate prior process for book sales, document possible efficiencies	7/15/13
List and price current materials available for sale, place on sale shelves.	8/15/13
Identify channels for announcing to various layers of the community	8/15/13
Establish parameters for online sale and identify available venues	3/31/14
Assess	6/30/14
Completion	8/30/14
Community Goal 2: Strengthen community awareness of the role and value of the law library	
<i>Comm2(A): Publish articles on our own website and in journals, newsletters and the press</i>	Coordinator: Leigh
Milestone:	Target Date:
Identify possible articles/promotion topics	9/1/13
Identify key publications to pitch for articles	11/1/13
Work with staff to complete articles (min 3 per quarter)	12/31/13
Create a repository of articles to facilitate reuse and retrieval	12/31/13
Pitch articles / place on our website	3/31/14
Completion	6/30/14 (Ongoing)
<i>Comm2(B): Make presentations to potential users off-site</i>	Coordinator: Austin
Milestone:	Target Date:
Identify potential users	9/30/13
Identify presenters	9/30/13
Present to test sites	10/31/13
Evaluate effectiveness	11/30/13
Recommend program parameters	12/31/13
Completion	12/31/13
<i>Comm2(C): Collaborate with Grand Park on programming and shared outreach</i>	Coordinator: Sandi
Milestone:	Target Date:
Attend regular meetings with Grand Park staff to share information/opportunities	7/1/13
Completion	

Comm2(D): Co-market with LACBA and other bar associations to promote events and programs Coordinator: Sandi/ Leigh

Milestone:	Target Date:
Evaluate opportunities and document partnership with LACBA	9/30/13
Identify top 10 opportunities for other bar associations / create prospects list	9/1/13
Reach out to 10 key contacts / meet to compare calendars & identify opportunities	11/1/13
Create proposed shared marketing calendar for 2014	12/1/13
Completion	12/1/13

Comm2(E): Establish schedule for regular meetings of outside organizations Coordinator: Leigh

Milestone:	Target Date:
Establish committee to identify potential target organizations	1/30/14
Develop sales/marketing materials -	3/15/14
Conduct community reach-out program	5/1/14
Completion	6/30/14

Comm2(F): Outreach to courts, SHCs and local bar associations re events and services at branches Coordinator: Linda

Milestone:	Target Date:
Develop expanded events and services at branches, including deepening relationships with courts, SHCs, local bar associations. (see also Transition of Torrance Branch)	12/31/13
Slate events/services at branches (no cost)	4/31/14
Evaluate success of events/services at branches, budget FY2015	6/31/14
Schedule ongoing regular events/services at branches	6/31/15
Completion	7/31/15

Comm2(G): Coordinate programs with downtown arts community (e.g., Artwalk) Coordinator: Jaye

Milestone:	Target Date:
Contact Art-Walk coordinators to identify 2014 opportunities	9/1/13
Attend regular Art-Walk & Community Meetings to promote 2014 library involvement.	11/1/13
Develop a partnership recommendation	1/1/14
Completion	2/1/14 - Ongoing

Community Goal 3: Become a center for educational and community activities

Comm3(A): Expand CLE classes Coordinator: Member Lib

Milestone:	Target Date:
Research other public law library offerings	9/30/13
Develop methodology for identification of speakers and topics of interest	9/30/13
Build ongoing list of potential speakers	12/30/13
Calendar bi-monthly classes	9/30/13
Implement regularized programs	1/30/14
Completion	1/31/14

<i>Comm3(B): Expand classes for self-represented persons</i>	Coordinator: Janine
Milestone:	Target Date:
Develop relationships with potential presenters	3/31/14
Outline structure of program delivery	6/30/14
Implement classes	6/30/14
Assess and evaluate	12/31/14
Completion	1/31/15
<i>Comm3(C): Expand librarian training workshops</i>	Coordinator: Linda
Milestone:	Target Date:
Develop slate of workshops.	12/31/13
Develop web-based public librarian training	8/31/14
Launch web-based public librarian training	6/30/16
Completion	7/31/16
<i>Comm3(D): Develop a high school student workshop series in the Library</i>	Coordinator: Member Lib
Milestone:	Target Date:
Identify outreach coordinators and stakeholders in LAUSD	9/30/13
Identify prospective pilot series with applicable schools	9/30/13
Build program structures in conjunction with school partners	12/30/13
Implement programs	1/31/2014–3/30/2014
Assess programs	
Expand to one or two additional workshop pilots	6/30/2014
Identify funders for at risk career education / school success programs	6/30/14
Write grant for funding to expand programs	6/30/14
Expand programs to additional schools	9//30/14
Completion	12/31/14
<i>Comm3(F): Develop a continuing education series on legal topics for non-lawyers</i>	Coordinator: Member Lib
Milestone:	Target Date:
Identify potential stakeholders	3/30/15
Build rapport with prospective participants	3/30/15
Conduct needs assessment	3/30/15
Develop methodology for identification of speakers	6/30/15
Build list of potential speakers	6/30/15
Calendar classes	9/30/15
Implement programs	9/30/15
Completion	10/31/15
<i>Comm3(G): Develop a law-related Film Series</i>	Coordinator: Leigh
Milestone:	Target Date:
Acquire films and inventory	11/31/13
Complete marketing tools	1/15/14
Develop calendar	2/15/14
Develop cost structure	3/1/14
Launch	4/20/14
Completion	6/30/14

Comm3(H): Conduct a book discussion group

Coordinator: Katie

Milestone:

Target Date:

Define goals of Book Group

6/19/2013

Create overview of different Book Group Models

7/10/2013

Meet and discuss/choose model for initial Book Group

7/24/2013

Identify potential participants in Book Group & targeted publicity

Create format for initial Book Group

8/7/2013

Formulate publicity

8/28/2013

Launch publicity

9/11/2013

First Book Group Discussion

10/2/2013

Evaluate and modify

11/20/2013

Create plan for ongoing discussion groups

11/25/2013

Completion

12/31/13

Community Goal 4: Make legal education more accessible

Comm4(A): Create a mobile eBranch to deploy at events

Coordinator: Linda

Milestone:

Target Date:

Analyze fixed eBranch locations and develop mobile eBranch model

3/31/15

Secure funding/partners/landing spaces for mobile eBranch

6/30/15

Launch mobile eBranch

6/30/16

Completion

7/31/16

Comm4(B): Broadcast professional development and general public webinars

Coordinator: Jaye

Milestone:

Target Date:

Work with staff to determine pilot content

2/01/14

Create pilot class on video

4/01/14

Review pilot with staff for final edits

4/29/14

Make pilot class available online

6/01/14

Develop program to review and expand content

6/30/14

Completion

12/31/14

Comm4(C): Provide public computer classes for basic skill development

Coordinator: Sonny

Milestone:

Target Date:

Create three proposed 30 minute computer class outlines

10/1/13

Schedule the first of three rotating classes, one per month

1/1/14

Repeat

Ongoing

Completion

1/1/14

Comm4(D): Outreach to prison inmates and other homebound people

Coordinator: Ralph

Milestone:

Target Date:

Identify user groups

1/1/15

Determine information needs

3/3/15

Research methods to fulfill identified needs

6/30/15

Create program to disseminate information to user groups

9/1/15

Evaluate and assess

1/1/16

Completion

3/31/16

WORKING ENVIRONMENT

Working Environment Goal 1: Create a tranquil atmosphere that encourages and promotes trust, cooperation and mutual support

W1(A): Draft and implement Safety and Emergency Preparedness Plans Coordinator: Jaye/ Facility

Milestone:	Target Date:
Review and edit existing plan as needed.	8/1/13
Present plan to BOT for adoption	8/20/13
Conduct quarterly safety committee meetings	9/30/13
Completion	9/30/13

W1(B): Maintain high-quality, comfortable physical facilities and working conditions Coordinator: Jaye/ TBD

Milestone:	Target Date:
Survey staff / conduct needs assessment	9/1/13
Create needs list, and implement low or no-cost items	10/15/13
Identify funding and timeframe for additional items	12/1/13
Completion	6/30/14

W1(C): Improve accessibility Coordinator: Jaye/ TBD

Milestone:	Target Date:
Gather input from staff/patrons/experts - complete needs assessment	2/01/14
Develop accessibility checklist for use in all future projects/programs	2/15/14
Review accessibility software & hardware needs	3/31/14
Complete software & hardware installations	4/15/14
Review facility accessibility needs – make 2014-15 budget recommendations	05/01/14
Completion	6/30/15

W1(D): Automate elevator functions Coordinator: Jaye

Milestone:	Target Date:
Create RFP	8/1/13
Send approved RFP out to public bid	8/5/13
Award Bid, begin elevator updates	8/20/13
Completion	4/1/14

Working Environment Goal 2: Make working here fun!

W2(A): Annual employee picnic Coordinator: Leigh

Milestone:	Target Date:
Survey employees about venue, date, and activities	6/15/13
Confirm venue	6/30/13
Coordinate potluck, arrange paper products, enlist volunteers, communicate event	7/15/13
Conduct event and debrief	8/31/13
Completion	8/31/13

W2(B): Hold occasional events open to family and friends Coordinator: Leigh
 Milestone: Target Date:
 Survey employees about frequency and suggested activities 10/31/13
 Develop and propose events schedule to ED 11/30/13
 Calendar and plan events 12/31/13
 Assess success and propose ongoing program 3/31/14
 Completion 6/30/14

W2(C): Evaluate feasibility and cost of alternative scheduling options (e.g., flexible scheduling, adjusted shift lengths, shortened work weeks) Coordinator: Patrick
 Milestone: Target Date:
 Poll directors and employees about desirable alternative work arrangements 12/31/13
 Analyze costs and feasibility and write proposal 2/28/14
 Discuss proposal with union 3/31/14
 Implement program 6/30/14
 Completion 7/31/14

W2(D): Provide stretch classes or other physical activities at break times Coordinator: Eustorgio
 Milestone: Target Date:
 Research and propose a stretch program to ED 3/31/14
 Enlist employee leaders or acquire video classes 5/31/14
 Develop a schedule 6/30/14
 Completion 7/31/14

W2(E): Establish an employee of the month/year program Coordinator: Patrick
 Milestone: Target Date:
 Enlist participation from managers and staff to develop nomination and selection criteria and procedures 6/30/14
 Write EOM/Y program for review by focus group and ED 9/30/14
 Announce program, develop schedule and implement 11/30/14
 Review success of program, revise as necessary 3/31/15
 Completion 4/30/15

Working Environment Goal 3: Be a creative, flexible, and smart organization in an ever-changing environment

W3(A): Cross-train employees in related positions Coordinator: Patrick
 Milestone: Target Date:
 Work with directors to identify opportunities for cross-training 2/28/15
 Develop and document a plan and timeline for each area 4/30/15
 Ensure plans are implemented 7/31/15
 Assess success of cross-training and revise as necessary 9/30/15
 Completion 10/31/15

W3(B): Evaluate and improve process efficiency in all library functions Coordinator: Patrick
 Milestone: Target Date:
 Work with directors to map function processes 12/31/13
 Analyze process maps within and between departments and identify opportunities for streamlining, simplification, automation, or elimination 3/31/14
 Benchmark other libraries/organizations and document best 3/31/14

practices and appropriate metrics	
Implement no-cost improvements.	5/31/14
Propose and budget for other improvements including costs and impacts on other departments	5/31/14
Plan, document, and implement process changes and success metrics	9/30/14
Review changes and revise as necessary. Document revisions.	12/31/14
Completion	1/15/15
W3(C): Merge Programs & Partnerships and Reference functions	Coordinator: Sandi
Milestone:	Target Date:
Reconfigure desk/office locations	9/1/13
Adjust reference desk schedule	9/1/13
Develop project teams comprised of both groups	12/31/13
Conduct cross-training	12/31/13
Completion	2/28/14
W3(D): Establish a law student intern / extern program	Coordinator: Malinda
Milestone:	Target Date:
Identify partner schools	6/30/13
Build program components	6/30/13
Implement pilot program	6/30/13
Assess	9/30/13
Create handbook and guidelines	12/31/13
Recruit and expand program to new institutions if applicable	3/31/13
Completion	3/31/13
W3(E): Establish a library student/recent graduate unpaid Internship program	Coordinator: Malinda
Milestone:	Target Date:
Identify current practices and assess strengths and weaknesses	12/30/2013
Redesign, incorporate and expand on current practices	3/30/2014
Research, evaluate and implement best practices	9/30/2014
Design and implement staff and participant feedback mechanism	...
Create handbook and guidelines	9/30/2014
Completion	12/31/2014
W3(F): Establish an "on-call list" of contract employees available to cover occasional absences	Coordinator: Eustorgio
Milestone:	Target Date:
Working with supervisors, identify critical needs and timing	2/28/15
Document on-call agreements and compensation schedules	4/30/15
Recruit on-call staff	6/30/15
Review program's success and revise as necessary	9/30/15
Completion	10/31/15

Working Environment Goal 4: Provide staff with tools & resources to support new library directions

<i>W4(A): Provide continuing education and training opportunities</i>	Coordinator: Eustorgio
Milestone:	Target Date:
Working with staff, identify training needs and desires	2/28/14
Develop schedule of training events and nominate trainers (in-house or from the outside)	4/30/14
Working with trainers, develop curricula and training materials	6/30/14
Schedule and promote training events	7/31/14
Completion	8/31/14
<i>W4(B): Establish a volunteer program to provide additional support and outreach</i>	Coordinator: Malinda
Milestone:	Target Date:
Research existing public/nonprofit/govt programs	9/30/13
Participate in available trainings and workshops	12/31/13
Consult with active programs' coordinators	12/31/13
Build program components	1/31/14
Develop recruitment and processing procedures	1/31/14
Recruit and Implement	3/31/14
Assess effectiveness, SWOT	9/30/14
Develop handbook of operating policies and procedures	12/31/14
Completion	12/31/14
<i>W4(C): Expand the high school intern program</i>	Coordinator: Shohreh
Milestone:	Target Date:
Coordinate and complete current pilot project (4 interns)	8/2/13
Identify partner organizations to maximize recruitment opportunities	3/31/14
Build and refine program components	4/30/14
Document procedures for expanded program	5/31/14
Completion	6/30/14
<i>W4(E): Conduct a space needs assessment for employee workspaces</i>	Coordinator: Sandi / Jaye
Milestone:	Target Date:
Interview directors	9/30/13
Survey staff	10/31/13
Analyze trends, future projects and anticipated changes	12/31/13
Draft report with recommendations	1/31/14
Completion	2/28/14
<i>W4(F): Install document management and/or collaboration software</i>	Coordinator: Meiling
Milestone:	Target Date:
Acquire licensing	7/15/13
Meet with staff and vendor to create implantation plan	9/1/13
Install software including required workflow definitions	11/1/13
Completion	1/1/14

TECHNOLOGY

Technology Goal 1: Explore and define the standard for delivery of information of the future

T1(A): Establish eBranches throughout the County

Coordinator: Linda/Jaye

Milestone:

SWOT assessment based upon pilot program	Target Date: 3/31/14
Develop additional technology and tools	6/30/14
Pilot new tools	9/30/14
Launch "next phase" eBranch	12/31/14
Recommend program for ongoing implementation	3/31/15

Completion

6/30/15

T1(B): Develop next-generation collection management practices, including replacement of Voyager (Integrated Library Systems software)

Coordinator: Meiling

Milestone:

Establish committee to review requirements and begin creation of RFP	Target Date: 1/1/14
Complete LC re-classification and re-labeling project	6/30/14
Begin public bid process	12/31/14
RFP and vendor product demonstrations	1/31/15
Sign contract /set implementation schedule	3/31/15
Conduct data load tests and assess integrity	7/31/15
Conduct staff training	8/31/15
Go live	9/30/15

Completion

10/31/15

T1(C): Develop a Law Library mobile application

Coordinator: Adam

Milestone:

Work with staff to determine content	Target Date: 7/1/14
Create beta web-app for testing	9/15/14
Staff review of content & functionality	9/30/14
Go live - Make web-application available online	11/1/14
Develop ongoing program to review and expand content	12/31/14

Completion

12/31/14

T1(D): Non-circulating mobile devices for use in Library with legal apps/ebooks

Coordinator: Jaye

Milestone:

Determine available, relevant content	Target Date: 3/1/14
Review technology, create budget estimates & recommendation	5/1/14
Create 90 day pilot implementation plan / Order equipment	7/15/14
Test pilot configurations	9/15/14
Make available to patrons	10/15/14
Develop ongoing program to review and expand	12/31/14

Completion

12/31/14

Technology Goal 2: Safeguard the Library's reputation for quality and competence

<i>T2(A): Upgrade Navision</i>	Coordinator: Patrick
Milestone:	Target Date:
Conduct RFP	10/30/13
Confirm whether Navision is the right solution	11/30/13
Plan and implement data migration including software customization	1/31/14
Plan for rollout and training	3/31/14
Go live and document	4/30/14
Completion	5/31/14
<i>T2(B): Provide the option to pay fees, fines and charges online</i>	Coordinator: Meiling
Milestone:	Target Date:
Finalize PayPal account banking requirements	6/30/13
Determine system capabilities	7/31/13
Create workflow processing chart(s)	9/15/13
Begin programming/Implementation	10/1/13
Test and assure functionality	11/30/13
Go live and document changes	2/1/14
Completion	2/28/14
<i>T2(C): Provide the option to renew materials and manage Library user account online</i>	Coordinator: Jaye/ Angelica
Milestone:	Target Date:
Turn-on/test Functionality	7/1/13
Work with communications to notify borrowers	9/1/13
Completion	
<i>T2(D): Improve and maintain user-friendly website with expanded audio-visual and interactive tools</i>	Coordinator: Jaye
Milestone:	Target Date:
Go Live with newly expanded website	07/15/13
Assess effectiveness and accessibility	8/30/13
Develop ongoing program to review and expand content	9/30/13
Completion	9/30/13
<i>T2(E): Provide catalog searching capabilities in closed stacks</i>	Coordinator: Jeremy
Milestone:	Target Date:
Identify locations in the stacks for deployment	7/1/13
Verify and/or expand Wi-Fi coverage	9/1/13
Repurpose existing, available hardware as search stations	10/1/13
Installation and training	3/31/14
Completion	4/30/14

FISCAL GOALS

Fiscal Goal 1: Protect existing funding sources and create financial stability that is sustainable over time

F1(A): Promote awareness at local and state government levels through CCCLL and lobbying efforts Coordinator: Sandi

Milestone:	Target Date:
Develop talking points	9/30/13
Identify contacts, key legislators	10/31/13
Meet with each at least once	2/15/14
Develop program for follow up in FY 15	3/15/14
Completion/report to BOT	4/30/14

F1(B): Assist in development of statewide strategy to protect or enhance revenue stream Coordinator: Sandi

Milestone:	Target Date:
Confer with CCCLL directors	10/31/13
Meet with CCCLL lobbyist	11/30/13
Present proposal for BOT review	12/31/13
Present proposal to CCCLL executive board for consideration	1/31/14
Present proposal to CCCLL at annual conference	3/30/14

Completion

F1(C): Reevaluate, re-bid and expand parking services Coordinator: Patrick

Milestone:	Target Date:
Update and issue RFP to current provider and other qualified parking management companies	6/30/13
Summarize proposals, reconcile inconsistencies, and recommend vendor	8/31/13
Execute contract (Board Approval)	9/30/13
Commence with new vendor and implement service and hours changes, if necessary	11/1/13

Completion 12/31/13

F1(D): Evaluate and renegotiate relationships with vendors to maximize value/resources Coordinator: Patrick

Milestone:	Target Date:
Working with department heads, produce a vendor contract negotiation plan including negotiation schedule, annual spend, contract renewal dates, if any, and the point person for each vendor	10/31/13
Develop a negotiation protocol for each vendor including expected outcomes	11/30/13
Evaluate interim success with vendor negotiations and revise as necessary	3/31/14

Completion 4/30/14

F1(E): Consider annual merit increases Coordinator: Patrick

Milestone:	Target Date:
Document salary adjustment history for non-represented staff and benchmark comparable institutions	2/28/14
Make recommendation to ED subject to budget constraints	4/30/14

Completion 6/30/14

Fiscal Goal 2: Develop new revenue streams

F2(A): Apply for grants

Milestone:

- Identify areas/ projects for desired grant funding
- Determine slate of potential grants and grant cycles through FY2015
- Develop schedule of grant opportunities and assign responsibilities
- Apply for minimum of 3 grants
- Target budget line item, forecast for grants.

Coordinator: Linda

Target Date:

- 10/31/13
- 12/31/13
- 1/31/2014

6/30/14 – Ongoing

6/30/15

F2(B): Consider legislative proposal to authorize revenue-generating activities

Milestone:

- Confer with CCCLL directors
- Meet with CCCLL lobbyist
- Present proposal for BOT review
- Present proposal to CCCLL executive board for consideration
- Identify sponsors
- Present proposal to CCCLL at annual conference
- Lobby legislators

Coordinator: Sandi

Target Date:

- 10/31/13
- 11/30/13
- 1/31/14
- 3/31/14
- 4/30/14
- 9/30/14
- 12/31/14

Completion

6/30/15

F2(C): Promote conference room rentals and develop informational outreach

Milestone:

- Finalize marketing material, content
- Identify key marketing opportunities
- Create marketing campaign/timeline / kick-off campaign
- Evaluate/ measure success
- Recommend budget line item for FY2015

Coordinator: Leigh

Target Date:

- 8/1/13
- 8/15/13
- 9/1/13
- 12/31/13
- 3/31/14

F2(D): Develop conceptual plan for café

Milestone:

- Identify footprint / services
- Identify potential vendors
- Identify funding resources and partner agencies
- Present a conceptual plan to the Board of Trustees

Coordinator: Jaye

Target Date:

- 5/14/14
- 6/14/14
- 9/1/14

F2(E): Provide a notary service for a fee

Milestone:

- Identify options (in-house; contract; etc.)
- Write proposal to coordinate notary services and training
- Work with notary candidates and coordinate training
- Write policies and procedures
- Announce and roll-out
- Evaluate effectiveness and usage

Coordinator: Eustorgio

Target Date:

- 3/31/14
- 4/30/14
- 8/30/14
- 9/30/14
- 11/30/14
- 2/28/15
- 3/31/15

Completion

F2(F): Provide e-filing for a fee

Coordinator: Librarian

Milestone:

Target Date:

Research court requirements, existing needs and solutions	6/30/14
Identify potential services and prospective user groups	8/30/14
Draft procedures and policy	11/30/14
Present recommendation to Board of Trustees	1/31/15
Implement	3/31/15
Assess and revise as needed	5/31/15
Completion	6/30/15

F2(G): Offer fee-based collection acquisition and management services to other libraries

Coordinator: Sandi

Milestone:

Target Date:

Assess capacity for contract services and performance standards	12/31/13
Identify costs and constraints	12/31/13
Identify potential 'customers'	1/31/14
Negotiate test site contract /identify performance metrics	6/30/14
Evaluate success and performance metrics	2/28/15
Recommend program for future contracts	4/30/15
Completion	5/31/15

Fiscal Goal 3: Develop public private partnerships

F3(A): Outreach to law firms & bar associations

Coordinator: Member Lib

Milestone:

Target Date:

Establish rapport with bar association leaders	1/31/14
Select target organizations to work with	3/30/14
Conduct needs assessments	3/30/14
Assess and document options	6/30/14
Devise mutually agreed upon programs	6/30/14
Implement programs	9/30/14
Assess results & recommend ongoing programs	10/31/14
Completion	11/30/14

F3(B): Build relationships with relevant corporate entities

Coordinator: Sandi

Milestone:

Target Date:

Identify candidate organizations	3/30/14
Contact organizations and discuss opportunities (min 4)	6/30/14
Implement test programs	9/30/14
Assess results & recommend ongoing programs	10/31/14
Completion	11/30/14

F3(C): Establish a speakers' bureau

Coordinator: Sandi

Milestone:

Target Date:

Research and review existing models

9/30/13

Develop parameters, incentives and program

12/31/13

Announce program

1/31/14

Conduct outreach

3/31/14

Launch

4/30/14

Assess and revise, as needed

6/30/14

Completion

9/30/14

SERVICE GOALS

Service Goal 1: Put national and international sources of law into the hands of those seeking legal information

S1(A): Preserve service levels by maintaining adequate staffing

Coordinator: Patrick

Milestone:

Target Date:

Working with supervisors and employee groups, establish baseline productivity metrics

9/30/14

Benchmark productivity at comparable institutions

11/30/14

Establish target metrics

1/31/15

Recommendation to increase/decrease staffing to achieve targets

3/31/15

Completion

6/30/15

S1(B): Expand legal resources available & visible on the internet

Coordinator: Austin

Milestone:

Target Date:

Assess current internet-based resources for gaps in coverage

12/31/13

Identify potential resources that can be added to collection

3/31/14

Assess technical feasibility and negotiate with vendors; budget for additional resources

6/30/14

Implement new resources on test site

9/30/14

Develop metrics to evaluate user satisfaction and assess

10/31/14

Launch resources on website

12/31/14

Survey users for feedback on usability and revise as needed

3/31/15

Completion

6/31/15

S1(C): Create an advance reservation system for Library computers

Coordinator: Adam

Milestone:

Target Date:

Add option into public website

8/1/13

Work with IT staff to test implementation

8/15/13

Training and testing with reference staff

8/30/13

Create promotional materials

9/1/13

Completion

10/15/13

S1(D): Provide self-serve scanning equipment in the Library

Coordinator: Jaye

Milestone:

Target Date:

Jaye to provide

Completion

<i>S1(E): Establish and implement a policy for how to handle patrons with greater needs and time demands</i>	Coordinator: Ralph
Milestone:	Target Date:
Survey other libraries and internal staff for best practices	10/31/13
Identify successful alternatives	10/31/13
Recommend policies and conduct training	12/31/13
Assess effectiveness and revise as needed	6/30/14
Completion	9/30/14
<i>S1(F): Establish regular office hours at partnership libraries</i>	Coordinator: Linda
Milestone:	Target Date:
Develop possibilities for office hours at partnership libraries	9/30/13
Evaluate options and select viable model(s)	1/31/14
Formalize Branch Assistant office hours/professional training	3/30/14
Completion	7/30/14
<i>S1(G): Present intermittent but regular, free classes</i>	Coordinator: Janine
Milestone:	Target Date:
Assess success of existing free classes and information sessions	11/30/13
Identify and prioritize new class/information session offerings	1/31/14
Determine frequency and assess impact on existing fee-based classes	1/31/14
Identify and confirm partner organizations and presenters	2/28/14
Implement	3/28/14
Assess	6/28/14
Completion	6/28/14
<i>S1(H): Create a plan to provide ebooks in the Library, beginning with research to determine patron needs and preferences</i>	Coordinator: Channa
Milestone:	Target Date:
Identify patron groups	12/31/13
Research available products and technology	3/31/14
Draft and distribute survey to user groups	3/31/14
Set up and hold focus groups	6/30/14
Review results and make assessments	12/31/14
Present recommendations	12/31/14
Completion	1/31/15
<i>S1(I): Provide quality, comprehensive, face-to-face reference services by trained librarians</i>	Coordinator: Ralph
Milestone:	Target Date:
Identify a set of effective reference standards/techniques	9/30/13
Evaluate current staff performance	12/31/13
Develop training regimen for current librarians and new hires	1/31/14
Evaluate effectiveness of new standards/techniques by surveying users	3/31/14
Amend training regime as needed based upon survey results.	6/30/14
Completion	6/30/14

Service Goal 2: Expand services to self-represented litigants

S2(A): Development of online self-help and lay-friendly substantive materials (similar to eBranch)

Coordinator: Janine

Milestone:	Target Date:
Identify and assess virtual self-help center models	8/30/13
Generate report of findings and make recommendations	11/30/13
Identify and seek funding sources	3/30/14
Garner input (technology, staff, funding)	6/30/14
Develop content	6/30/14
Design look and feel for target audience	9/30/14
Upload and implement	12/31/14
Completion	3/31/14

S2(B): Create video programs addressing basic legal issues (e.g., Courtroom Basics)

Coordinator: Janine

Milestone:	Target Date:
Assess feasibility	9/30/13
Identify and assess model videos	9/30/13
Identify and establish cooperative legal aid partner	12/30/13
Identify and seek funding sources	3/30/14
Develop script and vet with stakeholder advisors	3/30/14
Produce video	9/30/14
Publish and create distribution plan	9/30/14
Duplicate in Spanish and other languages	3/30/15
Complete	4/30/15

S2(C): Develop transportation resource handouts for litigants

Coordinator: Adam

Milestone:	Target Date:
Collect and evaluate available Information	8/1/13
Assemble information into usable print and online resources / present draft	10/1/13
Make information available to the public.	10/15/13
Completion	10/15/13

S2(D): Develop translation resource handouts

Coordinator: Linda

Milestone:	Target Date:
Establish committee for assess needs	1/31/14
Identify existing resources	3/31/14
Evaluate effectiveness of existing process	6/30/14
Develop handout	9/30/14
Recommend plan for future improvements	12/31/14
Completion	

<i>S2(E): Establish regular "Lawyer in the Library" programs (mediators, collaborative divorce, small claims advisor, etc.)</i>	Coordinator: Janine
Milestone:	Target Date:
Identify models and scope of services	8/30/2013
Identify prospective partners and gauge interest	9/30/2013
Identify potential host locations (including the Law Library)	9/30/13
Design, structure and plan program	12/30/13
Implement soft launch	3/30/14
Assess	3/30/14
Expand	6/30/14
Completion	12/30/14
<i>S2(F): Coordinate with lawyer referral services, judiciary and local bar associations on unbundling of legal services and development of delivery model at library</i>	Coordinator: Janine
Milestone:	Target Date:
Further investigate working models	6/30/14
Identify prospective partners and gauge interest with applicable bar associations	9/30/14
Design structure and plan program	9/30/14
Implement soft launch	9/30/14
Assess	9/30/14
Expand and evaluate	3/30/15
Completion	12/31/15
<i>S2(G): Develop and implement model for library-based clinics and self-help workshops for delivery of civil self-help services (outside scope of current court-based SHCs)</i>	Coordinator: Janine
Milestone:	Target Date:
Identify partners	9/30/13
Define scope of project and offerings	10/30/13
Define policies and procedures including MOU	11/30/13
Launch pilot program(s)	12/30/13
Assess and document outcomes	3/30/14
Identify and seek funding sources	3/30/14
Expand programs	12/30/14
Completion	12/30/14
<i>S2(H): Offer more training from vendors and publishers</i>	Coordinator: Katie
Milestone:	Target Date:
Identify training needs	7/22/13
Develop contact list of vendors and publishers	8/26/13
Create schedule of training events and intended audience	9/23/13
Develop and distribute summary of training opportunities	10/21/13
Administer training events	12/31/13
Completion	2/28/14

Service Goal 3: Help the courts process self-represented litigants

[List crossover objectives from other sections here]

S3(A): Conversion of Torrance space to training and education facility	Coordinator: Linda
Milestone:	Target Date:
Asses needs and resources, develop plan for conversion	12/31/13
Secure funding for conversion	6/30/14
Establish relationships with local bar associations, legal service agencies, other groups	6/30/14
Identify programing	6/30/14
Conduct programing	6/30/15
Completion	7/30/15
S3(B): Confirm plan for new Long Beach Branch	Coordinator: Linda
Milestone:	Target Date:
Discuss options for Long Beach presence	10/31/13
Pilot eBranch and/or mini-branch (LBPL)	6/30/14
Evaluate and assess LB presence	9/30/14
Completion	10/30/14
S3(C): Expand access to form templates and precedent beyond court-provided forms (e.g., commonly requested motions)	Coordinator: Janine
Milestone:	Target Date:
Asses needs and models of delivery	3/30/15
Identify potential partners	3/30/15
Identify technology requirements and distribution framework	9/30/15
Identify and seek funding sources	9/30/15
Implement soft launch / Test usability	3/30/16
Implement full launch	6/30/16
Assess	12/31/16
Completion	12/31/16
S3(D): Establish a program for legal document assistants in the library	Coordinator: Malinda
Milestone:	Target Date:
Identify and assess viability with organization leaders	12/30/2014
Assess components and recommend policies and procedures	3/30/2015
Determine liability, write contracts / MOU	3/30/15
Soft launch program	6/30/2015
Create feedback mechanism and metrics	6/30/2015
Assess success of program	9/30/2015
Completion	12/30/2015
S3(E): Offer training and materials to the courts, including library resources, FAQ's and referral sheets	Coordinator: Ralph
Milestone:	Target Date:
Research court needs and FAQ's	12/31/13
Develop resource/referral sheets for distribution by court personnel	3/31/13
Develop curriculum for judicial education seminars	3/31/14
Assess efficacy and seek feedback from courts	6/30/14
Completion	

Service Goal 4: Serve customers who cannot get to one of our staffed physical locations

S4(A): Establish eBranches throughout the County

Coordinator: Linda/Jaye

Milestone:

Target Date:

SWOT assessment based upon pilot program

3/31/14

Develop additional technology and tools

6/30/14

Pilot new tools

9/30/14

Launch "next phase" eBranch

12/31/14

S4(B): Expand training at partnership locations

Coordinator: Linda

Milestone:

Target Date:

Develop slate of public and staff training

9/30/13

Launch public and staff training

1/31/14

Assess and revise as needed

4/30/14

Recommend program for ongoing, regular, public and staff training

6/30/14

Completion

7/31/14

DRAFT

AGENDA ITEM 4

ACTION ITEMS

- 4.1 APPROVAL OF DENTAL, VISION, LIFE AND LONG TERM DISABILITY BENEFIT CHANGE
- 4.2 APPROVAL OF OPERATING AND CAPITAL EXPENDITURES BUDGET FOR FISCAL YEAR 2013-2014

MEMORANDUM

DATE: July 1, 2013
TO: Board of Law Library Trustees
FROM: David Brecher, Brecher Insurance and Financial Services
RE: Dental, Vision, Life and Long-term Disability Insurance Renewal

SUMMARY

The Library’s group dental, vision, basic life, voluntary life, and long-term disability (LTD) insurance plans renew on August 1, 2013. On the Library’s behalf, my firm has researched the market, solicited proposals, and recommends consolidating all supplemental lines of coverage with Guardian Insurance to save about \$2,000 (3%) annually. Note that this proposal addresses all group insurance plans except medical which is purchased through CalPERS and renews on January 1, 2014.

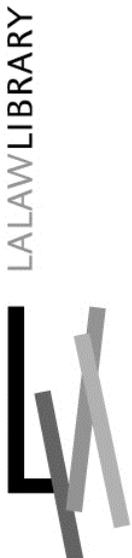
I have been notified that because the choice of plan directly affects senior management employees and affects them differently than other employees, Library Staff will not be involved in presenting this item nor making a recommendation. I will be present at the upcoming meeting to answer questions.

ANALYSIS AND DETAIL

Guardian Insurance currently provides dental and vision coverage. Sun Life provides basic life, voluntary life and LTD. Guardian has proposed reducing dental insurance rates 3% if the Library were to select that company as its life and LTD provider. The following table summarizes the fiscal effect in FY2014-15 of adopting this recommendation.

	A Current Plans	B Renewal without Change	C Recommende d Change	C – B \$ More (Less)	(C - B) / B % More (Less)
Insurance Providers:					
Dental	Guardian	Guardian	Guardian		
Vision	Guardian	Guardian	Guardian		
Long-term Disability	Sun Life	Sun Life	Guardian		
Basic Life Insurance	Sun Life	Sun Life	Guardian		
Annual Library Costs:					
Dental	64,815	64,815	62,871	-1,944	-3.0%
Vision	9,619	10,019	10,019	0	0.0%
Long-term Disability	4,846	4,846	4,640	-206	-4.3%
Basic Life Insurance	1,496	1,496	1,623	128	8.5%
Net Savings	80,776	81,177	79,154	-2,023	-2.5%

The amounts above reflect the Library’s costs on behalf of employees and retirees. In addition to these amounts, employees and retirees contribute toward dependent premium costs and



voluntary life insurance. The proposed change would lower employees' and retirees' annual dental costs in the aggregate by \$422 and increase voluntary life insurance for the 10 employees enrolled in that plan by \$284. The table below summarizes employees' and retirees' costs:

	A Current Plans	B Renewal without Change	C Recommend ed Change	C – B \$ More (Less)	(C - B) / B % More (Less)
Annual Employee & Retiree Costs:					
Dental	14,063	14,063	13,641	-422	-3.0%
Vision	2,097	2,184	2,184	0	0.0%
Long-term Disability	0	0	0	0	0.0%
Basic Life Insurance	0	0	0	0	0.0%
Voluntary Life	488	488	773	284	58.3%
Total	16,648	16,735	16,598	-137	-0.8%

Voluntary life enrollment must meet the current population of 10 enrollees. If not, Guardian will not offer this coverage. The 3% discount on dental will reduce to 2%. Sun Life will allow the group to maintain the same rates and plan benefits (assuming the ten people continue to be enrolled) but will require a new contract to be written for a standalone voluntary life product.

Guardian's group life and LTD plans differ from Sun Life's plans in several ways, the most significant being:

- LTD maximum benefit: The proposed change would raise the maximum monthly benefit to \$10,000 compared with \$5,000 under the present plan; and
- Voluntary life: Guardian guarantees rates for 1 year; Sun Life generally does not change rates on this product.

A list of pros and cons may be found in the attached appendix.

The Board should be aware that my firm was able to find only one company (Delta Dental) other than current provider to bid on our dental insurance because the ratio of retired employees on the plan is high and retirees tend to have claims higher than most working individuals. Retirees and their dependents constitute 40% of total dental plan enrollees. The other carrier's that bid proposed rates that are substantially higher for similar benefits or plans that offered slightly higher premiums for less coverage.

OPTIONS

1. Approve the recommendation and authorize Staff to bind coverage with Guardian for dental, vision, LTD, basic life and voluntary life for one year;
2. Renew coverage with the existing carriers without change for one year.

RECOMMENDATION

The stakes are not high either way with this decision and either option would be acceptable. Brecher Insurance and Financial Services recommends that the Board approve Option 1 authorizing us to obtain coverage for one year with Guardian for life and LTD and to renew with Guardian for group dental and vision insurance.



PROS AND CONS OF MOVING TO GUARDIAN FOR LTD AND LIFE INSURANCE

Pros:

1. \$2,023 net annual cost savings.
2. Guardian's maximum monthly LTD benefit is \$10,000 v. \$5,000 for Sun Life.
3. Guardian provides a less onerous life benefit reduction for older participants (35% at 65 for Guardian compared with 35% at 60 for Sun Life; 50% at 70 for Guardian v. 58% at 70 for Sun Life).
4. Guardian's life coverage is portable, with evidence of insurability. Sun Life's is not portable.
5. Guardian offers voluntary life coverage for spouses and children. Sun Life does not offer this.
6. Administratively less work for LA Law Library staff to work with a single carrier when adding and deleting employees

Cons:

1. With Guardian, Life insurance coverage ends at age 65 should the employee become disabled. With Sun Life, insurance continues for 1 year if the employee becomes disabled at age 65 or older.
2. Guardian will allow accelerated life benefits for terminally ill employees up to 50% of the benefit. Sun Life allows 75% acceleration of benefits.
3. Guardian has a 2-year limit on LTD benefits for disabilities that would prevent a director from working in her own occupation. Sun Life gives directors 5-years own occupation coverage.
4. Guardian has a 3-month net LTD benefit for survivors of disabled employees. Sun Life has a 3-month gross LTD benefit for survivors.
5. Guardian offers a 1-year rate guaranty for voluntary life. Sun Life typically does not increase rates on this product from year to year.
6. Guardian requires a minimum of 10 employees and \$2,500 annual premium to offer voluntary life. Sun Life has no minimum participation requirement.
7. Guardian's voluntary life premiums – which are paid by employees – would increase in total by \$284 per year. The range of increase per employee per year is from \$.36 to \$63.36.



AGENDA ITEM 4.0 | DISCUSSION ITEM 4.2

MEMORANDUM

DATE: July 1, 2013

TO: Board of Law Library Trustees

FROM: Sandra Levin, Executive Director
Patrick O’Leary, Senior Director Administrative Services

RE: Approval of Operating and Capital Budget for FY2013-14

SUMMARY

The Executive Director and the Budget Subcommittee recommend that the Board of Trustees approve the operating and capital budgets for FY2013-14 as presented here. The budgets as proposed partially compensate for declining revenues by incorporating moderate cuts and adjustments without anticipated significant negative impacts on service levels. Bringing the budget entirely into balance would require deeper cuts and significantly affect service levels. The Executive Director, with the concurrence of the Budget Subcommittee, believes that the budget as proposed is fiscally responsible and reasonable in light of projected revenues and reserves. Should the Board prefer to be either more or less conservative in budgeting, alternative budget cuts and enhancements are also provided in the packet materials. In addition, a longer-term projection (3-5 years) of capital needs and other constraints on reserves is included in order to provide context for the Board’s decision regarding this year’s budgets.

ANALYSIS AND DETAIL

In summary, the budgeted operating revenue and expenses, capital expenditures, and cash reserve are proposed as follows:

	Actual			Projected Actual 2013	Budget 2014	\$ Inc (Dec)
	2010	2011	2012			
Income	10,953,039	10,645,130	9,651,454	8,747,797	8,680,797	(67,000)
Expense	7,897,918	9,055,756	8,984,808	8,881,603	8,674,167	(207,436)
Net Income Before Extraordinary Items	3,055,120	1,589,374	666,646	(133,805)	6,631	140,436
Extraordinary Income	0	0	0	0	1,687,950	1,687,950
Extraordinary Expense	0	0	0	1,188,768	246,976	(941,792)
OPEB Expense	569,360	556,446	323,182	325,000	325,000	0
Net Income Including Extraordinary Items	2,485,760	1,032,928	343,464	(1,647,574)	1,122,605	2,770,178
Capitalized Expenditures	484,304	321,720	6,385,014	358,753	698,400	339,647
Cash Reserve	15,073,559	15,601,244	11,045,015	8,807,913	9,683,652	875,739



The operating and capital budgets and cash flow projection may be found in the attached exhibits. A detailed account line item budget may be found here: http://www.lalawlibrary.org/pdfs/Agenda_20130625a.attachment.pdf

Process

This year, in light of the continued revenue decline, the Library's budgeting was changed substantially: a revised process and chart of accounts allowed for departmental budgeting. Each director received training and background information and then developed and submitted proposed budgets for their respective areas of responsibility including staffing costs, other costs, and capital expenditures. This more decentralized approach is intended to found the budget on more detailed information, provide more comprehensive analysis and provide a better understanding of variances throughout the fiscal year. In addition, the Senior Director of Information Services compiled a comprehensive list of anticipated capital projects for a 5 year period. Finance Staff assembled the various budget submittals into a comprehensive draft. The Executive Director and Finance Staff then met with each of the directors to review the submittals, consider alternatives and validate assumptions.

Existing accounting practices (such as depreciation methodology, collection costs and CalPERS cost forecasting) were re-evaluated and revised. Where appropriate, the Library's auditors were consulted to assure compliance. The Executive Director then selected proposed cuts and enhancements and worked with Finance Staff to prepare a list of alternatives and options, and revise the budget into a draft for presentation to the Budget Subcommittee. The Subcommittee met twice to review and revise the proposal into the version presented here.

Revenue Impact of Civil Filing Fees

Civil filing fees, which represent 87% of the Library's total revenue, dominate the fiscal picture. Filing fees have ridden a roller coaster over the past 7 years. They rose (in large part due to legislative reform) at a 19.5% average annual rate from 2005 to their peak at just under \$10M in 2009. They have been falling since, albeit at a much less dramatic average annual rate of 5.4%. Going into the budgeting process, we anticipated a further drop in filing fees which we now project will be about 2.4% below the current year's projected actual. Although we expect fees from Library services, including room rental and CLE courses, to increase, those revenues are small compared to filing fees and total revenue is still expected to decline.

OPEB

The Board will note that this year's budget includes an estimate for other post-employment benefits costs (OPEB). Historically, government agencies were not required to – and generally did not – estimate OPEB. Commencing in 2008, however, Governmental Accounting Standards Board Standard 45 required the Library to project and report the post-retirement cost of medical and other non-pension benefits earned by employees. Accordingly, the Library conducted its actuarial analyses and complied with GASB 45 by reporting OPEB costs in the Library's audited financial statements. To date, though, OPEB has not been included in the annual budgeting process. Commencing this year, it is included for your review.



Cash Reserves

Also new this year is a list of restrictions on the Library’s cash reserves. It is customary to budget capital expenditures for the upcoming fiscal year, present a cash flow analysis and calculate the anticipated remaining reserve at year end. This year-end ‘cash in the bank’ number is important, but a deeper understanding of the financial health of the Law Library can be obtained by looking at the future needs that must be met using that cash balance, including existing obligations and anticipated expenditures. Accordingly, staff prepared a list of anticipated expenditures and other restrictions on the Library’s cash reserves, including material plant and equipment expenditures over the next 2 to 5 years. Staff and the Budget Subcommittee also recommend, and included, a reserve of six-month’s operating revenues. This cash flow analysis, including the list of constraints, is attached, along with a description of the anticipated 2-5 year capital expenditures. The net result, is that, of the \$9.68M in cash reserve projected for the end of FY2013-14, \$7.92M is restricted, leaving an unrestricted balance of \$1.76M.

It is also worth noting that the cash flow (and the budget) include projected extraordinary income of \$1.68M resulting from the anticipated sale of the foreign rare book collection in the coming fiscal year.

Significant Assumptions and Changes

The most significant assumptions and changes inherent in the proposed operating and capital budget are as follows:

Account	FY 2014 Budget	\$ Inc (Dec) Over FY 2012-13 Actual	Explanation
OPERATING INCOME AND EXPENSE:			
Court filing fees	7,520,156	(184,922)	The civil filing fee trend remains on a declining slope, although it appears that the rate of decline will not be as great as in the current fiscal year.
Parking	540,000	(16,130)	Reflects the current fiscal year's level of parking revenue, down 25% from the peak in 2011. Includes an estimate of after-hours valet parking fees (a new service coordinated with Grand Park).
Copy Center	57,000	(16,925)	Anticipates a decline in copy center income based on historical trends as well as the reduction in copy prices approved by the board. (In the longer term, revenues may be generated from self-service or assisted scanning, but no reliable estimates can be made at this time.)



Room Rental	100,000	77,098	Effort is underway to secure commitments for at least 10 room rentals at \$10k each. We feel this is aggressive, but achievable.
Salaries	2,989,797	(139,175)	<ol style="list-style-type: none"> 1. Interim senior director will revert to her former director position with a corresponding salary reduction; 2. Director of communications position will be eliminated; 3. Two Library Aide positions will be eliminated through attrition; 4. Web design position will be filled (currently contract, so cost impact is minimal); 5. Transition planning/training for Building Engineer (\$20k); and 6. Mandated increases for represented employees per the MOU
Retirement	178,968	60,910	CalPERS raised the employer contribution rate for FY 2014. In contrast to past years, we will forego making the discounted advance lump sum payment and instead pay a monthly amount based on actual headcount and salary, which we expect will save approximately \$39k.
Health Insurance	601,757	48,523	Assumes a 10% rate increase effective 1/1/14.
Temporary Employment	10,000	(10,223)	Branch closures will reduce the requirement for temporary employees compared with prior years.
Accrued Vacation	(50,000)	50,000	Assumes a furlough from 12/26/13 through 1/1/14 which will save the equivalent of 4.5 days of salary expense. Security and maintenance costs will also be reduced somewhat by the furlough. Employees may use vacation time to maintain compensation during the furlough but reducing vacation banks.
Library Materials	3,300,000	(142,499)	Depreciation costs have been rising dramatically – and will continue to do so - due to collection expenditures in past years. Professional staff are reducing library materials expense by focusing on materials that have the least impact on



Library users (duplicates, hard copies of materials that are also available online, etc.). The benefit of these expense reductions will be realized over ten years in the form of reduced depreciation costs. (See also Library Materials note in attachment re Alternatives.)

Security	180,632	(7,271)	Assumes a security staff headcount reduction and an adjustment for the planned holiday furlough.
Special Events Expenses	18,500	18,500	This category groups security, catering, and other costs related to hosting special events. This is a new account line item to allow for better tracking, but reflects a reduction compared to actual FY2012-13 expenditures which were spread across multiple account line items.
Consulting	5,000	(22,940)	Minimal consulting fees are anticipated.
Depreciation	3,280,356	(144,387)	Book depreciation increased substantially as a result of prior years' expenditures, but was offset in part by a \$174k decrease as a result of the write-off of branch materials that we either abandoned or discarded. (Fixed asset depreciation will be down approximately \$220k from initial forecast as a result of a reassessment of the exterior project's useful life assumptions. The assumptions were verified by the general contractor and approved by the Library's outside auditor.)
Extraordinary Income	1,687,950	1,687,950	Reflects the sale of the foreign rare book collection in net of auctioneer's commission and other costs.

CAPITAL COSTS: See attached list.

For background, a description of prior budget cuts can be found in the final attachment to this report.

Budget FY 2014: Alternative Options

The proposed budget is almost 'break even' anticipating a net operating income of \$6,631 before extraordinary items and OPEB expenses. Including extraordinary items (sale of rare books) and OPEB expenses the budget projects a net income of \$1,122,605.



Considering only recurring income and expenses (operating budget less OPEB), would result in a net loss of \$318,369.

This budget recommendation reflects judgments made after many hours of analysis, discussion and consideration of alternatives, as well as an evaluation of cash flows, capital needs and reserves. Nonetheless, there is no magic to the proposed net income number and reasonable minds may well differ as to what constitutes a prudent expenditure of reserves to fund FY2014 operations. (For example, although not recommended this year, at some point in the future, the Library will need to begin to budget and accrue for OPEB reserves.) Should the Board wish to be more conservative (i.e., make deeper cuts) than recommended by the Budget Subcommittee and the Executive Director, we have attached a list of alternative options to consider, along with the savings or additional cost to be realized by each. The additional cuts on this list, although not recommended at this time due to impacts on service levels, are feasible and not unreasonable.

OPTIONS

Discuss the proposed budget, including any desired alternatives or amendments and:

1. Approve the operating and capital expenditure budget as recommended by the Budget Committee;
2. Propose amendments to the operating and capital expenditure budget as recommended by the Budget Committee and approve the budget as amended;
3. Instruct the Budget Committee to consider different guidelines or a new direction and return to the Board with a revised proposal at a later date.

RECOMMENDATION

The Budget Committee and Staff recommend that the Board discuss the issues presented and adopt the proposed operating and capital budget for FY2013-14 (Option 1).

Attachments:

- EXHIBIT A: FY2013-14 Operating and Capital Budgets (Summary and Detail)
- EXHIBIT B: Cash Flow Projection
- EXHIBIT C: Alternative Options (Cuts and Enhancements)
- EXHIBIT D: FY 2013-14 Capital Projects
- EXHIBIT E: Future Capital Projects: 2 – 5 Years
- EXHIBIT F: Description of Prior Cuts



Los Angeles Law Library: Summary

Budget: Fiscal Year Ending 6/30/14

GL No.	Actual			Projected Actual 2013	Budget 2014	\$ Inc (Dec)	% Inc (Dec)
	2010	2011	2012				
Summary:							
Income							
L.A. Superior Court Fees	9,683,450	9,357,625	8,386,731	7,705,078	7,520,156	(184,922)	-2.4%
Interest	137,278	121,846	108,349	66,604	60,504	(6,100)	-9.2%
Parking	715,260	703,988	718,308	556,130	540,000	(16,130)	-2.9%
Library Services	417,051	461,671	438,065	419,985	560,137	140,152	33.4%
Total Income	10,953,039	10,645,130	9,651,454	8,747,797	8,680,797	(67,000)	-0.8%
Expense							
Staff	3,679,138	4,025,862	4,319,591	4,181,466	4,178,130	(3,336)	-0.1%
Library Materials	3,456,319	3,736,623	3,879,820	3,442,499	3,300,000	(142,499)	-4.1%
Library Materials Transferred to Assets	(3,456,319)	(3,736,623)	(3,879,820)	(3,442,499)	(3,300,000)	142,499	-4.1%
Facilities	750,142	849,945	938,650	806,689	844,925	38,236	295.7%
Technology & Data	119,289	147,149	145,052	152,595	151,045	(1,550)	-100.0%
General	358,255	675,117	187,918	167,793	108,745	(59,048)	-35.2%
Professional Development	53,329	128,899	73,013	28,989	18,415	(10,574)	0.0%
Communications & Marketing	7,924	27,020	39,237	30,564	38,000	7,436	-58.7%
Travel & Entertainment	3,666	3,516	5,301	6,576	3,800	(2,776)	0.0%
Professional Services	41,339	140,254	105,032	82,188	50,750	(31,438)	-38.3%
Depreciation	2,884,838	3,057,995	3,171,013	3,424,743	3,280,356	(144,387)	-4.2%
Total Expenses	7,897,918	9,055,756	8,984,808	8,881,603	8,674,167	(207,436)	-2.3%
Net Income	3,055,120	1,589,374	666,646	(133,805)	6,631	140,436	-105.0%
Extraordinary Income	0	0	0	0	1,687,950	1,687,950	0
Extraordinary Expense	0	0	0	1,188,768	246,976	(941,792)	(1)
OPEB Expense	569,360	556,446	323,182	325,000	325,000	0	0.0%
Net Income Including Extraordinary Items	2,485,760	1,032,928	343,464	(1,647,574)	1,122,605	2,770,178	-168.1%
Capitalized Expenditures	484,304	321,720	6,385,014	358,753	698,400	339,647	94.7%
Full-Time Equivalent Employees	NA	NA	NA	57.1	54.2	(2.9)	-5.1%

Los Angeles Law Library: Summary

Budget: Fiscal Year Ending 6/30/14

GL No.		Actual			Projected Actual 2013	Budget 2014	\$ Inc (Dec)	% Inc (Dec)
		2010	2011	2012				
Detailed Budget:								
Income:								
303300	L.A. Superior Court Fees	9,683,450	9,357,625	8,386,731	7,705,078	7,520,156	(184,922)	-2.4%
	Interest:							
311000	Interest - LAIF	66,854	50,171	16,269	4,132	2,400	(1,732)	-41.9%
312000	Interest - General Fund	66,903	68,548	89,699	60,677	56,160	(4,517)	-7.4%
313000	Interest - Deposit Fund	3,521	3,126	2,382	1,795	1,944	149	8.3%
	Subtotal	137,278	121,846	108,349	66,604	60,504	(6,100)	-9.2%
	Parking:							
330100	Parking	715,260	703,988	718,308	556,130	525,000	(31,130)	-5.6%
330200	Valet Parking (NEW ACCOUNT)	0	0	0	0	15,000	15,000	0.0%
	Subtotal	715,260	703,988	718,308	556,130	540,000	(16,130)	-2.9%
	Library Services:							
330150	Annual Borrowing Fee	100,745	50,795	10,475	8,163	6,000	(2,163)	-26.5%
330140	Annual Members Fee	18,481	59,493	76,632	91,007	91,962	955	1.0%
330340	Course Registration	1,963	7,436	2,570	14,550	22,212	7,662	52.7%
330129	Copy Center	82,811	85,126	75,371	73,925	57,000	(16,925)	-22.9%
330205	Document Delivery	25,217	24,403	30,176	27,916	27,600	(316)	-1.1%
330210	Fines	53,581	46,472	45,980	51,279	50,400	(879)	-1.7%
330310	Miscellaneous	12,855	14,055	18,102	1,931	53,600	51,669	2675.8%
330330	Room Rental	3,150	4,809	(309)	22,902	100,000	77,098	336.6%
330350	Book Replacement	4,091	5,833	720	3,132	2,735	(397)	-12.7%
330360	Forfeited Deposits	9,734	17,619	28,474	0	2,800	2,800	0.0%
330400	Friends of Law Library	100,000	140,000	143,000	120,000	120,000	0	0.0%
330420	Grants	0	0	0	0	20,000	20,000	0.0%
330450	Vending	4,424	5,631	6,874	5,180	5,828	648	12.5%
330465	Special Events Income	0	0	0	0			
	Subtotal	417,051	461,671	438,065	419,985	560,137	140,152	33.4%
	Total Income	10,953,039	10,645,130	9,651,454	8,747,797	8,680,797	(67,000)	-0.8%
	Expenses:							
	Staff:							
501000	Salaries (benefits eligible)	2,830,785	2,904,818	3,120,437	2,779,761	2,672,466	(107,295)	-3.9%
501050	Salaries (benefits ineligible)				349,212	317,332	(31,880)	-9.1%
502000	Social Security	164,928	169,884	181,290	182,035	185,367	3,333	1.8%
503000	Medicare	39,877	40,750	43,562	43,733	43,352	(380)	-0.9%
511000	Retirement	0	33,228	156,881	118,058	178,968	60,910	51.6%
512000	Health Insurance	444,326	554,436	550,361	553,234	601,757	48,523	8.8%
513000	Disability Insurance	8,649	8,522	8,613	3,306	4,347	1,041	31.5%
514000	Dental Insurance	47,059	54,745	57,087	62,488	64,800	2,312	3.7%
514500	Vision Insurance	8,761	9,515	9,805	9,040	10,241	1,201	13.3%
515000	Life Insurance	1,712	1,714	1,729	1,663	1,638	(25)	-1.5%
516000	Workers Compensation Insurance	30,870	36,560	73,908	114,342	108,563	(5,779)	-5.1%
517000	Unemployment Insurance	29,830	25,253	33,147	8,328	0	(8,328)	-100.0%
514010	Temporary Employment	38,274	98,327	37,417	20,223	10,000	(10,223)	-50.6%
514015	Recruitment	7,930	14,436	17,038	6,085	1,800	(4,285)	-70.4%
517500	Accrued Sick Expense	(7,944)	30,977	1,803	2,500	(2,500)	(5,000)	-200.0%
518000	Accrued Vacation Expense	7,068	14,718	(4,125)	(100,000)	(50,000)	50,000	-50%
518550	TMP	9,451	13,854	14,539	10,437	12,000	1,563	15.0%
518560	Payroll and Benefit Administration	17,563	14,125	16,099	17,023	18,000	977	5.7%
	Total - Staff	3,679,138	4,025,862	4,319,591	4,181,466	4,178,130	(3,336)	-0.1%
	Library Materials:							
601999	American Continuations	2,061,832	2,323,126	2,456,456	2,467,829	2,419,435	(48,394)	-2.0%
602999	American New Orders	214,198	141,030	104,494	70,441	98,977	28,536	40.5%
609199	Branch Continuations	336,981	360,265	364,945	85,327	56,087	(29,240)	-34.3%
609299	Branch New Orders	2,192	18,048	2,580	4,551	1,320	(3,231)	-71.0%
603999	Commonwealth Continuations	373,214	411,086	475,894	422,848	349,718	(73,130)	-17.3%
604999	Commonwealth New Orders	6,587	6,417	5,474	3,251	2,309	(942)	-29.0%
605999	Foreign Continuations	226,351	218,653	236,912	206,758	197,954	(8,804)	-4.3%
606999	Foreign New Orders	21,959	33,692	32,572	5,087	19,795	14,708	289.1%
607999	International Continuations	142,305	137,504	144,425	135,903	112,174	(23,729)	-17.5%
608999	International New Orders	13,500	13,811	15,397	5,972	6,598	626	10.5%
609399	General/Librarianship Continuations	54,228	70,782	37,736	32,274	32,992	718	2.2%
609499	General/Librarianship New Orders	2,971	2,210	2,935	2,258	2,639	381	16.9%
	Subtotal	3,456,319	3,736,623	3,879,820	3,442,499	3,300,000	(142,499)	-4.1%

Los Angeles Law Library: Summary

Budget: Fiscal Year Ending 6/30/14

GL No.		Actual			Projected Actual 2013	Budget 2014	\$ Inc (Dec)	% Inc (Dec)
		2010	2011	2012				
690000	Library Materials Transferred to Assets	(3,456,319)	(3,736,623)	(3,879,820)	(3,442,499)	(3,300,000)	142,499	-4.1%
	Balance	0	0	0	0	0	0	0.0%
	Facilities:							
801005	Repair & Maintenance	24,713	33,406	67,701	34,332	36,060	1,728	5.0%
801010	Building Services	16,059	19,547	16,209	15,359	21,090	5,731	37.3%
801015	Cleaning Supplies	20,287	42,019	20,566	18,638	21,700	3,062	16.4%
801020	Electricity & Water	104,899	119,814	118,730	113,831	126,618	12,787	11.2%
801025	Elevator Maintenance	14,203	14,393	44,034	15,654	14,610	(1,044)	-6.7%
801030	Heating & Cooling	29,868	27,267	35,288	29,339	35,900	6,561	22.4%
801035	Insurance	255,762	265,871	285,074	268,357	273,978	5,621	2.1%
801040	Janitorial Services	84,990	87,458	87,841	97,804	100,521	2,717	2.8%
801045	Landscaping	16,885	17,310	4,800	5,250	14,400	9,150	174.3%
801050	Security	165,352	185,265	252,126	187,903	180,632	(7,271)	-3.9%
801100	Furniture & Appliances (<3K)	5,379	16,287	2,176	2,988	5,000	2,012	67.3%
801110	Equipment (<3K)	0	0	0	0	2,800	2,800	0.0%
801115	Building Alterations (<3K)	11,744	21,309	4,105	17,234	11,616	(5,618)	-32.6%
	Subtotal	750,142	849,945	938,650	806,689	844,925	38,236	295.7%
	Technology & Data:							
801210	Services	35,731	44,828	53,459	36,110	36,110	0	0.0%
801215	Software (<\$3k)	0	0	0	30,375	30,375	0	0.0%
801220	Hardware (<\$3k)	15,587	31,530	23,361	5,000	5,000	0	0.0%
801225	Computer Supplies	0	0	0	2,000	2,000	0	0.0%
801230	Integrated Library System	39,464	42,367	39,794	42,037	43,560	1,523	3.6%
801235	Telecommunications	28,508	28,425	28,438	37,073	33,000	(4,073)	-11.0%
801245	Tech & Data - Misc	0	0	0	0	1,000	1,000	0.0%
	Subtotal	119,289	147,149	145,052	152,595	151,045	(1,550)	(0)
	General:							
801310	Bank Charges	4,927	5,768	6,222	6,329	5,940	(389)	-6.1%
801315	Bibliographical Services	190,518	487,014	28,347	7,667	9,470	1,803	23.5%
801320	Binding	37,284	17,081	0	0	0	0	0.0%
801325	Board Expense	1,432	2,219	2,102	908	1,000	92	10.1%
801330	Staff meals & events	17,139	19,037	8,485	10,021	2,600	(7,421)	-74.1%
801335	Supplies - Office	23,974	31,148	27,187	18,383	10,000	(8,383)	-45.6%
801337	Supplies - Library materials	0	0	0	13,041	11,103	(1,938)	-14.9%
801340	Stationery, business cards, etc.	8,565	11,762	4,734	5,103	6,000	897	17.6%
801345	Delivery & Postage	17,647	20,425	20,337	13,078	10,000	(3,078)	-23.5%
801350	Kitchen supplies	3,565	7,880	10,451	7,525	6,132	(1,393)	-18.5%
801355	Room Rental Expenses	0	0	0	0	0	0	0.0%
801360	Special Events Expenses	0	0	0	0	18,500	18,500	0.0%
801365	Grant Application Expenses	0	0	0	0	1,000	1,000	0.0%
801370	Copy Center Expense	28,028	27,372	32,521	29,455	27,000	(2,455)	-8.3%
801375	General - Misc	25,177	45,410	47,531	56,282	0	(56,282)	-100.0%
	Subtotal	358,255	675,117	187,918	167,793	108,745	(59,048)	-35.2%
	Professional Development:							
803105	Travel	10,600	24,176	17,577	12,363	5,100	(7,263)	-58.7%
803110	Meals	0	0	0	0	0	0	0
803113	Incidental and miscellaneous	0	0	0	0	565	0	180
803115	Membership dues	11,767	26,584	16,085	7,595	6,200	(0)	0
803120	Registration fees	30,963	78,139	39,351	9,031	3,550	(5,481)	-60.7%
803125	Educational materials	0	0	0	0	3,000	3,000	0.0%
	Subtotal	53,329	128,899	73,013	28,989	18,415	(9,744)	179
	Communications & Marketing:							
803205	Services	0	0	6,250	0	11,200		
803210	Collateral materials	7,924	27,020	32,987	30,564	9,500		
803215	Advertising	0	0	0	0	7,800		
803220	Trade shows & Outreach	0	0	0	0	9,500	9,500	0.0%
	Subtotal	7,924	27,020	39,237	30,564	38,000	9,500	0
	Travel & Entertainment							
803305	Travel	0	0	0	3,307	0		
803310	Meals	3,292	2,753	2,587	1,192	0		
803315	Entertainment	0	0	0	0	0		
803320	Ground transportation & mileage reimb.	374	763	2,715	2,077	3,600		
803325	Incidental travel expenses	0	0	0	0	200		
	Subtotal	3,666	3,516	5,301	6,576	3,800	0	0

Los Angeles Law Library: Summary

Budget: Fiscal Year Ending 6/30/14

GL No.		Actual			Projected Actual 2013	Budget 2014	\$ Inc (Dec)	% Inc (Dec)
		2010	2011	2012				
Professional Services								
804005	Accounting	14,875	14,500	26,400	15,056	15,750	694	4.6%
804008	Consulting Services	14,613	8,405	8,136	27,940	5,000	(22,940)	-82.1%
804010	Legal	11,851	117,349	70,496	39,192	30,000	(9,192)	-23.5%
804015	Other	0	0	0	0	0	0	
	Subtotal	41,339	140,254	105,032	82,188	50,750	(31,438)	-38.3%
Depreciation:								
806105	Depreciation - Library Materials	2,703,212	2,819,986	2,964,861	3,024,417	2,851,021	(173,396)	-5.7%
806110	Depreciation Exp - FF&E	181,626	238,010	206,152	400,326	429,335	29,009	7.2%
	Subtotal	2,884,838	3,057,995	3,171,013	3,424,743	3,280,356	(144,387)	-4.2%
	Total Expense	7,897,918	9,055,756	8,984,808	8,881,603	8,674,167	(207,436)	-2.3%
	Net Income Before Extraordinary Items	3,055,120	1,589,374	666,646	(133,805)	6,631	140,436	-105.0%
	Extraordinary Income	0	0	0	0	1,687,950	1,687,950	0.0%
	Extraordinary Expense	0	0	0	1,188,768	246,976	(941,792)	-79.2%
518500	OPEB Expense	569,360	556,446	323,182	325,000	325,000	0	0.0%
	Net Income Including Extraordinary Items	2,485,760	1,032,928	343,464	(1,647,574)	1,122,605	2,770,178	-168.1%
Capital Expenditures:								
161100	Furniture / Appliances (>3k)	62,229	40,515	0	0	126,500	126,500	0.0%
161300	Electronics / Computer Hardware (>3k)	44,650	76,552	86,693	12,186	12,500	314	2.6%
164500	Exterior Building Repairs/ Improvements (>3k)	0	0	6,238,354	215,242	12,400	(202,842)	-94.2%
164000	Interior Improvements / Alterations (>3k)	377,425	204,653	29,141	112,014	427,000	314,986	281.2%
168000	Computer Software	0	0	30,826	19,311	120,000	100,689	521.4%
	Total - Capitalized Expenditures	484,304	321,720	6,385,014	358,753	698,400	339,647	94.7%
	Full-Time Equivalent Employees:	NA	NA	NA	57.1	54.2	(2.9)	-5.1%

Los Angeles Law Library
Statement of Cash Flows
6/30/2010 through 6/30/2014 Pro Forma

	@6/30/2010	@6/30/2011	@6/30/2012	@6/30/2013	@6/30/2014
Cash flows from operating activities:					
Cash received from filing fees and services					
Court fees	10,662,929	10,481,711	9,425,350	7,705,078	7,520,156
Parking				556,130	540,000
Library Services				299,985	440,137
(Increase) decrease in accounts receivable				76,425	76,425
(Increase) decrease in borrowers' deposit				22,877	22,877
Subtotal	10,662,929	10,481,711	9,425,350	8,660,495	8,599,595
Cash payments to suppliers for goods and services					
Facilities	-1,276,440	-2,268,287	-276,935	-806,689	-844,925
Technology & Data				-152,595	-151,045
General				-167,793	-108,745
Professional Development				-28,989	-18,415
Communications & Marketing				-30,564	-38,000
Travel & Entertainment				-6,576	-3,800
Professional Services				-82,188	-50,750
(Increase) decrease in prepaid expenses and other assets				-50,000	-50,000
Increase (decrease) in accounts payable				-950,257	-50,000
Increase (decrease) in other liabilities				-499,237	-50,000
Subtotal	-1,276,440	-2,268,287	-276,935	-2,774,887	-1,365,680
Cash payments to employees for services					
Salaries & Benefits	-3,622,107	-3,823,596	-4,214,621	-4,181,466	-4,178,130
OPEB Expense				-325,000	-325,000
Increase (decrease) in payroll liabilities				10,000	10,000
Increase (decrease) in accrued sick and vacation liability				-100,000	-25,000
Increase (decrease) in OPEB liability				325,000	325,000
Subtotal	-3,622,107	-3,823,596	-4,214,621	-4,271,466	-4,193,130
Contributions received	100,000	140,000	143,000	120,000	120,000
Extraordinary Income	0	0	0	0	1,687,950
Extraordinary expense	0	0	0	-236,595	-35,100
Net cash from operating activities	5,864,382	4,529,828	5,076,794	1,497,546	4,813,635
Cash flow from capital and related financing activities:					
Library Materials	-3,456,319	-3,736,624	-3,879,820	-3,442,499	-3,300,000
Other capital acquisitions	-909,463	-387,364	-5,861,553	-358,753	-698,400
Cash flows from investing activities	137,278	121,845	108,350	66,604	60,504
Net cash from capital and related financing activities	-4,228,504	-4,002,143	-9,633,023	-3,734,648	-3,937,896
Net cash increase (decrease) in cash and cash equivalents	1,635,878	527,685	-4,556,229	-2,237,102	875,739
Cash and cash equivalents, at beginning of period	13,437,681	15,073,559	15,601,244	11,045,015	8,807,913
Cash and cash equivalents, at end of period	15,073,559	15,601,244	11,045,015	8,807,913	9,683,652
Reconciliation of Operating Income to Net Cash from Operating Activities					
Net income including extraordinary items				-1,714,178	1,062,101
Adjustments for noncash effects:					
Depreciation				3,424,743	3,280,356
Extraordinary expense: book write-off				952,173	211,876
Changes in operating assets and liabilities:					
(Increase) decrease in accounts receivable				76,425	76,425
(Increase) decrease in prepaid expenses and other assets				-50,000	-50,000
Increase (decrease) in accounts payable				-950,257	-50,000
Increase (decrease) in other liabilities				-499,237	-50,000
Increase (decrease) in payroll liabilities				10,000	10,000
Increase decrease in accrued sick and vacation liability				-100,000	-25,000
Increase (decrease) in borrowers' deposit				22,877	22,877
Increase decrease in OPEB liability				325,000	325,000
Net cash from operating activities				1,497,546	4,813,635

Restrictions on Cash Reserves at June 30, 2014¹:

Cash reserve at June 30, 2014	9,683,652
Restrictions:	
Six months of operating revenue	4,300,000
Main library facility (2 - 5 year forecast):	
North Roof	1,500,000
HVAC Replacement	572,500
Parking Structure Repairs	230,000
Plumbing Repairs	147,000
Employee-Side/ADA Entrance	115,000
Photo Copiers	110,000
Flooring replacement (upper stacks)	100,000
Entry Gate Replacement	30,000
Total	<u>2,804,500</u>
Computer resources (2 - 5 year forecast):	
Integrated library system upgrade	650,000
Disk Storage Array	170,000
Total	<u>820,000</u>
Total restrictions	<u>7,924,500</u>
Unrestricted cash reserve	<u><u>1,759,152</u></u>

1. The restrictions include obligations within a 2 - 5 year timeframe. We have not included longer term restrictions including the estimated other post employment benefits (OPEB) liability of \$4,747,302 per a 30-year actuarial accrued liability or the vacation and sick leave liability of \$450,000 at 6/30/14. We are accruing an annual expense of \$325,000 toward the OPEB liability but we are not reserving cash to cover the liability

Alternative Options

Alternative Cuts	Additional Savings	Explanation
Scanning	\$<100,000>	The board could reduce personnel expense \$100k by suspending the Library's scanning capability and eliminating all scanning positions (3 FTE). (The proposed budget already incorporates a prior reduction in scanning, but still allows for substantial scanning capability.) The capability could be restored if revenues increase.
Reduce library aides' wages by 5 hours per week	\$<25,000>	Reduce 17 library aides' wages by 5 hours per week. This cut would force the library to reduce the pace of progress on the scanning and relabeling projects. It would also risk losing experienced personnel whose hours have already been cut and for whom this reduction would pose a financial hardship.
Eliminate an accounting position	\$<54,200>	This cut would eliminate one of the Accounting administrative positions. This alternative would require the redistribution of tasks to existing staff and to other departments at the Library. As a result there would be significantly less time for financial analysis and to ensure that internal controls are kept current as Library procedures and practices change. The planned upgrade to the accounting software might also require outside support to implement.
Assign an accounting employee to work part-time in circulation	\$<18,500>	Assign an accounting employee to work part-time in circulation with a corresponding decrease in salary. (The cost savings assumes the Library would fill the vacancy left by the impending departure of a circulation aide whose part-time position would be filled by the accounting technician). This alternative would require the redistribution of tasks to existing staff and to other departments at the Library. As a result there would be significantly less time for financial analysis and to ensure that internal controls are kept current as Library procedures and practices change. The planned upgrade to the accounting software might also require outside support to implement.
Leave Reference Librarian position vacant	\$<68,000>	This change would leave the Programs & Partnerships reference librarian position vacant. The previous incumbent resigned in April. This cut would severely impact the Library's ability to expand the CLE program as planned (negatively impacting CLE revenue) and to continue other existing and planned programs related to

the Library’s outreach efforts. The Library is already ‘down’ two librarian positions from past staffing levels as a result of unfilled vacancies due to attrition.

<p>Conform raises and medical benefits of represented and non-represented staff</p>	<p>\$<20,550></p>	<p>Under the MOU, represented employees are entitled to COLA increases (1% and 1% over the coming year) but their medical benefits are capped. Specifically, the Library pays medical benefits for covered employees and dependents at no more than the 2011 HMO rate plus half of any increase above that rate. Represented employees pay the rest. Unrepresented employees are not entitled to – and generally have not recently received – raises, but are not subject to the cap on medical. This proposed change would give non-represented employees (except senior management) the salary increases provided to represented employees under the MOU in FY2014 but also cap the amounts the Library pays for medical benefits at the level set forth in the MOU. This change would put represented and non-represented employees on the same footing and limit the effect of future medical rate increases. It is important to note that a significant portion of the estimated savings results from applying the cap on medical benefits to retirees (except where a contractual agreement otherwise provides). The projected savings is for a 6 month period (commencing 1/1/14) and future years’ savings would be greater. [NOTE: further discussions with CalPERS and a future agenda item would be required to implement.]</p>
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Alternative Enhancements	Additional Cost	Explanation
Communications and marketing consultant	\$25,000	Hire a consultant to provide strategic advice and design for new marketing initiatives.
Replace Library Aides Upon Departure	\$14,600	This proposed enhancement would fill the two Library Aide positions expected to be eliminated through attrition. The result would be increased productivity in the labeling, shelving and scanning areas.
Provide COLA to unrepresented staff	\$18,000	Under the MOU, represented employees are entitled to COLA increases (1% and 1% over the coming year). Unrepresented employees generally have not received raises for a number of years. This proposed change would give non-represented employees (except senior management) the salary increases provided to represented employees.

Library Materials

The budget also proposes cutting library collection costs to \$3.3 million. Staff believes that the annual cost can be cut down to \$3.3 million without significantly damaging the collection. Staff has also identified further cuts that would reduce the collection costs to \$3.1 million but may not be implementable until FY2014-15 due to existing contractual obligations. We will attempt to renegotiate existing contracts immediately to eliminate expendable materials but our success in that endeavor will depend on vendors' willingness to release us from our current obligations and the wording of financial hardship clauses in the contracts. In the alternative, should the Board be uncomfortable waiting until FY2014-15 to implement further reductions, it could require cuts in the current year. Such additional cuts would have little impact on net income but would improve cash flow and further reduce depreciation cost in the long run.

Los Angeles Law Library: Capital Purchases

Budget: Fiscal Year Ending 6/30/14

Vendor or Description of Item	Category of Asset	Qtr of purchase	Acquisition cost including consulting, design, overtime, etc.	Recurring costs for maintenance, license fee, subscription, etc.	If this is a multi-period project, provide approximate start and end dates	Reason or comment
Chat/Computer Control Software	Computer Software	1	18,000	1,800K		Software licensing to enable reference librarians enhanced chat & remote desktop control functionality for remote support.
Laserfiche licensing	Computer Software	1	26,000			Additional product licenses for all fulltime staff to facilitate an enterprise wide document management system.
Online bill-pay system	Computer Software	1	14,000			Automate online payments of library charges. Cost includes software licensing and customization.
Parking Reservation Software	Computer Software	1	6,000	1,800K		Software to automate onsite parking reservations. Automation will result in savings to the library by reducing staff time and security personnel currently required to manually perform this function via telephone and spreadsheets.
Room/Course Reservation Software	Computer Software	1	11,000	0,800		Software to automate onsite room/class reservations. Automation will result in savings to the library by reducing staff time currently required to perform these functions via telephone, email, spreadsheets and manual payment processing systems. System will allow online selection of room rentals, menu items, room configurations, public class registrations and payment processing.
Navision Upgrade - Bring accounting software to latest version.	Computer Software	4	45,000			Cost to bring software to current version including all custom programming.
DELL PowerEdge R610 Server, with SSD host cache, SAN switch	Electronics / Computer Hardware >3K	2	9,000			An additional ESX server host for the library VMware infrastructure to better load-balance virtual machines and enable greater capacity.
Public Computer Stations (e-branch)	Electronics / Computer Hardware >3K	2	3,500			e-Branch stations including all required Software/Hardware and network equipment.
Parking Structure Lighting (LED)	Exterior Building Repairs/Improvements >\$3K	1	9,000	NA		Repair/Replace existing wiring to light poles (4) and install 4 LED grid lights for night-time public safety & security.
Asphalt Repair & Slurry Sealant	Exterior Building Repairs/Improvements >\$3K	1	3,400			Existing driveway/entrance asphalt crack repairs, slurry sealant and restriping.
Book trucks	Furniture / Appliances >3K	1	5,000			Book trucks with pneumatic tires for better transport of library materials while minimizing floor damage.
COPIER	Furniture / Appliances >3K	1	11,000	200		Copier purchase - One Unit
Exterior Cameras	Furniture / Appliances >3K	1	14,000			Exterior building cameras - Includes all camera hardware and installation of data lines to south roof-line.
Exterior Stainless Steel Trash Cans	Furniture / Appliances >3K	1	3,000	NA		Exterior trash receptacles as suggested to eliminate trash currently left in planters and walkways.
New Book Scanner	Furniture / Appliances >3K	1	45,000			Full size page scanner with book cradle for bound materials and news-print.
Vending Machines	Furniture / Appliances >3K	1	4,500	300		Vending machines for copy center and staff kitchen.
Digital Signage	Furniture / Appliances >3K	3	15,000			Digital signage to inform patrons including large video screens at reference and circulation desks to reduce to growing number of paper signs currently being printed, posted and using valuable service space.

Los Angeles Law Library: Capital Purchases

Budget: Fiscal Year Ending 6/30/14

Vendor or Description of Item	Category of Asset	Qtr of purchase	Acquisition cost including consulting, design, overtime, etc.	Recurring costs for maintenance, license fee, subscription, etc.	If this is a multi-period project, provide approximate start and end dates	Reason or comment
Microfiche Cabinets	Furniture / Appliances >3K	3	5,000			These cabinets are needed to file our overflowing collection of research content on microfiche.
Microfiche Reader & Printer	Furniture / Appliances >3K	3	24,000	2,000		Replacement of existing equipment no longer supported under maintenance.
Carpet - Public Stacks Area	Interior Improvements / Alterations >\$3K	1	28,000	NA		Carpet main floor public stacks, seal existing tiles.
Poly Seal Tile Areas - CMS	Interior Improvements / Alterations >\$3K	1	7,000			Seal floor tiles in staff areas of collection maintenance services.
HVAC - Digital Control Upgrade	Interior Improvements / Alterations >\$3K	2	72,000	7,200		Upgrade all thermostats and vacuum control systems to electronic computerized control systems for improved efficiency.
Elevator Hardware & Control Systems Upgrade	Interior Improvements / Alterations >\$3K	4	320,000		July 13- Feb 14	Upgrade all elevators to new controls, pumps, signals, door-openers, wiring, button panels and annunciators. Will bring up to current fire safety codes. Includes elevator vendor as well as alarm and security companies to link systems for emergency stop & card key access control.
			698,400			

Future Capital Projects

Estimates below are based on conceptual level design and vendor proposals only and cannot be relied upon for final figures, which will require further design followed by an RFP/competitive bid process. Once projects are scheduled for a specific time period staff will move to the next stage of creating an RFP and/or public bid documents.

Required Projects:

Project	Estimated Cost	Time Frame	Description
Integrated Library System (ILS) Upgrade	\$300,000 - \$650,000	(3 -5 Years)	The library currently stores all information about our collection in a database product called "Voyager" by Ex Libris. Ex Libris has announced they do not plan to continue development of Voyager beyond the next few years. We will need to select a new ILS product including a new public online searchable catalog and migrate over 1.3 Million records to the new system.
Flooring Replacement/Repair (Upper Stacks)	\$100,000	(2 -3 Years)	Existing floor tiles become loose and slide out of place creating possible trip hazards. To resolve this issue staff recommends sealing the tiles and carpeting these areas. Carpet will require less maintenance over time and avoid this situation (common to older floor tile) in the future.
Entry Gate Replacement	\$30,000	(2 -3 Years)	The current traffic control gates at the driveway facing Broadway were added during the 1970s library expansion project. Since then, gate technology and mechanics have advanced and available parts for older gates are either used or rebuilt. Staff recommends the complete replacement and relocation of the existing gates within the next three years. Relocation of the gates further inside the driveway will help alleviate a difficult traffic condition on Broadway which occurs when vehicles line up in the driveway waiting for assistance.

HVAC Replacement	\$425,000 - \$720,000	(3 – 5 Years)	<p>The existing HVAC system is original to 1953 with the exception of the north side building addition from 1970s . The main thermal coils and air supply fan housings are worn at best. Due to their age, new parts are becoming difficult to find leaving only used or rebuilt replacement parts and those supplies are expected to last another three to five years. The library needs to plan for a new HVAC system installation. A new system would be more energy efficient and correct many of the temperature control issue we have today. (In addition to patron comfort, temperature is an important factor in book preservation.) Price varies substantially based on purchased options, unforeseen conditions and interior ceiling repairs required after upgrades.</p>
Parking Structure Repairs	\$230,000	(2 – 3 Years)	<p>An assessment in 2008 revealed the upper level of the library parking structure on Hill Street has surface cracks which need repair. This repair is needed to stop water from penetrating the concrete slab. The structure is supported by steel tension cables incased within the concrete slab and if damaged by rust or spalling due to water penetration the scope of repairs will be much greater.</p>
Plumbing Repairs	\$147,000	(2 -5 Years)	<p>The library relies on chilled water and steam for cooling and heating. A series of large 6” pipes and valves bring the supply from a central plant at the corner of Temple and Broadway through underground tunnels. Over time these pipes rust and valves freeze open or closed. The library currently has several areas where significant rust has occurred and will need pipe replacements and valves rebuilt. The library has the option of hiring LA County ISD (Internal Services Division) or an independent contractor.</p>

Employee-Side/ADA Entrance	\$100,000 - 130,000	(2 – 5 Years)	Currently employees are exiting the rear door of the library and walking out through the main driveway to enter the sidewalk. Staff was advised in 2009 this is contrary to current local building code and should be modernized to avoid pedestrians sharing a vehicle passageway. Due to budget and unforeseen conditions the planned pedestrian ramp that would have corrected this condition in the recent renovation project was removed from the scope of work. Access to the book drop located near this driveway would also be improved.
North Roof	\$1,500,000	(2 – 5 Years)	During a 2008 building inspect report we were advised the north stacks asphalt roofing material had five to ten years before requiring replacement. Staff recommends replacing the existing roof using the same material as we recently used on the south stacks roof. As of now, the existing material is not lifting or separating. This project may be required prior to solar panel project listed separately.
Disk Storage Array (3) – IT	\$170,000	(2 – 5 years)	All library data is stored on large capacity storage arrays. These units should be replaced every five years once the internal data drives have reached their manufacturers rated end of life.
Photo Copiers	\$100,000 – \$120,000	(2 years)	All current library copiers were purchased in 2005 and are showing signs of their age. Because newer copiers are more efficient by costing less per printed page and consuming less power and offer additional features and functionality, staff recommends replacements within the next two years

Desirable Projects:

Project	Estimated Cost	Time Frame	Description
Legal Services Center	\$150,000 - \$250,000	(2 – 5 Years)	The library would like space suitable to house a Legal Services Center where outside legal services organizations could provide clinics, consultations and other assistance to patrons. This space can be built without significant alterations to the existing building by enclosing rear alcove areas with three surrounding walls to create a defined workspace (similar to the Members Study).
10 e-Branch Locations	\$80,000 - \$100,000	(2 – 5 Years)	Install 10 e-Branch locations throughout Los Angeles County. Each location is comprised of two workstations, data, furniture and marketing materials.
Solar Power	\$450,000 – 1,320,000	(2 – 5 Years)	There are several options to place solar panels on the library roof space. One option includes only the north roof. A second option includes utilizing all roof space for solar panels and the third option includes a panel system that tracks with the sun automatically throughout the day. Based on the number of panels, the return on investment is estimated at 8 to 12 years. The usable life of these systems is rated at 40 to 50 years. This option may require re-roofing the north stacks roof prior to installation. The system would result in energy savings and reduced operating costs.
LED Lighting Update	\$130,000 – 175,000	(2 – 3 Years)	LED lighting for florescent fixtures is a very new technology and as such, costs to replace existing bulbs tubes are too high at this time. However, the state is expected to ban most incandescent bulbs by 2015. It is estimated costs will be less than one third of what they are today once the ban is in place. When costs drop staff recommends replacing all existing florescent light bulbs and removing existing ballasts in the main public areas and staff offices. The reduction in wattage will result in substantial annual utility savings, as bulbs last longer and run cooler. At this time LED tube lights do not qualify for rebates but this is expected the change as well.

Security Camera System	\$72,000	(2 -3 Years)	We would like to install security cameras within public spaces of the library. Staff recommends a complete system with digital recording. Because the library would be required by state law to retain recordings for years, the cost for data storage is factored in as well.
Bridge to Grand Park	\$1,800,000 - \$2,300,000	(3 – 5 Years)	A new north entrance to the library building, an exterior balcony with ADA ramp to the sidewalk on Broadway and hydraulic elevator. This project would only occur in conjunction with Grand Park as they are interested in connecting the Library directly to the park, which would allow for greater public access and collaborative programming. Such a project might also present significant revenue generating opportunities for the Library but would likely be dependent on the availability of grant funding.

Prior Cost Reductions

Following is a list of significant prior cost reductions made in Fiscal Year 2012-13 and 2011-12:

- Layoff of 3 employees: Library Technician, Administrative Technician and Library Clerk
- Election not to fill 2 librarian positions
- Reduction of library aides' hours (approximately 5 hours per library aide)
- Elimination of the human resources generalist position
- Elimination of the scanning supervisor position
- Elimination of 1 branch assistant position
- Conversion of 3 staffed branches to eBranches
- Suspension of salary adjustments for non-represented staff since 7/1/11
- Approximately \$400k reduction in Library materials
- Substantial reduction in staff travel and membership expenses
- Near elimination of outside consultants