

AGENDA

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

REGULAR BOARD MEETING

Tuesday, October 22, 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 September 24, 2013, Regular Board Meeting.
- 3.2 August 2013 Financials & September 2013 List of Checks and Warrants.
- 3.3 Quarterly Statistics, July – September 2013.
- 3.4 Quarterly Strategic Plan Update.
- 3.5 Review and Approval of 2012-13 Fiscal Year Financial Audit, Bazilio Cobb Associates.
- 3.6 Review and Approval of CalPERS Health Resolution.

4.0 DISCUSSION ITEMS

- 4.1 Quarterly Review of 2013-14 Fiscal Year Budget.
- 4.2 Discussion of Legislative Options and Statewide Lobbying Efforts.

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, November 19, 2013.

POSTED FRIDAY, OCTOBER 18, 2013 @ 12:00 P.M.

POSTED BY EUSTORGIO BARAJAS



AGENDA ITEM 3

CONSENT CALENDAR

- 3.1 MINUTES OF THE SEPTEMBER 24, 2013 REGULAR BOARD MEETING.
- 3.2 AUGUST 2013 FINANCIALS & SEPTEMBER 2013 LIST OF CHECKS AND WARRANTS.
- 3.3 QUARTERLY STATISTICS, JULY – SEPTEMBER 2013.
- 3.4 QUARTERLY STRATEGIC PLAN UPDATE.
- 3.5 REVIEW AND APPROVAL OF 2012-13 FISCAL YEAR FINANCIAL AUDIT, BAZILIO COBB ASSOCIATES.
- 3.6 REVIEW AND APPROVAL OF CALPERS HEALTH RESOLUTION.

**MINUTES OF THE REGULAR 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.**

September 24, 2013

The Regular Board Meeting of the Board of Law Library Trustees of Los Angeles County was held on Tuesday, September 24, 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 Lee Smalley Edmon
Judge Reva Goetz
Judge Ann Jones
Judge Mark Juhas
Susan Steinhauser

Trustees Absent:

Kenneth Klein, Esquire

Senior Staff Present:

Sandra J. Levin, Executive Director
Jaye Nelson, Senior Director, Information Services
Patrick O'Leary, Senior Director, Administrative Services
Malinda Muller, Director, Programs & Partnerships
Janine Liebert, Librarian, Self-Help Services

Also Present:

President Steinhauser determined a quorum to be present, convened the meeting at 12:19 p.m. and thereafter presided. Executive Director, Sandra Levin recorded the Minutes.

1.0 PUBLIC COMMENT

During the five (5) minutes allocated, Mr. Lee Paradise commented on the Law Library management in addition to ADA access to the main entrance. Mr. Paradise also commented in opposition to the solar panel project and building restoration and rehabilitation project.

2.0 PRESIDENT'S REPORT

President Steinhauser announced that the honoree for the 2014 will be Justice Croskey. The event is scheduled to be held on Wednesday, April 2, 2014.

3.0 CONSENT CALENDAR

- 3.1 Minutes of the August 27, 2013, Special Board Meeting.
- 3.2 August 2013 List of Checks and Warrants.
- 3.3 Annual Report to the Board of Supervisors

President Steinhauser requested a motion to approve the Consent Calendar. So moved by Trustee Juhas and seconded by Trustee Jones, the Consent Calendar was unanimously approved, 6-0.

4.0 DISCUSSION ITEMS

- 4.1 Approval of Safety & Emergency Preparedness Plan / Illness & Injury Prevention Program.

Staff recommended that the Board approve both the Illness & Injury Prevention Plan and the Emergency Action Plan as presented by the Law Library Safety Committee.

Upon request for a motion, Trustee Jones moved to approve Discussion Item 4.1, seconded by Trustee Court, the motion was unanimously approved, 6-0.

At this time ED Levin, Nelson and O'Leary announced a potential conflict of interest based upon effect on personal income and left the meeting.

- 4.2 Approval of CalPERS Health Insurance and/or Salary Adjustment for Senior Management.

J. Scott Tiedemann, Managing Partner, Liebert Cassidy Whitmore, recommended the Board approve a cap effective 1/1/14 on the amount the Law Library will contribute on behalf of active and retired non-represented senior staff, their dependents and non-represented senior staff retirees to no more than the premium charged by the highest CalPERS LA region group HMO plan in effect on 1/1/12 and one half of any subsequent increase to that plan. He also recommend that the Board approve an across-the-board salary increase of 2% for non-represented senior staff effective 1/1/14.

Upon request for a motion, Trustee Jones moved to approve Discussion Item 4.2, seconded by Trustee Goetz, the motion was unanimously approved, 6-0.

At this time ED Levin, Nelson and O'Leary rejoined the meeting.

- 4.3 Pro Bono Week Update.

ED Levin introduced Malinda Muller and Janine Liebert who gave a brief overview of Pro Bono Week. There was no action to be taken.

At this time, 12:53 p.m, President Steinhauser announced the Board would go into Closed Session and requested all persons to exit the room with the exception of ED Levin.

5.0 CLOSED SESSION

5.1 Existing Litigation/Claim (G.C. 54956.9(a)), Cunje v. Los Angeles County Law Library, et al. Case No. BC516090.

The Board reconvened Open Session at 1:08 p.m. President Steinhauser announced there was no reportable action.

6.0 EXECUTIVE DIRECTOR REPORT

There was no Executive Director Report.

7.0 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 1:08 p.m. The next Regular Meeting of the Board of Law Library Trustees is scheduled for Tuesday, October 22, 2013.

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

Los Angeles Law Library

Balance Sheet

As of August 31, 2013

(Provisional and subject to year-end audit adjustments)

	6/30/2013	8/31/2013	Change
Assets			
Current Assets			
Cash and cash equivalents	8,626,122	8,905,645	279,523
Accounts receivable	1,497,101	1,524,764	27,663
Prepaid expenses	399,474	262,233	(137,240)
Total current assets	10,522,697	10,692,642	169,946
Restricted cash and cash equivalents	261,139	293,663	32,524
Capital assets, not being depreciated	580,333	580,333	-
Capital assets, being depreciated - net	23,462,542	23,163,742	(298,801)
Total assets	34,826,711	34,730,381	(96,330)
Liabilities and Net Assets			
Current Liabilities			
Accounts payable	233,134	100,503	(132,631)
Other liabilities	11,218	319	(10,899)
Payroll liabilities	28,627	14,479	(14,148)
Total current liabilities	272,980	115,302	(157,678)
Accrued sick and vacation liability	420,789	420,789	-
Borrowers' deposit	290,942	294,944	4,002
OPEB obligation	1,740,966	1,795,133	54,167
Total liabilities	2,725,677	2,626,168	(99,509)
Net assets			
Invested in capital assets, net of related debt	24,042,875	23,744,075	(298,801)
Unrestricted	8,058,158	8,360,138	301,980
Total net assets	32,101,034	32,104,213	3,179

Los Angeles Law Library
Income Statement for the Period Ended August 31, 2013
(Provisional and subject to year-end audit adjustments)

Aug 12 Actual	Aug 2013				FY 2012-13 YTD	FY 2013-14 YTD					Comments
	Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		
Income											
660,429	644,579	641,151	-3,428	-0.5%	L.A. Superior Court Fees	1,348,744	1,316,374	1,248,823	-67,551	-5.1%	
4,123	4,842	3,718	-1,124	-23.2%	Interest	8,915	9,684	7,525	-2,159	-22.3%	
49,687	47,613	51,789	4,176	8.8%	Parking	102,280	96,701	101,793	5,092	5.3%	
24,418	26,450	45,734	17,784	67.2%	Library Services	51,132	61,825	71,184	9,359	15.1%	
738,657	723,483	742,391	17,408	2.4%	Total Income	1,511,070	1,484,585	1,429,325	-55,259	-3.7%	
Expense											
338,477	326,924	342,152	-15,228	-4.7%	Staff	673,538	651,268	659,454	-8,186	-1.3%	
258,562	229,022	175,280	-53,741	23.5%	Library Materials	397,448	458,043	252,377	-205,666	44.9%	
-258,562	-229,022	-175,280	-53,741	23.5%	Lib Materials Transferred to Assets	-397,448	-458,043	-252,377	-205,666	44.9%	
72,422	70,847	64,258	6,589	9.3%	Facilities	141,556	143,710	128,807	14,903	10.4%	
8,571	21,766	7,510	14,257	65.5%	Technology & Data	18,624	37,670	16,211	21,458	57.0%	
8,240	9,733	4,067	5,666	58.2%	General	16,007	20,370	10,729	9,641	47.3%	
1,539	855	739	116	13.6%	Professional Development	16,207	7,080	4,654	2,426	34.3%	
0	4,792	0	4,792	100.0%	Communications & Marketing	1,050	12,083	600	11,483	95.0%	
192	300	54	246	82.2%	Travel & Entertainment	923	800	107	693	86.6%	
9,228	2,917	60	2,857	97.9%	Professional Services	17,074	5,833	240	5,593	95.9%	
308,489	266,219	276,097	-9,878	-3.7%	Depreciation	615,511	541,586	551,178	-9,592	-1.8%	
747,158	704,353	694,936	9,417	1.3%	Total Expenses	1,500,489	1,420,400	1,371,980	48,421	3.4%	
-8,501	19,130	47,455	28,325	148.1%	Net Income	10,582	64,184	57,346	-6,839	-10.7%	
0	0	0	0	0.0%	Extraordinary Income	0	0	0	0	0.0%	
2,320	0	0	0	0.0%	Extraordinary Expense	2,320	0	0	0	0.0%	
24,332	27,083	27,083	0	0.0%	OPEB Expense	48,663	54,167	54,167	0	0.0%	
-35,153	-7,953	20,372	28,325	-356.2%	Net Income (Loss) Including Extraordinary Items	-40,401	10,018	3,179	-6,839	-68.3%	
15,660	204,900	0	204,900	100.0%	Capitalized Expenditures	15,660	204,900	0	204,900	100.0%	
NA	53.62	51.43	2.19	4.1%	Full-Time Equivalent Employees	NA	54.12	51.77	2.35	4.3%	

Los Angeles Law Library
Income Statement for the Period Ended August 31, 2013
(Provisional and subject to year-end audit adjustments)

Aug 12 Actual	Aug 2013				FY 2012-13 YTD	FY 2013-14 YTD					Comments		
	Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		Budget	Actual	\$ Fav (Unf)	% Fav (Unf)				
Detailed Budget:													
Income:													
660,429	644,579	641,151	-3,428	-0.5%	ACC	303300	L.A. Superior Court Fees	1,348,744	1,316,374	1,248,823	-67,551	-5.1%	Although August fee revenue was very close to budget, September fees will fall 6% below plan.
Interest:													
0	0	0	0	0.0%	ACC	311000	LAIF	0	0	0	0	0.0%	
4,026	4,680	3,589	-1,091	-23.3%	ACC	312000	General Fund	8,707	9,360	7,265	-2,095	-22.4%	The budget assumed an annual investment return of .7%. Actual return thus far has been about .61%. The rate should increase during the year as U.S. interest rates rise as is generally expected.
97	162	129	-33	-20.3%	ACC	313000	Deposit Fund	208	324	261	-63	-19.6%	
4,123	4,842	3,718	-1,124	-23.2%			Subtotal	8,915	9,684	7,525	-2,159	-22.3%	
Parking:													
49,687	46,363	51,789	5,426	11.7%	FAC	330100	Parking	102,280	94,201	101,793	7,592	8.1%	The favorable variance was the result of a conservative budget. Actual receipts are about the same as in the prior year. With a new vendor starting 10/1/13 on a different pricing arrangement, this account should be close to budget throughout the year.
0	1,250	0	-1,250	-100.0%	FAC	330200	Valet Parking	0	2,500	0	-2,500	-100.0%	
49,687	47,613	51,789	4,176	8.8%			Subtotal	102,280	96,701	101,793	5,092	5.3%	
Library Services:													
850	500	2,373	1,873	374.5%	CIRC	330150	Annual Borrowing Fee	2,200	1,000	2,714	1,714	171.4%	This account tracks the fee to delegate borrowing privileges to a messenger company. The decision earlier this year to drop the fee from \$50 to \$16.25 per transaction stimulated an increase in demand (127 transactions in two months compared with 90 for all of last year) producing a favorable variance.
3,866	3,866	9,605	5,739	148.4%	P&P	330140	Annual Members Fee	15,401	15,401	19,345	3,944	25.6%	The variance appears to be related to the timing of membership renewals as opposed to any increase in enrollment.
115	2,068	1,072	-996	-48.1%	R&R	330340	Course Registration	135	3,268	1,379	-1,889	-57.8%	The adverse variance likely resulted from delays in sign-ups. The schedule of courses is on plan and we expect registration volume to be sufficient to make budget.
7,326	4,750	6,625	1,875	39.5%	CIRC	330129	Copy Center	13,370	9,500	12,630	3,130	32.9%	Despite a 20% per copy decrease in rate, demand for photocopies has pushed revenue to close to last year's actual at the higher rate.
1,726	2,300	2,672	372	16.2%	CIRC	330205	Document Delivery	4,357	4,600	4,837	237	5.2%	
4,136	4,200	7,409	3,209	76.4%	CIRC	330210	Fines	8,311	8,400	11,997	3,597	42.8%	A \$3.8k fine incurred by a large downtown law firm produced the favorable variance.
103	300	13,729	13,429	4476.2%	ACC	330310	Miscellaneous	258	600	13,799	13,199	2199.8%	Most of the variance resulted from a \$12.7k CalPERS refund related to Medicare Part D prescription subsidies.
5,450	0	240	240	0.0%	COM	330330	Room Rental	5,450	10,000	365	-9,635	-96.4%	The campaign to rent rooms is taking longer than expected to ramp up.
180	180	0	-180	-100.0%	CIRC	330350	Book Replacement	285	285	1,660	1,375	482.5%	
0	2,800	0	-2,800	-100.0%	ACC	330360	Forfeited Deposits	0	2,800	0	-2,800	-100.0%	The harvesting of forfeited deposits will occur later this year.
0	0	0	0	0.0%	ACC	330400	Friends of Law Library	0	0	0	0	0.0%	
0	5,000	0	-5,000	-100.0%	COM	330420	Grants	0	5,000	0	-5,000	-100.0%	Grant applications are in process.
666	486	509	24	4.9%	ACC	330450	Vending	1,366	971	959	-12	-1.2%	
0	0	1,500	1,500	0.0%	COM	330465	Special Events Income	0	0	1,500	1,500	0.0%	The favorable variance results from Pro Bono Week donations.
24,418	26,450	45,734	17,784	67.2%			Subtotal	51,132	61,825	71,184	9,359	15.1%	
738,657	723,483	742,391	17,408	2.4%			Total Income	1,511,070	1,484,585	1,429,325	-55,259	-3.7%	
Expenses:													
Staff													
244,931	201,832	215,791	-13,959	-6.9%	ALL	501000	Salaries (benefits eligible)	485,173	403,664	405,061	-1,397	-0.3%	
	24,953	24,847	106	0.4%	ALL	501050	Salaries (benefits ineligible)		49,906	47,107	2,799	5.6%	
14,579	14,061	13,137	924	6.6%	ACC	502000	Social Security	28,913	28,121	26,567	1,554	5.5%	
3,410	3,288	3,072	216	6.6%	ACC	503000	Medicare	6,762	6,577	6,213	363	5.5%	

Los Angeles Law Library
Income Statement for the Period Ended August 31, 2013
(Provisional and subject to year-end audit adjustments)

Aug 12 Actual	Aug 2013				FY 2012-13 YTD	FY 2013-14 YTD					Comments	
	Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		Budget	Actual	\$ Fav (Unf)	% Fav (Unf)			
9,688	13,926	34,161	-20,235	-145.3%	ACC 511000	Retirement	19,376	27,852	45,921	-18,069	-64.9%	Unknown to the Law Library when the budget was approved, CalPERS recalculated the Library's retirement cost at 11.682% of qualified compensation compared with its original calculation of 7.26%. This will result in a \$131k adverse variance by EOY.
43,821	48,480	46,188	2,292	4.7%	ACC 512000	Health Insurance	90,295	96,961	93,708	3,253	3.4%	
328	366	426	-60	-16.3%	ACC 513000	Disability Insurance	-432	732	732	0	0.0%	
5,706	5,400	5,185	215	4.0%	ACC 514000	Dental Insurance	10,489	10,800	10,401	399	3.7%	
809	883	743	140	15.9%	ACC 514500	Vision Insurance	1,620	1,686	1,481	205	12.1%	
149	139	51	87	63.0%	ACC 515000	Life Insurance	293	278	186	92	33.1%	
9,353	8,779	8,779	0	0.0%	ACC 516000	Workers Comp. Insurance	18,706	17,559	17,559	0	0.0%	
2,550	0	0	0	0.0%	ACC 517000	Unemployment Insurance	2,550	0	0	0	0.0%	
894	2,500	0	2,500	100.0%	P&P 514010	Temporary Employment	3,650	2,500	0	2,500	100.0%	
0	150	146	4	2.8%	HR 514015	Recruitment	28	300	146	154	51.4%	
0	0	0	0	0.0%	ACC 517500	Accrued Sick Expense	0	0	0	0	0.0%	
0	0	-12,706	12,706	0.0%	ACC 518000	Accrued Vacation Expense	0	0	0	0	0.0%	
695	667	703	-37	-5.5%	ACC 518550	TMP	1,227	1,333	1,406	-73	-5.5%	
1,564	1,500	1,629	-129	-8.6%	ACC 518560	Payroll & Benefit Admin.	4,886	3,000	2,965	35	1.2%	
338,477	326,924	342,152	-15,228	-4.7%		Total - Staff	673,538	651,268	659,454	-8,186	-1.3%	
						Library Materials:						
200,403	153,964	113,793	40,171	26.1%	R&R 601999	American Continuations	265,732	307,928	156,328	151,600	49.2%	The favorable variance is illusory. The budget spread Library Materials costs evenly throughout the year whereas actual costs will likely be concentrated in certain months, particularly in November, February, and March.
4,245	8,248	4,607	3,641	44.1%	R&R 602999	American New Orders	12,066	16,496	10,072	6,424	38.9%	
0	4,674	915	3,758	80.4%	R&R 609199	Branch Continuations	24,073	9,348	3,066	6,282	67.2%	
0	110	108	1	1.4%	R&R 609299	Branch New Orders	0	220	143	77	34.9%	
28,660	29,143	24,741	4,402	15.1%	R&R 603999	Commonwealth Continuations	60,340	58,286	40,777	17,510	30.0%	
0	770	0	770	100.0%	R&R 604999	Commonwealth New Orders	0	1,540	0	1,540	100.0%	
12,765	16,496	14,424	2,073	12.6%	R&R 605999	Foreign Continuations	16,593	32,992	19,737	13,255	40.2%	
903	2,199	834	1,366	62.1%	R&R 606999	Foreign New Orders	1,411	4,399	1,918	2,480	56.4%	
9,183	9,348	12,800	-3,453	-36.9%	R&R 607999	International Continuations	14,042	18,696	17,118	1,578	8.4%	
424	1,100	1,123	-23	-2.1%	R&R 608999	International New Orders	740	2,199	1,221	979	44.5%	
1,802	2,749	1,650	1,099	40.0%	R&R 609399	General/Librarianship	2,017	5,499	1,713	3,786	68.8%	
177	220	284	-64	-29.1%	R&R 609499	Continuations General/Librarianship New Orders	434	440	284	156	35.5%	
258,562	229,022	175,280	53,741	23.5%		Subtotal	397,448	458,043	252,377	205,666	44.9%	
-258,562	(229,022)	-175,280	-53,741	23.5%	ACC 690000	Lib Materials Transferred to Assets	-397,448	-458,043	-252,377	-205,666	44.9%	
0	0	0	0	0.0%		Facilities:						
4,021	1,271	2,624	-1,353	-106.5%	FAC 801005	Repair & Maintenance	8,840	2,714	3,165	-451	-16.6%	
1,016	2,537	2,535	2	0.1%	FAC 801010	Building Services	1,833	3,354	3,357	-3	-0.1%	
2,155	1,800	1,492	308	17.1%	FAC 801015	Cleaning Supplies	3,752	3,500	1,492	2,008	57.4%	No cleaning supplies were purchased in July, reducing the year-to-date total.
11,397	11,397	10,793	604	5.3%	FAC 801020	Electricity & Water	23,657	23,657	21,942	1,715	7.2%	
1,226	1,200	1,247	-47	-3.9%	FAC 801025	Elevator Maintenance	2,452	2,400	2,494	-94	-3.9%	
5,268	5,000	277	4,723	94.5%	FAC 801030	Heating & Cooling	5,268	10,000	4,303	5,697	57.0%	Payment timing variance.
22,777	22,550	20,784	1,766	7.8%	ACC 801035	Insurance	45,554	45,099	41,568	3,532	7.8%	
7,921	8,421	8,421	0	0.0%	FAC 801040	Janitorial Services	15,214	16,842	16,843	-1	0.0%	
0	1,200	1,050	150	12.5%	FAC 801045	Landscaping	0	2,400	2,100	300	12.5%	
16,641	14,087	13,434	653	4.6%	FAC 801050	Security	32,964	28,174	27,634	541	1.9%	
0	417	417	0	100.0%	FAC 801100	Furniture & Appliances (<3K)	0	833	0	833	100.0%	
0	0	1,600	-1,600	0.0%	FAC 801110	Equipment (<3K)	0	2,800	3,910	-1,110	-39.6%	Office supplies vending machine and replacement urinals in the public men's' room.

Los Angeles Law Library
Income Statement for the Period Ended August 31, 2013
(Provisional and subject to year-end audit adjustments)

Aug 12 Actual	Aug 2013				FY 2012-13 YTD	FY 2013-14 YTD					Comments	
	Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		Budget	Actual	\$ Fav (Unf)	% Fav (Unf)			
0	968	968	100.0%		FAC 801115	Building Alterations (<3K)	2,021	1,936	0	1,936	100.0%	
72,422	70,847	64,258	6,589	9.3%		Subtotal	141,556	143,710	128,807	14,903	10.4%	
						Technology & Data:						
2,974	14,646	498	14,149	96.6%	IT 801210	Services	4,739	15,480	4,695	10,785	69.7%	The favorable variance is the result of timing and will be spent in December or January to upgrade the internet firewall & router.
0	0	218	-218	0.0%	IT 801215	Software (<\$3k)	0	7,750	218	7,532	97.2%	Planned upgrades to Exchange and other products have yet to begin because the IT staff is dedicated to other projects. These upgrades will proceed in the next several months.
0	0	0	0	0.0%	IT 801220	Hardware (<\$3k)	1,074	1,000	0	1,000	100.0%	
0	500	0	500	100.0%	IT 801225	Computer Supplies	0	500	0	500	100.0%	
3,456	3,820	3,560	260	6.8%	IT 801230	Integrated Library System	6,912	7,640	7,119	521	6.8%	
2,141	2,500	3,235	-735	-29.4%	IT 801235	Telecommunications	5,899	5,000	4,180	820	16.4%	Timing variance; Megapath invoice payments were delayed.
0	300	0	300	100.0%	IT 801245	Tech & Data - Misc	0	300	0	300	100.0%	
8,571	21,766	7,510	14,257	65.5%		Subtotal	18,624	37,670	16,211	21,458	57.0%	
						General:						
509	495	477	18	3.7%	ACC 801310	Bank Charges	1,256	990	989	1	0.1%	
645	710	33	677	95.3%	CMS 801315	Bibliographical Services	1,309	2,370	668	1,702	71.8%	The favorable variance results in part from timing that will resolve by EOY and in part from OCLC credits the Law Library has earned from original cataloging contributions to the consortium.
0	0	0	0	0.0%	CMS 801320	Binding	0	0	0	0	0.0%	
-134	83	0	83	100.0%	ACC 801325	Board Expense	68	167	122	44	26.6%	
117	1,000	392	608	60.8%	ACC 801330	Staff Meals & Events	117	1,200	392	808	67.3%	
970	833	1,751	-917	-110.1%	ACC 801335	Supplies - Office	2,206	1,667	2,445	-779	-46.7%	
280	0	0	0	0.0%	CMS 801337	Supplies - Library materials	1,734	1,454	1,776	-322	-22.1%	
1,201	500	0	500	100.0%	COM 801340	Stationery & business cards	1,370	1,000	0	1,000	100.0%	
1,889	833	533	300	36.0%	ACC 801345	Delivery & Postage	3,014	1,667	753	913	54.8%	
747	486	242	244	50.1%	ACC 801350	Kitchen supplies	1,418	1,272	496	776	61.0%	
0	0	0	0	0.0%	COM 801355	Room Rental Expenses	0	0	815	-815	0.0%	
0	1,542	0	1,542	100.0%	COM 801360	Special Events Expenses	0	3,083	112	2,971	96.4%	Timing variance. Expenses relating to Pro Bono Week will begin to accumulate starting in September.
0	1,000	0	1,000	100.0%	COM 801365	Grant Application Expenses	0	1,000	0	1,000	100.0%	Timing variance. See comment under Grants in Revenue above.
1,856	2,250	554	1,696	75.4%	IT 801370	Copy Center Expense	3,304	4,500	2,075	2,425	53.9%	Monthly copier maintenance payments were delayed, resulting in a favorable variance.
160	0	85	-85	0.0%	ACC 801375	Miscellaneous	210	0	85	-85	0.0%	
8,240	9,733	4,067	5,666	58.2%		Subtotal	16,007	20,370	10,729	9,641	47.3%	
						Professional Development:						
779	0	739	-739	0.0%	ALL 803105	Travel	10,782	3,600	1,849	1,751	48.6%	The budget overestimated costs related to the July AALL conference.
0	0	0	0	0.0%	ALL 803110	Meals	0	0	0	0	0.0%	
0	55	0	55	100.0%	ALL 803113	Incidental and Misc.	0	180	0	180	100.0%	
750	0	0	0	0.0%	ALL 803115	Membership dues	750	0	10	-10	0.0%	
0	0	0	0	0.0%	ALL 803120	Registration fees	4,665	2,500	2,795	-295	-11.8%	
10	800	0	800	100.0%	ALL 803125	Educational materials	10	800	0	800	100.0%	
1,539	855	739	116	13.6%		Subtotal	16,207	7,080	4,654	2,426	34.3%	
						Communications & Marketing:						
0	1,500	0	1,500	100.0%	COM 803205	Services	0	3,500	0	3,500	100.0%	
0	1,000	0	1,000	100.0%	COM 803210	Collateral materials	0	5,000	0	5,000	100.0%	
0	1,500	0	1,500	100.0%	COM 803215	Advertising	0	2,000	600	1,400	70.0%	
0	792	0	792	100.0%	COM 803220	Trade shows & Outreach	1,050	1,583	0	1,583	100.0%	
0	4,792	0	4,792	100.0%		Subtotal	1,050	12,083	600	11,483	95.0%	
						Travel & Entertainment:						
0	0	0	0	0.0%	ALL 803305	Travel	631	4	0	0	0.0%	

Los Angeles Law Library
Income Statement for the Period Ended August 31, 2013
(Provisional and subject to year-end audit adjustments)

Aug 12 Actual	Aug 2013				FY 2012-13 YTD	FY 2013-14 YTD					Comments	
	Budget	Actual	\$ Fav (Unf)	% Fav (Unf)		Budget	Actual	\$ Fav (Unf)	% Fav (Unf)			
192	0	0	0	0.0%	ALL 803310	Meals	192	0	0	0	0.0%	
0	0	0	0	0.0%	ALL 803315	Entertainment	0	0	0	0	0.0%	
0	300	54	246	82.2%	ALL 803320	Ground Transport.	99	600	107	493	82.2%	
0	0	0	0	0.0%	ALL 803325	Incidentals	0	200	0	200	100.0%	
192	300	54	246	82.2%		Subtotal	923	800	107	693	86.6%	
						Professional Services:						
0	0	60	-60	0.0%	ACC 804005	Accounting	0	0	60	-60	0.0%	
5,640	417	0	417	100.0%	ACC 804008	Consulting Services	9,391	833	0	833	100.0%	
3,588	2,500	0	2,500	100.0%	EXEC 804010	Legal	7,683	5,000	180	4,820	96.4%	This is a timing variance. Liebert Cassidy was retained last month in connection with an employment claim.
0	0	0	0	0.0%	EXEC 804015	Other	0	0	0	0	0.0%	
9,228	2,917	60	2,857	97.9%		Subtotal	17,074	5,833	240	5,593	95.9%	
						Depreciation:						
255,909	234,241	244,157	-9,916	-4.2%	ACC 806105	Library Materials	510,162	477,624	487,263	-9,639	-2.0%	
52,580	31,978	31,939	39	0.1%	ACC 806110	Fixed Assets	105,349	63,962	63,915	47	0.1%	
308,489	266,219	276,097	-9,878	-3.7%		Subtotal	615,511	541,586	551,178	-9,592	-1.8%	
747,158	704,353	694,936	9,417	1.3%		Total Expense	1,500,489	1,420,400	1,371,980	48,421	3.4%	
-8,501	19,130	47,455	28,325	148.1%		Net Income	10,582	64,184	57,346	-6,839	-10.7%	
0	0	0	0	0.0%	EXEC	Extraordinary Income	0	0	0	0	0.0%	
2,320	0	0	0	0.0%	ACC	Extraordinary Expense	2,320	0	0	0	0.0%	
24,332	27,083	27,083	0	0.0%	ACC 518500	OPEB Expense	48,663	54,167	54,167	0	0.0%	
-35,153	(7,953)	20,372	28,325	-356.2%		Net Income (Loss) Including Extraordinary Items	-40,401	10,018	3,179	-6,839	-68.3%	
						Capital Expenditures:						
0	82,500	0	82,500	100.0%	FAC 161100	Furniture / Appliances (>3k)	0	82,500	0	82,500	100.0%	
0	0	0	0	0.0%	IT 161300	Electronics / Comp. Hardware (>3k)	0	0	0	0	0.0%	
0	12,400	0	12,400	100.0%	FAC 164500	Ext. Bldg. Repairs/ Improvements (>3k)	0	12,400	0	12,400	100.0%	
0	35,000	0	35,000	100.0%	FAC 164000	Interior Improvements / Alterations (>3k)	0	35,000	0	35,000	100.0%	
15,660	75,000	0	75,000	100.0%	IT 168000	Computer Software	15,660	75,000	0	75,000	100.0%	
15,660	204,900	0	204,900	100.0%		Total - Capitalized Expenditures	15,660	204,900	0	204,900	100.0%	Due to timing, none of these expenses have been billed but are still planned this fiscal year. Some of the projects such as exterior cameras are in the bid process or have been specified but have yet to be installed.
NA	53.6	51.4	2.2	4.1%		Full-Time Equivalent Employees	NA	54.1	51.8	2.4	4.3%	

Los Angeles Law Library
Statement of Cash Flows
As of August 31, 2013
(Provisional and subject to year-end audit adjustments)

	8/31/2013	YTD
Cash flows from operating activities		
LA Superior court fees	641,151	1,248,823
Parking fees	51,789	101,793
Library services	45,734	71,184
(Increase) decrease in accounts receivable	(50,583)	(27,663)
Increase (decrease) in borrowers' deposit	1,001	4,002
Cash received from filing fees and services	689,092	1,398,139
Facilities	(64,258)	(128,807)
Technology & data	(7,510)	(16,211)
General	(4,067)	(10,729)
Professional development	(739)	(4,654)
Communications & marketing	-	(600)
Travel & entertainment	(54)	(107)
Professional services	(60)	(240)
(Increase) decrease in prepaid expenses	94,819	137,240
Increase (decrease) in accounts payable	(6,806)	(132,631)
Increase (decrease) in other liabilities	-	(10,899)
Cash payments to suppliers for goods and services	11,326	(167,638)
Staff	(369,235)	(713,620)
Increase (decrease) in payroll liabilities	(12,877)	(14,148)
Increase decrease in accrued sick and vacation liability	4,135	-
Increase decrease in OPEB liability	27,083	54,167
Cash payments to employees for services	(350,894)	(673,601)
Contributions received	-	-
Net cash from operating activities	349,524	556,899
Cash flow from capital and related financing activities		
Library materials	(175,280)	(252,377)
Other capital acquisitions	-	-
Cash flows from investing activities		
Investment earnings	3,718	7,525
Net cash increase (decrease) in cash and cash equivalents	177,961	312,047
Cash and cash equivalents, at beginning of period	9,021,347	8,887,261
Cash and cash equivalents, at end of period	9,199,308	9,199,308
Reconciliation of Operating Income to Net Cash from Operating Activities		
Operating income	16,654	(4,346)
Adjustments for noncash effects:		
Depreciation	276,097	551,178
Extraordinary expense: book write-off		
Changes in operating assets and liabilities:		
(Increase) decrease in accounts receivable	(50,583)	(27,663)
(Increase) decrease in prepaid expenses	94,819	137,240
Increase (decrease) in accounts payable	(6,806)	(132,631)
Increase (decrease) in other liabilities	-	(10,899)
Increase (decrease) in payroll liabilities	(12,877)	(14,148)
Increase (decrease) in accrued sick and vacation liability	4,135	-
Increase (decrease) in borrowers' deposit	1,001	4,002
Increase (decrease) in OPEB liability	27,083	54,167
Net cash from operating activities	349,524	556,899

LOS ANGELES COUNTY LAW LIBRARY
September 1, 2013 - September 30, 2013 (CHECKS)
Account No.: 108000

DATE	PAYEE	FOR	AMOUNT	CHECK NO.
September 3	AMERICAN BAR ASSOCIATION	BOOKS	262.42	025852
	ARYEH GREENFIELD A G PUBLICATIONS	BOOKS	95.00	025853
	ATLANTIC LAW BOOK COMPANY	BOOKS	136.40	025854
	BLOOMBERG BNA	BOOKS	531.34	025855
	BOOK HOUSE INC	BOOKS	313.60	025856
	LEXISNEXIS CANADA BUTTERWORTHS CANA	BOOKS	346.68	025857
	CARSWELL COMPANY LTD	BOOKS	291.19	025858
	COUTTS LIBRARY SERVICES	BOOKS	2,348.85	025859
	GAUNT	BOOKS	215.47	025860
	OTTO HARRASSOWITZ	BOOKS	339.79	025861
	INGRAM LIBRARY SERVICES	BOOKS	329.82	025862
	INTERNATIONAL CIVIL AVIATION ORGANI	BOOKS	37.00	025863
	JURIS PUBLISHING INC	BOOKS	508.50	025864
	ESPINOSA MARTIN DE JESUS SANCHEZ ME	BOOKS	135.00	025865
	INSTITUTE OF CONTINUING LEGAL EDUCA	BOOKS	132.50	025866
	NATIONAL CONSUMER LAW CENTER	BOOKS	568.80	025867
	NEBRASKA CONTINUING LEGAL EDUCATION	BOOKS	256.95	025868
	OXFORD UNIVERSITY PRESS	BOOKS	571.72	025869
	PRACTISING LAW INSTITUTE	BOOKS	493.24	025870
	THOMSON REUTERS TAX & ACCOUNTING	BOOKS	510.39	025871
	WORKCOMP CENTRAL	BOOKS	35.00	025872
	THOMSON REUTERS	BOOKS	863.28	025873
	GOURMET COFFEE SERVICE	KITCHEN SUPPLIES	242.29	025874
September 9	INFINISOURCE INC	BENEFIT ADMIN	75.00	025875
	KROLL BACKGROUND AMERICA, INC	RECRUITMENT	145.75	025876
	KUBON & SAGNER ** VOIDED *****	BOOKS	0.00	025877
	LIEBERT CASSIDY WHITMORE	LEGAL	60.00	025878
	STATE COMPENSATION INSURANCE FUND	WORKERS COMP	8,779.42	025879
September 10	MARCELINO JUAREZ	REIMBURSEMENT	28.33	025880
	CHRISTINE R LANGTEAU	REIMBURSEMENT	451.00	025881
	SONNY LEW	REIMBURSEMENT	53.51	025882
	JANINE LIEBERT	REIMBURSEMENT	626.00	025883
	JAYE B. NELSON	REIMBURSEMENT	74.82	025884
September 11	AMERICAN LAW INSTITUTE	BOOKS	210.15	025885
	AMERICAN LEGAL PUBLISHING CORPORATI	BOOKS	187.23	025886
	WOLTERS KLUWER LAW & BUSINESS	BOOKS	306.13	025887
	LEXISNEXIS CANADA BUTTERWORTHS CANA	BOOKS	819.20	025888
	CONTINUING EDUCATION OF THE BAR CAL	BOOKS	353.60	025889
	DATA TRACE LEGAL PUBLISHERS	BOOKS	179.95	025890
	DR MYCOMMERCE INC DBA ESELLERS	BOOKS	490.00	025891
	JAMES PUBLISHING INC	BOOKS	172.59	025892

22,714.41

LOS ANGELES COUNTY LAW LIBRARY
September 1, 2013 - September 30, 2013 (CHECKS)
Account No.: 108000

DATE	PAYEE	FOR	AMOUNT	CHECK NO.
September 13	JURIS PUBLISHING INC	BOOKS	136.50	025893
	LRP PUBLICATIONS	BOOKS	1,390.00	025894
	ESPINOSA MARTIN DE JESUS SANCHEZ ME	BOOKS	490.00	025895
	NATIONAL BOOK NETWORK	BOOKS	89.54	025896
	PRACTISING LAW INSTITUTE	BOOKS	333.82	025897
	PROQUEST INFORMATION AND LEARNING ** VOIDE	BOOKS	0.00	025898
	PUBLIC UTILITIES REPORTS INC	BOOKS	258.30	025899
	SASKATCHEWAN QUEENS PRINTER	BOOKS	108.97	025900
	SWAZILAND PRINTING & PUBLISHING CO	BOOKS	330.11	025901
	THOMSON REUTERS TAX & ACCOUNTING	BOOKS	2,891.00	025902
	YBP LIBRARY SERVICES	BOOKS	385.33	025903
	BEHMAN GHARAGOZILI	REFUND	140.00	025904
	MARC RAVIS HERTZ	REFUND	140.00	025905
	JACK PHILMORE JOHNSON	REFUND	140.00	025906
	ROBERT JON NEWMAN	REFUND	140.00	025907
	MEGAN G ORLANDO	REFUND	140.00	025908
	CHRISTOPHER PAUL RICHARDS	REFUND	136.00	025909
	ANDREW JOHN TAN	REFUND	140.00	025910
	IVORY WILLIAMS-BUSH	REFUND	140.00	025911
	STEPHANIE M WONG	REFUND	140.00	025912
	AMERICAN BAR ASSOCIATION	BOOKS	5,234.59	025913
	ALEXANDERS LEGAL SEMINARS AND PUBLI	BOOKS	103.88	025914
	WOLTERS KLUWER LAW & BUSINESS	BOOKS	282.73	025915
	LEXISNEXIS CANADA BUTTERWORTHS CANA	BOOKS	708.08	025916
	CARSWELL COMPANY LTD	BOOKS	18.00	025917
	CONTINUING EDUCATION OF THE BAR CAL	BOOKS	2,647.05	025919
	COURTROOM COMPENDIUMS	BOOKS	80.00	025920
	LAWPRESS CORPORATION	BOOKS	249.85	025921
	LAW PUBLISHERS	BOOKS	140.00	025922
	LEXISNEXIS BUTTERWORTHS	BOOKS	1,574.68	025923
	CITY OF LIVERMORE	BOOKS	5.60	025924
	MEXICO SUR	BOOKS	959.14	025925
	NATIONAL BOOK NETWORK	BOOKS	357.67	025926
OXFORD UNIVERSITY PRESS	BOOKS	179.07	025927	
PRACTISING LAW INSTITUTE	BOOKS	447.60	025928	
September 16	AT&T	TELECOM	367.95	025929
	BANDWIDTH.COM, INC.	TELECOM	323.56	025930
	BLUE SHIELD OF CALIFORNIA	COBRA	541.37	025931
	STATE BOARD OF EQUALIZATION	USE TAX	1,377.00	025932
	BRIDGES FILTER SERVICE, INC	MAINTENANCE	159.99	025933
	CLEAN SOURCE, INC.	CLEANING SUPPL	1,492.36	025934
	EMPLOYMENT DEVELOPMENT DEPT	UI	3,836.00	025935
	FEDEX	DEL & POSTAGE	25.00	025936

51,418.11

LOS ANGELES COUNTY LAW LIBRARY
September 1, 2013 - September 30, 2013 (CHECKS)
Account No.: 108000

DATE	PAYEE	FOR	AMOUNT	CHECK NO.
	INDEPENDENT STATIONERS	SUPL-OFFICE	59.46	025937
	L A DEPT WATER & POWER	WATER	311.43	025938
	METROLINK	TMP	1,306.00	025939
	OFFICE DEPOT	SUPPLIES - OFFICE	372.58	025940
	PAN AMERICAN PEST CONTROL CO.	BLDG SVCS	276.00	025941
	ROMERO MAINTENANCE CO.	JANITORIAL SVCS	8,421.43	025942
	SECURITAS SECURITY	FACILITIES	4,932.48	025943
	SEPCO EARTHSCAPE, INC	LANDSCAPING	1,050.00	025944
	TIME WARNER CABLE	TELECOM	1,200.00	025945
	UNITED PARCEL SERVICE	DELIVERY & POSTAG	33.44	025946
	VALLEY WIDE AIR	FACILITIES	200.00	025947
	WATSON & HARRIS PLUMBING	EQUIPMENT	750.00	025948
September 19				
	RISE AND SHINE CATERING	ROOM RENTAL	429.46	025949
September 23				
	AMERICAN EXPRESS	BUSINESS CARD	2,187.90	025950
	WOLTERS KLUWER LAW & BUSINESS	BOOKS	1,269.03	025951
	LEXISNEXIS CANADA BUTTERWORTHS CANA	BOOKS	166.00	025952
	CARSWELL COMPANY LTD	BOOKS	190.07	025953
	CONTINUING EDUCATION OF THE BAR CAL	BOOKS	2,577.48	025954
	CONTINUING LEGAL EDUCATION SOCIETY	BOOKS	432.33	025955
	COUTTS LIBRARY SERVICES	BOOKS	305.03	025956
	JAMES PUBLISHING INC	BOOKS	71.74	025957
	JURIS PUBLISHING INC	BOOKS	94.50	025958
	LEXISNEXIS BUTTERWORTHS	BOOKS	2,769.60	025959
	METROPOLITAN NEWS COMPANY	BOOKS	49.05	025960
	OXFORD UNIVERSITY PRESS	BOOKS	1,947.96	025961
	THOMSON REUTERS TAX & ACCOUNTING	BOOKS	210.37	025962
	UBC LAW REVIEW SOCIETY	BOOKS	72.70	025963
	THOMSON REUTERS	BOOKS	575.52	025964
	WILLIAM S HEIN & CO	BOOKS	4,841.19	025965
September 26				
	STATE COMPENSATION INSURANCE FUND	WORKERS COMP	8,779.42	025966
	WESTERN CENTER ON LAW &	ADVERTISING	175.00	025967
	PRISCILLA BIANCHI	REFUND	140.00	025968
	MICHAL JAN CLARK	REFUND	60.00	025969
	AUSTIN R NIELSEN	REFUND	140.00	025970
	JULI CAROLINE SCHWARTZ	REFUND	115.00	025971
	PATRICIA SNELL	REFUND	140.00	025972
	KEVIN JACOB VARGAS	REFUND	134.00	025973
	PUBLIC COUNSEL	COURSE REGISTRAT	53.18	025974
September 30				
	AMERICAN BAR ASSOCIATION	BOOKS	2,949.48	025975
	STATE BAR OF ARIZONA	BOOKS	36.49	025976
	WOLTERS KLUWER LAW & BUSINESS	BOOKS	575.63	025977

102,212.50

LOS ANGELES COUNTY LAW LIBRARY
September 1, 2013 - September 30, 2013 (CHECKS)
Account No.: 108000

DATE	PAYEE	FOR	AMOUNT	CHECK NO.
	BERNAN ASSOCIATES	BOOKS	452.90	025978
	BLOOMBERG BNA	BOOKS	1,029.42	025979
	LEXISNEXIS CANADA BUTTERWORTHS CANA	BOOKS	1,404.68	025980
	CASALINI LIBRI	BOOKS	130.15	025981
	CONTINUING EDUCATION OF THE BAR CAL	BOOKS	622.54	025982
	COUTTS LIBRARY SERVICES	BOOKS	1,648.33	025983
	DISTRICT OF COLUMBIA BAR	BOOKS	225.00	025984
	GAUNT	BOOKS	95.20	025985
	INGRAM LIBRARY SERVICES	BOOKS	241.08	025986
	JAMES PUBLISHING INC	BOOKS	104.76	025987
	LAW JOURNAL PRESS	BOOKS	844.74	025988
	LAW REPORTS INTERNATIONAL LTD	BOOKS	225.00	025989
	LEXISNEXIS BUTTERWORTHS	BOOKS	652.96	025990
	NATIONAL CONSUMER LAW CENTER	BOOKS	184.00	025991
	PRACTISING LAW INSTITUTE	BOOKS	523.22	025992
	QUALITY CODE PUBLISHING	BOOKS	40.61	025993
	SWETS INFORMATION SERVICES	BOOKS	3,059.34	025994
	THOMSON REUTERS TAX & ACCOUNTING	BOOKS	1,661.95	025995
	WILLIAM S HEIN & CO	BOOKS	3,480.20	025996
	YBP LIBRARY SERVICES	BOOKS	730.50	025997
	MENTAL HEALTH ADVOCACY SERVICES IN	ADVERTISING	250.00	025998

119,366.18

LOS ANGELES COUNTY LAW LIBRARY
September 1, 2013 - September 30, 2013 (WARRANTS)
Account No.: 102000

DATE	PAYEE	FOR	AMOUNT	CHECK NO.
September 5	GUARDIAN	DENTAL INS	15,298.95	TS00188229
	LEXISNEXIS ONLINE SERVICES	BOOKS	15,300.00	TS00188229
	CALPERS	HEALTH INS	55,876.31	TS00188229
September 23	OTTO HARRASSOWITZ	BOOKS	10,788.16	TS00189148
	L A DEPT WATER & POWER	ELECTRICITY	10,481.85	TS00189148
	THOMSON REUTERS	BOOKS	67,098.75	TS00189148

174,844.02

		2010 Year	2011 Year	2012 Year	2013 1st Quarter	2013 2nd Quarter	2013 3rd Quarter	Notes
Reference and Research								
	<i>Reference and Research responds to user requests for Library materials in-person, mail and electronic inquiries.</i>							
	Desk Inquiries	27,920	32,380	30,473	6,904	7,117	7,540	
	Phone	10,272	9,435	10,403	2,360	2,459	2,442	
	Email/ Live Chat	7,989	5,097	1,702	339	429	519	
	By Mail	167	277	246	50	47	60	
	Foreign/International	204	842	640	98	152	194	
	Foreign/International Web	29	119	133	87	105	137	
	Total	46,581	48,150	43,597	9,838	10,309	10,892	
Circulation Services								
	<i>The Circulation Desk responds to requests for computer sign-up, books on reserve, placing books on hold, questions about overdue fines and lost items, paging materials needed from closed stacks as well as checking books in and out.</i>							
	Desk Inquiries	36,152	41,731	23,044	6,424	5,129	3,567	
	Phone Inquiries	5,039	6,703	9,681	2,997	2,720	1,693	
	Total	41,191	48,434	32,725	9,421	7,849	5,260	
	Books Circulated	16,616	13,723	13,520	3,263	3,491	3,702	
Document Delivery / E-Delivery Services								
	<i>Document Delivery responds to requests for materials from the LA Law Library collection.</i>							
	Phone Inquiries	765	731	764	91	65	81	
	Email	216	252	249	169	149	155	
	In-Person	340	377	264	43	54	74	
	By Mail	46	89	28	0	0	R+R	
	Total	1,367	1,449	1,305	303	268	310	
	Pages Delivered	21,461	44,832	48,812	21,706	10,890	8,803	

			2010 Year	2011 Year	2012 Year	2013 1st Quarter	2013 2nd Quarter	2013 3rd Quarter	Notes
Copy Center									
	<i>Copy Center responds to requests for photocopies, printouts from our computers as well as from the microfiche reader-printer.</i>								
	Phone		175	862	908	221	3,132	1,693	
	In-Person		15,279	15,368	10,647	2,781	283	3,567	
		Total	15,454	16,230	11,555	3,002	3,415	5,260	
	Copies Made (Main Library)		261,918	378,684	357,999	94,462	80,810	N/A	Will be available next quarter.
Collection Management Services									
	<i>Collection Management handles all new acquisitions, continuation and updates, as well as any volumes that are withdrawn from the collection.</i>								
	New Titles		912	1,276	791	123	165	29	
	New Continuations		242	331	202	39	158	66	
	Book Volumes Added		7,678	7,652	7,289	1,979	1,789	1,800	
	Microfiche / Media Added		32,417	12,927	7,598	2,720	820	6,818	
	Books Cataloged/Reclassified		20,492	39,374	14,322	1,722	4,614	3,458	
	Volumes / Media Withdrawn		4,087	3,682	5,391	1,415	1,211	941	
Scan Project									
	Briefs Scanned		35,669	56,467	34,208	16,190	15,801		
Web Statistics									
	Visitors		82,291	73,586	71,754	19,297	19,204	12,505	
	Visits		151,300	147,785	181,682	42,054	40,747	24,720	
	Average Daily Visits		397	404	496	467	447	268	
	Average Duration		9:10	32:29	13:47	15:10	23:50	26:12	
	Visitors: US		68.64%	71.75%	75.70%	87.03%	86.45%	85.79%	
	Visitors: International / Unspecified		31.36%	28.25%	24.30%	12.97%	13.54%	14.20%	

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
C1(A)	Track usage, visitors and performance metrics						
C1(A)	Track usage, visitors and performance metrics	Ralph Stahlberg & Channa Cajero	Identify technology needed	9/30/2013	Y		
C1(A)	Track usage, visitors and performance metrics	Ralph Stahlberg &	Research methods available	10/31/2013			
C1(A)	Track usage, visitors and performance metrics	Ralph Stahlberg &	Formally implement programs	11/30/2013			
C1(A)	Track usage, visitors and performance metrics	Ralph Stahlberg &	Evaluate results	12/31/2013			
C1(A)	Track usage, visitors and performance metrics	Ralph Stahlberg &	Completion	1/31/2014			
C1(B)	Conduct patron surveys and focus groups regarding legal resource materials needs						
C1(B)	Conduct patron surveys and focus groups regarding legal resource materials needs	Channa Cajero	Identify users	12/31/2013	Y		
C1(B)	Conduct patron surveys and focus groups regarding legal resource materials needs	Channa Cajero	Set up and hold focus groups	12/31/2013		2/15/2014	Focus groups originally scheduled for Oct. 2013 to be pushed back. CC and RS rescheduling focus groups for Jan/Feb 2014.
C1(B)	Conduct patron surveys and focus groups regarding legal resource materials needs	Channa Cajero	Draft and distribute surveys to user groups	2/28/2014		4/15/2014	Survey content is based on focus group results. All target dates for this project extended to reflect new deadline for focus groups.
C1(B)	Conduct patron surveys and focus groups regarding legal resource materials needs	Channa Cajero	Evaluate results	3/31/2014		6/15/2014	All target dates for this project extended to reflect new deadline for focus groups.
C1(B)	Conduct patron surveys and focus groups regarding legal resource materials needs	Channa Cajero	Completion	3/31/2014		5/15/2014	All target dates for this project extended to reflect new deadline for focus groups.
C1(C)	Develop a comprehensive strategy for collection assessment and evaluation						
C1(C)	Develop a comprehensive strategy for collection assessment and evaluation	Channa Cajero	Evaluate methods available	12/31/2013			
C1(C)	Develop a comprehensive strategy for collection assessment and evaluation	Channa Cajero	Select useful tools and technology	12/31/2013			
C1(C)	Develop a comprehensive strategy for collection assessment and evaluation	Channa Cajero	Collect data	3/31/2014			
C1(C)	Develop a comprehensive strategy for collection assessment and evaluation	Channa Cajero	Review results and make assessments	3/31/2014			
C1(C)	Develop a comprehensive strategy for collection assessment and evaluation	Channa Cajero	Present recommendations	6/30/2014			
C1(C)	Develop a comprehensive strategy for collection assessment and evaluation	Channa Cajero	Completion	6/30/2014			
C1(D)	Showcase rare books, historical materials and memorabilia						
C1(D)	Showcase rare books, historical materials and memorabilia	Ralph Stahlberg & Betsy Warner	Evaluate our collection	9/30/2013	Y		
C1(D)	Showcase rare books, historical materials and memorabilia	Ralph Stahlberg & Betsy Warner	Select materials	10/31/2013			
C1(D)	Showcase rare books, historical materials and memorabilia	Ralph Stahlberg & Betsy Warner	Prepare exhibit	12/31/2013			
C1(D)	Showcase rare books, historical materials and memorabilia	Ralph Stahlberg & Betsy Warner	Completion	3/31/2014			
C1(E)	Develop resource materials and referrals for patrons needing translation						
C1(E)	Develop resource materials and referrals for patrons needing translation	Austin Stoub	Research available resources	8/30/2013	Y		
C1(E)	Develop resource materials and referrals for patrons needing translation	Austin Stoub	Contact translators, interpreters, other resources regarding potential partnerships (min 10 contacts)	9/30/2013	Y		
C1(E)	Develop resource materials and referrals for patrons needing translation	Austin Stoub	Prepare resource sheet for patrons	10/31/2013			
C1(E)	Develop resource materials and referrals for patrons needing translation	Austin Stoub	Translate resource sheet	11/30/2013			
C1(E)	Develop resource materials and referrals for patrons needing translation	Austin Stoub	Completion	12/31/2013			

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
C1(F)	Include tools on our website to help patrons find materials (e.g., a "Treatise Finder")						
C1(F)	Include tools on our website to help patrons find materials (e.g., a "Treatise Finder")	Austin Stoub	Research capabilities of current system	9/30/2013	Y		
C1(F)	Include tools on our website to help patrons find materials (e.g., a "Treatise Finder")	Austin Stoub	Test system	10/31/2013			
C1(F)	Include tools on our website to help patrons find materials (e.g., a "Treatise Finder")	Austin Stoub	Select areas to promote	11/30/2013			
C1(F)	Include tools on our website to help patrons find materials (e.g., a "Treatise Finder")	Austin Stoub	Develop content and tools	12/31/2013			
C1(F)	Include tools on our website to help patrons find materials (e.g., a "Treatise Finder")	Austin Stoub	Completion	12/31/2013			
C1(G)	Develop, increase and advertise depository status and availability of local government agency legal material						
C1(G)	Develop, increase and advertise depository status and availability of local government agency legal material	Esther Eastman	Research other library methods	9/30/2013	Y		
C1(G)	Develop, increase and advertise depository status and availability of local government agency legal material	Esther Eastman	Select methods in consultation with communications	12/31/2013			
C1(G)	Develop, increase and advertise depository status and availability of local government agency legal material	Esther Eastman	Explore digitizing unique local government publications	3/31/2014			
C1(G)	Develop, increase and advertise depository status and availability of local government agency legal material	Esther Eastman	Develop training classes for specialized government databases	6/30/2014			
C1(G)	Develop, increase and advertise depository status and availability of local government agency legal material	Esther Eastman	Identify all state, county and city directives and/or laws for inclusion in OPAC	9/30/2014			
C1(G)	Develop, increase and advertise depository status and availability of local government agency legal material	Esther Eastman	Implement in library	12/31/2014			
C1(G)	Develop, increase and advertise depository status and availability of local government agency legal material	Esther Eastman	Completion	12/31/2014			
C1(H)	Establish material loan program between Main and branch locations						
C1(H)	Establish material loan program between Main and branch locations	Linda Taylor	Needs assessment	3/31/2014		6/30/2014	Delay in LB launch; conversion of TOR as education/training space. Have these projects more under development/potentially completed before begin needs assessment.
C1(H)	Establish material loan program between Main and branch locations	Linda Taylor	Pilot loan program	6/30/2014		9/30/2014	
C1(H)	Establish material loan program between Main and branch locations	Linda Taylor	Launch formal material loan program	9/30/2014		12/31/2014	
C1(H)	Establish material loan program between Main and branch locations	Linda Taylor	Evaluate loan program	3/31/2015		6/30/2015	6 month Pilot; 1 month evaluation
C1(H)	Establish material loan program between Main and branch locations	Linda Taylor	Completion	?		9/30/2015	Adjust & retool as necessary.
C2(A)	Encourage donations of FCIL materials from other libraries and formalize LLMC collaboration						
C2(A)	Encourage donations of FCIL materials from other libraries and formalize LLMC collaboration	Neel Agrawal	Finalize LLMC agreement re donation, storage and scanning of materials	6/30/2013	Y		
C2(A)	Encourage donations of FCIL materials from other libraries and formalize LLMC collaboration	Neel Agrawal	Create a set of expectations and anticipations for potential FCIL donations	9/30/2014			
C2(A)	Encourage donations of FCIL materials from other libraries and formalize LLMC collaboration	Neel Agrawal	Identify priority acquisitions (see C2(D))	12/31/2014			
C2(A)	Encourage donations of FCIL materials from other libraries and formalize LLMC collaboration	Neel Agrawal	Outreach to libraries with priority FCIL materials to donate	12/31/2014			
C2(A)	Encourage donations of FCIL materials from other libraries and formalize LLMC collaboration	Neel Agrawal	Completion	3/31/2015			
C2(B)	Conduct user needs survey and research to develop and expand FCIL programming						

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
C2(B)	Conduct user needs survey and research to develop and expand FCIL programming	Neel Agrawal	Identify patron groups	3/31/2014			
C2(B)	Conduct user needs survey and research to develop and expand FCIL programming	Neel Agrawal	Create survey	5/31/2014			
C2(B)	Conduct user needs survey and research to develop and expand FCIL programming	Neel Agrawal	Send survey	6/30/2014			
C2(B)	Conduct user needs survey and research to develop and expand FCIL programming	Neel Agrawal	Hold focus groups	7/31/2014			
C2(B)	Conduct user needs survey and research to develop and expand FCIL programming	Neel Agrawal	Assessment	12/31/2014			
C2(B)	Conduct user needs survey and research to develop and expand FCIL programming	Neel Agrawal	Completion	3/31/2015			
C2(C)	Purchase FCIL materials that supplement FCIL programming						
C2(C)	Purchase FCIL materials that supplement FCIL programming	Neel Agrawal	Identify programs	12/31/2013	Y		
C2(C)	Purchase FCIL materials that supplement FCIL programming	Neel Agrawal	Identify appropriate materials	3/31/2014			
C2(C)	Purchase FCIL materials that supplement FCIL programming	Neel Agrawal	Revise collection development policy for FCIL (see C2(D))	6/30/2014			
C2(C)	Purchase FCIL materials that supplement FCIL programming	Neel Agrawal	Purchase after evaluating current library holdings	9/30/2014			
C2(C)	Purchase FCIL materials that supplement FCIL programming	Neel Agrawal	Completion	9/30/2014			
C2(D)	Undertake a collection assessment, developing country profiles and working with expert practitioners and academics to identify the most significant materials						
C2(D)	Undertake a collection assessment, developing country profiles and working with expert practitioners and academics to identify the most significant materials	Neel Agrawal	Create template for priority materials for systematic review	12/31/2013	Y		
C2(D)	Undertake a collection assessment, developing country profiles and working with expert practitioners and academics to identify the most significant materials	Neel Agrawal	Begin country review	1/15/2013			
C2(D)	Undertake a collection assessment, developing country profiles and working with expert practitioners and academics to identify the most significant materials	Neel Agrawal	Evaluate results	2/15/2014			
C2(D)	Undertake a collection assessment, developing country profiles and working with expert practitioners and academics to identify the most significant materials	Neel Agrawal	Revise collection development policy	3/31/2014			
C2(D)	Undertake a collection assessment, developing country profiles and working with expert practitioners and academics to identify the most significant materials	Neel Agrawal	Completion	9/30/2014			
C2(E)	Build strong relationships with vendors around the world						
C2(E)	Build strong relationships with vendors around the world	Shohreh Saljooghi	Create a map/locator connecting regions with vendors	3/31/2014			
C2(E)	Build strong relationships with vendors around the world	Shohreh Saljooghi	Organize site visits and training sessions to strengthen relationships (at least 1 per vendor)	6/30/2014			
C2(E)	Build strong relationships with vendors around the world	Shohreh Saljooghi	Identify best practices and business models for complex business transactions with foreign vendors	9/30/2014			
C2(E)	Build strong relationships with vendors around the world	Shohreh Saljooghi	Present recommendation	11/30/2015			
C2(E)	Build strong relationships with vendors around the world	Shohreh Saljooghi	Completion	11/30/2015			
C3(A)	Develop digitization and archiving plan for the next 20 years						
C3(A)	Develop digitization and archiving plan for the next 20 years	Jaye Nelson	Assemble committee of stakeholders / departments	2/1/2014			
C3(A)	Develop digitization and archiving plan for the next 20 years	Jaye Nelson	Identify what is currently being digitized and by whom	5/1/2014			
C3(A)	Develop digitization and archiving plan for the next 20 years	Jaye Nelson	Determine collection & priorities to be scanned	9/1/2014			
C3(A)	Develop digitization and archiving plan for the next 20 years	Jaye Nelson	Present draft of plan to staff for evaluation	10/31/2014			

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
C3(A)	Develop digitization and archiving plan for the next 20 years	Jaye Nelson	Create scan program for image storage and accessibility.	2/1/2015			
C3(A)	Develop digitization and archiving plan for the next 20 years	Jaye Nelson	Completion	3/1/2015			
C3(B)	Develop a rare book storage and access plan						
C3(B)	Develop a rare book storage and access plan	Betsy Warner	Review LALL's former rare book access plan	9/30/2013	Y		
C3(B)	Develop a rare book storage and access plan	Betsy Warner	Review rare book access plans from other institutions	1/30/2014			
C3(B)	Develop a rare book storage and access plan	Betsy Warner	Confer with affected staff	3/31/2014			
C3(B)	Develop a rare book storage and access plan	Betsy Warner	Recommend a new rare book storage and access plan	6/30/2014			
C3(B)	Develop a rare book storage and access plan	Betsy Warner	Completion	6/30/2014			
C3(C)	Conduct a space needs assessment for the collection						
C3(C)	Conduct a space needs assessment for the collection	Betsy Warner	Evaluate current space needs	12/31/2014			
C3(C)	Conduct a space needs assessment for the collection	Betsy Warner	Project space needs for next 5-10 years	6/30/2015			
C3(C)	Conduct a space needs assessment for the collection	Betsy Warner	Present draft of space needs assessment & recommendations	8/30/2015			
C3(C)	Conduct a space needs assessment for the collection	Betsy Warner	Completion	8/30/2015			
C3(D)	Establish a schedule and conduct a regular, periodic inventory of collection materials						
C3(D)	Establish a schedule and conduct a regular, periodic inventory of collection materials	Marcelino Juarez	Assemble project team and develop detailed scope, methodology, and schedule	10/31/2014			
C3(D)	Establish a schedule and conduct a regular, periodic inventory of collection materials	Marcelino Juarez	Commence inventory process and debug issues or problems	12/31/2014			
C3(D)	Establish a schedule and conduct a regular, periodic inventory of collection materials	Marcelino Juarez	Complete and document inventory	5/31/2015			
C3(D)	Establish a schedule and conduct a regular, periodic inventory of collection materials	Marcelino Juarez	Report to auditor	9/30/2015			
C3(D)	Establish a schedule and conduct a regular, periodic inventory of collection materials	Marcelino Juarez	Completion	10/31/2015			
C3(E)	Develop a plan for the preservation of gazettes and other loose periodicals						
C3(E)	Develop a plan for the preservation of gazettes and other loose periodicals	Betsy Warner	Survey other libraries to find out if they are binding or preserving with some other method.	6/30/2014			
C3(E)	Develop a plan for the preservation of gazettes and other loose periodicals	Betsy Warner	Compare costs for different methods of preservation.	1/30/2015			
C3(E)	Develop a plan for the preservation of gazettes and other loose periodicals	Betsy Warner	Initiate preservation plan.	6/30/2015			
C3(E)	Develop a plan for the preservation of gazettes and other loose periodicals	Betsy Warner	Completion	6/30/2015			
Comm1(A)	Expand awareness of transportation and parking alternatives						
Comm1(A)	Expand awareness of transportation and parking alternatives	Adam Rosenblum	Collect and evaluate available information	9/1/2013	Y		
Comm1(A)	Expand awareness of transportation and parking alternatives	Adam Rosenblum	Assemble information into usable print and online resources / present draft	10/31/2013			
Comm1(A)	Expand awareness of transportation and parking alternatives	Adam Rosenblum	Make information available to the public.	11/15/2013			
Comm1(A)	Expand awareness of transportation and parking alternatives	Adam Rosenblum	Completion	11/15/2013			
Comm1(B)	Maintain security levels in a respectful and non-threatening manner						
Comm1(B)	Maintain security levels in a respectful and non-threatening manner	Jaye Nelson & Facility	Gather input from staff via survey on possible improvements.	7/15/2013		11/6/2013	Other security staffing changes & priorities.
Comm1(B)	Maintain security levels in a respectful and non-threatening manner	Jaye Nelson & Facility	Amend current post orders	9/30/2013		12/31/2013	
Comm1(B)	Maintain security levels in a respectful and non-threatening manner	Jaye Nelson & Facility	Implement improvements	10/31/2013		1/1/2014	

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
Comm1(B)	Maintain security levels in a respectful and non-threatening manner	Jaye Nelson & Facility	Complete regular training sessions with security staff	12/31/2013			
Comm1(B)	Maintain security levels in a respectful and non-threatening manner	Jaye Nelson & Facility	Completion	12/31/2013			
Comm1(C)	Provide vending machines to sell office supplies and sundries						
Comm1(C)	Provide vending machines to sell office supplies and sundries	Marcelino Juarez	Establish product specifications and identify vendors	7/31/2013	Y		
Comm1(C)	Provide vending machines to sell office supplies and sundries	Marcelino Juarez	Develop and write procedures (stocking, cash-handling, ordering)	7/31/2013	Y		
Comm1(C)	Provide vending machines to sell office supplies and sundries	Marcelino Juarez	Purchase and install office supplies vending machine	8/31/2013	Y		
Comm1(C)	Provide vending machines to sell office supplies and sundries	Marcelino Juarez	Monitor and revise procedures as required	9/30/2013	Y		
Comm1(C)	Provide vending machines to sell office supplies and sundries	Marcelino Juarez	Assess utilization	6/30/2014	Y		
Comm1(C)	Provide vending machines to sell office supplies and sundries	Marcelino Juarez	Completion	9/30/2013	Y		Vending machine was stocked and available for use on 9/27/13
Comm1(D)	Develop member incentive programs with bar associations						
Comm1(D)	Develop member incentive programs with bar associations	Ryan Metheny	Establish rapport with bar association leaders	6/31/14			
Comm1(D)	Develop member incentive programs with bar associations	Ryan Metheny	Select target organizations	6/31/14			
Comm1(D)	Develop member incentive programs with bar associations	Ryan Metheny	Conduct needs assessments	9/30/2014			
Comm1(D)	Develop member incentive programs with bar associations	Ryan Metheny	Establish interest level and engagement	10/31/2014			
Comm1(D)	Develop member incentive programs with bar associations	Ryan Metheny	Devise mutually beneficial options with participants	10/31/2014			
Comm1(D)	Develop member incentive programs with bar associations	Ryan Metheny	Create and formalize agreements	11/30/2014			
Comm1(D)	Develop member incentive programs with bar associations	Ryan Metheny	Implement program	12/31/2014			
Comm1(D)	Develop member incentive programs with bar associations	Ryan Metheny	Assess results	1/31/2015			
Comm1(D)	Develop member incentive programs with bar associations	Ryan Metheny	Completion	2/28/2015			
Comm1(E)	Continue and refine Members Program						
Comm1(E)	Continue and refine Members Program	Ryan Metheny	Revise parking and pricing	9/30/2013	N	11/1/2013	Extended to allow time to analyze options by new staff member (Ryan). Implementation of parking/pricing revisions will be dependent on IT issues (installation of parking self-reservation software, etc.)
Comm1(E)	Continue and refine Members Program	Ryan Metheny	Research / assess existing program models	3/31/2014			
Comm1(E)	Continue and refine Members Program	Ryan Metheny	Devise and document options / SWOT	4/30/2014			
Comm1(E)	Continue and refine Members Program	Ryan Metheny	Finalize and coordinate resources for implementation	6/30/2014			
Comm1(E)	Continue and refine Members Program	Ryan Metheny	Implement	7/31/2014			
Comm1(E)	Continue and refine Members Program	Ryan Metheny	Monitor and assess	9/30/2014			
Comm1(E)	Continue and refine Members Program	Ryan Metheny	Completion	10/31/2014			
Comm1(F)	Automate parking reservations						
Comm1(F)	Automate parking reservations	Jaye Nelson	Assess parking requirements with staff	9/1/2013	Y		
Comm1(F)	Automate parking reservations	Jaye Nelson	Acquire online reservation software	10/1/2013	Y		
Comm1(F)	Automate parking reservations	Jaye Nelson	Installation and customization of software	11/29/2013			
Comm1(F)	Automate parking reservations	Jaye Nelson	Begin parallel testing of new system	12/2/2013			
Comm1(F)	Automate parking reservations	Jaye Nelson	Begin using new self-reservation system	1/1/2014			
Comm1(F)	Automate parking reservations	Jaye Nelson	Completion	12/31/2013			
Comm1(G)	Resume used book sales						
Comm1(G)	Resume used book sales	Shohreh Saljooghi	Evaluate prior process for book sales, document possible efficiencies	7/15/2013	Y		
Comm1(G)	Resume used book sales	Shohreh Saljooghi	List and price current materials available for sale, place on sale shelves.	8/15/2013	Y		we are preparing for 3rd bk sale
Comm1(G)	Resume used book sales	Shohreh Saljooghi	Identify channels for announcing to various layers of the community	8/15/2013	Y		
Comm1(G)	Resume used book sales	Shohreh Saljooghi	Establish parameters for online sale and identify available venues	3/31/2014			

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
Comm1(G)	Resume used book sales	Shohreh Saljooghi	Assess	6/30/2014			
Comm1(G)	Resume used book sales	Shohreh Saljooghi	Completion	8/30/14			
Comm2(A)	Publish articles on our own website and in journals, newsletters and the press						
Comm2(A)	Publish articles on our own website and in journals, newsletters and the press	Leigh Garcia	Identify possible articles/promotion topics	9/1/2013		11/15/2013	Commenced but not completed.
Comm2(A)	Publish articles on our own website and in journals, newsletters and the press	Leigh Garcia	Identify key publications to pitch for articles	11/1/2013		11/15/2013	
Comm2(A)	Publish articles on our own website and in journals, newsletters and the press	Leigh Garcia	Work with staff to complete articles (min 3 per quarter)	12/31/2013			
Comm2(A)	Publish articles on our own website and in journals, newsletters and the press	Leigh Garcia	Create a repository of articles to facilitate reuse and retrieval	12/31/2013			
Comm2(A)	Publish articles on our own website and in journals, newsletters and the press	Leigh Garcia	Pitch articles / place on our website	3/31/2014			
Comm2(A)	Publish articles on our own website and in journals, newsletters and the press	Leigh Garcia	Completion	6/30/2014			
Comm2(B)	Make presentations to potential users off-site						
Comm2(B)	Make presentations to potential users off-site	Austin Stoub	Identify potential users	9/30/2013	N	3/31/2014	Extended to focus on other strategic plan priorities. Potentially usable data may be collected during focus groups.
Comm2(B)	Make presentations to potential users off-site	Austin Stoub	Identify presenters	9/30/2013		5/30/2014	
Comm2(B)	Make presentations to potential users off-site	Austin Stoub	Present to test sites	10/31/2013		7/31/2014	
Comm2(B)	Make presentations to potential users off-site	Austin Stoub	Evaluate effectiveness	11/30/2013		8/31/2014	
Comm2(B)	Make presentations to potential users off-site	Austin Stoub	Recommend program parameters	12/31/2013		8/31/2014	
Comm2(B)	Make presentations to potential users off-site	Austin Stoub	Completion	12/31/2013		9/30/2014	
Comm2(C)	Collaborate with Grand Park on programming and shared outreach						
Comm2(C)	Collaborate with Grand Park on programming and shared outreach	Sandi Levin	Attend regular meetings with Grand Park staff to share information/opportunities	7/1/2013	Y		There has been limited opportunity, but we attend as invited.
Comm2(C)	Collaborate with Grand Park on programming and shared outreach	Sandi Levin	Establish a regular mechanism for sharing outreach and promotional information	12/31/2013			
Comm2(C)	Collaborate with Grand Park on programming and shared outreach	Sandi Levin	Participate in at least one joint event	6/30/2014			
Comm2(C)	Collaborate with Grand Park on programming and shared outreach	Sandi Levin	Completion	6/30/2014			
Comm2(D)	Co-market with LACBA and other bar associations to promote events and programs						
Comm2(D)	Co-market with LACBA and other bar associations to promote events and programs	Sandi Levin & Leigh Garcia	Evaluate opportunities and document partnership with LACBA	9/30/2013	N	11/30/2013	New eBranch opportunity with LACBA generated additional discussion
Comm2(D)	Co-market with LACBA and other bar associations to promote events and programs	Sandi Levin & Leigh Garcia	Identify top 10 opportunities for other bar associations / create prospects list	9/1/2013		11/15/2013	Commenced but not completed due to PBW and other priorities
Comm2(D)	Co-market with LACBA and other bar associations to promote events and programs	Sandi Levin & Leigh Garcia	Reach out to 10 key contacts / meet to compare calendars & identify opportunities	11/1/2013		11/30/2013	Commenced but not completed due to PBW and other priorities
Comm2(D)	Co-market with LACBA and other bar associations to promote events and programs	Sandi Levin & Leigh Garcia	Create proposed shared marketing calendar for 2014	12/1/2013		12/15/2013	
Comm2(D)	Co-market with LACBA and other bar associations to promote events and programs	Sandi Levin & Leigh Garcia	Completion	12/1/2013		12/15/2013	
Comm2(E)	Establish schedule for regular meetings of outside organizations						
Comm2(E)	Establish schedule for regular meetings of outside organizations	Leigh Garcia	Establish committee to identify potential target organizations	1/30/2014			
Comm2(E)	Establish schedule for regular meetings of outside organizations	Leigh Garcia	Develop sales/marketing materials -	3/15/2014			
Comm2(E)	Establish schedule for regular meetings of outside organizations	Leigh Garcia	Conduct community reach-out program	5/1/2014			
Comm2(E)	Establish schedule for regular meetings of outside organizations	Leigh Garcia	Completion	6/30/2014			

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
Comm2(F)	Outreach to courts, SHCs and local bar associations re events and services at branches						
Comm2(F)	Outreach to courts, SHCs and local bar associations re events and services at branches	Linda Taylor	Develop expanded events and services at branches, including deepening relationships with courts, SHCs, local bar associations. (see also Transition of Torrance Branch)	12/31/2013		3/31/2014	Delay in LB launch; Torrance conversion in progress; need time to build relationships.
Comm2(F)	Outreach to courts, SHCs and local bar associations re events and services at branches	Linda Taylor	Slate events/services at branches (no cost)	4/31/14		6/30/2014	
Comm2(F)	Outreach to courts, SHCs and local bar associations re events and services at branches	Linda Taylor	Evaluate success of events/services at branches, budget FY2015	6/31/14		9/30/2014	
Comm2(F)	Outreach to courts, SHCs and local bar associations re events and services at branches	Linda Taylor	Schedule ongoing regular events/services at branches	6/31/15		12/31/2014	Not as much lead time needed for scheduling.
Comm2(F)	Outreach to courts, SHCs and local bar associations re events and services at branches	Linda Taylor	Completion	7/31/2015		6/30/2015	
Comm2(G)	Coordinate programs with downtown arts community (e.g., Artwalk)						
Comm2(G)	Coordinate programs with downtown arts community (e.g., Artwalk)	Jaye Nelson	Contact Art-Walk coordinators to identify 2014 opportunities	9/1/2013		Y	
Comm2(G)	Coordinate programs with downtown arts community (e.g., Artwalk)	Jaye Nelson	Attend regular Art-Walk & Community Meetings to promote 2014 library involvement.	11/1/2013			
Comm2(G)	Coordinate programs with downtown arts community (e.g., Artwalk)	Jaye Nelson	Develop a partnership recommendation	1/1/2014			
Comm2(G)	Coordinate programs with downtown arts community (e.g., Artwalk)	Jaye Nelson	Completion	2/1/2014			
Comm3(A)	Expand CLE classes						
Comm3(A)	Expand CLE classes	Ryan Metheny	Research other public law library offerings	9/30/2013		Y	
Comm3(A)	Expand CLE classes	Ryan Metheny	Develop methodology for identification of speakers and topics of interest	9/30/2013		Y	
Comm3(A)	Expand CLE classes	Ryan Metheny	Build ongoing list of potential speakers	12/30/2013			
Comm3(A)	Expand CLE classes	Ryan Metheny	Calendar bi-monthly classes	9/30/2013			
Comm3(A)	Expand CLE classes	Ryan Metheny	Implement regularized programs	1/30/2014			
Comm3(A)	Expand CLE classes	Ryan Metheny	Completion	1/31/2014			
Comm3(B)	Expand classes for self-represented persons						
Comm3(B)	Expand classes for self-represented persons	Janine Liebert	Develop relationships with potential presenters	3/31/2014			
Comm3(B)	Expand classes for self-represented persons	Janine Liebert	Outline structure of program delivery	6/30/2014			
Comm3(B)	Expand classes for self-represented persons	Janine Liebert	Implement classes	6/30/2014			
Comm3(B)	Expand classes for self-represented persons	Janine Liebert	Assess and evaluate	12/31/2014			
Comm3(B)	Expand classes for self-represented persons	Janine Liebert	Completion	1/31/2015			
Comm3(C)	Expand librarian training workshops						
Comm3(C)	Expand librarian training workshops	Linda Taylor	Develop slate of workshops.	12/31/2013		3/31/2014	Collection transition/staffing changes at partnerships; roving at partnerships
Comm3(C)	Expand librarian training workshops	Linda Taylor	Develop web-based public librarian training	8/31/2014			Milestone dependent on prioritization by Technology Dept.
Comm3(C)	Expand librarian training workshops	Linda Taylor	Launch web-based public librarian training	6/30/2016			
Comm3(C)	Expand librarian training workshops	Linda Taylor	Completion	7/31/2016			
Comm3(D)	Develop a high school student workshop series in the Library						
Comm3(D)	Develop a high school student workshop series in the Library	Ryan Metheny	Identify outreach coordinators and stakeholders in LAUSD	9/30/2013		Y	
Comm3(D)	Develop a high school student workshop series in the Library	Ryan Metheny	Identify prospective pilot series with applicable schools	9/30/2013		Y	
Comm3(D)	Develop a high school student workshop series in the Library	Ryan Metheny	Build program structures in conjunction with school partners	12/30/2013			
Comm3(D)	Develop a high school student workshop series in the Library	Ryan Metheny	Implement programs	1/31/2014–3/30/2014			
Comm3(D)	Develop a high school student workshop series in the Library	Ryan Metheny	Assess programs				

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
Comm3(D)	Develop a high school student workshop series in the Library	Ryan Metheny	Expand to one or two additional workshop pilots	6/30/2014			
Comm3(D)	Develop a high school student workshop series in the Library	Ryan Metheny	Identify funders for at risk career education / school success programs	6/30/2014			
Comm3(D)	Develop a high school student workshop series in the Library	Ryan Metheny	Write grant for funding to expand programs	6/30/2014			
Comm3(D)	Develop a high school student workshop series in the Library	Ryan Metheny	Expand programs to additional schools	9/30/14			
Comm3(D)	Develop a high school student workshop series in the Library	Ryan Metheny	Completion	12/31/2014			
Comm3(F)	Develop a continuing education series on legal topics for non-lawyers						
Comm3(F)	Develop a continuing education series on legal topics for non-lawyers	Ryan Metheny	Identify potential stakeholders	3/30/2015			
Comm3(F)	Develop a continuing education series on legal topics for non-lawyers	Ryan Metheny	Build rapport with prospective participants	3/30/2015			
Comm3(F)	Develop a continuing education series on legal topics for non-lawyers	Ryan Metheny	Conduct needs assessment	3/30/2015			
Comm3(F)	Develop a continuing education series on legal topics for non-lawyers	Ryan Metheny	Develop methodology for identification of speakers	6/30/2015			
Comm3(F)	Develop a continuing education series on legal topics for non-lawyers	Ryan Metheny	Build list of potential speakers	6/30/2015			
Comm3(F)	Develop a continuing education series on legal topics for non-lawyers	Ryan Metheny	Calendar classes	9/30/2015			
Comm3(F)	Develop a continuing education series on legal topics for non-lawyers	Ryan Metheny	Implement programs	9/30/2015			
Comm3(F)	Develop a continuing education series on legal topics for non-lawyers	Ryan Metheny	Completion	10/31/2015			
Comm3(G)	Develop law-related Film Series						
Comm3(G)	Develop law-related Film Series	Leigh Garcia	Acquire films and inventory	11/31/13			
Comm3(G)	Develop law-related Film Series	Leigh Garcia	Complete marketing tools	1/15/2014			
Comm3(G)	Develop law-related Film Series	Leigh Garcia	Develop calendar	2/15/2014			
Comm3(G)	Develop law-related Film Series	Leigh Garcia	Develop cost structure	3/1/2014			
Comm3(G)	Develop law-related Film Series	Leigh Garcia	Launch	4/20/2014			
Comm3(G)	Develop law-related Film Series	Leigh Garcia	Completion	6/30/2014			
Comm3(H)	Conduct a book discussion group						
Comm3(H)	Conduct a book discussion group	Katie O'Laughlin	Define goals of Book Group	6/19/2013	Y		
Comm3(H)	Conduct a book discussion group	Katie O'Laughlin	Create overview of different Book Group Models	7/10/2013	Y		
Comm3(H)	Conduct a book discussion group	Katie O'Laughlin	Meet and discuss/choose model for initial Book Group	7/24/2013	Y		
Comm3(H)	Conduct a book discussion group	Katie O'Laughlin	Identify potential participants in Book Group & targeted publicity				
Comm3(H)	Conduct a book discussion group	Katie O'Laughlin	Create format for initial Book Group	8/7/2013	Y		
Comm3(H)	Conduct a book discussion group	Katie O'Laughlin	Formulate publicity	8/28/2013		12/15/2013	First meeting planned for March 2013 after Speakers Series.
Comm3(H)	Conduct a book discussion group	Katie O'Laughlin	Launch publicity	9/11/2013		2/1/2014	
Comm3(H)	Conduct a book discussion group	Katie O'Laughlin	First Book Group Discussion	10/2/2013		3/31/2014	
Comm3(H)	Conduct a book discussion group	Katie O'Laughlin	Evaluate and modify	11/20/2013		4/15/2014	
Comm3(H)	Conduct a book discussion group	Katie O'Laughlin	Create plan for ongoing discussion groups	11/25/2013		5/15/2014	
Comm3(H)	Conduct a book discussion group	Katie O'Laughlin	Completion	12/31/2013		6/30/2014	
Comm4(A)	Create a mobile eBranch to deploy at events						
Comm4(A)	Create a mobile eBranch to deploy at events	Linda Taylor	Analyze fixed eBranch locations and develop mobile eBranch model	3/31/2015			
Comm4(A)	Create a mobile eBranch to deploy at events	Linda Taylor	Secure funding/partners/landing spaces for mobile eBranch	6/30/2015			
Comm4(A)	Create a mobile eBranch to deploy at events	Linda Taylor	Launch mobile eBranch	6/30/2016			
Comm4(A)	Create a mobile eBranch to deploy at events	Linda Taylor	Completion	7/31/2016			
Comm4(B)	Broadcast professional development and general public webinars						

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
Comm4(B)	Broadcast professional development and general public webinars	Jaye Nelson	Work with staff to determine pilot content	2/1/2014			
Comm4(B)	Broadcast professional development and general public webinars	Jaye Nelson	Create pilot class on video	4/1/2014			
Comm4(B)	Broadcast professional development and general public webinars	Jaye Nelson	Review pilot with staff for final edits	4/29/2014			
Comm4(B)	Broadcast professional development and general public webinars	Jaye Nelson	Make pilot class available online	6/1/2014			
Comm4(B)	Broadcast professional development and general public webinars	Jaye Nelson	Develop program to review and expand content	6/30/2014			
Comm4(B)	Broadcast professional development and general public webinars	Jaye Nelson	Completion	12/31/2014			
Comm4(C)	Provide public computer classes for basic skill development						
Comm4(C)	Provide public computer classes for basic skill development	Sonny Lew	Create three proposed 30 minute computer class outlines	10/1/2013	Y		
Comm4(C)	Provide public computer classes for basic skill development	Sonny Lew	Schedule the first of three rotating classes, one per month	1/1/2014			
Comm4(C)	Provide public computer classes for basic skill development	Sonny Lew	Assess effectiveness and recommend ongoing program parameters	2/28/2014			
Comm4(C)	Provide public computer classes for basic skill development	Sonny Lew	Completion	3/31/2014			
Comm4(D)	Outreach to prison inmates and other homebound people						
Comm4(D)	Outreach to prison inmates and other homebound people	Ralph Stahlberg	Identify user groups	1/1/2015			
Comm4(D)	Outreach to prison inmates and other homebound people	Ralph Stahlberg	Determine information needs	3/3/2015			
Comm4(D)	Outreach to prison inmates and other homebound people	Ralph Stahlberg	Research methods to fulfill identified needs	6/30/2015			
Comm4(D)	Outreach to prison inmates and other homebound people	Ralph Stahlberg	Create program to disseminate information to user groups	9/1/2015			
Comm4(D)	Outreach to prison inmates and other homebound people	Ralph Stahlberg	Evaluate and assess	1/1/2016			
Comm4(D)	Outreach to prison inmates and other homebound people	Ralph Stahlberg	Completion	3/31/2016			
W1(A)	Draft and implement Safety and Emergency Preparedness Plans						
W1(A)	Draft and implement Safety and Emergency Preparedness Plans	Jaye Nelson & Facility	Review and edit existing plan as needed.	8/1/2013	Y		
W1(A)	Draft and implement Safety and Emergency Preparedness Plans	Jaye Nelson & Facility	Present plan to BOT for adoption	8/20/2013	Y		
W1(A)	Draft and implement Safety and Emergency Preparedness Plans	Jaye Nelson & Facility	Conduct quarterly safety committee meetings	9/30/2013	Y		Ongoing
W1(A)	Draft and implement Safety and Emergency Preparedness Plans	Jaye Nelson & Facility	Completion	9/30/2013	Y		
W1(B)	Maintain high-quality, comfortable physical facilities and working conditions						
W1(B)	Maintain high-quality, comfortable physical facilities and working conditions	Jaye Nelson & TBD	Survey staff / conduct needs assessment	9/1/2013		11/6/2013	Aligned with security & facilities survey.
W1(B)	Maintain high-quality, comfortable physical facilities and working conditions	Jaye Nelson & TBD	Create needs list, and implement low or no-cost items	10/15/2013		12/20/2013	
W1(B)	Maintain high-quality, comfortable physical facilities and working conditions	Jaye Nelson & TBD	Identify funding and timeframe for additional items	12/1/2013		1/31/2014	
W1(B)	Maintain high-quality, comfortable physical facilities and working conditions	Jaye Nelson & TBD	Completion	6/30/2014			
W1(C)	Improve accessibility						
W1(C)	Improve accessibility	Jaye Nelson & TBD	Gather input from staff/patrons/experts - complete needs assessment	2/1/2014			
W1(C)	Improve accessibility	Jaye Nelson & TBD	Develop accessibility checklist for use in all future projects/programs	2/15/2014			
W1(C)	Improve accessibility	Jaye Nelson & TBD	Review accessibility software & hardware needs	3/31/2014			

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
W1(C)	Improve accessibility	Jaye Nelson & TBD	Complete software & hardware installations	4/15/2014			
W1(C)	Improve accessibility	Jaye Nelson & TBD	Review facility accessibility needs – make 2014-15 budget recommendations	5/1/2014			
W1(C)	Improve accessibility	Jaye Nelson & TBD	Completion	6/30/2015			
W1(D)	Automate elevator functions	Jaye Nelson	Create RFP	8/1/2013		11/15/2013	Requires legal advice & review.
W1(D)	Automate elevator functions	Jaye Nelson	Send approved RFP out to public bid	8/5/2013		11/30/2013	
W1(D)	Automate elevator functions	Jaye Nelson	Award Bid, begin elevator updates	8/20/2013		12/17/2013	
W1(D)	Automate elevator functions	Jaye Nelson	Completion	4/1/2014			
W1(E)	Draft HR Procedures Manual						
W1(E)	Draft HR Procedures Manual	Patrick O'Leary	Outline Procedures Manual organization and content; develop a table of contents.	9/30/2013	Y		With Sandi for review.
W1(E)	Draft HR Procedures Manual	Patrick O'Leary	Outline each chapter	11/30/2013			
W1(E)	Draft HR Procedures Manual	Patrick O'Leary	Write draft	1/31/2014			
W1(E)	Draft HR Procedures Manual	Patrick O'Leary	Solicit feedback from ED, Sr. Director, and other directors	2/28/2014			
W1(E)	Draft HR Procedures Manual	Patrick O'Leary	Incorporate suggestions into final draft	3/31/2014			
W1(E)	Draft HR Procedures Manual	Patrick O'Leary	Completion	4/30/2014			
W2(A)	Annual employee picnic						
W2(A)	Annual employee picnic	Leigh Garcia	Survey employees about venue, date, and activities	6/15/2013	Y		
W2(A)	Annual employee picnic	Leigh Garcia	Confirm venue	6/30/2013	Y		
W2(A)	Annual employee picnic	Leigh Garcia	Coordinate potluck, arrange paper products, enlist volunteers, communicate event	7/15/2013	Y		
W2(A)	Annual employee picnic	Leigh Garcia	Conduct event and debrief	8/31/2013	Y		
W2(A)	Annual employee picnic	Leigh Garcia	Completion	8/31/2013	Y		
W2(B)	Hold occasional events open to family and friends						
W2(B)	Hold occasional events open to family and friends	Leigh Garcia	Survey employees about frequency and suggested activities	10/31/2013			
W2(B)	Hold occasional events open to family and friends	Leigh Garcia	Develop and propose events schedule to ED	11/30/2013			
W2(B)	Hold occasional events open to family and friends	Leigh Garcia	Calendar and plan events	12/31/2013			
W2(B)	Hold occasional events open to family and friends	Leigh Garcia	Assess success and propose ongoing program	3/31/2014			
W2(B)	Hold occasional events open to family and friends	Leigh Garcia	Completion	6/30/2014			
W2(C)	Evaluate feasibility and cost of alternative scheduling options (e.g., flexible scheduling, adjusted shift lengths, shortened work weeks)						
W2(C)	Evaluate feasibility and cost of alternative scheduling options (e.g., flexible scheduling, adjusted shift lengths, shortened work weeks)	Patrick O'Leary	Poll directors and employees about desirable alternative work arrangements	12/31/2013			
W2(C)	Evaluate feasibility and cost of alternative scheduling options (e.g., flexible scheduling, adjusted shift lengths, shortened work weeks)	Patrick O'Leary	Analyze costs and feasibility and write proposal	2/28/2014			
W2(C)	Evaluate feasibility and cost of alternative scheduling options (e.g., flexible scheduling, adjusted shift lengths, shortened work weeks)	Patrick O'Leary	Discuss proposal with union	3/31/2014			
W2(C)	Evaluate feasibility and cost of alternative scheduling options (e.g., flexible scheduling, adjusted shift lengths, shortened work weeks)	Patrick O'Leary	Implement program	6/30/2014			
W2(C)	Evaluate feasibility and cost of alternative scheduling options (e.g., flexible scheduling, adjusted shift lengths, shortened work weeks)	Patrick O'Leary	Completion	7/31/2014			
W2(D)	Provide stretch classes or other physical activities at break times						

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
W2(D)	Provide stretch classes or other physical activities at break times	Eustorgio Barajas	Research and propose a stretch program to ED	3/31/2014			
W2(D)	Provide stretch classes or other physical activities at break times	Eustorgio Barajas	Enlist employee leaders or acquire video classes	5/31/2014			
W2(D)	Provide stretch classes or other physical activities at break times	Eustorgio Barajas	Develop a schedule	6/30/2014			
W2(D)	Provide stretch classes or other physical activities at break times	Eustorgio Barajas	Completion	7/31/2014			
W2(E)	Establish an employee of the month/year program		Enlist participation from managers and staff to develop nomination and selection criteria and procedures	6/30/2014			
W2(E)	Establish an employee of the month/year program	Patrick O'Leary	Write EOM/Y program for review by focus group and ED	9/30/2014			
W2(E)	Establish an employee of the month/year program	Patrick O'Leary	Announce program, develop schedule and implement	11/30/2014			
W2(E)	Establish an employee of the month/year program	Patrick O'Leary	Review success of program, revise as necessary	3/31/2015			
W2(E)	Establish an employee of the month/year program	Patrick O'Leary	Completion	4/30/2015			
W3(A)	Cross-train employees in related positions		Work with directors to identify opportunities for cross-training	2/28/2015			
W3(A)	Cross-train employees in related positions	Patrick O'Leary	Develop and document a plan and timeline for each area	4/30/2015			
W3(A)	Cross-train employees in related positions	Patrick O'Leary	Ensure plans are implemented	7/31/2015			
W3(A)	Cross-train employees in related positions	Patrick O'Leary	Assess success of cross-training and revise as necessary	9/30/2015			
W3(A)	Cross-train employees in related positions	Patrick O'Leary	Completion	10/31/2015			
W3(B)	Evaluate and improve process efficiency in all library functions		Work with directors to map function processes	12/31/2013			
W3(B)	Evaluate and improve process efficiency in all library functions	Patrick O'Leary	Analyze process maps within and between departments and identify opportunities for streamlining, simplification, automation, or elimination	3/31/2014			
W3(B)	Evaluate and improve process efficiency in all library functions	Patrick O'Leary	Benchmark other libraries/organizations and document best practices and appropriate metrics	3/31/2014			
W3(B)	Evaluate and improve process efficiency in all library functions	Patrick O'Leary	Implement no-cost improvements.	5/31/2014			
W3(B)	Evaluate and improve process efficiency in all library functions	Patrick O'Leary	Propose and budget for other improvements including costs and impacts on other departments	5/31/2014			
W3(B)	Evaluate and improve process efficiency in all library functions	Patrick O'Leary	Plan, document, and implement process changes and success metrics	9/30/2014			
W3(B)	Evaluate and improve process efficiency in all library functions	Patrick O'Leary	Review changes and revise as necessary. Document revisions.	12/31/2014			
W3(B)	Evaluate and improve process efficiency in all library functions	Patrick O'Leary	Completion	1/15/2015			
W3(C)	Merge Programs & Partnerships and Reference functions		Reconfigure desk/office locations	9/1/2013	Y		
W3(C)	Merge Programs & Partnerships and Reference functions	Sandi Levin	Adjust reference desk schedule	9/1/2013	Y		
W3(C)	Merge Programs & Partnerships and Reference functions	Sandi Levin	Develop project teams comprised of both groups	12/31/2013			
W3(C)	Merge Programs & Partnerships and Reference functions	Sandi Levin	Conduct cross-training	12/31/2013			
W3(C)	Merge Programs & Partnerships and Reference functions	Sandi Levin	Completion	2/28/2014			

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
W3(D)	Establish a law student intern / extern program						
W3(D)	Establish a law student intern / extern program	Malinda Muller	Identify partner schools	6/30/2013	Y		
W3(D)	Establish a law student intern / extern program	Malinda Muller	Build program components	6/30/2013	Y		
W3(D)	Establish a law student intern / extern program	Malinda Muller	Implement pilot program	6/30/2013	Y		
W3(D)	Establish a law student intern / extern program	Malinda Muller	Assess	9/30/2013	Y		
W3(D)	Establish a law student intern / extern program	Malinda Muller	Create handbook and guidelines	12/31/2013			
W3(D)	Establish a law student intern / extern program	Malinda Muller	Recruit and expand program to new institutions if applicable	3/31/2013			
W3(D)	Establish a law student intern / extern program	Malinda Muller	Completion	3/31/2013			
W3(E)	Establish a library student/recent graduate unpaid Internship program						
W3(E)	Establish a library student/recent graduate unpaid Internship program	Malinda Muller	Identify current practices and assess strengths and weaknesses	12/30/2013			
W3(E)	Establish a library student/recent graduate unpaid Internship program	Malinda Muller	Redesign, incorporate and expand on current practices	3/30/2014			
W3(E)	Establish a library student/recent graduate unpaid Internship program	Malinda Muller	Research, evaluate and implement best practices	9/30/2014			
W3(E)	Establish a library student/recent graduate unpaid Internship program	Malinda Muller	Design and implement staff and participant feedback mechanism	9/30/2014			
W3(E)	Establish a library student/recent graduate unpaid Internship program	Malinda Muller	Create handbook and guidelines	12/31/2014			
W3(E)	Establish a library student/recent graduate unpaid Internship program	Malinda Muller	Completion	12/31/2014			
W3(F)	Establish an "on-call list" of contract employees available to cover occasional absences						
W3(F)	Establish an "on-call list" of contract employees available to cover occasional absences	Eustorgio Barajas	Working with supervisors, identify critical needs and timing	2/28/2015			
W3(F)	Establish an "on-call list" of contract employees available to cover occasional absences	Eustorgio Barajas	Document on-call agreements and compensation schedules	4/30/2015			
W3(F)	Establish an "on-call list" of contract employees available to cover occasional absences	Eustorgio Barajas	Recruit on-call staff	6/30/2015			
W3(F)	Establish an "on-call list" of contract employees available to cover occasional absences	Eustorgio Barajas	Review program's success and revise as necessary	9/30/2015			
W3(F)	Establish an "on-call list" of contract employees available to cover occasional absences	Eustorgio Barajas	Completion	10/31/2015			
W4(A)	Provide continuing education and training opportunities						
W4(A)	Provide continuing education and training opportunities	Eustorgio Barajas	Working with staff, identify training needs and desires	2/28/2014			
W4(A)	Provide continuing education and training opportunities	Eustorgio Barajas	Develop schedule of training events and nominate trainers (in-house or from the outside)	4/30/2014			
W4(A)	Provide continuing education and training opportunities	Eustorgio Barajas	Working with trainers, develop curricula and training materials	6/30/2014			
W4(A)	Provide continuing education and training opportunities	Eustorgio Barajas	Schedule and promote training events	7/31/2014			
W4(A)	Provide continuing education and training opportunities	Eustorgio Barajas	Completion	8/31/2014			
W4(B)	Establish a volunteer program to provide additional support and outreach						
W4(B)	Establish a volunteer program to provide additional support and outreach	Malinda Muller	Research existing public/nonprofit/govt programs	7/31/2013	Y		
W4(B)	Establish a volunteer program to provide additional support and outreach	Malinda Muller	Participate in available trainings and workshops	8/30/2013	Y		
W4(B)	Establish a volunteer program to provide additional support and outreach	Malinda Muller	Build program components and Develop handbook	9/1/2013	Y		
W4(B)	Establish a volunteer program to provide additional support and outreach	Malinda Muller	Develop recruitment procedures	10/31/2013			

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
W4(B)	Establish a volunteer program to provide additional support and outreach	Malinda Muller	Recruit and Implement	12/31/2013			
W4(B)	Establish a volunteer program to provide additional support and outreach	Malinda Muller	Assess effectiveness, SWOT	3/31/2014			
W4(B)	Establish a volunteer program to provide additional support and outreach	Malinda Muller	Completion	3/31/2014			
W4(C)	Expand the high school intern program						
W4(C)	Expand the high school intern program	Shohreh Saljooghi	Coordinate and complete current pilot project (4 interns)	8/2/2013	Y		
W4(C)	Expand the high school intern program	Shohreh Saljooghi	Identify partner organizations to maximize recruitment opportunities	3/31/2014			
W4(C)	Expand the high school intern program	Shohreh Saljooghi	Build and refine program components	4/30/2014			
W4(C)	Expand the high school intern program	Shohreh Saljooghi	Document procedures for expanded program	5/31/2014			
W4(C)	Expand the high school intern program	Shohreh Saljooghi	Completion	6/30/2014			
W4(E)	Conduct a space needs assessment for employee workspaces						
W4(E)	Conduct a space needs assessment for employee workspaces	Sandi Levin & Jaye Nelson	Interview directors	9/30/2013			
W4(E)	Conduct a space needs assessment for employee workspaces	Sandi Levin & Jaye Nelson	Survey staff	10/31/2013			
W4(E)	Conduct a space needs assessment for employee workspaces	Sandi Levin & Jaye Nelson	Analyze trends, future projects and anticipated changes	12/31/2013			
W4(E)	Conduct a space needs assessment for employee workspaces	Sandi Levin & Jaye Nelson	Draft report with recommendations	1/31/2014			
W4(E)	Conduct a space needs assessment for employee workspaces	Sandi Levin & Jaye Nelson	Completion	2/28/2014			
W4(F)	Install document management and/or collaboration software						
W4(F)	Install document management and/or collaboration software	Meiling Li	Acquire licensing	7/31/2013	Y		
W4(F)	Install document management and/or collaboration software	Meiling Li	Meet with staff and vendor to create implantation plan	9/1/2013		11/15/2013	Sign-off on vendor programming work completed in Laserfiche for workflow defined for Payables was delayed due to scheduling conflicts.
W4(F)	Install document management and/or collaboration software	Meiling Li	Install software including required workflow definitions	11/1/2013		12/1/2013	
W4(F)	Install document management and/or collaboration software	Meiling Li	Completion	1/1/2014		2/1/2014	
T1(A)	Develop eBranches for distribution throughout the County						
T1(A)	Develop eBranches for distribution throughout the County	Linda Taylor & Jaye Nelson	SWOT assessment based upon pilot program	3/31/2014		6/30/2014	Delay in eBranch deployment; need at least 6 months operation of eBranch before SWOT assessment take place.
T1(A)	Develop eBranches for distribution throughout the County	Linda Taylor & Jaye Nelson	Develop additional technology and tools	6/30/2014		12/31/2014	Longer lead time for technology development
T1(A)	Develop eBranches for distribution throughout the County	Linda Taylor & Jaye Nelson	Pilot new tools	9/30/2014		6/30/2015	6 month pilot after launch
T1(A)	Develop eBranches for distribution throughout the County	Linda Taylor & Jaye Nelson	Launch "next phase" eBranch	12/31/2014		9/30/2015	3 month launch after tools piloted
T1(A)	Develop eBranches for distribution throughout the County	Linda Taylor & Jaye Nelson	Recommend program for ongoing implementation	3/31/2015		7/31/2015	6 month launch, 1 month compiling recommendation
T1(A)	Develop eBranches for distribution throughout the County	Linda Taylor & Jaye Nelson	Completion	6/30/2015		9/30/2015	
T1(B)	Develop next-generation collection management practices, including replacement of Voyager (Integrated Library Systems software)						
T1(B)	Develop next-generation collection management practices, including replacement of Voyager (Integrated Library Systems software)	Meiling Li	Establish committee to review requirements and begin creation of RFP	1/1/2014			
T1(B)	Develop next-generation collection management practices, including replacement of Voyager (Integrated Library Systems software)	Meiling Li	Complete LC re-classification and re-labeling project	6/30/2014			

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
T1(B)	Develop next-generation collection management practices, including replacement of Voyager (Integrated Library Systems software)	Meiling Li	Begin public bid process	12/31/2014			
T1(B)	Develop next-generation collection management practices, including replacement of Voyager (Integrated Library Systems software)	Meiling Li	RFP and vendor product demonstrations	1/31/2015			
T1(B)	Develop next-generation collection management practices, including replacement of Voyager (Integrated Library Systems software)	Meiling Li	Sign contract /set implementation schedule	3/31/2015			
T1(B)	Develop next-generation collection management practices, including replacement of Voyager (Integrated Library Systems software)	Meiling Li	Conduct data load tests and assess integrity	7/31/2015			
T1(B)	Develop next-generation collection management practices, including replacement of Voyager (Integrated Library Systems software)	Meiling Li	Conduct staff training	8/31/2015			
T1(B)	Develop next-generation collection management practices, including replacement of Voyager (Integrated Library Systems software)	Meiling Li	Go live	9/30/2015			
T1(B)	Develop next-generation collection management practices, including replacement of Voyager (Integrated Library Systems software)	Meiling Li	Completion	10/31/2015			
T1(C)	Develop a Law Library mobile application			7/1/2014			
T1(C)	Develop a Law Library mobile application	Adam Rosenblum	Work with staff to determine content	9/15/2014			
T1(C)	Develop a Law Library mobile application	Adam Rosenblum	Create beta web-app for testing	9/30/2014			
T1(C)	Develop a Law Library mobile application	Adam Rosenblum	Staff review of content & functionality	11/1/2014			
T1(C)	Develop a Law Library mobile application	Adam Rosenblum	Go live - Make web-application available online	12/31/2014			
T1(C)	Develop a Law Library mobile application	Adam Rosenblum	Develop ongoing program to review and expand content	12/31/2014			
T1(C)	Develop a Law Library mobile application	Adam Rosenblum	Completion	12/31/2014			
T1(D)	Non-circulating mobile devices for use in Library with legal apps/ebooks			3/1/2014			
T1(D)	Non-circulating mobile devices for use in Library with legal apps/ebooks	Jaye Nelson	Determine available, relevant content	5/1/2014			
T1(D)	Non-circulating mobile devices for use in Library with legal apps/ebooks	Jaye Nelson	Review technology, create budget estimates & recommendation	7/15/2014			
T1(D)	Non-circulating mobile devices for use in Library with legal apps/ebooks	Jaye Nelson	Create 90 day pilot implementation plan / Order equipment	9/15/2014			
T1(D)	Non-circulating mobile devices for use in Library with legal apps/ebooks	Jaye Nelson	Test pilot configurations	10/15/2014			
T1(D)	Non-circulating mobile devices for use in Library with legal apps/ebooks	Jaye Nelson	Make available to patrons	12/31/2014			
T1(D)	Non-circulating mobile devices for use in Library with legal apps/ebooks	Jaye Nelson	Develop ongoing program to review and expand	12/31/2014			
T1(D)	Non-circulating mobile devices for use in Library with legal apps/ebooks	Jaye Nelson	Completion	12/31/2014			
T2(A)	Upgrade Navision			10/30/2013			
T2(A)	Upgrade Navision	Patrick O'Leary	Conduct RFP	11/30/2013			
T2(A)	Upgrade Navision	Patrick O'Leary	Confirm whether Navision is the right solution	1/31/2014			
T2(A)	Upgrade Navision	Patrick O'Leary	Plan and implement data migration including software customization	3/31/2014			
T2(A)	Upgrade Navision	Patrick O'Leary	Plan for rollout and training	4/30/2014			
T2(A)	Upgrade Navision	Patrick O'Leary	Go live and document	5/31/2014			
T2(A)	Upgrade Navision	Patrick O'Leary	Completion				
T2(B)	Provide the option to pay fees, fines and charges online			6/30/2013	Y		
T2(B)	Provide the option to pay fees, fines and charges online	Meiling Li	Finalize PayPal account banking requirements	7/31/2013	Y		
T2(B)	Provide the option to pay fees, fines and charges online	Meiling Li	Determine system capabilities				

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
T2(B)	Provide the option to pay fees, fines and charges online	Meiling Li	Create workflow processing chart(s)	9/15/2013	Y		
T2(B)	Provide the option to pay fees, fines and charges online	Meiling Li	Begin programming/Implementation	10/1/2013	Y		The new website has integrated Paypal as payment option for class registration.
T2(B)	Provide the option to pay fees, fines and charges online	Meiling Li	Test and assure functionality	11/30/2013			
T2(B)	Provide the option to pay fees, fines and charges online	Meiling Li	Go live and document changes	2/1/2014			
T2(B)	Provide the option to pay fees, fines and charges online	Meiling Li	Completion	2/28/2014			
T2(C)	Provide the option to renew materials and manage Library user account online						
T2(C)	Provide the option to renew materials and manage Library user account online	Jaye Nelson & Angelica Buenrostro	Evaluate technical requirements	7/1/2013	Y		
T2(C)	Provide the option to renew materials and manage Library user account online	Jaye Nelson & Angelica Buenrostro	Turn-on/test Functionality	8/1/2013		11/15/2013	Database access problem arose on 1st test & needs to be addressed.
T2(C)	Provide the option to renew materials and manage Library user account online	Jaye Nelson & Angelica Buenrostro	Work with communications to notify borrowers	9/1/2013		12/15/2013	
T2(C)	Provide the option to renew materials and manage Library user account online	Jaye Nelson & Angelica Buenrostro	Establish online payment options (see T2(B))	2/1/2014			
T2(C)	Provide the option to renew materials and manage Library user account online	Jaye Nelson & Angelica Buenrostro	Completion	2/15/2014			
T2(D)	Improve and maintain user-friendly website with expanded audio-visual and interactive tools						
T2(D)	Improve and maintain user-friendly website with expanded audio-visual and interactive tools	Jaye Nelson	Go Live with newly expanded website	8/15/2013		10/17/2013	Online payment obstacles delayed project.
T2(D)	Improve and maintain user-friendly website with expanded audio-visual and interactive tools	Jaye Nelson	Assess effectiveness and accessibility	9/30/2013		12/31/2013	
T2(D)	Improve and maintain user-friendly website with expanded audio-visual and interactive tools	Jaye Nelson	Develop ongoing program to review and expand content	10/30/2013			
T2(D)	Improve and maintain user-friendly website with expanded audio-visual and interactive tools	Jaye Nelson	Completion	10/30/2013			
T2(E)	Provide catalog searching capabilities in closed stacks						
T2(E)	Provide catalog searching capabilities in closed stacks	Jeremy Samler	Identify locations in the stacks for deployment	7/1/2013	Yes		
T2(E)	Provide catalog searching capabilities in closed stacks	Jeremy Samler	Verify and/or expand Wi-Fi coverage	9/1/2013	Yes		
T2(E)	Provide catalog searching capabilities in closed stacks	Jeremy Samler	Repurpose existing, available hardware as search stations	10/1/2013	Yes		
T2(E)	Provide catalog searching capabilities in closed stacks	Jeremy Samler	Installation and training	3/31/2014			
T2(E)	Provide catalog searching capabilities in closed stacks	Jeremy Samler	Completion	4/30/2014			
F1(A)	Promote awareness at local and state government levels through CCCLL and lobbying efforts						
F1(A)	Promote awareness at local and state government levels through CCCLL and lobbying efforts	Sandi Levin	Develop talking points	9/30/2013	Y		
F1(A)	Promote awareness at local and state government levels through CCCLL and lobbying efforts	Sandi Levin	Identify contacts, key legislators	10/31/2013			
F1(A)	Promote awareness at local and state government levels through CCCLL and lobbying efforts	Sandi Levin	Meet with each at least once	2/15/2014			
F1(A)	Promote awareness at local and state government levels through CCCLL and lobbying efforts	Sandi Levin	Develop program for follow up in FY 15	3/15/2014			
F1(A)	Promote awareness at local and state government levels through CCCLL and lobbying efforts	Sandi Levin	Completion/report to BOT	4/30/2014			
F1(B)	Assist in development of statewide strategy to protect or enhance revenue stream						
F1(B)	Assist in development of statewide strategy to protect or enhance revenue stream	Sandi Levin	Confer with CCCLL directors	10/31/2013	Y		

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
F1(B)	Assist in development of statewide strategy to protect or enhance revenue stream	Sandi Levin	Meet with CCCLL lobbyist	11/30/2013	Y		
F1(B)	Assist in development of statewide strategy to protect or enhance revenue stream	Sandi Levin	Present proposal for BOT review	12/31/2013			
F1(B)	Assist in development of statewide strategy to protect or enhance revenue stream	Sandi Levin	Present proposal to CCCLL executive board for consideration	1/31/2014			
F1(B)	Assist in development of statewide strategy to protect or enhance revenue stream	Sandi Levin	Present proposal to CCCLL at annual conference	3/30/2014			
F1(B)	Assist in development of statewide strategy to protect or enhance revenue stream	Sandi Levin	Completion				
F1(C)	Reevaluate, re-bid and expand parking services						
F1(C)	Reevaluate, re-bid and expand parking services	Patrick O'Leary	Update and issue RFP to current provider and other qualified parking management companies	6/30/2013	Y		
F1(C)	Reevaluate, re-bid and expand parking services	Patrick O'Leary	Summarize proposals, reconcile inconsistencies, and recommend vendor	8/31/2013	Y		
F1(C)	Reevaluate, re-bid and expand parking services	Patrick O'Leary	Execute contract (Board Approval)	9/30/2013	Y		
F1(C)	Reevaluate, re-bid and expand parking services	Patrick O'Leary	Commence with new vendor and implement service and hours changes, if necessary	11/1/2013	Y		
F1(C)	Reevaluate, re-bid and expand parking services	Patrick O'Leary	Completion	12/31/2013	Y		New vendor commenced service on 10/1/13
F1(D)	Evaluate and renegotiate relationships with vendors to maximize value/resources						
F1(D)	Evaluate and renegotiate relationships with vendors to maximize value/resources	Patrick O'Leary	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	10/31/2013			
F1(D)	Evaluate and renegotiate relationships with vendors to maximize value/resources	Patrick O'Leary	Develop a negotiation protocol for each vendor including expected outcomes	11/30/2013			
F1(D)	Evaluate and renegotiate relationships with vendors to maximize value/resources	Patrick O'Leary	Evaluate interim success with vendor negotiations and revise as necessary	3/31/2014			
F1(D)	Evaluate and renegotiate relationships with vendors to maximize value/resources	Patrick O'Leary	Completion	4/30/2014			
F1(E)	Consider annual merit increases						
F1(E)	Consider annual merit increases	Patrick O'Leary	Document salary adjustment history for staff and benchmark comparable institutions	2/28/2014			
F1(E)	Consider annual merit increases	Patrick O'Leary	Make recommendation to ED subject to budget constraints	4/30/2014			
F1(E)	Consider annual merit increases	Patrick O'Leary	Completion	6/30/2014			
F2(A)	Apply for grants						
F2(A)	Apply for grants	Linda Taylor	Identify areas/ projects for desired grant funding	10/31/2013		12/31/2013	eBranch/roving projects preclude active project pursuit; projects too nascent to be fully developed as grant opportunities
F2(A)	Apply for grants	Linda Taylor	Determine slate of potential grants and grant cycles through FY2015	12/31/2013		3/31/2014	
F2(A)	Apply for grants	Linda Taylor	Develop schedule of grant opportunities and assign responsibilities	1/31/2014		6/30/2014	
F2(A)	Apply for grants	Linda Taylor	Apply for minimum of 3 grants	6/30/2014		12/31/2014	
F2(A)	Apply for grants	Linda Taylor	Target budget line item, forecast for grants.	6/30/2015			
F2(A)	Apply for grants	Linda Taylor	Completion	Ongoing			
F2(B)	Consider legislative proposal to authorize revenue-generating activities						
F2(B)	Consider legislative proposal to authorize revenue-generating activities	Sandi Levin	Confer with CCCLL directors	10/31/2013	Y		
F2(B)	Consider legislative proposal to authorize revenue-generating activities	Sandi Levin	Meet with CCCLL lobbyist	11/30/2013	Y		

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
F2(B)	Consider legislative proposal to authorize revenue-generating activities	Sandi Levin	Present proposal for BOT review	1/31/2014			
F2(B)	Consider legislative proposal to authorize revenue-generating activities	Sandi Levin	Present proposal to CCLL executive board for consideration	3/31/2014			
F2(B)	Consider legislative proposal to authorize revenue-generating activities	Sandi Levin	Identify sponsors	4/30/2014			
F2(B)	Consider legislative proposal to authorize revenue-generating activities	Sandi Levin	Present proposal to CCLL at annual conference	9/30/2014			
F2(B)	Consider legislative proposal to authorize revenue-generating activities	Sandi Levin	Lobby legislators	12/31/2014			
F2(B)	Consider legislative proposal to authorize revenue-generating activities	Sandi Levin	Completion	6/30/2015			
F2(C)	Promote conference room rentals and develop informational outreach						
F2(C)	Promote conference room rentals and develop informational outreach	Leigh Garcia	Finalize marketing material, content	8/1/2013	Y		
F2(C)	Promote conference room rentals and develop informational outreach	Leigh Garcia	Identify key marketing opportunities	8/15/2013	Y		
F2(C)	Promote conference room rentals and develop informational outreach	Leigh Garcia	Create marketing campaign/timeline / kick-off campaign	9/1/2013		11/1/2013	Delayed due to PBW and other projects and priorities
F2(C)	Promote conference room rentals and develop informational outreach	Leigh Garcia	Evaluate/ measure success	12/31/2013		1/31/2014	
F2(C)	Promote conference room rentals and develop informational outreach	Leigh Garcia	Recommend budget line item for FY2015	3/31/2014			
F2(C)	Promote conference room rentals and develop informational outreach	Leigh Garcia	Completion	Ongoing			
F2(D)	Develop conceptual plan for café						
F2(D)	Develop conceptual plan for café	Jaye Nelson	Identify footprint / services	5/14/2014			
F2(D)	Develop conceptual plan for café	Jaye Nelson	Identify potential vendors				
F2(D)	Develop conceptual plan for café	Jaye Nelson	Identify funding resources and partner agencies	6/14/2014			
F2(D)	Develop conceptual plan for café	Jaye Nelson	Present a conceptual plan to the Board of Trustees	9/1/2014			
F2(D)	Develop conceptual plan for café	Jaye Nelson	Completion	?			
F2(E)	Provide a notary service for a fee						
F2(E)	Provide a notary service for a fee	Eustorgio Barajas	Identify options (in-house; contract; etc.)	3/31/2014			
F2(E)	Provide a notary service for a fee	Eustorgio Barajas	Write proposal to coordinate notary services and training	4/30/2014			
F2(E)	Provide a notary service for a fee	Eustorgio Barajas	Work with notary candidates and coordinate training	8/30/2014			
F2(E)	Provide a notary service for a fee	Eustorgio Barajas	Write policies and procedures	9/30/2014			
F2(E)	Provide a notary service for a fee	Eustorgio Barajas	Announce and roll-out	11/30/2014			
F2(E)	Provide a notary service for a fee	Eustorgio Barajas	Evaluate effectiveness and usage	2/28/2015			
F2(E)	Provide a notary service for a fee	Eustorgio Barajas	Completion	3/31/2015			
F2(F)	Provide e-filing for a fee						
F2(F)	Provide e-filing for a fee	Ryan Metheny	Research court requirements, existing needs and solutions	6/30/2014			
F2(F)	Provide e-filing for a fee	Ryan Metheny	Identify potential services and prospective user groups	8/30/2014			
F2(F)	Provide e-filing for a fee	Ryan Metheny	Draft procedures and policy	11/30/2014			
F2(F)	Provide e-filing for a fee	Ryan Metheny	Present recommendation to Board of Trustees	1/31/2015			
F2(F)	Provide e-filing for a fee	Ryan Metheny	Implement	3/31/2015			
F2(F)	Provide e-filing for a fee	Ryan Metheny	Assess and revise as needed	5/31/2015			
F2(F)	Provide e-filing for a fee	Ryan Metheny	Completion	6/30/2015			
F2(G)	Offer fee-based collection acquisition and management services to other libraries						

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
F2(G)	Offer fee-based collection acquisition and management services to other libraries	Sandi Levin	Assess capacity for contract services and performance standards	12/31/2013			
F2(G)	Offer fee-based collection acquisition and management services to other libraries	Sandi Levin	Identify costs and constraints	12/31/2013			
F2(G)	Offer fee-based collection acquisition and management services to other libraries	Sandi Levin	Identify potential 'customers'	1/31/2014			
F2(G)	Offer fee-based collection acquisition and management services to other libraries	Sandi Levin	Negotiate test site contract /identify performance metrics	6/30/2014			
F2(G)	Offer fee-based collection acquisition and management services to other libraries	Sandi Levin	Evaluate success and performance metrics	2/28/2015			
F2(G)	Offer fee-based collection acquisition and management services to other libraries	Sandi Levin	Recommend program for future contracts	4/30/2015			
F2(G)	Offer fee-based collection acquisition and management services to other libraries	Sandi Levin	Completion	5/31/2015			
F3(A)	Outreach to law firms & bar associations						
F3(A)	Outreach to law firms & bar associations	Ryan Metheny	Establish rapport with bar association leaders	1/31/2014			
F3(A)	Outreach to law firms & bar associations	Ryan Metheny	Select target organizations to work with	3/30/2014			
F3(A)	Outreach to law firms & bar associations	Ryan Metheny	Conduct needs assessments	3/30/2014			
F3(A)	Outreach to law firms & bar associations	Ryan Metheny	Assess and document options	6/30/2014			
F3(A)	Outreach to law firms & bar associations	Ryan Metheny	Devise mutually agreed upon programs	6/30/2014			
F3(A)	Outreach to law firms & bar associations	Ryan Metheny	Implement programs	9/30/2014			
F3(A)	Outreach to law firms & bar associations	Ryan Metheny	Assess results & recommend ongoing programs	10/31/2014			
F3(A)	Outreach to law firms & bar associations	Ryan Metheny	Completion	11/30/2014			
F3(B)	Build relationships with relevant corporate entities						
F3(B)	Build relationships with relevant corporate entities	Sandi Levin	Identify candidate organizations	3/30/2014			
F3(B)	Build relationships with relevant corporate entities	Sandi Levin	Contact organizations and discuss opportunities (min 4)	6/30/2014			
F3(B)	Build relationships with relevant corporate entities	Sandi Levin	Implement test programs	9/30/2014			
F3(B)	Build relationships with relevant corporate entities	Sandi Levin	Assess results & recommend ongoing programs	10/31/2014			
F3(B)	Build relationships with relevant corporate entities	Sandi Levin	Completion	11/30/2014			
F3(C)	Establish a speakers' bureau						
F3(C)	Establish a speakers' bureau	Sandi Levin	Research and review existing models	9/30/2013	Y		
F3(C)	Establish a speakers' bureau	Sandi Levin	Develop parameters, incentives and program	12/31/2013			
F3(C)	Establish a speakers' bureau	Sandi Levin	Announce program	1/31/2014			
F3(C)	Establish a speakers' bureau	Sandi Levin	Conduct outreach	3/31/2014			
F3(C)	Establish a speakers' bureau	Sandi Levin	Launch	4/30/2014			
F3(C)	Establish a speakers' bureau	Sandi Levin	Assess and revise, as needed	6/30/2014			
F3(C)	Establish a speakers' bureau	Sandi Levin	Completion	9/30/2014			
S1(A)	Preserve service levels by maintaining adequate staffing						
S1(A)	Preserve service levels by maintaining adequate staffing	Patrick O'Leary	Working with supervisors and employee groups, establish baseline productivity metrics	9/30/2014			
S1(A)	Preserve service levels by maintaining adequate staffing	Patrick O'Leary	Benchmark productivity at comparable institutions	11/30/2014			
S1(A)	Preserve service levels by maintaining adequate staffing	Patrick O'Leary	Establish target metrics	1/31/2015			
S1(A)	Preserve service levels by maintaining adequate staffing	Patrick O'Leary	Recommend changes in staffing to achieve targets	3/31/2015			
S1(A)	Preserve service levels by maintaining adequate staffing	Patrick O'Leary	Completion	6/30/2015			
S1(B)	Expand legal resources available & visible on the internet						
S1(B)	Expand legal resources available & visible on the internet	Austin Stoub	Assess current internet-based resources for gaps in coverage	12/31/2013			
S1(B)	Expand legal resources available & visible on the internet	Austin Stoub	Identify potential resources that can be added to collection	3/31/2014			
S1(B)	Expand legal resources available & visible on the internet	Austin Stoub	Assess technical feasibility and negotiate with vendors; budget for additional resources	6/30/2014			

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
S1(B)	Expand legal resources available & visible on the internet	Austin Stoub	Implement new resources on test site	9/30/2014			
S1(B)	Expand legal resources available & visible on the internet	Austin Stoub	Develop metrics to evaluate user satisfaction and assess	10/31/2014			
S1(B)	Expand legal resources available & visible on the internet	Austin Stoub	Launch resources on website	12/31/2014			
S1(B)	Expand legal resources available & visible on the internet	Austin Stoub	Survey users for feedback on usability and revise as needed	3/31/2015			
S1(B)	Expand legal resources available & visible on the internet	Austin Stoub	Completion	6/31/15			
S1(C)	Create an advance reservation system for Library computers						
S1(C)	Create an advance reservation system for Library computers	Adam Rosenblum	Add option into public website	9/1/2013		11/1/2013	Rescheduled to coordinate with website launch.
S1(C)	Create an advance reservation system for Library computers	Adam Rosenblum	Work with IT staff to test implementation	9/15/2013		11/15/2013	
S1(C)	Create an advance reservation system for Library computers	Adam Rosenblum	Training and testing with reference staff	9/30/2013		11/30/2013	
S1(C)	Create an advance reservation system for Library computers	Adam Rosenblum	Create promotional materials	10/1/2013		11/30/2013	
S1(C)	Create an advance reservation system for Library computers	Adam Rosenblum	Completion	11/15/2013		12/15/2013	
S1(D)	Provide self-serve scanning equipment in the Library						
S1(D)	Provide self-serve scanning equipment in the Library	Jaye Nelson	Work with staff and patrons to evaluate technology requirements.	10/15/2014			
S1(D)	Provide self-serve scanning equipment in the Library	Jaye Nelson	Evaluate existing solutions and make final recommendation, proceed with purchasing.	11/15/2014			
S1(D)	Provide self-serve scanning equipment in the Library	Jaye Nelson	Install public scanner with signage and print materials	2/1/2014			
S1(D)	Provide self-serve scanning equipment in the Library	Jaye Nelson	Assess effectiveness of implementation and make adjustments as needed.	5/31/2014			
S1(D)	Provide self-serve scanning equipment in the Library	Jaye Nelson	Completion	5/31/2014			
S1(E)	Establish and implement a policy for how to handle patrons with greater needs and time demands						
S1(E)	Establish and implement a policy for how to handle patrons with greater needs and time demands	Ralph Stahlberg	Survey other libraries and internal staff for best practices	10/31/2013			
S1(E)	Establish and implement a policy for how to handle patrons with greater needs and time demands	Ralph Stahlberg	Identify successful alternatives	10/31/2013			
S1(E)	Establish and implement a policy for how to handle patrons with greater needs and time demands	Ralph Stahlberg	Recommend policies and conduct training	12/31/2013			
S1(E)	Establish and implement a policy for how to handle patrons with greater needs and time demands	Ralph Stahlberg	Assess effectiveness and revise as needed	6/30/2014			
S1(E)	Establish and implement a policy for how to handle patrons with greater needs and time demands	Ralph Stahlberg	Completion	9/30/2014			
S1(F)	Establish regular office hours at partnership libraries						
S1(F)	Establish regular office hours at partnership libraries	Linda Taylor	Develop possibilities for office hours at partnership libraries	9/30/2013		Y	
S1(F)	Establish regular office hours at partnership libraries	Linda Taylor	Evaluate options and select viable model(s)	1/31/2014		Y	
S1(F)	Establish regular office hours at partnership libraries	Linda Taylor	Formalize Branch Assistant office hours/professional training	3/30/2014			
S1(F)	Establish regular office hours at partnership libraries	Linda Taylor	Completion	7/30/2014			
S1(G)	Present intermittent but regular, free classes						
S1(G)	Present intermittent but regular, free classes	Janine Liebert	Assess success of existing free classes and information sessions	11/30/2013			
S1(G)	Present intermittent but regular, free classes	Janine Liebert	Identify and prioritize new class/information session offerings	1/31/2014			
S1(G)	Present intermittent but regular, free classes	Janine Liebert	Determine frequency and assess impact on existing fee-based classes	1/31/2014			
S1(G)	Present intermittent but regular, free classes	Janine Liebert	Identify and confirm partner organizations and presenters	2/28/2014			
S1(G)	Present intermittent but regular, free classes	Janine Liebert	Implement	3/28/2014			
S1(G)	Present intermittent but regular, free classes	Janine Liebert	Assess	6/28/2014			
S1(G)	Present intermittent but regular, free classes	Janine Liebert	Completion	6/28/2014			

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
S1(H)	Create a plan to provide ebooks in the Library, beginning with research to determine patron needs and preferences						
S1(H)	Create a plan to provide ebooks in the Library, beginning with research to determine patron needs and preferences	Channa Cajero	Identify patron groups	12/31/2013	Y		
S1(H)	Create a plan to provide ebooks in the Library, beginning with research to determine patron needs and preferences	Channa Cajero	Set up and hold focus groups	12/31/2013		2/15/2014	This project is being coordinated with objective C1(B). Extended dates for focus groups and survey reflect extended dates for objective C1(B).
S1(H)	Create a plan to provide ebooks in the Library, beginning with research to determine patron needs and preferences	Channa Cajero	Draft and distribute survey to user groups	3/31/2014		4/15/2014	This project is being coordinated with objective C1(B). Extended dates for focus groups and survey reflect extended dates for objective C1(B).
S1(H)	Create a plan to provide ebooks in the Library, beginning with research to determine patron needs and preferences	Channa Cajero	Review results and make assessments	12/31/2014			
S1(H)	Create a plan to provide ebooks in the Library, beginning with research to determine patron needs and preferences	Channa Cajero	Present recommendations	12/31/2014			
S1(H)	Create a plan to provide ebooks in the Library, beginning with research to determine patron needs and preferences	Channa Cajero	Completion	1/31/2015			
S1(I)	Provide quality, comprehensive, face-to-face reference services by trained librarians						
S1(I)	Provide quality, comprehensive, face-to-face reference services by trained librarians	Ralph Stahlberg	Identify a set of effective reference standards/techniques	9/30/2013	Y		
S1(I)	Provide quality, comprehensive, face-to-face reference services by trained librarians	Ralph Stahlberg	Evaluate current staff performance	12/31/2013			
S1(I)	Provide quality, comprehensive, face-to-face reference services by trained librarians	Ralph Stahlberg	Develop training regimen for current librarians and new hires	1/31/2014			
S1(I)	Provide quality, comprehensive, face-to-face reference services by trained librarians	Ralph Stahlberg	Evaluate effectiveness of new standards/techniques by surveying users	3/31/2014			
S1(I)	Provide quality, comprehensive, face-to-face reference services by trained librarians	Ralph Stahlberg	Amend training regime as needed based upon survey results.	6/30/2014			
S1(I)	Provide quality, comprehensive, face-to-face reference services by trained librarians	Ralph Stahlberg	Completion	6/30/2014			
S2(A)	Development of online self-help and lay-friendly substantive materials (similar to eBranch)						
S2(A)	Development of online self-help and lay-friendly substantive materials (similar to eBranch)	Janine Liebert	Identify and assess virtual self-help center models	8/30/2013		11/30/2013	Commenced but not completed. Delayed due to other priorities.
S2(A)	Development of online self-help and lay-friendly substantive materials (similar to eBranch)	Janine Liebert	Generate report of findings and make recommendations	11/30/2013		12/31/2013	
S2(A)	Development of online self-help and lay-friendly substantive materials (similar to eBranch)	Janine Liebert	Identify and seek funding sources	3/30/2014			
S2(A)	Development of online self-help and lay-friendly substantive materials (similar to eBranch)	Janine Liebert	Garner input (technology, staff, funding)	6/30/2014			
S2(A)	Development of online self-help and lay-friendly substantive materials (similar to eBranch)	Janine Liebert	Develop content	6/30/2014			
S2(A)	Development of online self-help and lay-friendly substantive materials (similar to eBranch)	Janine Liebert	Design look and feel for target audience	9/30/2014			
S2(A)	Development of online self-help and lay-friendly substantive materials (similar to eBranch)	Janine Liebert	Upload and implement	12/31/2014			
S2(A)	Development of online self-help and lay-friendly substantive materials (similar to eBranch)	Janine Liebert	Completion	3/31/2014			
S2(B)	Create video programs addressing basic legal issues (e.g., Courtroom Basics)						
S2(B)	Create video programs addressing basic legal issues (e.g., Courtroom Basics)	Janine Liebert	Assess feasibility	9/30/2013		11/30/2013	Commenced but not completed. Delayed due to other priorities.
S2(B)	Create video programs addressing basic legal issues (e.g., Courtroom Basics)	Janine Liebert	Identify and assess model videos	9/30/2013		11/30/2013	Commenced but not completed. Delayed due to other priorities.
S2(B)	Create video programs addressing basic legal issues (e.g., Courtroom Basics)	Janine Liebert	Identify and establish cooperative legal aid partner	12/30/13			
S2(B)	Create video programs addressing basic legal issues (e.g., Courtroom Basics)	Janine Liebert	Identify and seek funding sources	3/30/2014			

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
S2(B)	Create video programs addressing basic legal issues (e.g., Courtroom Basics)	Janine Liebert	Develop script and vet with stakeholder advisors	3/30/2014			
S2(B)	Create video programs addressing basic legal issues (e.g., Courtroom Basics)	Janine Liebert	Produce video	9/30/2014			
S2(B)	Create video programs addressing basic legal issues (e.g., Courtroom Basics)	Janine Liebert	Publish and create distribution plan	9/30/2014			
S2(B)	Create video programs addressing basic legal issues (e.g., Courtroom Basics)	Janine Liebert	Duplicate in Spanish and other languages	3/30/2015			
S2(B)	Create video programs addressing basic legal issues (e.g., Courtroom Basics)	Janine Liebert	Completion	4/30/2015			
S2(C)	Develop transportation resource handouts for litigants						
S2(C)	Develop transportation resource handouts for litigants	Adam Rosenblum	Collect and evaluate available information	8/1/2013	Y		
S2(C)	Develop transportation resource handouts for litigants	Adam Rosenblum	Assemble information into usable print and online resources / present draft	10/1/2013		11/30/2013	Deferred due to other priorities.
S2(C)	Develop transportation resource handouts for litigants	Adam Rosenblum	Make information available to the public.	10/15/2013		12/15/2013	
S2(C)	Develop transportation resource handouts for litigants	Adam Rosenblum	Completion	10/15/2013		12/15/2013	
S2(D)	Develop translation resource handouts						
S2(D)	Develop translation resource handouts	Linda Taylor	Establish committee to assess needs	1/31/2014			
S2(D)	Develop translation resource handouts	Linda Taylor	Identify existing resources	3/31/2014			
S2(D)	Develop translation resource handouts	Linda Taylor	Evaluate effectiveness of existing process	6/30/2014			
S2(D)	Develop translation resource handouts	Linda Taylor	Develop handout	9/30/2014			
S2(D)	Develop translation resource handouts	Linda Taylor	Recommend plan for future improvements	12/31/2014			
S2(D)	Develop translation resource handouts	Linda Taylor	Completion	12/31/2014			
S2(E)	Establish regular "Lawyer in the Library" programs (mediators, collaborative divorce, small claims advisor, etc.)						
S2(E)	Establish regular "Lawyer in the Library" programs (mediators, collaborative divorce, small claims advisor, etc.)	Janine Liebert	Identify models and scope of services	8/30/2013	Y		
S2(E)	Establish regular "Lawyer in the Library" programs (mediators, collaborative divorce, small claims advisor, etc.)	Janine Liebert	Identify prospective partners and gauge interest	9/30/2013		11/30/2013	Commenced but not completed. Pilot programs in progress.
S2(E)	Establish regular "Lawyer in the Library" programs (mediators, collaborative divorce, small claims advisor, etc.)	Janine Liebert	Identify potential host locations (including the Law Library)	9/30/2013		11/30/2013	
S2(E)	Establish regular "Lawyer in the Library" programs (mediators, collaborative divorce, small claims advisor, etc.)	Janine Liebert	Design, structure and plan program	12/30/2013			
S2(E)	Establish regular "Lawyer in the Library" programs (mediators, collaborative divorce, small claims advisor, etc.)	Janine Liebert	Implement soft launch	3/30/2014			
S2(E)	Establish regular "Lawyer in the Library" programs (mediators, collaborative divorce, small claims advisor, etc.)	Janine Liebert	Assess	3/30/2014			
S2(E)	Establish regular "Lawyer in the Library" programs (mediators, collaborative divorce, small claims advisor, etc.)	Janine Liebert	Expand	6/30/2014			
S2(E)	Establish regular "Lawyer in the Library" programs (mediators, collaborative divorce, small claims advisor, etc.)	Janine Liebert	Completion	12/30/2014			
S2(F)	Coordinate with lawyer referral services, judiciary and local bar associations on unbundling of legal services and development of delivery model at library						
S2(F)	Coordinate with lawyer referral services, judiciary and local bar associations on unbundling of legal services and development of delivery model at library	Janine Liebert	Further investigate working models	6/30/2014			
S2(F)	Coordinate with lawyer referral services, judiciary and local bar associations on unbundling of legal services and development of delivery model at library	Janine Liebert	Identify prospective partners and gauge interest with applicable bar associations	9/30/2014			
S2(F)	Coordinate with lawyer referral services, judiciary and local bar associations on unbundling of legal services and development of delivery model at library	Janine Liebert	Design structure and plan program	12/30/2014			
S2(F)	Coordinate with lawyer referral services, judiciary and local bar associations on unbundling of legal services and development of delivery model at library	Janine Liebert	Establish MOU	12/30/2014			

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
S2(F)	Coordinate with lawyer referral services, judiciary and local bar associations on unbundling of legal services and development of delivery model at library	Janine Liebert	Implement soft launch	1/30/2015			
S2(F)	Coordinate with lawyer referral services, judiciary and local bar associations on unbundling of legal services and development of delivery model at library	Janine Liebert	Assess	3/30/2015			
S2(F)	Coordinate with lawyer referral services, judiciary and local bar associations on unbundling of legal services and development of delivery model at library	Janine Liebert	Expand program	6/30/2015			
S2(F)	Coordinate with lawyer referral services, judiciary and local bar associations on unbundling of legal services and development of delivery model at library	Janine Liebert	Completion	6/31/15			
S2(G)	Develop and implement model for library-based clinics and self-help workshops for delivery of civil self-help services.						
S2(G)	Develop and implement model for library-based clinics and self-help workshops for delivery of civil self-help services.	Janine Liebert	Conduct Needs Assessment	12/30/2013			
S2(G)	Develop and implement model for library-based clinics and self-help workshops for delivery of civil self-help services.	Janine Liebert	Assess feasibility	12/30/2013			
S2(G)	Develop and implement model for library-based clinics and self-help workshops for delivery of civil self-help services.	Janine Liebert	Identify and seek funding sources	3/30/2013			
S2(G)	Develop and implement model for library-based clinics and self-help workshops for delivery of civil self-help services.	Janine Liebert	Launch pilot program(s)	9/30/2013			
S2(G)	Develop and implement model for library-based clinics and self-help workshops for delivery of civil self-help services.	Janine Liebert	Assess and document outcomes	3/30/2015			
S2(G)	Develop and implement model for library-based clinics and self-help workshops for delivery of civil self-help services.	Janine Liebert	Expand programs	9/30/2015			
S2(G)	Develop and implement model for library-based clinics and self-help workshops for delivery of civil self-help services.	Janine Liebert	Completion	12/30/2015			
S2(H)	Offer more training from vendors and publishers						
S2(H)	Offer more training from vendors and publishers	Katie O'Laughlin	Identify training needs	7/22/2013	Y		
S2(H)	Offer more training from vendors and publishers	Katie O'Laughlin	Develop contact list of vendors and publishers	8/26/2013	Y		
S2(H)	Offer more training from vendors and publishers	Katie O'Laughlin	Create schedule of training events and intended audience	9/23/2013	N	12/1/2013	Lexis and westlaw classes are scheduled - need more time to develop other classes
S2(H)	Offer more training from vendors and publishers	Katie O'Laughlin	Develop and distribute summary of training opportunities	10/21/2013			
S2(H)	Offer more training from vendors and publishers	Katie O'Laughlin	Administer training events	12/31/2013			
S2(H)	Offer more training from vendors and publishers	Katie O'Laughlin	Completion	2/28/2014			
S3(A)	Conversion of Torrance space to training and education facility						
S3(A)	Conversion of Torrance space to training and education facility	Linda Taylor	Assess needs and resources, develop plan for conversion	12/31/2013	Y		
S3(A)	Conversion of Torrance space to training and education facility	Linda Taylor	Establish relationships with local bar associations, legal service agencies, other groups and identify programing	3/31/2014			
S3(A)	Conversion of Torrance space to training and education facility	Linda Taylor	Secure funding for conversion	6/30/2014			
S3(A)	Conversion of Torrance space to training and education facility	Linda Taylor	Conduct programming	6/30/2015			
S3(A)	Conversion of Torrance space to training and education facility	Linda Taylor	Completion	7/30/2015			
S3(B)	Confirm plan for new Long Beach Branch						
S3(B)	Confirm plan for new Long Beach Branch	Linda Taylor	Discuss options for Long Beach presence	7/31/2013	Y		
S3(B)	Confirm plan for new Long Beach Branch	Linda Taylor	Pilot eBranch and/or mini-branch (LBPL)	9/30/2013		12/31/2013	90-day moratorium on room alteration; delay in installing data lines.
S3(B)	Confirm plan for new Long Beach Branch	Linda Taylor	Evaluate and assess LB presence	12/31/2013		6/30/2014	6 month pilot after launch
S3(B)	Confirm plan for new Long Beach Branch	Linda Taylor	Completion	3/31/2014		9/30/2014	3 months to recommend adjustments after evaluation.

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
S3(C)	Expand access to form templates and precedent beyond court-provided forms (e.g., commonly requested motions).						
S3(C)	Expand access to form templates and precedent beyond court-provided forms (e.g., commonly requested motions).	Janine Liebert	Asses needs and models of delivery	3/30/2015			
S3(C)	Expand access to form templates and precedent beyond court-provided forms (e.g., commonly requested motions).	Janine Liebert	Identify potential partners	3/30/2015			
S3(C)	Expand access to form templates and precedent beyond court-provided forms (e.g., commonly requested motions).	Janine Liebert	Identify technology requirements and distribution framework	9/30/2015			
S3(C)	Expand access to form templates and precedent beyond court-provided forms (e.g., commonly requested motions).	Janine Liebert	Identify and seek funding sources	9/30/2015			
S3(C)	Expand access to form templates and precedent beyond court-provided forms (e.g., commonly requested motions).	Janine Liebert	Implement soft launch / Test usability	3/30/2016			
S3(C)	Expand access to form templates and precedent beyond court-provided forms (e.g., commonly requested motions).	Janine Liebert	Implement full launch	6/30/2016			
S3(C)	Expand access to form templates and precedent beyond court-provided forms (e.g., commonly requested motions).	Janine Liebert	Assess	12/31/2016			
S3(C)	Expand access to form templates and precedent beyond court-provided forms (e.g., commonly requested motions).	Janine Liebert	Completion	12/31/2016			
S3(D)	Establish a program for legal document assistants in the library						
S3(D)	Establish a program for legal document assistants in the library	MaLinda Taylor	Identify and assess viability with organization leaders	12/30/2014			
S3(D)	Establish a program for legal document assistants in the library	MaLinda Taylor	Assess components and recommend policies and procedures	3/30/2015			
S3(D)	Establish a program for legal document assistants in the library	MaLinda Taylor	Determine liability, write contracts / MOU	3/30/2015			
S3(D)	Establish a program for legal document assistants in the library	MaLinda Taylor	Soft launch program	6/30/2015			
S3(D)	Establish a program for legal document assistants in the library	MaLinda Taylor	Create feedback mechanism and metrics	6/30/2015			
S3(D)	Establish a program for legal document assistants in the library	MaLinda Taylor	Assess success of program	9/30/2015			
S3(D)	Establish a program for legal document assistants in the library	MaLinda Taylor	Completion	12/30/2015			
S3(E)	Offer training and materials to the courts, including library resources, FAQ's and referral sheets						
S3(E)	Offer training and materials to the courts, including library resources, FAQ's and referral sheets	Ralph Stahlberg	Research court needs and FAQ's	12/31/2013			
S3(E)	Offer training and materials to the courts, including library resources, FAQ's and referral sheets	Ralph Stahlberg	Develop resource/referral sheets for distribution by court personnel	3/31/2013			
S3(E)	Offer training and materials to the courts, including library resources, FAQ's and referral sheets	Ralph Stahlberg	Develop curriculum for judicial education seminars	3/31/2014			
S3(E)	Offer training and materials to the courts, including library resources, FAQ's and referral sheets	Ralph Stahlberg	Assess efficacy and seek feedback from courts	6/30/2014			
S3(E)	Offer training and materials to the courts, including library resources, FAQ's and referral sheets	Ralph Stahlberg	Completion	Ongoing?			
S4(A)	Establish eBranches throughout the County						
S4(A)	Establish eBranches throughout the County	Linda Taylor & Jaye Nelson	SWOT assessment based upon pilot program	3/31/2014		6/30/2014	Delay in eBranch deployment; need at least 6 months operation of eBranch before SWOT assessment take place.
S4(A)	Establish eBranches throughout the County	Linda Taylor & Jaye Nelson	Develop additional technology and tools	6/30/2014		12/31/2014	Longer lead time for technology development
S4(A)	Establish eBranches throughout the County	Linda Taylor & Jaye Nelson	Identify strategic locations and develop partnerships	7/31/2014		6/30/2015	6 month pilot after launch
S4(A)	Establish eBranches throughout the County	Linda Taylor & Jaye Nelson	Pilot new tools	9/30/2014		9/30/2015	3 month launch after tools piloted
S4(A)	Establish eBranches throughout the County	Linda Taylor & Jaye Nelson	Launch "next phase" eBranch	12/31/2014		7/31/2015	6 month launch, 1 month compiling recommendation

GOAL	PROJECT	COORDINATOR	MILESTONE	TARGET DATE	COMP	EXTENDED	EXPLANATION/COMMENTS
S4(A)	Establish eBranches throughout the County	Linda Taylor & Jaye Nelson	Completion	Ongoing?		9/30/2015	
S4(B)	Expand training at partnership locations						
S4(B)	Expand training at partnership locations	Linda Taylor	Develop slate of public and staff training	9/30/2013		12/31/2013	Staff changes/lack of engaged interest among some partnership libraries.
S4(B)	Expand training at partnership locations	Linda Taylor	Launch public and staff training	1/31/2014		3/31/2014	
S4(B)	Expand training at partnership locations	Linda Taylor	Assess and revise as needed	4/30/2014		9/30/2014	6 month evaluation period
S4(B)	Expand training at partnership locations	Linda Taylor	Recommend program for ongoing, regular, public and staff training	6/30/2014		12/31/2014	3 month recommendation after evaluation
S4(B)	Expand training at partnership locations	Linda Taylor	Completion	7/31/2014		12/31/2014	

MEMORANDUM

DATE: October 22, 2013

TO: Board of Law Library Trustees

FROM: Patrick O’Leary, Senior Director

RE: Draft Audited Financial Statements for the Fiscal Year Ended June 30, 2013

SUMMARY

This recommends that the Board approve the draft audited financial statements and SAS 114 Letter for the fiscal year ended June 30, 2013.

DISCUSSION

I am pleased to report that the Law Library’s outside auditors, Bazilio Cobb Associates, with the assistance of the Law Library’s accounting staff, has completed its audit of the Law Library’s financial statements for the fiscal year ended June 30, 2013 and issued an unqualified opinion. The financial statements are attached and listed below. In terms of operating results, the fiscal year was eventful and resulted in a substantial operating loss and reduction in cash position as the Board has discussed previously and as is explained in the financial statements.

RECOMMENDATION

Staff recommends that the Board approve the attached audited financial statements and SAS 114 Letter.

Attachments:

1. Draft Los Angeles County Law Library Financial Statement and Independent Auditor’s Report for the Year Ended June 30, 2013 (with Comparative Totals for 2012)
2. Draft SAS 114 Letter



September 23, 2013

To the Board of Trustees of
Los Angeles County Law Library

We have audited the financial statements of the Los Angeles County Law Library (the Law Library) as of and for the year ended June 30, 2013, and have issued our report thereon dated September 23, 2013. Professional standards require that we advise you of the following matters relating to our audit.

Our Responsibility in Relation to the Financial Statement Audit

As communicated in our engagement letter dated August 9, 2013, our responsibility, as described by professional standards, is to form and express an opinion about whether the financial statements that have been prepared by management with your oversight are presented fairly, in all material respects, in conformity with accounting principles generally accepted in the United States of America. Our audit of the financial statements does not relieve you or management of your respective responsibilities.

Our responsibility, as prescribed by professional standards, is to plan and perform our audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement. An audit of financial statements includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control over financial reporting. Accordingly, as part of our audit, we considered the internal control of the Law Library solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

We are also responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.

There were no findings regarding significant control deficiencies over financial reporting and material noncompliance or other matters noted during our audit.

Planned Scope and Timing of the Audit

We conducted our audit consistent with the planned scope and timing we previously communicated to you on our engagement letter dated August 9, 2013.

Compliance with All Ethics Requirements Regarding Independence

The engagement team and our firm have complied with all relevant ethical requirements regarding independence.

Qualitative Aspects of the Entity's Significant Accounting Practices

Significant Accounting Policies

Management has the responsibility to select and use appropriate accounting policies. A summary of the significant accounting policies adopted by the Law Library is included in Note 2 to the financial statements. There have been no initial selection of accounting policies and no changes in significant accounting policies or their application during 2013. No matters have come to our attention that would require us, under professional standards, to inform you about (1) the methods used to account for significant unusual transactions and (2) the effect of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

Significant Accounting Estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's current judgments. Those judgments are normally based on knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ markedly from management's current judgments.

The most sensitive accounting estimates affecting the financial statements are depreciation. The provision for depreciation is computed using the straight-line method over the estimated service lives of the capital assets. Estimated service lives for the Law Library's capital assets are as follows:

Books and reference materials	10 years
Computer equipment	4 years
Furniture, fixtures and other equipment	4-7 years
Interior building improvements	15 years
Exterior building improvements	15 – 50 years

We evaluated the key factors and assumptions used to develop estimates and determined that it is reasonable in relation to the basic financial statements taken as a whole.

Financial Statement Disclosures

Certain financial statement disclosures involve significant judgment and are particularly sensitive because of their significance to financial statement users. The most sensitive disclosures affecting the Law Library's financial statements relate to Note 7, Rare Book Collection.

Prior to fiscal year 2009, the rare book collection was recorded at their 1986 appraisal value of \$1,555,988. The rare book collection consists of historical law books either purchased or collected between 1891 (the year when the Law Library was established) and the 1960's. The Law Library did not retain records that identify each title, the date and acquisition cost of these books. Because the rare book collection is stated at 1986 appraisal values and not at acquisition cost, it does not conform to generally accepted accounting principles. Beginning in Fiscal Year 2009, the Law Library decided to remove the rare book collection from its financial statements.

Significant Difficulties Encountered during the Audit

We encountered no significant difficulties in dealing with management relating to the performance of the audit.

Uncorrected and Corrected Misstatements

For purposes of this communication, professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that we believe are trivial, and communicate them to the appropriate level of management. There are no uncorrected misstatements relating to the Law Library.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a matter, whether or not resolved to our satisfaction, concerning a financial accounting, reporting, or auditing matter, which could be significant to the Law Library's financial statements or the auditor's report. No such disagreements arose during the course of the audit.

Representations Requested from Management

We have requested certain written representations from management, which are included in the management representation letter dated September 17, 2013.

Management's Consultations with Other Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, and to our knowledge, there were no consultations with other accountants regarding auditing and accounting matters.

Other Significant Findings or Issues

In the normal course of our professional association with the Law Library, we generally discuss a variety of matters, including the application of accounting principles and auditing standards, operating and regulatory conditions affecting the entity, and operational plans and strategies that may affect the risks of material misstatement. None of the matters discussed resulted in a condition to our retention as the Law Library's auditors.

This report is intended for the information and use of the Board of Trustees, management, others within the Law Library, and the Los Angeles County Board of Supervisors, and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,

LOS ANGELES COUNTY LAW LIBRARY

**FINANCIAL STATEMENTS
AND INDEPENDENT AUDITOR'S REPORT**

**FOR THE YEAR ENDED JUNE 30, 2013
(WITH COMPARATIVE TOTALS FOR 2012)**

Draft

BAZILIO COBB ASSOCIATES
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LOS ANGELES COUNTY LAW LIBRARY
FINANCIAL STATEMENTS AND INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED JUNE 30, 2013
(WITH COMPARATIVE TOTALS FOR 2012)

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INDEPENDENT AUDITOR'S REPORT

To the Board of Trustees of
Los Angeles County Law Library

Report on the Financial Statements

We have audited the accompanying financial statements of the Los Angeles County Law Library (“the Law Library”) as of and for the year ended June 30, 2013, and the related notes to the financial statements, which collectively comprise the Law Library’s basic financial statements as listed in the table of contents. The prior year’s summarized comparative information has been derived from the 2012 financial statements and, in our report dated October 10, 2012 we expressed an unqualified opinion on those statements.

Management’s Responsibility for the Financial Statements

The Law Library’s management is responsible for the preparation and fair presentation of these financial statements in accordance with the accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the Law Library as of June 30, 2013, and the respective changes in its net position and its cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 3 through 8 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquires of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquires, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated September 23, 2013, on our consideration of the Law Library's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Law Library's internal control over financial reporting and compliance.

Bazilio Cobb Associates

Torrance, CA
September 23, 2013

LOS ANGELES COUNTY LAW LIBRARY MANAGEMENT'S DISCUSSION AND ANALYSIS

This section is intended to provide the reader of this report with a general overview of the financial activities of the Law Library for the Fiscal Year ended June 30, 2013. The information in this section should be read in conjunction with the accompanying financial statements and footnotes.

FINANCIAL HIGHLIGHTS

Total revenues for the Fiscal Years ended June 30, 2013 and 2012 for the Law Library were \$8,725,315 and \$9,651,455, respectively. Of the total revenue amounts, \$7,684,540 and \$8,386,731 represent portions of filing fees paid by parties in civil cases in the Superior Court of California, County of Los Angeles.

Operating expenses for the years ended June 30, 2013 and 2012 totaled \$10,391,293 and \$9,301,740, respectively.

Depreciable capital assets aggregating and \$1,822,996 and \$10,264,834 were acquired during the fiscal years 2013 and 2012, respectively.

The Law Library continues to have no long-term debt.

HIGHLIGHTS OF FISCAL YEAR 2013

Board of Trustees Composition

The composition of the LA Law Library's Board of Trustees changed during the fiscal year. Hon. Michelle Williams Court and Hon. Lee Smalley Edmon joined the Board. Hon. Luis Lavin and Hon. Jan Pluim retired from the Board. Susan Steinhauser, Esq. (President), Hon. Ann I. Jones (Vice President), Hon. Reva G. Goetz, Hon. Mark A. Juhas, and Kenneth Klein, Esq. continued as members.

Executive Director Change

Sandra J. Levin was appointed Executive Director of the Law Library in December 2012 replacing Marcia J. Koslov who retired from that position after seven years of service to the Law Library.

Board of Trustees Governance Resolution

The Board adopted a governance resolution setting forth the respective roles and responsibilities of the Board of Trustees and the Executive Director. The resolution provides the framework and scope of authority within which the Board and Staff operate.

LOS ANGELES COUNTY LAW LIBRARY MANAGEMENT'S DISCUSSION AND ANALYSIS

Strategic Planning Goals and Objectives

The Board adopted a strategic plan for the Law Library. The plan was prepared by a strategic planning committee composed of select members of the Board working closely with a team of staff members. It was informed by the Law Library's key stakeholders who provided input through a widely disseminated survey and comments at staff meetings, Board meetings, meetings of existing organizations, invitational group meetings, individual meetings, phone calls and outreach on existing list-serves. The plan includes a vision statement, a mission statement, and over 110 discrete goals aligned within six broad categories: collection, community, working environment, technology, fiscal, and service.

Transformation of Pomona, Norwalk, and Santa Monica Branch Libraries

The Pomona, Norwalk, and Santa Monica branch libraries were closed to provide additional space to court administrators seeking to accommodate the reorganization and realignment of the Los Angeles County Superior Court. The Law Library is developing an eBranch model and alternative service delivery options for the impacted service areas in conjunction with the strategic plan. The removal of the library materials in the branches that were closed resulted in a one-time \$947,932 write-off expense.

Auction of Foreign Rare Books

The Board approved the consignment of over 4,600 foreign and international rare books to Bonhams auction house. The books will be shipped to Bonhams for sale in London and Oxford in the winter/spring of 2014. The Library will keep in-house a small collection of foreign rare books for historical and display purposes.

Library Borrowing Rules and Fees

The Law Library revised its borrowing rules to align the rules with the Law Library's practices and to include rules that were previously omitted. The Law Library also re-approved its schedule of fees and charges, with adjustments as necessary to reflect economic and policy changes.

OVERVIEW OF THE FINANCIAL STATEMENTS

This annual report consists of two parts: 1) Management's Discussion and Analysis and, 2) the Basic Financial Statements composed of four components: a) statement of net position, b) statement of revenues, expenses and change in net position, c) statement of cash flows, and d) notes to the financial statements.

LOS ANGELES COUNTY LAW LIBRARY MANAGEMENT'S DISCUSSION AND ANALYSIS

Statement of Net Position

The statement of net position presents information on all the Law Library's assets and liabilities, with the difference between the two reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Law Library is improving or deteriorating. The statement of net position can be found on page 9.

Statement of Revenues, Expenses and Change in Net Position

This statement presents information on the Law Library's revenues and expenses with the difference being the change in net position during the year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. The statement of revenues, expenses and changes in net position can be found on page 10.

Statement of Cash Flows

This statement presents detailed information on the Law Library's three main sources and uses of funds which are classified as from operating, financing and investing activities. The statement of cash flows can be found on page 11.

Notes to the Financial Statements

The notes provide additional information that is essential to a full understanding of the data provided in the statement of net assets, statement of revenues, expenses and change in net assets and statement of cash flows. The notes to the financial statements can be found on pages 12 through 22 of this report.

FINANCIAL ANALYSIS

The following table presents a condensed statement of net assets:

	2013	2012
Assets		
Current and other assets	\$ 10,716,764	\$ 13,051,426
Capital assets (net)	24,042,875	24,635,695
Total assets	34,759,639	37,687,121
Liabilities and Net Assets		
Current liabilities	205,908	1,762,463
Other liabilities	2,452,697	2,183,082

**LOS ANGELES COUNTY LAW LIBRARY
MANAGEMENT'S DISCUSSION AND ANALYSIS**

Total liabilities	2,658,605	3,945,545
Net position		
Invested in capital assets	24,042,875	24,635,695
Unrestricted	8,058,159	9,105,881
Total net position	\$ 32,101,034	\$ 33,391,861

Unrestricted net position can be used to finance daily operations without constraints established by debt covenants, enabling legislation, or other legal requirements.

Unrestricted net position of the Law Library decreased in 2013 from \$9,105,881 to \$8,058,159 resulting from the net operating loss caused by a decline in revenue and an increase in costs, particularly the extraordinary write-off of library materials. The condensed statement of revenues, expenses and change in net position follows:

	2013	2012
Operating Revenues		
Court fees	\$ 7,684,540	\$ 8,386,731
Other operating revenues	976,448	1,156,374
Non-operating revenue		
Investment earnings	64,287	108,350
Total revenues	8,725,315	9,651,455
Operating Expenses		
Salaries and benefits	4,633,280	4,557,682
Depreciation	3,412,816	3,171,012
Other operating expenses	2,345,197	1,573,046
Total expenses	10,391,293	9,301,740
Change in net position	(1,665,978)	349,715
Net position		
Net position at beginning of year	33,741,576	33,391,861
Prior period adjustment	25,436	-
Net position at beginning of year as restated	33,767,012	33,391,861
Net position at end of year	\$ 32,101,034	\$ 33,741,576

**LOS ANGELES COUNTY LAW LIBRARY
MANAGEMENT'S DISCUSSION AND ANALYSIS**

BUDGETARY HIGHLIGHTS

The comparison of the Fiscal Year 2013 actual results of operations against budget and the explanations of significant variances is presented below:

	Actual	Budget	Variance
Operating Revenues:			
Court fees	\$ 7,684,540	\$ 7,813,837	\$ (129,297)
Other operating revenues	976,448	974,085	2,403
Non-operating revenue:			
Investment earnings	64,287	73,384	(9,097)
Total revenues	<u>8,725,315</u>	<u>8,861,306</u>	<u>(135,991)</u>
Operating Expenses:			
Salaries and benefits	4,633,280	4,267,339	(365,941)
Depreciation	3,412,816	3,750,194	337,378
Other operating expenses	2,345,197	1,316,063	(1,029,134)
Total expenses	<u>10,391,293</u>	<u>9,333,596</u>	<u>(1,057,697)</u>
Change in net position	<u>\$ (1,665,978)</u>	<u>\$ (472,290)</u>	<u>\$ (1,193,688)</u>

The actual change in net position differed from budget by \$1,193,688. Net position decreased by \$1,665,978. The unfavorable variance in court fees was due to the continuous decline in court fee revenue since its peak in 2009. Unfavorable financial market conditions reduced investment earnings. The unfavorable variance in salaries and benefits was due to unbudgeted employee separation payments and to other postemployment benefit expenses. The favorable variance in depreciation expense resulted from revised assumptions about the useful life of the building envelope and exterior rehabilitation. The budget for other operating costs did not anticipate library material write-offs as a result of branch closures and collection reductions. The unfavorable variance in other operating expenses resulted mainly from a one-time \$947,932 write-off of library materials culled from the closed branch libraries.

**LOS ANGELES COUNTY LAW LIBRARY
MANAGEMENT'S DISCUSSION AND ANALYSIS**

CAPITAL ASSETS

The Law Library had \$24,042,875 invested in capital assets as of June 30, 2013. The following schedule summarizes capital assets held by the Law Library:

	<u>Amount</u>
Capital assets, not being depreciated	<u>\$ 580,333</u>
Capital assets, being depreciated and amortized	59,623,119
Accumulated depreciation and amortization	<u>(36,160,577)</u>
Capital assets being depreciated and amortized, net	<u>23,462,542</u>
Total capital assets, net	<u>\$ 24,042,875</u>

Additional information on the Law Library's capital assets can be found in Note 4, page 17.

Contacting the Los Angeles County Law Library's Financial Management

This financial report is designed to provide citizens and other interested parties with a general overview of the Law Library's finances and to demonstrate its accountability for the money it receives. If you have any questions about this report or need additional financial information, contact the Los Angeles County Law Library Executive Office at (213) 785-2529.

LOS ANGELES COUNTY LAW LIBRARY
STATEMENT OF NET ASSETS
JUNE 30, 2013
(WITH COMPARATIVE TOTALS FOR 2012)

Assets	2013	2012
Current Assets		
Cash and cash equivalents	\$ 8,596,319	\$ 10,788,582
Accounts receivable	1,497,101	1,590,869
Prepaid expenses and other assets	332,402	415,542
Total current assets	<u>10,425,822</u>	<u>12,794,993</u>
Restricted cash and cash equivalents	290,942	256,433
Capital assets, not being depreciated	580,333	580,333
Capital assets, being depreciated – net	23,462,542	24,055,362
Total assets	<u>\$ 34,759,639</u>	<u>\$ 37,687,121</u>
Liabilities and Net Assets		
Current Liabilities		
Accounts payable	\$ 177,281	\$ 1,753,661
Other current liabilities	28,627	8,802
Total current liabilities	<u>205,908</u>	<u>1,762,463</u>
Accrued sick and vacation liability	420,789	477,661
Borrowers' deposits	290,942	256,433
OPEB obligation	1,740,966	1,448,988
Total liabilities	<u>2,658,605</u>	<u>3,945,545</u>
Net Position		
Invested in capital assets	24,042,875	24,635,695
Unrestricted	8,058,159	9,105,881
Total net position	<u>\$ 32,101,034</u>	<u>\$ 33,741,576</u>

The accompanying notes are an integral part of these financial statements.

LOS ANGELES COUNTY LAW LIBRARY
STATEMENT OF REVENUES, EXPENSES AND CHANGE IN NET ASSETS
YEAR ENDED JUNE 30, 2013
(WITH COMPARATIVE TOTALS FOR 2012)

	<u>2013</u>	<u>2012</u>
Operating Revenues		
Court fees	\$ 7,684,540	\$ 8,386,731
Parking fees	556,181	718,308
Contributions	120,000	143,000
Annual fees	100,716	87,107
Copy center and document delivery	99,693	105,491
Other operating revenue	99,898	102,468
Total operating revenues	<u>8,661,028</u>	<u>9,543,105</u>
Operating Expenses		
Salaries and benefits	4,633,280	4,557,682
Depreciation	3,412,816	3,171,012
Services and supplies	824,079	921,470
Insurance	264,955	285,074
Utilities	147,626	154,018
Reference books write-offs	947,932	-
Other operating expenses	160,605	212,484
Total operating expenses	<u>10,391,293</u>	<u>9,301,740</u>
Operating income	(1,730,265)	241,365
Non-operating revenue		
Investment earnings	64,287	108,350
Change in net assets	<u>(1,665,978)</u>	<u>349,715</u>
Net position		
Net position at beginning of year	33,741,576	33,391,861
Prior-period adjustment (Note 8)	25,436	-
Net position at beginning of year as restated	<u>33,767,012</u>	<u>33,391,861</u>
Net position at end of year	<u>\$ 32,101,034</u>	<u>\$ 33,741,576</u>

The accompanying notes are an integral part of these financial statements.

LOS ANGELES COUNTY LAW LIBRARY
STATEMENT OF CASH FLOWS
YEAR ENDED JUNE 30, 2013
(WITH COMPARATIVE TOTALS FOR 2012)

	2013	2012
Cash flows from operating activities		
Cash received from filing fees and services	\$ 8,634,796	\$ 9,425,350
Cash payments to suppliers for goods and services	(3,818,613)	(276,935)
Cash payments to employees for services	(4,363,664)	(4,214,621)
Contributions received	120,000	143,000
Net cash from operating activities	572,519	5,076,794
Cash flows from capital and related financing activities		
Acquisition of capital assets	(2,819,996)	(9,741,373)
Prior period adjustment	25,436	-
Net cash from capital and related financing activities	(2,794,560)	(9,741,373)
Cash flows from investing activities		
Investments earnings	64,287	108,350
Net increase in cash and cash equivalents	(2,157,754)	(4,556,229)
Cash and cash equivalents, at beginning of year	11,045,015	15,601,244
Cash and cash equivalents, end of year	\$ 8,887,261	\$ 11,045,015
Reconciliation of Operating Income to Net Cash from Operating Activities		
Operating income	\$ (1,730,265)	\$ 241,365
Adjustments to reconcile operating income to net cash from operating activities:		
Depreciation	3,412,816	3,171,012
Changes in operating assets and liabilities:		
(Increase) decrease in accounts receivable	93,768	25,246
(Increase) decrease in prepaid expenses and other assets	83,140	(173,191)
Increase (decrease) in accounts payable	(1,576,380)	1,579,692
Increase (decrease) in other liabilities	19,825	(110,391)
Increase (decrease) in accrued sick and vacation liability	(56,872)	(2,322)
Increase (decrease) in borrowers' deposits	34,509	22,201
Increase (decrease) in OPEB liability	291,978	323,182
Net cash from operating activities	\$ 572,519	\$ 5,076,794

The accompanying notes are an integral part of these financial statements.

LOS ANGELES COUNTY LAW LIBRARY
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013

NOTE 1 – ORGANIZATION

The Los Angeles County Law Library (“the Law Library”) was established in 1891 under a California statute of that year. As do other county law libraries in California, it operates under §6300 of the California Business and Professions Code. The Law Library is an independent public agency and is not part of the county government. Its income is derived primarily from a portion of the filing fees paid by parties in civil cases in the Superior Court of California County of Los Angeles. Thus, it is supported by litigants who derive the main benefits from the Law Library, rather than by general tax funds.

The Law Library is governed by the Board of Trustees, which consists of five (5) Superior Court Judges, the Chairman of the Board of Supervisors (or his designee), and one member of the local bar appointed by the Board of Supervisors. The Trustees serve without compensation and meet monthly. The Law Library’s administrative officer is the Library Executive Director and is directly responsible to report to the Law Library’s Board of Trustees. The Library Executive Director also serves as Secretary of the Board.

The Library presently operates and maintains a central library in downtown Los Angeles, two (2) branches and four (4) public library partnerships throughout the County of Los Angeles. The Law Library provides books, online resources and other reference materials for use by judges and attorneys and is open to the public.

The accompanying financial statements reflect the Law Library’s financial activities. The Law Library has no component units.

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Law Library’s financial statements have been prepared in conformity with accounting principles generally accepted in the United States of America as applied to governmental agencies. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The Law Library’s more significant accounting policies are described below.

Basis of Accounting and Measurement Focus

The Law Library is considered an enterprise fund for financial reporting purposes. The accompanying financial statements have been prepared using the total economic measurement focus and the accrual basis of accounting. Under this basis of accounting and measurement focus, revenues are recognized when they are earned and expenses are recognized when they are incurred.

LOS ANGELES COUNTY LAW LIBRARY
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

The Law Library implemented the provisions of GASB Statement No. 62, *Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements* (effective July 1, 2012) incorporates into the GASB's accounting and financial reporting that is included in the FASB Statements and Interpretations, APB Opinions and Research Bulletins, which do not conflict with or contradict GASB statements, which were issued on or before November 30, 1989. The adoption of GASB 62 did not have a material impact on the Law Library's basic financial statements.

The Law Library's financial statements are presented in accordance with the provisions of Governmental Accounting Standards Board Statement No. 63 *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources and Net Position*. Statement No. 63 established standards for external financial reporting for all state and local government entities. It requires the classification of net position into three components – invested in capital assets, restricted, and unrestricted. These classifications are defined as follows:

- *Invested in capital assets* – This component of net position consists of capital assets, net of accumulated depreciation and reduced by the outstanding balances of any bonds, mortgages, notes, or other borrowings that are attributable to the acquisition, construction, or improvement of those assets. Deferred outflows of resources and deferred inflows of resources that are attributable to the acquisition, construction, or improvement of those assets or related debt also should be included in this component of net assets. If there are significant unspent related debt proceeds or deferred inflows of resources at the end of the reporting period, the portion of the debt or deferred inflows of resources attributable to the unspent amount should not be included in the calculation of invested in capital assets. Instead, that portion of the debt or deferred inflow of resources should be included in the same net position component (restricted or unrestricted) as the unspent amounts.
- *Restricted* – This component of net position consists of restricted assets reduced by liabilities and deferred inflows of resources related to those assets. Generally, a liability relates to restricted assets if the asset results from a resource flow that also results in the recognition of a liability or if the liability will be liquidated with the restricted assets reported.
- *Unrestricted* – This component of net position is the net amount of the assets, deferred outflows of resources, liabilities, and deferred inflows of resources that are not included in the determination of net investment in capital assets or the restricted component of net position.

LOS ANGELES COUNTY LAW LIBRARY
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Cash and Cash Equivalents

For purposes of the statement of cash flows, cash and cash equivalents have been defined as deposits and highly liquid investments with maturity of 90 days or less at the date of purchase. As of June 30, 2013, cash and cash equivalents consist of:

Cash and cash equivalents	\$	8,596,319
Restricted cash and cash equivalents		290,942
		\$ 8,887,261

Capital Assets and Depreciation

Capital assets are recorded at cost. Assets, other than books and reference materials, with acquisition costs of \$3,000 or more are capitalized. Books and reference materials are capitalized regardless of the amount.

The provision for depreciation is computed using the straight-line method over the estimated service lives of the capital assets. Estimated service lives for the Law Library’s capital assets are as follows:

Books and reference materials		10 years
Computer equipment		4 years
Furniture, fixtures and other equipment		4-7 years
Interior building improvements		15 years
Exterior building improvements		15 – 50 years

Revenue Recognition

The Law Library’s revenues are recognized on an accrual basis. However, amounts collected from borrowers representing security deposits for their library privileges are reported in the accompanying financial statements as Borrower Deposits.

The Law Library derives its income primarily from a portion of the filing fee charged to parties engaged in civil litigation in the Superior Court of California County of Los Angeles.

Operating Revenues and Non-Operating Revenues

Operating revenues are those revenues that are generated directly from activities of the Law Library. Non-operating revenues are related to investment earnings.

LOS ANGELES COUNTY LAW LIBRARY
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

NOTE 3 – CASH AND CASH EQUIVALENTS

As of June 30, 2013, cash and cash equivalents are composed of:

Local Agency Investment Fund	\$ 1,336,145
Cash deposited with County Treasurer	7,427,698
Cash on hand and in bank	123,418
	<u>\$ 8,887,261</u>

The Law Library is a voluntary participant in the Local Agency Investment Fund (LAIF), a special fund regulated by the California State Treasury through which each city, district or agency may invest up to \$40 million. As of June 30, 2013, the total market value of LAIF, including accrued interest was approximately \$58.8 billion. The Law Library's proportionate share of that value is \$1.3 million. Investments in LAIF are highly liquid, as deposits can be converted to cash within twenty four (24) hours without loss of interest.

In accordance with the Government Code, cash balances of the Law Library are deposited with the County's investment pool and invested by the Los Angeles County Treasurer for the purpose of increasing interest earnings through investments activities. Interest earned on pooled investments is deposited to participating funds based upon each fund's average daily balance during the allocation period.

Statutes authorize the County of Los Angeles to invest pooled investments in obligations of the United States Treasury, federal agencies, municipalities, commercial paper rated A-1 by Standard and Poor's Corporation and P-1 by Moody's Commercial Paper Record, bankers' acceptances, negotiable certificates of deposit, floating rate notes, repurchase agreements and reverse repurchase agreements.

Funds deposited in the Los Angeles County Treasury Pool amounted to \$7,427,698 as of June 30, 2013. Of these amounts, \$290,942 represents restricted cash and cash equivalents relating to deposits received by members of their library privileges.

LOS ANGELES COUNTY LAW LIBRARY
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013

NOTE 3 – CASH AND CASH EQUIVALENTS (Continued)

Interest Rate Risk

Interest rate risk, as defined under Governmental Accounting Standards Board (GASB) Statement No. 40, is the risk that changes in interest rates will adversely affect the fair value of an investment. As of June 30, 2013, the Law Library's funds are held as short-term deposits.

Credit Risk

Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. Included in the LAIF investments are certain derivative securities, or similar products, such as asset-backed securities totaling \$378 million. LAIF's (and the Law Library's) exposure to risk (credit, market or legal) is not currently available.

Concentration of Credit Risk

Under GASB Statement No. 40, concentration of credit risk is the risk of loss attributable to the magnitude of the Law Library's investment in a single issuer. As of June 30, 2013, the Law Library is not exposed to concentration of credit risk.

Custodial Credit Risk

GASB Statement No. 40 defines custodial credit risk as the risk that the Law Library will not be able to (a) recover deposits if the depository financial institution fails, or (b) recover the value of investments or collateral securities that are in the possession of an outside party.

The California Government Code requires California banks and savings and loan associations to secure a local government agency's (agency) deposit by pledging government securities as collateral. The market value of pledged securities must equal at least 110% of an agency's deposits. California law also allows financial institutions to secure an agency's deposit by pledging first trust deed mortgage notes having a value of 150% of an agency's total deposits. The agency may waive collateral requirements for deposits, which are fully insured up to \$250,000 by the Federal Deposit Insurance Corporation.

Deposits are exposed to custodial credit risk if they are uninsured and are either:

- a. Uncollateralized.
- b. Collateralized with securities held by the pledging financial institution, or by its trust department or agent but not in the depositor-government's name.

As of June 30, 2013, the Law Library was not exposed to custodial credit risk.

LOS ANGELES COUNTY LAW LIBRARY
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013

NOTE 4 – CAPITAL ASSETS

The investment in capital assets consists of the following:

	Balance June 30, 2012	Acquisitions/ Deletions	Balance June 30, 2013
Capital assets, not being depreciated:			
Land	\$ 580,333	\$ -	\$ 580,333
Total capital assets, not being depreciated	580,333	-	580,333
Capital assets, being depreciated and amortized:			
Building and improvements	11,778,413	327,256	12,105,669
Books and reference materials	43,343,674	1,455,788	44,799,462
Furniture, fixtures and other equipment	2,010,429	-	2,010,429
Computer equipment and software	667,607	39,952	707,559
Total capital assets, being depreciated and amortized	57,800,123	1,822,996	59,623,119
Accumulated depreciation and amortization	(33,744,761)	(2,415,816)	(36,160,577)
Capital assets being depreciated and amortized, net	24,055,362	(592,820)	23,462,542
Total capital assets, net	\$ 24,635,695	\$ (592,820)	\$ 24,042,875

NOTE 5 – RETIREMENT PLAN

The Law Library and its eligible employees contribute to the California Public Employees Retirement System (CalPERS), an agent multi-employer public employee retirement system. CalPERS provide retirement and disability benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. CalPERS act as a common investment and administrative agent for the participating public entities within the State of California. Benefits provisions and all other requirements are established by State statutes within the Public Employee’s Retirement Law. Copies of the CalPERS annual financial report may be obtained from the CalPERS Executive Office at 400 P Street, Sacramento, CA 95814.

Classic participants (defined as eligible participants prior to January 1, 2013) are required to contribute 8% of their annual covered salary. New participants (defined as eligible employees brought into CalPERS membership for the first time on or after January 1, 2013) contribute at least half the normal cost rate as determined by CalPERS. The Law Library contributes the remaining amounts necessary to fund the benefits for its employees, using the actuarial basis adopted by the CalPERS Board of Administration. For Fiscal Year 2013, the Law Library incurred \$117,765 in pension cost and was required to make \$120,678 in pension contributions as determined by the June 30, 2011 actuarial valuation.

LOS ANGELES COUNTY LAW LIBRARY
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013

NOTE 5 – RETIREMENT PLAN (Continued)

The following is a summary of the actuarial assumptions and methods:

Actuarial Cost Method	Entry Age Normal Cost Method
Amortization Method	Level Percent of Payroll
Average Remaining Period	21 Years as of the Valuation Date
Asset Valuation Method	15 Year Smoothed Market
Actuarial Assumptions	
Investment Rate of Return	7.50% (net of administrative expenses)
Projected Salary Increases	3.30% to 14.20% depending on Age, Service and type of employment
Inflation	2.75%
Payroll Growth	3.00%
Individual Salary Growth	A merit scale varying by duration of employment coupled with an assumed annual inflation growth of 2.75% and an annual production growth of 0.25%.

Three-Year Trend Information for CalPERS

Fiscal Year	Annual Pension Cost (ARC*)	Percentage of ARC* Contributed	Net Pension Obligation
June 30, 2011	33,228	100%	-
June 30, 2012	161,239	97.3%	4,359
June 30, 2013	120,678	97.6%	2,913

* Annual Required Contribution

Required Supplementary Information

The Schedule of Funding Progress below shows the recent history of the risk pool's actuarial value of assets, accrued liability, their relationship, and the relationship of the unfunded liability (UL) to payroll.

Actuarial Valuation Date	Accrued Liabilities (A)	Actuarial Value of Assets (B)	Unfunded Liabilities (UL) [(B)-(A)] (C)	Funded Ratio [(B)/(A)] (D)	Annual Covered Payroll (E)	UL As a % of Payroll [(C)/(E)] (F)
June 30, 2007	1,315,454,361	1,149,247,298	166,207,063	87.4%	289,090,187	57.5%
June 30, 2008	1,537,909,933	1,337,707,835	200,202,098	87.0%	333,307,600	60.1%
June 30, 2009	1,834,424,640	1,493,430,831	340,993,809	81.4%	355,150,151	96.0%
June 30, 2010	1,972,910,641	1,603,482,152	369,428,489	81.3%	352,637,380	104.8%
June 30, 2011	2,135,350,204	1,724,200,585	411,149,619	80.8%	350,121,750	117.4%

LOS ANGELES COUNTY LAW LIBRARY
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013

NOTE 6 – OTHER POST EMPLOYMENT BENEFITS (OPEB)

Plan Description. The Library offers medical and dental insurance to eligible retirees and their spouses. CalPERS and Guardian, single-employer defined benefit plans, administer the Library’s medical and dental plans, respectively. The Library’s Board of Trustees has the authority to establish and amend benefit provisions for its employees. CalPERS and Guardian issue publicly available annual financial reports that include financial statements and required supplementary information for their benefit plans. Those reports may be obtained through their websites at www.calpers.ca.gov and www.guardianlife.com.

Funding Policy. The contribution requirements of plan members and the Library are established and may be amended by the Board of Trustees. The required contribution is based on projected pay-as-you-go financing requirements. For fiscal year 2013, the Library contributed \$191,826 to the plan for current premiums or approximately 93 percent of total premiums. Plan members receiving benefits contributed \$15,359, or approximately 7 percent of the total premiums, through their required contribution for spouse coverage.

Annual OPEB Cost and Net OPEB Obligation. The Library’s annual other post-employment benefit (OPEB) cost (expense) is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years. The following table shows the components of the Library’s annual OPEB cost for the year, the amount actually contributed to the plan, and changes in the Library’s net OPEB obligation to CalPERS (dollar amounts in thousands):

Annual required contribution	\$ 476,490
Interest on net OPEB obligation	65,204
Adjustment to annual required contribution	(57,890)
Annual OPEB cost (expense)	483,804
Contributions made	(191,826)
Increase in net OPEB obligation	291,978
Net OPEB obligation—beginning of year	1,448,988
Net OPEB obligation—end of year	\$ 1,740,966

LOS ANGELES COUNTY LAW LIBRARY
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013

NOTE 6 – OTHER POST EMPLOYMENT BENEFITS (OPEB) - (Continued)

The Library’s annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for fiscal year 2013 and the two preceding fiscal years were as follow:

Fiscal Year Ended	Annual OPEB Cost	Percentage of Annual OPEB Cost Contributed	Net OPEB Obligation
6/30/2011	\$733,446	24.1%	1,125,806
6/30/2012	\$482,173	33.0%	1,448,988
6/30/2013	\$483,804	39.6%	1,740,966

Funded Status and Funding Progress. As of August 1, 2012, the most recent actuarial valuation date, the plan was unfunded. The actuarial accrued liability for benefits was \$4,747,302 which is all unfunded. The covered payroll (annual payroll of active employees covered by the plan) was \$2,873,367 and the ratio of the UAAL to the covered payroll was 165 percent.

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the financial statements, presents multiyear trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) -- Entry Age (b)	Unfunded AAL (UAAL) (b - a)	Funded Ratio (a / b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll ((b-a) / c)
6/30/2008	\$ -	\$ 5,830,000	\$ 5,830,000	0%	\$ 2,380,000	245%
6/30/2012	-	4,747,302	4,747,302	0%	3,120,438	152%
6/30/2013	-	4,747,302	4,747,302	0%	2,873,367	165%

LOS ANGELES COUNTY LAW LIBRARY
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2012

NOTE 6 – OTHER POST EMPLOYMENT BENEFITS (OPEB) – (Continued)

Actuarial Methods and Assumptions. Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and the plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

In the August 1, 2012, actuarial valuation, the entry age actuarial cost method was used. The actuarial assumptions included a 4.5 percent investment rate of return (net of administrative expenses), which is a blended rate of the expected long-term investment returns on plan assets and on the employer's own investments calculated based on the funded level of the plan at the valuation date, and an annual healthcare cost trend rate of 4 percent. Both the interest and trend rates included a 3% inflation assumption. The Initial UAAL is being amortized as a level percentage of projected payroll on a 30 year closed basis. Actuarial gains/losses and other sources of AAL are being amortized as a level percentage of projected payroll on a 30 year closed basis.

NOTE 7 – RARE BOOK COLLECTION

Prior to Fiscal Year 2009, the rare book collection was recorded at their 1986 appraisal value of \$1,555,988. The rare book collection consists of historical law books either purchased or collected between 1891 (the year when the Law Library was established) and the 1960's. The Law Library did not retain records that identify each title, the date and acquisition cost of these books. Because the rare book collection is stated at 1986 appraisal values and not at acquisition cost, it does not conform to generally accepted accounting principles. Beginning in Fiscal Year 2009, the Law Library decided to remove the rare book collection from its financial statements.

NOTE 8 – PRIOR PERIOD ADJUSTMENT

The beginning balances of the net assets have been restated to reflect the following adjustments.

Net position at beginning of year	\$ 33,741,576
Prior-period adjustments:	
To correct understatement of construction in progress, which was incorrectly recorded as an expense	<u>25,436</u>
Net position at beginning of year as restated	<u><u>\$ 33,767,012</u></u>

LOS ANGELES COUNTY LAW LIBRARY
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2013

NOTE 9 - COMPARATIVE FINANCIAL DATA

The amounts shown for 2012 in the accompanying financial statements are included only to provide a basis for comparison with 2013 and are not intended to present all information necessary for a fair presentation in accordance with generally accepted accounting principles.

NOTE 10 – CONTINGENT LIABILITIES

The Law Library is aware of potential claims that may be filed against them. The outcome of these matters is not presently determinable, but the resolution of these matters is not expected to have a significant impact on the financial condition of the Law Library.

NOTE 11 – SUBSEQUENT EVENTS

In preparing these financial statements, the Law Library has evaluated events and transactions for potential recognition or disclosure through September 23, 2013, the date the financial statements were issued.

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED
ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE
WITH GOVERNMENT AUDITING STANDARDS**

To the Board of Trustees of
Los Angeles County Law Library

We have audited the accompanying basic financial statements of the Los Angeles County Law Library ("the Law Library") as of June 30, 2013, and have issued our report thereon dated, September 23, 2013. We conducted our audit in accordance with auditing standards generally accepted in the United States of America, and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Internal Control over Financial Reporting

In planning and performing our audit, we considered the Law Library's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the basic financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Law Library's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Law Library's internal control over financial reporting.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and would not necessarily identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations during our audit, we did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Law Library's basic financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, and contracts, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Law Library's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Law Library's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Bazilio Cobb Associates

Torrance, CA
September 23, 2013

MEMORANDUM

DATE: October 22, 2013

TO: Board of Law Library Trustees

FROM: Sandra Levin, Executive Director

RE: Health Resolution

SUMMARY

This recommends that the Board adopt the attached resolution authorizing CalPERS to charge eligible retirees the appropriate share of health insurance premiums.

BACKGROUND

The current Memorandum of Understanding (MOU) between the Law Library and the SEIU obligates the Law Library to pay a share of the cost of health insurance for eligible represented employees and their dependents and for eligible retired employees who were represented prior to retirement and their dependents. The MOU limits the Law Library's contribution to a maximum amount indexed to the rates that were in effect on 1/1/11 for CalPERS' highest cost LA Region HMO, adjusted for annual increases. At its meeting in August, the Board extended this cap on premiums to unrepresented employees and retired employees and their dependents, except senior management. At its meeting last month, the Board extended this cap to senior management employees and their dependents.

RESOLUTION

The attached resolution implements the Board's decision as it applies to retired employees by informing CalPERS about the maximum amount the Law Library will pay for health insurance on behalf of retired eligible employees and their dependents.

Staff has confirmed that this resolution complies with applicable provisions of Cal. Government Code Sections 7507 and 22892(b)(1) as set forth in the resolution.

RECOMMENDATION

Staff recommends that the Board adopt the attached resolution for health insurance premiums that will take effect on January 1, 2014.



**To: California Public Employees' Retirement System
CASD, Contract & Membership Services Section
Health Contract Services
PO BOX 942714
Sacramento, CA 94229-2714**

From:

Agency Name	Los Angeles County Law Library
Agency Code or CalPERS ID#	5612780823

Health Resolution

Please staple on top of the resolution or cover letter. This will ensure that the CalPERS mailroom expedites delivery to our office.¹

¹ Rev. 11/12

**RESOLUTION FIXING THE EMPLOYER'S CONTRIBUTION UNDER THE
PUBLIC EMPLOYEES' MEDICAL AND HOSPITAL CARE ACT**

WHEREAS, (1) Government Code Section 22892(a) provides that a local agency contracting under the Public Employees' Medical and Hospital Care Act shall fix the amount of the employer's contribution at an amount not less than the amount required under Section 22892(b) of the Act, and

WHEREAS, (2) Los Angeles County Law Library is a local agency contracting under the Act; now, therefore be it

RESOLVED, (a) That the employer's contribution for each employee or annuitant shall be up to a maximum of:

Code	Bargaining Unit	Contribution Per Month
701 & 702	Unrepresented Employees and Represented Employees	See Table Below:

	Party Rate	Employer Contribution
BASIC		
Employee only	1	\$496.93
Employee & 1 dependent	2	\$745.40
Employee & 2+ dependents	3	\$894.48
SUPPLEMENTAL		
Employee only	4	\$496.93
Employee & 1 dependent	5	\$745.40
Employee & 2+ dependents	6	\$894.48
COMBINATION (Basic & Supplemental)		
Employee (S) & 1 dependent (B)	7	\$745.40
Employee (S) & 2+ dependents (B)	8	\$894.48
Employee with 1 dep. (S) & 1+ deps. (B)	9	\$894.48
Employee (B) & 1 dependent (S)	10	\$745.40
Employee (B) & 2+ dependents (S)	11	\$894.48
Employee with 1 dep. (B) & 1+ deps. (S)	12	\$894.48

Plus administrative fees and Contingency Fund Assessments; and be it further

RESOLVED, (b) That Los Angeles County Law Library has fully complied with any and all applicable provisions of Government Code Section 7507 in electing the benefits set forth above.

Adopted at a regular/special meeting of the Los Angeles County Law Library's Board of Trustees at Los Angeles, California this 22nd day of October 2013.

Signed:

Susan Steinhauser, Esq.
President

Attest:

Sandra J. Levin
Executive Director

AGENDA ITEM 4

DISCUSSION ITEMS

- 4.1 QUARTERLY REVIEW OF 2013-14 FISCAL YEAR BUDGET.
- 4.2 DISCUSSION OF LEGISLATIVE OPTIONS AND STATEWIDE LOBBYING EFFORTS.

MEMORANDUM

DATE: October 22, 2013

TO: Board of Law Library Trustees

FROM: Sandra Levin, Executive Director
and Patrick O’Leary

RE: Financial Forecast

SUMMARY

The financial results for the first two months of the fiscal year are not alarming in and of themselves. Total revenue is down by \$55,259 as compared to budget and net income is only \$6,839 under budget. However, the detailed financial and budget information tells a different story. In particular, a financial forecast based on an extrapolation of actual filing fees received through 9/30/13 and other results through 8/31/13 predicts a substantial deficit by year end.

DISCUSSION

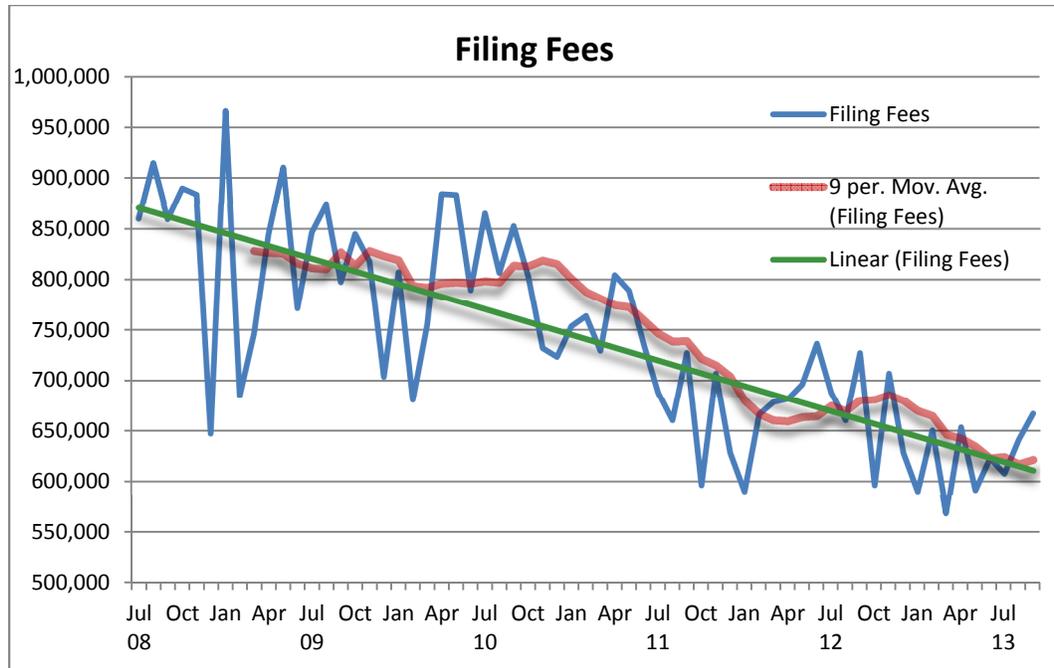
Civil filing fees are down 5.4% compared with budget for the first quarter of the current fiscal year. If that trend continues throughout the year and the reductions in expenses prove to be timing issues rather than permanent savings, net income before extraordinary items will be \$589k lower than the Law Library’s plan. The ending cash balance would also be an approximately equivalent amount lower. These are early days in the current fiscal period and LA County filing fees may yet stabilize as they have done at other county law libraries. Nevertheless, where we currently stand, the filing fee trend is cause for some alarm and deserving of the Board’s attention.

Filing Fees

The budget assumed a drop in filing fees of 2.4%. Through the end of September, the actual drop has been 7.7% perpetuating the trend we have tracked since 2009.

The volatile blue line shows actual civil filing fee revenue from July 2008. The smoother red line shows the 9-month moving average of monthly fee revenue. And the green straight line shows the linear trend. The chart clearly documents the downward slope of fees since 2008. It also portrays the dramatic month-to-month swings in fees including the \$60k jump in fees from July to September of this year. Consequently, although cumulative fees are down compared with budget, we may be at the start of a more stable period than we have seen over past four years, there is no way to know. Some of the larger county law libraries have reported improved stability in filing fee revenue. Whether LA County will follow suit is unclear. Nor is it possible to know how the restructuring of the courts will influence fee revenue.





The attached forecast conservatively predicts a continuation in the downward slope resulting in a \$405k (5.4%) drop in revenue compared with budget.

Other Revenue

We are forecasting a \$55.8k (4.8%) decrease in other revenue including a \$60K (60%) drop in room rental revenue. The campaign to promote room rentals is still gaining altitude. We expect our efforts ultimately will generate a flow of rental fees but that will not occur as early in the fiscal year as originally planned.

We are also forecasting a \$12k (20%) drop in interest income because the 0.61% actual rate at the Law Library’s reserves earn interest is lower than the budgeted 0.7% rate.

Expenses

Expenses were lower than budgeted for the first two months of the fiscal year. For purposes of this forecast, though, we have assumed that the variances in expenses were merely timing issues and have predicted expenses to remain as budgeted with the exception of retirement costs (discussed below). Of course, we will endeavor to identify and preserve the savings realized in the first two months; further analysis will give us better insight into whether there is a real, long-term savings opportunity.

The Law Library’s contribution toward eligible employees’ retirement accounts is forecast to be over budget by \$131k (73.2%). The increase results from CalPERS’ interpretation of employer contribution requirements mandated by the Public Employees’ Pension Reform Act of 2012 (PEPRA). The Law Library was not informed of CalPERS’s interpretation until after the budget had been approved.

Should revenue continue to decline as forecast, the Law Library would almost certainly need to take steps to reduce discretionary costs to lessen the adverse impact on net



revenue and cash reserves. This forecast does not attempt to quantify the effects of efforts to reduce discretionary spending.

RECOMMENDATION

Staff recommends that the Board a) continue to monitor the impact of filing fee revenue on the Law Library's net income and cash reserve; b) calendar to review the issue in depth at its regular January meeting; and c) suggest any revenue generating or cost savings opportunities not yet identified by Staff.



**Los Angeles Law Library
FY 2013-14 Forecast**

	FY 2012-13	FY 2013-14 Forecast						Comments
	Actual	Budget	Jul - Aug Budget	Jul - Aug Actual	Sep - Jun Projected	Total Projected	\$ Fav (Unf)	
Income								
L.A. Superior Court Fees	7,684,540	7,520,156	1,316,374	1,248,823	5,866,177	7,115,000	-405,156	-5.4%
Interest	64,287	60,504	9,684	7,525	40,820	48,345	-12,159	-20.1%
Parking	556,181	540,000	96,701	101,793	438,207	540,000	0	0.0%
Library Services	419,307	560,137	61,825	71,184	446,453	517,637	-45,000	-8.0%
Total Income	8,724,316	8,680,797	1,484,585	1,429,325	6,791,657	8,220,982	-462,315	-5.3%
Expense								
Staff	4,217,081	4,178,130	651,268	659,454	3,687,378	4,306,762	-128,632	-3.1%
Library Materials	3,400,719	3,300,000	458,043	252,377	3,047,623	3,300,000	0	0.0%
Lib Materials Transferred to Assets	-3,400,719	-3,300,000	-458,043	-252,377	-3,047,623	-3,300,000	0	0.0%
Facilities	818,429	844,925	143,710	128,807	717,229	846,035	-1,110	-0.1%
Technology & Data	123,804	151,045	37,670	16,211	134,833	151,045	0	0.0%
General	113,935	108,745	20,370	10,729	98,101	108,830	-85	-0.1%
Professional Development	31,720	18,415	7,080	4,654	13,761	18,415	0	0.0%
Communications & Marketing	25,675	38,000	12,083	600	25,800	38,000	0	0.0%
Travel & Entertainment	0	3,800	800	107	3,693	3,800	0	0.0%
Professional Services	78,188	50,750	5,833	240	50,510	50,750	0	0.0%
Depreciation	3,412,816	3,280,356	541,586	551,178	2,729,178	3,280,356	0	0.0%
Total Expenses	8,821,648	8,674,167	1,420,400	1,371,980	7,460,483	8,803,994	-129,827	-1.5%
Net Income	-97,332	6,631	64,184	57,346	-668,826	-583,011	-589,642	-8892.8%
Extraordinary Income	0	1,687,950	0	0	1,687,950	1,687,950	0	0.0%
Extraordinary Expense	1,270,607	246,976	0	0	246,976	246,976	0	0.0%
OPEB Expense	291,978	325,000	54,167	54,167	270,833	325,000	0	0.0%
Net Income Incl. Extraordinary Items	-1,659,917	1,122,605	10,018	3,179	501,314	532,963	-589,642	-52.5%
Capitalized Expenditures	19,311	698,400	204,900	0	698,400	698,400	0	0.0%
Full-Time Equivalent Employee	57	54	54	52	54	54	0	0.4%

Los Angeles Law Library

FY 2013-14 Forecast

	FY 2012-13	FY 2013-14 Forecast						Comments	
	Actual	Budget	Jul - Aug Budget	Jul - Aug Actual	Sep - Jun Projected	Total Projected	\$ Fav (Unf)		% Fav (Unf)
Detailed Budget:									
Income:									
303300 L.A. Superior Court Fees	7,684,540	7,520,156	1,316,374	1,248,823	5,866,177	7,115,000	-405,156	-5.4%	Straight-line projection based on Jun-Sep 2013 actual fees
Interest:									
311000 LAIF	4,013	2,400	0	0	2,400	2,400	0	0.0%	
312000 General Fund	58,564	56,160	9,360	7,265	36,800	44,065	-12,095	-21.5%	
313000 Deposit Fund	1,710	1,944	324	261	1,620	1,881	-63	-3.3%	
Subtotal	64,287	60,504	9,684	7,525	40,820	48,345	-12,159	-20.1%	
Parking:									
330100 Parking	556,181	525,000	94,201	101,793	425,707	527,500	2,500	0.5%	
330200 Valet Parking	0	15,000	2,500	0	12,500	12,500	-2,500	-16.7%	
Subtotal	556,181	540,000	96,701	101,793	438,207	540,000	0	0.0%	
Library Services:									
330150 Annual Borrowing Fee	5,600	6,000	1,000	2,714	3,286	6,000	0	0.0%	
330140 Annual Members Fee	95,116	91,962	15,401	19,345	72,617	91,962	0	0.0%	
330340 Course Registration	15,024	22,212	3,268	1,379	20,833	22,212	0	0.0%	
330129 Copy Center	73,958	57,000	9,500	12,630	44,370	57,000	0	0.0%	
330205 Document Delivery	25,680	27,600	4,600	4,837	22,763	27,600	0	0.0%	
330210 Fines	49,961	50,400	8,400	11,997	38,403	50,400	0	0.0%	
330310 Miscellaneous	2,030	53,600	600	13,799	39,801	53,600	0	0.0%	
330330 Room Rental	23,722	100,000	10,000	365	39,635	40,000	-60,000	-60.0%	It is taking longer than planned to ramp up room rental income
330350 Book Replacement	3,250	2,735	285	1,660	1,075	2,735	0	0.0%	
330360 Forfeited Deposits	0	2,800	2,800	0	2,800	2,800	0	0.0%	
330400 Friends of Law Library	120,000	120,000	0	0	140,000	140,000	20,000	16.7%	
330420 Grants	0	20,000	5,000	0	15,000	15,000	-5,000	-25.0%	No grant funds in Q1
330450 Vending	4,967	5,828	971	959	4,869	5,828	0	0.0%	
330465 Special Events Income	0	0	0	1,500	1,000	2,500	2,500	0.0%	Pro bono week donations from vendors.
Subtotal	419,307	560,137	61,825	71,184	446,453	517,637	-45,000	-8.0%	
Total Income	8,724,316	8,680,797	1,484,585	1,429,325	6,791,657	8,220,982	-462,315	-5.3%	

Los Angeles Law Library

FY 2013-14 Forecast

		FY 2012-13	FY 2013-14 Forecast							
		Actual	Budget	Jul - Aug Budget	Jul - Aug Actual	Sep - Jun Projected	Total Projected	\$ Fav (Unf)		
Expenses:										
Staff										
501000	Salaries (benefits eligible)	2,774,472	2,672,466	403,664	405,061	2,320,192	2,687,466	-15,000	-0.6%	2% increase for unrepresented employees
501050	Salaries (benefits ineligible)	349,212	317,332	49,906	47,107	272,507	317,332	0	0.0%	
502000	Social Security	180,728	185,367	28,121	26,567	158,800	185,367	0	0.0%	
503000	Medicare	43,427	43,352	6,577	6,213	37,139	43,352	0	0.0%	
511000	Retirement	117,765	178,968	27,852	45,921	264,079	310,000	-131,032	-73.2%	CalPERS's 4.5% increase in retirement expense was not made known to the Law Library prior to budget.
512000	Health Insurance	551,922	601,757	96,961	93,708	493,050	586,757	15,000	2.5%	Cap on health premiums
513000	Disability Insurance	2,797	4,347	732	732	3,614	4,347	0	0.0%	
514000	Dental Insurance	61,733	64,800	10,800	10,401	51,999	62,400	2,400	3.7%	Lower renewal premiums
514500	Vision Insurance	9,016	10,241	1,686	1,481	8,760	10,241	0	0.0%	
515000	Life Insurance	1,660	1,638	278	186	1,452	1,638	0	0.0%	
516000	Workers Comp. Insurance	114,345	108,563	17,559	17,559	91,004	108,563	0	0.0%	
517000	Unemployment Insurance	8,328	0	0	0	0	0	0	0.0%	
514010	Temporary Employment	22,551	10,000	2,500	0	10,000	10,000	0	0.0%	
514015	Recruitment	5,584	1,800	300	146	1,654	1,800	0	0.0%	
517500	Accrued Sick Expense	-46,026	-2,500	0	0	-2,500	-2,500	0	0.0%	
518000	Accrued Vacation Expense	-10,846	-50,000	0	0	-50,000	-50,000	0	0.0%	
518550	TMP	13,815	12,000	1,333	1,406	10,594	12,000	0	0.0%	
518560	Payroll & Benefit Admin.	16,600	18,000	3,000	2,965	15,035	18,000	0	0.0%	
	Total - Staff	4,217,081	4,178,130	651,268	659,454	3,687,378	4,306,762	-128,632	-3.1%	
Library Materials:										
601999	American Continuations	2,436,509	2,419,435	307,928	156,328	2,263,108	2,419,435	0	0.0%	
602999	American New Orders	64,322	98,977	16,496	10,072	88,905	98,977	0	0.0%	
609199	Branch Continuations	82,479	56,087	9,348	3,066	53,021	56,087	0	0.0%	
609299	Branch New Orders	5,262	1,320	220	143	1,176	1,320	0	0.0%	
603999	Commonwealth Continuations	417,152	349,718	58,286	40,777	308,942	349,718	0	0.0%	
604999	Commonwealth New Orders	3,054	2,309	1,540	0	2,309	2,309	0	0.0%	
605999	Foreign Continuations	209,385	197,954	32,992	19,737	178,216	197,954	0	0.0%	
606999	Foreign New Orders	5,054	19,795	4,399	1,918	17,877	19,795	0	0.0%	
607999	International Continuations	138,262	112,174	18,696	17,118	95,056	112,174	0	0.0%	
608999	International New Orders	6,756	6,598	2,199	1,221	5,378	6,598	0	0.0%	
609399	General/Librarianship Continuations	30,862	32,992	5,499	1,713	31,279	32,992	0	0.0%	
609499	General/Librarianship New Orders	1,624	2,639	440	284	2,356	2,639	0	0.0%	
	Subtotal	3,400,719	3,300,000	458,043	252,377	3,047,623	3,300,000	0	0.0%	
690000	Lib Materials Transferred to Assets	-3,400,719	-3,300,000	-458,043	-252,377	-3,047,623	-3,300,000	0	0.0%	
		0	0	0	0	0	0	0	0.0%	
Facilities:										
801005	Repair & Maintenance	32,558	36,060	2,714	3,165	32,895	36,060	0	0.0%	
801010	Building Services	15,127	21,090	3,354	3,357	17,733	21,090	0	0.0%	
801015	Cleaning Supplies	19,336	21,700	3,500	1,492	20,208	21,700	0	0.0%	
801020	Electricity & Water	114,028	126,618	23,657	21,942	104,676	126,618	0	0.0%	
801025	Elevator Maintenance	15,612	14,610	2,400	2,494	12,116	14,610	0	0.0%	

Los Angeles Law Library

FY 2013-14 Forecast

		FY 2012-13	FY 2013-14 Forecast							
		Actual	Budget	Jul - Aug Budget	Jul - Aug Actual	Sep - Jun Projected	Total Projected	\$ Fav (Unf)		
801030	Heating & Cooling	33,598	35,900	10,000	4,303	31,597	35,900	0	0.0%	
801035	Insurance	264,955	273,978	45,099	41,568	232,411	273,978	0	0.0%	
801040	Janitorial Services	98,174	100,521	16,842	16,843	83,678	100,521	0	0.0%	
801045	Landscaping	6,300	14,400	2,400	2,100	12,300	14,400	0	0.0%	
801050	Security	197,875	180,632	28,174	27,634	152,998	180,632	0	0.0%	
801100	Furniture & Appliances (<3K)	3,012	5,000	833	0	5,000	5,000	0	0.0%	
801110	Equipment (<3K)	0	2,800	2,800	3,910	0	3,910	-1,110	-39.6%	
801115	Building Alterations (<3K)	17,853	11,616	1,936	0	11,616	11,616	0	0.0%	
	Subtotal	818,429	844,925	143,710	128,807	717,229	846,035	-1,110	-0.1%	
	Technology & Data:									
801210	Services	30,476	36,110	15,480	4,695	31,415	36,110	0	0.0%	
801215	Software (<\$3k)	0	30,375	7,750	218	30,157	30,375	0	0.0%	
801220	Hardware (<\$3k)	12,815	5,000	1,000	0	5,000	5,000	0	0.0%	
801225	Computer Supplies	0	2,000	500	0	2,000	2,000	0	0.0%	
801230	Integrated Library System	42,078	43,560	7,640	7,119	36,441	43,560	0	0.0%	
801235	Telecommunications	38,435	33,000	5,000	4,180	28,820	33,000	0	0.0%	
801245	Tech & Data - Misc	0	1,000	300	0	1,000	1,000	0	0.0%	
	Subtotal	123,804	151,045	37,670	16,211	134,833	151,045	0	0.0%	
	General:									
801310	Bank Charges	6,276	5,940	990	989	4,951	5,940	0	0.0%	
801315	Bibliographical Services	8,666	9,470	2,370	668	8,802	9,470	0	0.0%	
801320	Binding	0	0	0	0	0	0	0	0.0%	
801325	Board Expense	908	1,000	167	122	878	1,000	0	0.0%	
801330	Staff Meals & Events	8,512	2,600	1,200	392	2,208	2,600	0	0.0%	
801335	Supplies - Office	30,271	10,000	1,667	2,445	7,555	10,000	0	0.0%	
801337	Supplies - Library materials	0	11,103	1,454	1,776	9,327	11,103	0	0.0%	
801340	Stationery & business cards	4,388	6,000	1,000	0	6,000	6,000	0	0.0%	
801345	Delivery & Postage	12,108	10,000	1,667	753	9,247	10,000	0	0.0%	
801350	Kitchen supplies	10,100	6,132	1,272	496	5,636	6,132	0	0.0%	
801355	Room Rental Expenses	0	0	0	815	-815	0	0	0.0%	
801360	Special Events Expenses	0	18,500	3,083	112	18,388	18,500	0	0.0%	
801365	Grant Application Expenses	0	1,000	1,000	0	1,000	1,000	0	0.0%	
801370	Copy Center Expense	28,855	27,000	4,500	2,075	24,925	27,000	0	0.0%	
801375	Miscellaneous	3,852	0	0	85	0	85	-85	0.0%	
	Subtotal	113,935	108,745	20,370	10,729	98,101	108,830	-85	-0.1%	
	Professional Development:									
803105	Travel	13,815	5,100	3,600	1,849	3,251	5,100	0	0.0%	
803110	Meals	0	0	0	0	0	0	0	0.0%	
803113	Incidental and Misc.	0	565	180	0	565	565	0	0.0%	
803115	Membership dues	11,675	6,200	0	10	6,190	6,200	0	0.0%	
803120	Registration fees	6,230	3,550	2,500	2,795	755	3,550	0	0.0%	
803125	Educational materials	0	3,000	800	0	3,000	3,000	0	0.0%	
	Subtotal	31,720	18,415	7,080	4,654	13,761	18,415	0	0.0%	
	Communications & Marketing:									
803205	Services	0	11,200	3,500	0	7,500	11,200	0	0.0%	Actual communication and
803210	Collateral materials	25,675	9,500	5,000	0	5,000	9,500	0	0.0%	marketing costs are
803215	Advertising	0	7,800	2,000	600	5,800	7,800	0	0.0%	expected to be less than
803220	Trade shows & Outreach	0	9,500	1,583	0	7,500	9,500	0	0.0%	budgeted.
	Subtotal	25,675	38,000	12,083	600	25,800	38,000	0	0.0%	
	Travel & Entertainment:									

**Los Angeles Law Library
FY 2013-14 Forecast**

	FY 2012-13 Actual	FY 2013-14 Forecast						Comments
		Budget	Jul - Aug Budget	Jul - Aug Actual	Sep - Jun Projected	Total Projected	\$ Fav (Unf)	
803305 Travel	0	0	0	0	0	0	0	0.0%
803310 Meals	0	0	0	0	0	0	0	0.0%
803315 Entertainment	0	0	0	0	0	0	0	0.0%
803320 Ground Transport.	0	3,600	600	107	3,493	3,600	0	0.0%
803325 Incidentals	0	200	200	0	200	200	0	0.0%
Subtotal	0	3,800	800	107	3,693	3,800	0	0.0%
Professional Services:								
804005 Accounting	15,056	15,750	0	60	15,690	15,750	0	0.0%
804008 Consulting Services	26,940	5,000	833	0	5,000	5,000	0	0.0%
804010 Legal	36,192	30,000	5,000	180	29,820	30,000	0	0.0%
804015 Other	0	0	0	0	0	0	0	0.0%
Subtotal	78,188	50,750	5,833	240	50,510	50,750	0	0.0%
Depreciation:								
806105 Library Materials	3,024,244	2,851,021	477,624	487,263	2,363,758	2,851,021	0	0.0%
806110 Fixed Assets	388,572	429,335	63,962	63,915	365,420	429,335	0	0.0%
Subtotal	3,412,816	3,280,356	541,586	551,178	2,729,178	3,280,356	0	0.0%
Total Expense	8,821,648	8,674,167	1,420,400	1,371,980	7,460,483	8,803,994	-129,827	-1.5%
Net Income	-97,332	6,631	64,184	57,346	-668,826	-583,011	-589,642	-8892.8%
Extraordinary Income	0	1,687,950	0	0	1,687,950	1,687,950	0	0.0%
Extraordinary Expense	1,270,607	246,976	0	0	246,976	246,976	0	0.0%
518500 OPEB Expense	291,978	325,000	54,167	54,167	270,833	325,000	0	0.0%
Net Income Incl. Extraordinary Items	-1,659,917	1,122,605	10,018	3,179	501,314	532,963	-589,642	-52.5%
Capital Expenditures:								
161100 Furniture / Appliances (>3k)	0	126,500	82,500	0	126,500	126,500	0	0.0%
161300 Electronics / Comp. Hardware (>3k)	12,186	12,500	0	0	12,500	12,500	0	0.0%
164500 Ext. Bldg. Repairs/ Improvements (>3k)	215,242	12,400	12,400	0	12,400	12,400	0	0.0%
164000 Interior Improvements / Alterations (>3k)	112,014	427,000	35,000	0	427,000	427,000	0	0.0%
168000 Computer Software	19,311	120,000	75,000	0	120,000	120,000	0	0.0%
Total - Capitalized Expenditures	358,753	698,400	204,900	0	698,400	698,400	0	0.0%
Full-Time Equivalent Employee	57.1	54.2	54.1	51.8	54.2	54.0	0.2	0.4%

MEMORANDUM

DATE: October 22, 2013

TO: Board of Law Library Trustees

FROM: Sandra Levin, Executive Director

RE: Legislative Efforts

INTRODUCTION

County Law Libraries across the state have experienced crippling declines in their only significant source of revenue, civil filing fees. The Council of California County Law Libraries has recently stepped up its efforts to find a legislative solution to the plight of county law libraries. This is a complex and somewhat daunting task because funding is ultimately a ‘zero sum game’ where providing revenue to Law Libraries necessarily means taking it from someone else. Nonetheless, CCCLL has managed to identify some potentially promising options. This report describes my involvement and input in the CCCLL process to date (based upon my own experience and views as well as the comments Board members have made during budget and strategic planning discussions) and seeks direction from the Board as the process continues.

DISCUSSION

Why is the CCCLL doing anything? Given the economic and legislative climate, the preferred lobbying option for LA Law Library and most County Law Libraries has been to be patient and wait. However, two significant factors have changed that make that strategy less appealing.

First, County Law Libraries, including LA Law Library, have lost 25-30% of their civil filing fee revenue while the demand for service continues to increase. Projections as to the rate of increase in self-represented litigants vary, but there is consensus that the number is increasing at a rapid rate. For many of the smaller libraries, this represents an immediate crisis and threatens their very existence. As a result, three individual law libraries obtained resolutions from their County boards of supervisors demanding that a greater share of their counties’ filing fee revenues be given to their law libraries and several law libraries began directly lobbying their representatives for legislative fixes. At that point, the CCCLL as an organization determined that a coordinated, well-reasoned and supported statewide lobbying effort was required.

Second, CCCLL’s lobbyist consultant reports that the state budget is in better shape than it has been in recent years and that the Legislature may well be receptive to a modest legislative proposal. He urges a coordinated approach, rather than individual efforts, and has suggested some potential sources of outside support as well. He also reports that certain influential state legislators have offered to sponsor a bill if requested to do so by CCCLL.

Based upon these factors, I concur that piecemeal efforts are not in the best interests of County Law Libraries generally, or the LA Law Library in particular, and recommend that



LA Law Library participate in formulating and supporting a reasonable legislative proposal from CCCLL.

Efforts thus far. I asked to be, and was, appointed to the legislative committee of the CCCLL both to offer my assistance to the statewide effort and, perhaps more importantly, to be a voice of caution as to proposals that would impact the courts, AOC or other agencies. The legislative committee has been discussing options internally and engaging in preliminary discussions with the AOC and state legislators. (Those efforts are described in the attached CCCLL reports.)

The committee assembled a laundry list of potential solutions, some legislative and some relating to court operations, that would result in increased revenue to County Law Libraries. (See attached summaries for more detail.) The focus of my input until very recently was to urge – consistent with the lobbyist’s recommendations – that CCCLL not pursue any option that raised the overall filing fee or decreased court funding and to assist in identifying options that would generate revenue for both the courts and the Law Libraries. We worked to identify some options that met these criteria to discuss with the lobbyist and among the general membership. Those options included:

1. Eliminating the existing exemption for bill collectors that allows them to pay 1980 filing fee rates;
2. Increasing the Law Library portion of the filing fee in small claims matters to replace the significant revenue lost when the jurisdictional amount for small claims matters was increased to \$10,000 thereby reducing the filing fee for those matters (the Law Library portion of the filing is \$24 for general matters, but only \$5 for small claims).
3. Exempting Law Library fees from a court’s waiver of all or part of the applicable filing fee to reflect the reality that litigants in fee waiver cases tend to be greater users of Law Library services;
4. Providing a one-time general fund distribution to Law Libraries, earmarked for a particular purpose (e.g., assistance to self-represented litigants) to help sustain these vital services until economic recovery restores some of the filing fees;
5. Reforming and improving the process for collecting fees from prevailing litigants whose fees were initially waived;
6. Imposing fees on matters other than civil filings (e.g., traffic and criminal fines; expungements; sales of legal resources; etc.).

In preliminary communications, the AOC has indicated that they are not supportive of any option that would increase the administrative burden on the AOC or the courts or that would alter existing procedures. They also explained that while they would like to discuss these issues with CCCLL, they have limited availability and would not be able to proceed on a time frame to enable legislative action in 2014. Moreover, experience dictates that the imposition of new fees is a cumbersome and time consuming process, even where politically feasible. As a result, the legislative committee did not recommend items 5 or 6 above for action at this time. Item 4 remains a high priority for future discussions and action, but with due time and effort taken to ensure that no unreasonable burden is placed on the courts.

CCCLL meets twice per year. I attended the most recent meeting on October 11 in San Jose where a main focus was discussion of legislative efforts and options. Although the Legislative Committee will meet again to discuss the options and the Executive Committee will then review and make its own determination, I was pleased that the



committee's preliminary recommendation was to proceed with a modest legislative proposal that does NOT increase the overall filing fee or decrease revenue to the courts. Essentially, the discussion centers on a recommendation to present items 1 through 4 above to legislative sponsors who would then ask their legislative counsel to draft a bill for their support and introduction.

Board direction and future action: Primarily, this report seeks to update the Board as to the status of these statewide efforts and to seek any input the Board may have regarding the pending proposals or LA Law Library's participation in the process. As this moves forward, and assuming CCCLL decides to make a legislative proposal, options for LA Law Library participation include (ranging roughly from least involvement to greatest involvement):

- a. Non-opposition to CCCLL's efforts.
- b. Promoting awareness of Law Libraries generally: e.g., increasing awareness of the critical role and services provided by County Law Libraries, providing statistics of number of people served, the impact of reduced funding and, most importantly, individual stories of the positive impact made by public law libraries on constituents' lives.
- c. Advocating a more modest proposal: e.g., a one-time measure to assist only those County Law Libraries on the verge of closure, pending further discussions with the AOC and courts.
- d. Assistance to CCCLL: e.g., editing and discussions of the content and mechanics of the bill and strategy in support of the bill.
- e. Lobbying in support of the CCCLL bill: e.g., visits to legislators to lobby for the bill and coordination with other agencies.
- f. Opposition to CCCLL's efforts (not recommended).

RECOMMENDATION

Staff recommends that the Board discuss the options and impacts of the proposed lobbying activities and provide direction.



REPORT TO THE CCCLL

Michael Y. Corbett, Lobbyist

This past year has been dedicated to honing in on a solution to the fiscal problems faced by county law libraries across the state. To that end, I have met with staff from the Legislature, Administrative Office of the Courts (AOC) and the California State Association of Counties (CSAC). The purpose of meeting with AOC staff was to follow-up on the meeting involving CCCLL representatives, the AOC and CSAC. I also met with Elizabeth Howard of CSAC after the meeting and again after the CCCLL submitted its paper on "Stabilizing County Law Library Funding." At each of those meetings the topic of discussion was identifying a viable approach to county law libraries' funding problems.

I also met twice with Benjamin Palmer, chief counsel to the Senate Judiciary Committee. The purpose of the initial meeting was to explore the possibility of the committee holding an interim hearing on the fiscal plight of county law libraries. Mr. Palmer was very receptive to the idea of an interim hearing and was clearly aware of problems facing county law libraries and recognizes the need to pursue a solution. We ended our initial meeting with an agreement that I would get back to him in late August, after the committee had completed its hearing schedule for the year.

I contacted Ben in late August, as planned, and we discussed the possibility of an interim hearing in more detail, including the option of addressing the list of options outlined in "Stabilizing county law library funding." At that time, Mr. Palmer advised me that he had not received a go ahead from the committee chair, Senator Noreen Evans, although Ms. Evans is a strong supporter of county law libraries. He indicated that the problem was Senator Evans' schedule, not a lack of interest in county law libraries. Indeed, he said that while he would continue to look into the possibility of an interim hearing, the law libraries should move ahead with a legislative agenda that would provide the necessary fix. Although he was not specific, I got the distinct impression that he envisioned Mr. Evans or the committee authoring a bill to address the county law library funding problem; at the very least, he was supportive of moving ahead with such legislation and indicated Senator Evans would be as well.

I met with Elizabeth Howard of CSAC once again on October 1, at her request. She wanted to be brought up to speed regarding where things stood with the AOC regarding the status of the options contained in "Stabilizing county law library funding." Ms. Howard also wanted to make me aware that she had heard from several counties regarding county law libraries. Specifically, she said some of the counties had called to make her aware of the problems being encountered by county law libraries. More than one of those counties stated that they were providing some level of added support to law libraries but that level of support was not sustainable and a more permanent solution was required. Each of the counties that contacted Ms. Howard indicated their support for a funding fix for law libraries and asked CSAC to keep the issue on its radar. Ms. Howard stated that she envisioned CSAC supporting legislation that helped law libraries as long as it was not at the expense of losing any of the court-related fees currently earmarked for counties. She said CSAC would not be the sponsor of a law library bill but, again, could be a solid supporter of pertinent legislation.

Ms. Howard and I also discussed what we thought would have the greatest chance of success in terms of legislation. We generally agreed that anything that diverted funding from the courts was a non-starter. Likewise, raising the overall filing fee would be a very difficult because various stakeholders likely would oppose yet another increase in the filing fee. Our thought was that the best approach is to find an

option that leaves the current fees intact but guarantees law libraries a funding stream. We specifically discussed the three options below:

- Exempt law library fees from a court's waiver of all or part of the applicable filing fee.
- Apply the law library fee to all or a portion of the small claims fee.
- Apply a special assessment for law libraries in small claims cases.

I agreed to keep Ms. Howard apprised of developments, including any decisions that are made about legislation at the CCCLL annual meeting. I also promised to forward Mr. Palmer any suggestions for legislation that manifest at the annual meeting of the CCCLL.

The Legislative Committee has been quite active during the past year:

- We reviewed legislative proposals from the State Bar and Judicial Council for potential comment (we determined that no comments needed to be made.)
- We monitored work of the Judicial Council's Trial Court Funding Workgroup for potential comment (no comments were made, as we determined that Workgroup's scope was limited to internal trial court funding issues.)
- In November, we drafted a letter for the CCCLL President to send to the AOC's new lobbyist, Cory Jaspersen, informing him that CCCLL desires to work with the AOC in seeking a solution to our funding concerns.
- We presented the Workshop before the Spring Meeting, reviewing the timeline of CCCLL legislative efforts, discussing advocacy approaches and soliciting ideas for 2014 legislation.
- We (really an outstanding effort by Annette Heath and several of her staff) coordinated the 2013 CCCLL Legislative Day, making appointments with legislators for staff from 11 county law libraries.
- We coordinated efforts to obtain an interim legislative hearing on the poor financial state of county law libraries as part of a legislative effort to get an increase in the filing fee amount; we solicited membership input, then provided a summary to Michael Corbett, our legislative advocate, who presented it to Ben Palmer, Chief Counsel to the Senate Judiciary Committee (our submission and Mr. Corbett's report on his meeting are attached to this report.) Mr. Palmer has now indicated that the committee's calendar may not accommodate an interim hearing, and he suggested we move directly to preparing legislation for solutions.
- From the ideas for potential legislation that members provided at the Spring Meeting, we compiled the document "Thoughts on Revenue Increasing Ideas" in July 2013 for the Executive Board to review.
- We assisted the Executive Board in preparing the August 20, 2013 memo to the AOC and CSAC on stabilizing county law library funding.

Committee members were:

Anne Bernardo, Tulare County
Mark Estes, Alameda County
Annette Heath, Kern County
Sandra Levin, Los Angeles County
Larry Meyer, San Bernardino County
Maryruth Storer, Chair, Orange County
Kim Tucker, Solano County

Attachments:

August 2013 Issues for Consideration in Interim Hearing
August 19, 2013 memo from Michael Corbett re Meeting with Mr. Palmer
July 2013 Thoughts on Revenue Increasing Ideas
August 20, 2013 memo to AOC and CSAC

Council of California County Law Librarians
August 2013
Issues for consideration in Interim Hearing

Overall decline in filing fee revenue (through end of FY2012-2013, average statewide decrease in filing fee income to county law libraries was 24.42% from FY2008-2009), while demand for services is increasing. Some of revenue decline results from changes in jurisdiction levels; small claims jurisdiction level was \$5,000 in 2005 and as of 2012, it is \$10,000. For each case filed in small claims that would have previously been filed in limited jurisdiction, the county law library loses up to \$98 in revenue (depending on the law library filing fee in each county.)

Bill Collector exemption from paying standard filing fee (Business & Professions Code sec. 6322.1(c): Statewide in FY2012-2013, county law libraries lost \$1.5 million because of use of this exemption that permits bill collectors to pay the 1980 law library fee instead of the current actual fee (and also lowers the amount going to the courts.) It is poor public policy to give favorable provisions to just one small segment of court system users, and as the small claims jurisdiction limits have increased multiple times, more exemptions are being claimed, resulting in additional losses to CLLs and courts.

Substantial increases in costs of legal materials (both print and electronic) increase our operational difficulties.

Several County Law Librarians submitted summary comments describing their operational and financial condition:

Kern County: Increase in assistance to public. Creating more sample packets, providing services to outlying areas of the County. The courts are cutting staff and hours, more departments relying on our services. We now provide workshops and one-on-one assistance to the public in regards to certain types of cases. We have an increase in Guardianships and have worked with the AOC to create a Guardianship program that people can access from the law library. Less income coming in from the courts, more fee waivers due to the economic condition of this county. Increase in cost of keeping up the books and subscriptions. We are canceling large sets that are rarely used and relying on larger counties to have the set of books we need. There is an increase in the demand for computers and a place to fill out forms. Seeing a need to add additional computers in the future.

Santa Cruz County: For Santa Cruz our filing fee revenue has declined \$46,710 over the last two years. During this time we have reduced our open hours, cut our materials budget by \$16,610 (which is huge for us), tightened up our budget any other way we can (limited supplies, travel, etc.), and have leaned into our very, very small reserve over the last 24 months.

Solano County: Due to the decrease in filing fees, Solano County Law Library has had to make drastic cuts to its materials budget. Our materials include books and various legal databases. Since laypersons comprise our greatest user population, such cuts have greatly impacted the services that we can offer. Our law library is the last stop for laypersons. They utilize our materials to learn how to best represent themselves in their court proceedings. With impending

court hearings and deadlines, it is not uncommon for laypersons to ask us questions that range from family to federal law. They must also prepare advanced legal paperwork that would have normally been done by a legal expert. Materials budget cuts have also impacted our legal community. Many attorneys rely heavily upon our resources, as they practice in various fields. Other attorneys have branched out into a new field because of the economic crisis. Since there are only so many cuts that we can make to our materials budget, there is no telling what other cuts that we might be forced to make. Our law library has been in existence for over a hundred years, and we want to continue serving our community in the best way possible. But with continued decreases in filing fee revenue, it will become even more difficult to make that a realization.

Date: August 19, 2013

To: Council of California County Law Librarians

From: Michael Y. Corbett

Re: Meeting with the Senate Judiciary Committee's Chief Counsel

Earlier today I met with Ben Palmer, chief counsel to the Senate Judiciary Committee. The meeting was a follow-up to an earlier meeting where we discussed the possibility of having the Senate Judiciary Committee convene an interim hearing this fall to take testimony regarding the fiscal problems being encountered currently by county law libraries across the state. At the earlier meeting, Ben suggested that we have a more detailed discussion in August, after the committee has finished its hearing schedule for the year.

I provided Mr. Palmer with two documents prepared by the CCCLL for his perusal: the memo to the AOC regarding "Increasing county law library funding" and the paper outlining "Issues for Consideration in Interim Hearing." In addition, I informed him about the substantial decrease (-24%) in statewide county law library funding between fiscal years 2007-08 and 2012-13. I also highlighted the Sonoma County law library's plight because the chair of the committee, Senator Noreen Evans, represents Sonoma County, citing the 46% loss of revenues when comparing August 2011 to August 13. I also advised Mr. Palmer that the Orange County Public Law Library's revenues were down 23% for the same August to August comparison.

Mr. Palmer believes an interim hearing would be a good way to give county law libraries an opportunity to inform the Legislature about county law libraries regarding their fiscal problems. He also believes county law libraries serve a very valuable function for the public while assisting the courts in handling pro per cases in a more expeditious manner. Mr. Palmer is in favor of holding an interim hearing but says whether that can be done depends on the chair's schedule, something he plans to determine within the next few days by having a discussion with Senator Evans.

During the course of the meeting Mr. Palmer said the following:

- An interim hearing could help lay the foundation for legislation to address the law libraries' fiscal problems.
- Even without an interim hearing legislation can be pursued to as a means of securing a source of funding for county law libraries.
- He recognizes that county law libraries have exhausted their pursuit of an administrative remedy to their fiscal plight.
- He believes county law libraries have demonstrated their willingness to work with other organizations in pursuit of a remedy to their fiscal problems.
- County law libraries are a key component of access to justice.
- Senator Evans has a strong interest in county law libraries.

Some basic thoughts expressed by committee members:

- We don't want to propose to take money away from the courts or other programs; rather we should focus on proposals that "grow the pie."
- Longer-term, we need to work toward a completely different funding system. We must move away from a system that relies almost exclusively on user fees that are not assessed to all the users. California county law libraries and the judicial branch benefit everyone, not just those who appear before a judge. As such, we need to fund county law libraries and the judiciary just as we fund education - even those who are not attending school contribute to the cost of providing an education to the state's children. How we fund county law libraries remains an open question, it could be a series of taxes assessed on everyone or royalties from something that the state generates in addition to users of system paying fees.
- Some of our members have a misunderstanding of the fee waiver provisions. There is NO provision which provides state funds to the Judges' Retirement Fund or Children's Room Fund when a filing fee *waiver* is granted.

To address CLLs' immediate needs:

(1) Removing the exemption in B&P 6322.1(c) for bill collectors, which permits them to pay the 1980 law library fee instead of the current actual fee (and also lowers the amount going to the courts.) It is poor public policy to give favorable provisions to just one small segment of court system users, and as the small claims jurisdiction limits have increased multiple times, more exemptions are being claimed, resulting in additional losses to CLLs and courts. This would be an easier legislative action than #2.

(2) Increase the overall filing fee to provide a statewide filing-fee adjustment, giving \$3-\$10 to each CLL without the necessity/expense of going through the Board of Supervisors. If there is no county law library in the county then allocate those funds to the state law library for programs to increase access to meaningful legal information to all California residents. After 6 years without an increase, an immediate \$10 would be appropriate. Schedule a step adjustment in the fee to keep pace with at least the cost-of-living but better the cost of legal materials.

(3) Increase the overall small claims filing fee to provide larger amount to CLL, to help make up the filing fees lost when the small claims court jurisdiction limit was increased above \$5,000.

(4) Implement a plan to enforce the collection and distribution of fees when the judgment is awarded. For example, by lowering the threshold at which the Superior Court pays attention to the amount of judgment.

(5) Reform the provisions for dealing with fee waivers as follows:

a. Amend 68637(c) which provides an automatic reversal of the fee waiver for settlements over \$10,000 to add a provision for prorated recovery at lower amounts. E.g., add the following: If a

party in a civil case whose trial court fees and costs were initially waived recovers more than two thousand dollars (\$2,000) but less than ten thousand dollars (\$10,000) in value by way of settlement, compromise, arbitration award, mediation settlement, or other recovery, for each ten thousand dollars (\$10,000) in recovery, 10% of the waived fees and costs shall be paid to the court out of the settlement, compromise, award, or other recovery.

b. Amend 68637(c) to include State Bar discipline of attorneys of record in the case as a potential consequence of failing to repay waived fees in cases subject to repayment.

c. Amend 68638 to increase the administrative fees for recovery of waived fees subject to repayment to a realistic amount (\$25 is virtually useless) OR provide for full recovery of actual cost of enforcement. In other words, stiffen the penalty for scofflaws who refuse to repay the fees, so that they pay the actual cost of collection.

d. Amend 68638 to: a) allow someone other than the court to initiate collection and provide for recovery of collection costs (e.g., allow the State or the CLL to initiate collection actions and recover all costs); OR b) create a self-enforcing remedy imposed by the State that eliminates collection costs (e.g., suspend driver's license renewals of anyone who doesn't repay fees as required by statute until they pay).

e. Treat small claims cases as partial fee waivers so that if there is a recovery, additional fees are imposed in the same manner as cases where prevailing parties received full initial fee waivers (10% for each \$1000 recovered).

f. On all fee waiver reforms, specify that any fees recovered get distributed proportionately as if there had been no waiver granted (not allow court to keep the entire amount less "the amount due to the levying officers for serving and collecting on the judgment...")

(5) Assess a small fee for traffic fines and criminal fines.

(6) Obtain fee (\$20-\$30) for each Expungement filed.

(7) Waive the state sales tax on our purchases of legal materials.

(8) Enact requirement that ALL primary authority published by the state and/or under contract by a state entity be distributed to each CLL in the state. (As an example, we already receive a set of CCRs as part of the OAL contract with West. We should be able to get a free set of case law and A.G. opinions, possibly also Rules of Court and Judicial Council Forms as well.)

(9) Authorize CLL's to charge more than cost of providing service for non-basic services (but maintain existing restrictions on charges for borrowing materials), i.e., authorize revenue-generating activities and encourage provision of extraordinary services (but emphasize that this authorization can only supplement the filing fee income, not reduce the level set per filing.)

(10) Authorize fee charged to parties when court orders them to court-ordered mediation.

11) Impose a fee on sales by legal publishers (vendors of legal materials) to non-public entities to fund CLLs (complex idea that would require time and negotiation to put together; diverging viewpoints whether this is viable.)

Ideas that likely aren't practical at the current time:

1) Getting portion of State Bar dues (either \$5 mandatory or check off donation box): State Bar already has approved dues bill for next 2 years, and this might bring back the idea that CLLs are not as much for the public as they are for attorneys who don't want to purchase their own materials.

2) Charging fee for DV restraining order cases: this is access to justice issue, that someone needing protection of courts for personal safety would have monetary barrier.

Idea to pursue (not legislation):

If and when the State Bar negotiates an agreement with an online legal information provider to be the "official" provider to members of the state bar, that contract would also allow County Law Libraries either free access to the same provider or some substantially reduced rate.



TO: Jody Patel, Chief of Staff
Judicial Council of California
Administrative Office of the Courts

Andi Liebenbaum, Senior Governmental Affairs Analyst
Judicial Council of California
Administrative Office of the Courts

Elizabeth Howard Espinoza, Senior Legislative Representative
California State Association of Counties

FROM: Council of California County Law Librarians

DATE: August 20, 2013

SUBJECT: Stabilizing county law library funding

ACTION REQUESTED:

Find long-term sustainable solutions for county law library funding.

BACKGROUND

County law libraries have a long history of commitment to the people of California dating back to 1849 when the first county law library was established. The present statutory scheme authorizing law libraries in all 58 counties was created in 1891. County law libraries are separate and distinct legal entities governed by a board of trustees. Trustees are appointed by both the local court and county board of supervisors. Their primary source of income is a portion of the civil filing fee collected in certain civil cases in the local trial courts. Filing fee income accounts for over 90% of all law library income. No County or state general fund revenues are mandated for the support of law libraries, but counties are required to provide “sufficient quarters” for a law library in the event the law library trustees determine there is not enough money to pay for their own space.

The amount of the filing fee portion has increased since it was originally set, in 1891, at \$1.00 per filing. By 1980 there was authorization to increase it to a maximum of \$20.00. In 1990, the Legislature approved a long-term solution of allowing more local control over library revenue. County boards of supervisors were charged with the responsibility of monitoring the needs of the county law library and adjusting filing fees to enable the law library to fulfill its defined mission. From 1994 to 2005, 75% of all counties raised their local law library fee by adding up to \$3.00 per year to the civil filing fee.

The Uniform Civil Fee and Standard Fees Schedule Act of 2005 (UCF) established a uniform schedule for trial courts across the state. While the overall filing fees were standardized, each law library portion was frozen at the existing amount. The original uniform civil filing fee of \$320.00 was intended to accommodate two additional \$3.00

increases for law libraries in 2006 and 2007. However, only 2/3 of the county law libraries applied to their boards of supervisors for these additional increases. While the UCF and its amendments proscribed a moratorium on the increase of civil court filing fees from implementation until July 1, 2013, there have been increases four separate times. Despite this 26% increase in the amount of the filing fee, law library portions remain at the amount they were on January 1, 2007. These amounts range from a low of \$4.00 per filing to a high of \$50.00 per filing, with the median amount of \$29.00 per filing.

As part of the UCF, the Judicial Council was required to establish a Task Force on Civil Fees and make recommendations to the Legislature about the UCF by February 1, 2007. The task force included stakeholders from the courts, counties, county law libraries and the State Bar. The charge was to report on the effectiveness of the uniform fee structure, identify operational or revenue problems, and to establish a process to adjust fees in the future to accommodate inflation and other factors affecting operating costs for trial courts, county law libraries, and county programs that rely on court fees. The Task Force met one time, and was disbanded by the then Director of the AOC. The Judicial Council never made the required report to the Legislature.

PROBLEM STATEMENT

Declining county law library revenue is a statewide problem. In FY 08-09 law libraries across the state had a combined income of \$43,549,491. In FY 12-13 statewide income had dropped to \$32,915,850, a four year drop in income of 24.42%.

The decline in law library revenue is a natural result of the decline in paid civil filings. Although the AOC still does not collect or report fee waiver information, anecdotal evidence suggests that fee waivers have increased as a result of the rising filing fees, the troubled statewide economy, and the exponential growth of self-represented litigants. When the court waives the filing fee the library receives no funding. This is despite the fact that these same self-represented litigants with fee waivers are more likely to use the library, and the courts rely on the law libraries as a resource for preparing these litigants for court.

While the increase in the use of fee waivers has an obvious impact on county law libraries (and by extension courts and the other parties which receive portions of the UCF), two other filing fee policies have also affected law library income: The increase in the small claims jurisdictional amount to \$7,500 in 2006, and \$10,000 in 2012; and the special filing fee discount for debt collectors.

The raising of the small claims jurisdictional limit allows a litigant to sue in small claims for something that would have been a limited civil case. In a limited civil case the law library collects their portion of the filing fee (median fee \$29.00) twice, once for the plaintiff's first paper and once for the defendant's first paper. Instead of \$58.00, the law library portion of this same case in small claims is only \$2.00.

Allowing debt collectors to file at a reduced filing fee negatively impacts county law library revenue. Instead of receiving the entire law library portion of the filing fee, the law library receives the 1980 law library fee on the filing of the plaintiff's first paper and upon filing of the defendant's first paper. During the FY 2008-2009, this exemption decreased statewide county law library revenue by \$600,000. In FY 12-13, statewide county law library revenue decreased by \$1.5 million. This is over a 250% increase in the use of this exemption in four years.

In addition to declining filing fee revenue, county law libraries are faced with the ever increasing cost of legal materials. The average price per title for legal serials increased 61% from 2007 to 2011. In contrast, the Consumer Price Index from 2007 to 2012 only increased 8%.

Declining revenue combined with increased costs has negatively affected all county law libraries. County law libraries across California have been forced to reduce staff, cut hours, and reduce collections both in print and online.

County law libraries are partners in providing access to justice. We provide public access to a wide variety of legal materials and services, with the collective mission of helping the public, and members of the bar access justice equally. Without county law libraries equal access would not be possible.

POSSIBLE SOLUTIONS

The Council of California County Law Librarians polled our membership and the following is a list of solutions which will help stabilize law library funding.

A. Statewide Revenue Enhancing Solutions

1. Removing the exemption in B&P 6322.1(c) for bill collectors, which permits them to pay the 1980 law library fee instead of the current actual fee (and also lowers the amount going to the courts). It is poor public policy to give favorable provisions to just one small segment of court system users, and as the small claims jurisdiction limits have increased multiple times, more exemptions are being claimed, resulting in additional losses to county law libraries (CLL) and courts.
2. Increase the overall small claims filing fee to provide larger amount to CLL, to help make up the filing fees lost when the small claims court jurisdiction limit was increased above \$5,000.
3. Implement a plan to enforce the collection and distribution of fees when the judgment is awarded. For example, by lowering the threshold at which the Superior Court pays attention to the amount of judgment.
4. Reform the provisions for dealing with fee waivers as follows:
 - a. Amend 68637(c) which provides an automatic reversal of the fee waiver for settlements over \$10,000 to add a provision for prorated recovery at lower amounts. E.g., add the following: If a party in a civil case whose trial court fees and costs were initially waived recovers more than two thousand dollars (\$2,000) but less than ten thousand dollars (\$10,000) in value by way of settlement, compromise, arbitration award, mediation settlement, or other recovery, for each thousand dollars (\$1,000) in recovery, 10% of the waived fees and costs shall be paid to the court out of the settlement, compromise, award, or other recovery.
 - b. Amend 68637(c) to include State Bar discipline of attorneys of record in the case as a potential consequence of failing to repay waived fees in cases subject to repayment.
 - c. Amend 68638 to increase the administrative fees for recovery of waived fees subject to repayment to a realistic amount (\$25 is virtually useless)

OR provide for full recovery of actual cost of enforcement. In other words, stiffen the penalty for scofflaws who refuse to repay the fees, so that they pay the actual cost of collection.

- d. Amend 68638 to: a) allow someone other than the court to initiate collection and provide for recovery of collection costs (e.g., allow the State or the CLL to initiate collection actions and recover all costs); OR b) create a self-enforcing remedy imposed by the State that eliminates collection costs (e.g., suspend driver's license renewals of anyone who doesn't repay fees as required by statute until they pay).
 - e. Treat small claims cases as partial fee waivers so that if there is a recovery, additional fees are imposed in the same manner as cases where prevailing parties received full initial fee waivers (10% for each \$1000 recovered).
 - f. On all fee waiver reforms, specify that any fees recovered get distributed proportionately as if there had been no waiver granted (not allow court to keep the entire amount less "the amount due to the levying officers for serving and collecting on the judgment...")
5. Increase the overall filing fee to provide a statewide filing fee adjustment, giving \$3-\$10 to each CLL. If there is no county law library in the county then allocate those funds to the state law library for programs to increase access to meaningful legal information to all California residents. After 6 years without an increase, an immediate \$10 would be appropriate. Schedule a step adjustment in the fee to keep pace with the cost of legal materials.

B. New Revenue Solutions

1. Assess a small fee for traffic fines and criminal fines.
2. Obtain fee (\$20-\$30) for each Expungement filed.
3. Authorize a fee to be charged to parties when court orders them to court-ordered mediation.
4. Authorize CLL to charge more than cost of providing service for non-basic services, i.e., authorize revenue-generating activities and encourage provision of extraordinary services (but emphasize that this authorization can only supplement the filing fee income, not reduce the level set per filing).
5. Impose a fee on sales by legal publishers (vendors of legal materials) to non-public entities to fund CLL.

C. Cost Saving Solutions

1. Enact requirement that ALL primary authority published by the state and/or under contract by a state entity be distributed to each CLL in the state. (As an example, we already receive a set of CCRs as part of the OAL contract with West. We should be able to get a free set of case law and AG Opinions, possibly also Rules of Court and Judicial Council Forms as well).
2. Waive the state sales tax on our purchases of legal materials.

We appreciate your commitment to helping county law libraries find long-term funding solutions. We look forward to your feedback, ideas, and comments, and hope to hear from you soon to schedule our next meeting.

Sincerely,

Chris Christman,
CCCLL President

Placer County Law Library
1523 Lincoln Way
Auburn, CA 95603
(530) 823-2573



Judicial Council of California

ADMINISTRATIVE OFFICE OF THE COURTS

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TANI G. CANTIL-SAKAUYE
Chief Justice of California
Chair of the Judicial Council

STEVEN JAHR
Administrative Director of the Courts

October 1, 2013

Mr. Chris Christman, President
Council of California County Law Libraries
Placer County Law Library
1523 Lincoln Way
Auburn, CA 95603

Dear Mr. Christman:

Thank you and your team for reaching out to the Judicial Council regarding your interest in discovering if there are opportunities for us to work together to help the law libraries identify opportunities to increase and stabilize your funding. We appreciate the work of the Council of California County Law Libraries (CCCLL) on behalf of its members, and hope that you are successful in finding solutions that facilitate the ongoing healthy operation the county law libraries.

I have had a very brief conversation with staff about the proposals in your letter of August 20, 2013 and have several preliminary thoughts.

By our reading, it appears that a number of your proposals would add new court fees or impose new procedures on trial courts. These changes could have the unintended consequence of increasing the cost of court operations at a time when courts are understaffed and struggling with several years of accumulated funding cuts. Although increased court fees have unfortunately become a necessary component in funding the courts, each increase and change reflects a compromise subject to careful vetting with a very broad range of court stakeholders.

Given that 90 percent of the county law libraries' revenue is derived from fees collected by the trial courts from court users, we particularly appreciate the CCCLL's efforts to consider proposals that look to sources of revenue other than fees. Although we cannot speak to the viability of these proposals, the diversification of revenue sources may lead to greater stability over the long run in county law library funding.

Mr. Chris Christman

October 1, 2013

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Before we can address the details of the other ideas included in your letter, my staff must respond to the several notices we have received from boards of supervisors purporting to increase the distribution to law libraries out of civil first paper filing fees. As you know, the AOC Legal Services Office has determined that these notices are not authorized under any current statutory framework for fee distribution, as was explained in the legal analysis that we provided to you two months ago. These efforts to increase the distribution from civil first paper filing fees, without providing a statutory increase in the overall fee would have the unacceptable effect of reducing funding to the trial courts. Moreover, at this time we are not aware of any legislative efforts to increase civil first paper filing fees; such efforts may not be politically viable. Accordingly, to protect trial court funding, and in an effort to appropriately allocate staff time, currently our full attention related to county law library issues must address these notices.

We recognize that the county law libraries are disappointed that the task force established under Government Code section 70601, in which the county law libraries were represented, was not able to reach agreement on a recommendation by the statutory deadline. I'm sure you can understand, however, that the failure of the task force to make a recommendation does not provide a legal basis for boards of supervisors to increase distributions to the county law libraries out of civil first paper filing fees absent new legislation. That said, if there is a legal argument that you believe we have overlooked that supports these efforts, we are happy to consider them. Until this issue is resolved, however, the efforts to increase the distribution and effectively decrease funding to the trial courts interfere with collaborative efforts to discuss other means of increasing and stabilizing funding for county law libraries.

We hope that we can work towards a resolution of the distribution issue, so that we can more fully continue our discussion regarding the proposals in your letter.

Thank you for keeping these issues front and center. I look forward to continuing the dialogue and hearing about your progress. To that end, it would be helpful to schedule a follow up meeting sometime in January, 2014. My staff will contact you before mid-November to set up that meeting.

Sincerely,



Jody Patel
Chief of Staff