LOS ANGELES COUNTY LAW LIBRARY
STRATEGIC PLAN SUMMARY REPORT

JULY 23, 2013

BOARD OF TRUSTEES

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LALAWLIBRARY

INTRODUCTION

Strategic planning is a process for defining an organization's strategy or direction. It guides the organization's future decisions about how to allocate its resources and which of the possible avenues for future growth the organization will pursue.

Located in downtown Los Angeles, at 1st Street and Broadway, just steps away from both the Stanley Mosk Courthouse and Clara Shortridge Foltz Criminal Courthouse, the LA Law Library is a global leader in providing state-of-the-art legal research and services. With nearly one million volume equivalents of Federal and State materials, a comprehensive California collection and one of the nation's largest foreign and international law collections, the LA Law Library is the second largest public law library in the United States.

LA Law Library is in the midst of significant change as a result of resource constraints, societal and technological changes and internal transitions. The way people access and use legal resources, the way they interact with each other, the way the courts operate and the tools and capabilities needed to access justice are all in flux. This Strategic Plan is intended to help guide the Library during this period of significant change.

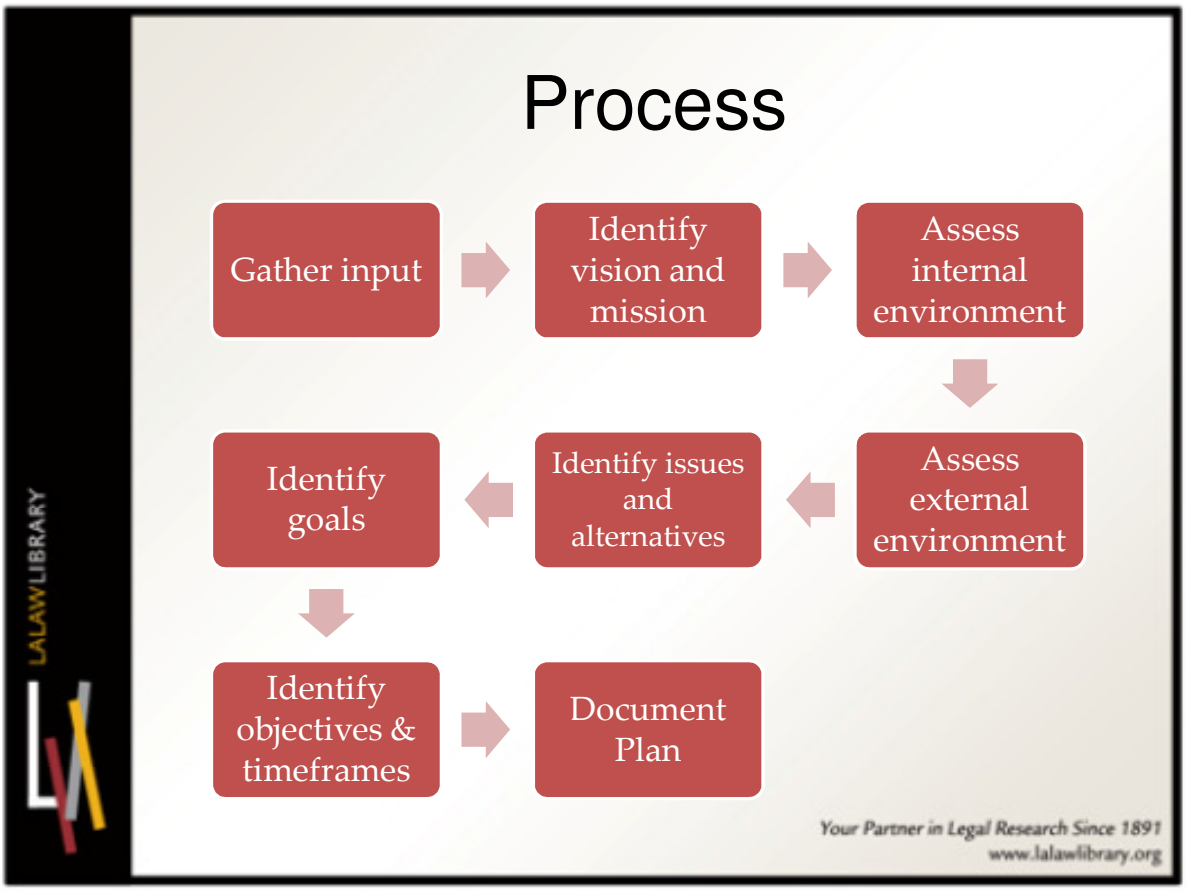
COMPONENTS

The basic components of the Law Library's Strategic Plan are: the vision statement; the mission statement; the goals and the objectives. The Vision Statement is a future oriented statement that clearly articulates what the Law Library wishes to become; it conveys the core values of the Library and identifies the community that the Library wishes to serve. The Mission Statement addresses what the Law Library does, for whom as well as how and why. It is a statement of what can be done today. In other words, the Mission Statement says who we are, while the Vision Statement expresses who we want to become. The Goals identify what needs to be accomplished to achieve the Vision and Mission. The Goals establish the direction and focus for the Law Library's resources and efforts, ensuring a longer term focus. The Objectives frame how the goals will be accomplished; by whom; when; and what are the performance benchmarks/desired results

Overall, the Strategic Plan is a tool designed to ensure that the Law Library accomplishes the Goals and achieves the Mission and Vision it has determined are important. Everything contained in the Strategic Plan is designed and oriented toward achieving the library's Mission and Vision. The Plan ensures that everything the Law Library does contributes to the Mission and Vision and that all participants – from the Staff to the Board of Trustees – stay focused and move in the same direction.

PROCESS

The Law Library engaged in a comprehensive process to assess, analyze and document strategies for the future development of the Law Library.



Work Plan and Committee

The Board of Trustees approved a Timeline and Work Plan (Attached as Exhibit 1) for the strategic planning process that included steps for developing vision and mission statements, gathering data and input and establishing goals and objectives.

A team of staff members representing all departments within the Law Library was established to implement the work plan, develop recommendations and discuss policy considerations. In addition, the entire Library Staff participated in planning and concept development at interactive group workshops.

The President of the Board of Trustees appointed a committee composed of Board Members Juhas, Jones and Court to participate in the Strategic Planning process in detail at each stage. The committee provided comments and recommendations to the Board as a whole.

Vision & Mission Statements

Two of the basic components of a strategic plan consist of the Vision and Mission Statements. The LA Law Library has had a variety of vision and mission statements over the years.

For example, in October 2006, the Board adopted the following vision statement:

> *The LA Law Library is the leader in providing public access to legal information.*

In 2011, the following vision statements were presented by the Executive Director and adopted by the executive team:

10 Year VISION: LA Law Library is the de facto State Law Library, providing excellent cutting edge 24x7 services to constituents and all other libraries.

3 Year VISION: LALL is the premier architect transforming experiences in the delivery of services and information.

Similarly, in January 2007, the Board approved the following mission statement:

The LA Law Library provides access to legal information through effective, efficient and collaborative services in order to support current and emerging user needs in a dynamic legal environment.

In 2011, the following mission statement was presented by the Executive Director and adopted by the executive team:

Our mission is to be the central source for legal information, research and continuous learning, providing services & relationships for success whenever and wherever needed.

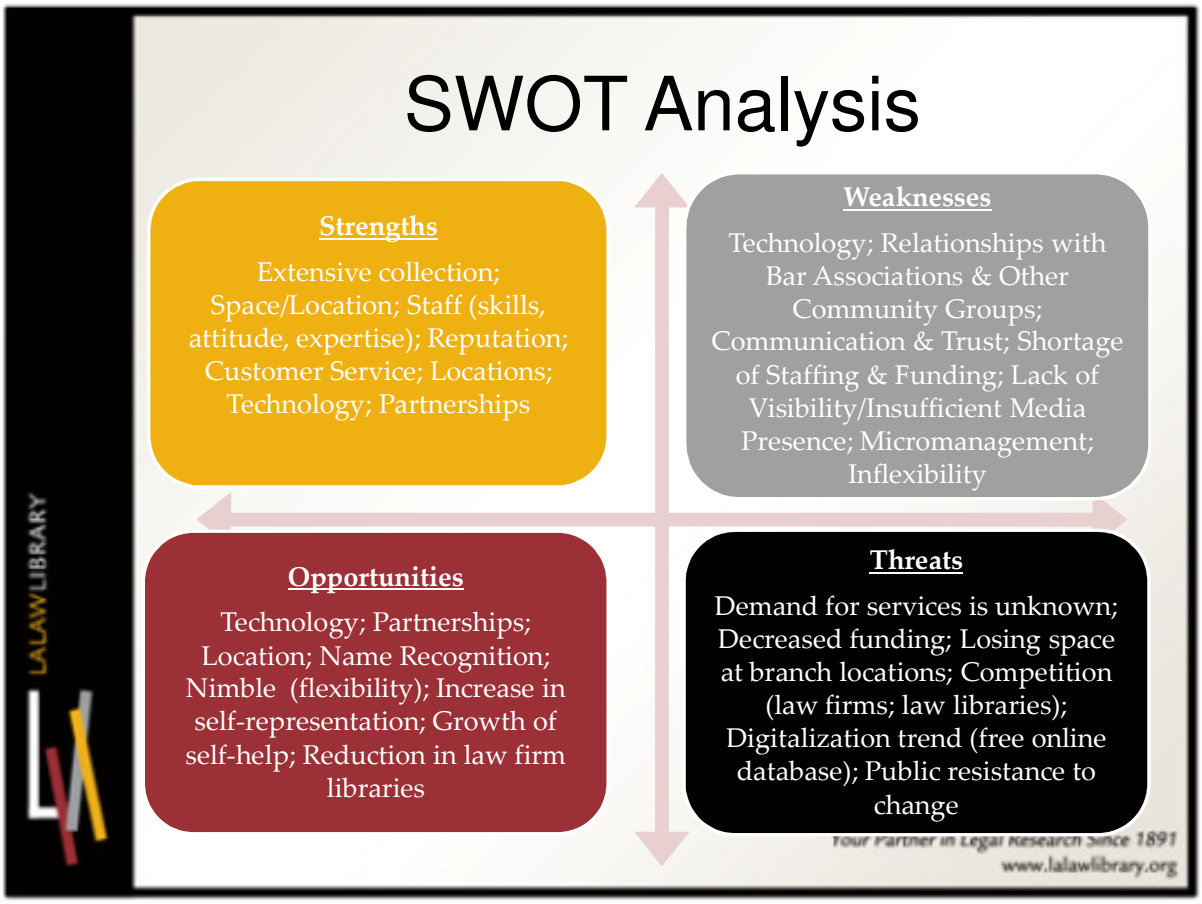
The Strategic Planning Committee reviewed these as well as numerous other options and examples presented by Staff. The Strategic Planning Committee also reviewed vision and mission statements from 50+ other public law libraries nationwide (attached as Exhibit 2) and recommended Vision and Mission Statements to the Board. Some of the significant objectives and premises articulated by the Committee in drafting its recommended statements were:

1. The vision should inspire and motivate; it should reflect a goal of something more than what is already being accomplished at the Law Library.
2. The Law Library is not merely a building full of books; it should be busy, vibrant and active and serve as an educational center.
3. The Law Library does not serve only lawyers, citizens, customers or residents; it serves people, all those seeking legal knowledge or information.
4. The language of the statements should be inclusive, not exclusive; the collection is meant to be shared and used.
5. The role of the Library (and librarians) expands and changes as the needs of the community change; the reorganization of the courts will intensify the need for flexibility.
6. The Law Library should not expand beyond its area of expertise, but should recognize its position as an integral part of a larger system and network of justice and social services, partnering with other agencies and embracing a role as a facilitator and guide.
7. The statements should recognize the Law Library's location in, and relationship to, the County of Los Angeles, but also the importance of operating within a global environment where geographic boundaries are becoming less and less significant.
8. The statements should recognize the importance of the LA Law collection as a unique and valuable resource.
9. The language of the statements should be plain English, without pretense or jargon.

Revised Vision and Mission Statements (included in the complete Plan below) were approved by the Board on March 21, 2013 and were then used to guide the Strategic Planning Process going forward.

SWOT Analysis

As a foundation, the strengths, weaknesses, opportunities and threats facing the Law Library were identified.



Outreach

The plan for soliciting stakeholder input relied primarily on a survey posted on the website, used at meetings and mailed to key stakeholders, but also included collecting input at staff meetings, Board meetings, meetings of existing organizations, invitational group meetings, individual meetings, phone calls and outreach on existing list-serves. The important stakeholder groups along with the proposed outreach efforts for that group were identified by the Library staff in collaboration with the Strategic Planning Committee and presented to the Board for approval. The Board approved the plan (attached as Exhibit 3).

Survey

The survey questions were developed based upon research into critical issues facing libraries in general, surveys conducted by other libraries, input and suggestions received from patrons and extensive contributions by Library Staff members. The survey questions are attached (Exhibit 4). The survey was used to implement the outreach plan. Both the number of respondents and the diversity of user categories, geographic and demographic categories and areas of focus exceeded expectations. The information gathered was useful, informative and interesting; some results were expected and

unsurprising (e.g., the extent to which parking is an impediment to access), while others provided new insight (e.g., the number of people interested in volunteering in the Library). The numerical or multiple choice responses were compiled and the free-form (qualitative) responses were summarized in a summary report reviewed by the Board. (Attached as Exhibit 5 is the summary of the results, along with a map by zip code of the respondents.) These results guided and informed the development of the Goals and Objectives.

Goals and Objectives

The Goals and Objectives were developed based upon the online and in print survey, workshops with all of the Law Library staff, discussions with other stakeholder groups, input developed during the concurrent budget process and meetings of the Strategic Planning Committee. The Goals and Objectives incorporate suggestions and requests made by survey participants, Law Library employees, Law Library partners and other service agencies, as well as the Strategic Planning Committee. They were also reviewed by the Strategic Planning Committee and approved by the Board.

LOS ANGELES COUNTY LAW LIBRARY STRATEGIC PLAN

The four components of the Strategic Plan – vision, mission, goals and objectives -- are set forth below. The goals are broken into six categories:

1. Collection (C1 through C3)
2. Community (Comm 1 through Comm 4)
3. Working Environment (W1 through W4)
4. Technology (T1 through T2)
5. Fiscal Goals (F1 through F3)
6. Service Goals (S1 through S4)

Under each goal, there is a list of objectives. These are the projects and programs that will implement that specific goal. Although some objectives implement more than one goal, to avoid redundancy and facilitate tracking of implementation efforts, each objective is listed under the *primary* goal it implements. Specific milestones, target dates and project descriptions are included for each Objective. Some objectives are expected to be completed within the current fiscal year, while others have timeframes of 3 to 5 years.

VISION

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

MISSION

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

Goals and Objectives

COLLECTION

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

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

Project Scope: Staff will research available technology for tracking circulation, in-house usage, document delivery, inter-library loan, and other numerical or statistical data related to collection performance. Staff will make recommendations for products and procedures and coordinate the implementation of new programs. Existing resources already in use at LALL will be integrated into new programs. To be coordinated with objective C1(C).

Milestone:	Target Date:
Identify technology needed	9/30/13
Research methods available	10/31/13
Formally implement programs	11/30/13
Evaluate results	12/31/13
Completion	1/31/14

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

Project Scope: Staff will collect quantitative and qualitative data from library users to identify the subject areas, print materials, and electronic resources that are most in demand. Results will be communicated to collection development and collection management staff for use in collection development, planning, and budgeting. To be coordinated with objective S1(H).

Milestone:	Target Date:
Identify users	12/31/13
Set up and hold focus groups	12/31/13
Draft and distribute surveys to user groups	2/28/14
Evaluate results	3/31/14
Completion	3/31/14

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

Project Scope: Collection assessment and evaluation practices are used to measure the quality of a library's collection and to determine how well the collection is meeting library users' needs. Staff will research best practices, products, and tools and make recommendations for implementing a standardized, ongoing process of collection assessment and evaluation at LALL. To be coordinated with objective C1(A).

Milestone:	Target Date:
Evaluate methods available	12/31/13
Select useful tools and technology	12/31/13
Collect data	3/31/14
Review results and make assessments	3/31/14
Present recommendations	6/30/14
Completion	6/30/14

C1(D): Showcase rare books, historical materials and memorabilia

Project Scope: Prepare an exhibit of rare book materials that can be placed in the display case without sustaining significant damage so that the public can enjoy and experience these unique archived materials.

Milestone:	Target Date:
Evaluate our collection	9/30/13
Select materials	10/31/13
Prepare exhibit	12/31/13
Completion	3/31/14

C1(E): Develop resource materials and referrals for patrons needing translation

Project Scope: In order to better serve non-English speakers, LALL will locate reliable materials, interpretation and translation services, preferably with a legal focus or experience and improve access by providing this resource information to patrons. Ideally, this initiative will also yield a sustainable relationship with translation services and provide the opportunity to offer additional translated materials in the future.

Project Scope:

Milestone:	Target Date:
Research available resources	8/30/13
Contact translators, interpreters, other resources regarding potential partnerships (min 10 contacts)	9/30/13
Prepare resource sheet for patrons	10/31/13
Translate resource sheet	11/30/13
Completion	12/31/13

C1(F): Include tools on our website to help patrons find materials (e.g., a "Treatise Finder")

Project Scope: While the catalog offers the most accurate, robust system for locating legal resources, in an age of Google, consumers are looking for lean, quick methods for finding information. LALL will develop web-based tools to assist patrons in locating treatises and materials on particular topics. As currently envisioned, these systems could rely on drop-down menus or clickable links that would generate lists of treatises, with additional options to further identify specific titles on narrow topics.

Project Scope:

Milestone:	Target Date:
Research capabilities of current system	9/30/13
Test system	10/31/13
Select areas to promote	11/30/13
Develop content and tools	12/31/13
Completion	12/31/13

C1(G): Develop, increase and advertise depository status and availability of local government agency legal material

Project Scope: Through LALL's website, classes and working with Communications, access to Government documents available in print at LALL and others digitally available will be promoted. A library guide will be developed to guide patrons to the documents available to the public here and at other institutions, including local agency decisions, rules and regulations on LALL's website.

Milestone:	Target Date:
Research other library methods	9/30/13
Select methods in consultation with communications	12/31/13
Explore digitizing unique local government publications	3/31/14
Develop training classes for specialized government databases	6/30/14
Identify all state, county and city directives and/or laws for inclusion in OPAC	9/30/14
Implement in library	12/31/14

C1(H): Establish material loan program between Main and branch locations

Project Scope: LALL will establish a loan program between the Torrance Branch and the Main Library so that library users can have access to print materials from the Main Library. This will create the opportunity for users of the Torrance branch to use a wider range of California practice guides and treatises as well as Federal materials in their research. Project Coordinator will work with Reference and CMS staff to devise an equitable, secure plan for material exchange.

Milestone:	Target Date:
Needs assessment	3/31/14
Pilot loan program	6/30/14
Launch formal material loan program	9/30/14
Evaluate loan program	3/31/15
Completion	

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

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

Project Scope: LALL will work through the LLMC consortium to promote its availability as a repository for global materials being withdrawn from collections at other libraries.

Milestone:	Target Date:
Finalize LLMC agreement re donation, storage and scanning of materials	Done
Create a set of expectations and anticipations for potential FCIL donations	9/30/14
Identify priority acquisitions (see C2(D))	12/31/14
Outreach to libraries with priority FCIL materials to donate	12/31/14
Completion	3/31/15

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

Project Scope: Staff will develop a needs assessment survey aimed at providing effective and useful FCIL programming to various audiences. The surveys will be tailored to determining the FCIL programming needs of different patron groups, such as attorneys, paralegals, librarians, academics, and the public.

Milestone:	Target Date:
Identify patron groups	3/31/14
Create survey	5/31/14
Send survey	6/30/14
Hold focus groups	7/31/14
Assessment	12/31/14
Completion	3/31/15

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

Project Scope: Staff will purchase materials aimed directly at supplementing the FCIL programming within existing budget constraints. Based on the needs assessment (see C2(B)) and the programs hosted by LALL and other organizations, staff will prioritize the collection development areas. Staff will update the collection development policy to reflect LALL's collection priorities based on programing and reference statistics. Staff will ensure that LALL purchases materials that add significant value to reference services and programming.

Milestone:	Target Date:
Identify programs	12/31/13
Identify appropriate materials	3/31/14
Revise collection development policy for FCIL (see C2(D))	6/30/14
Purchase after evaluating current library holdings	9/30/14
Completion	9/30/14

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

Project Scope: This project will assess the collection to determine the status of materials in every foreign jurisdiction and international topic. The template will enable the staff to better control the direction of the collection by inventorying LALL's extensive collection of primary and secondary FCIL materials and identifying gaps and areas for collection development. The revised collection development policy will rate the priority level of collecting in every area based on the current status of the collection (from the country and topical reviews) and the programming and reference needs of the FCIL Department.

Milestone:	Target Date:
Create template for priority materials for systematic review	12/31/13
Begin country review	1/15/13
Evaluate results	2/15/14
Revise collection development policy	3/31/14
Completion	9/30/14

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

Project Scope: This project will revise our approximate 280+ foreign and international vendors' records, revitalize our existing relationship with our business partners and identify best practices based on the experience, literature review and dialog with similar libraries. The deliverables are: updated vendor information; creation of a locator map or chart to easily identify competing vendors in different regions for cost saving measures, to initiate regular on campus visits by available foreign vendors, and to present the recommendations.

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

Collection Goal 3: Preserve legal resources for the future

C3(A): Develop digitization and archiving plan for the next 20 years

Project Scope: Establish a prioritized list of library materials to be scanned/converted to a digital format over the next 20 years and stored for future online access. This list may also be used to determine what is already available in digital format and if the library should archive some digital materials which may not be accessible in the future. Our digital archive will be cataloged for online retrieval by library patrons and staff.

Milestone:	Target Date:
Assemble committee of stakeholders / departments	2/1/14
Identify what is currently being digitized and by whom	5/1/14
Determine collection & priorities to be scanned	9/1/14
Present draft of plan to staff for evaluation	10/31/14
Create scan program for image storage and accessibility.	2/1/15
Completion	3/1/15

C3(B): Develop a rare book storage and access plan

Project Scope: The goal of this project is to write and implement a new rare book storage and access plan to allow rare books to be accessible to the public and ensure their preservation. This will be accomplished by reviewing our old access plan as well as rare book access plans from other institutions and determining best practices, determining criteria for inclusion in the rare books collection and evaluating the books in the upstairs closed stacks to determine if their location should be changed to the Rare Book Room.

Milestone:	Target Date:
Review LALL's former rare book access plan	9/30/13
Review rare book access plans from other institutions	1/30/14
Confer with affected staff	3/31/14
Recommend a new rare book storage and access plan	6/30/14
Completion	6/30/14

C3(C): Conduct a space needs assessment for the collection

Project Scope: This project will assess space requirements and predict our space needs over the next 5-10 years in both the closed stacks and Main stacks of LALL to avoid running out of space and accommodate new title acquisitions as well as call number changes/corrections for current titles, minor reshifting and weeding of the collection.

Milestone:	Target Date:
Evaluate current space needs	12/31/14
Project space needs for next 5-10 years	6/30/15
Present draft of space needs assessment & recommendations	8/30/15
Completion	8/30/15

C3(D): Establish a schedule and conduct a regular, periodic inventory of collection materials

Project Scope: Monitor and safeguard LALL's collection and comply with the outside auditor's recommendation by conducting a regular inventory of the Library's collection.

Milestone:	Target Date:
Assemble project team and develop detailed scope, methodology, and schedule	10/31/14
Commence inventory process and debug issues or problems	12/31/14
Complete and document inventory	5/31/15
Report to auditor	9/30/15
Completion	10/31/15

C3(E): Develop a plan for the preservation of gazettes and other loose periodicals

Project Scope: In recent years, LALL has accumulated a large quantity of loose (unbound) periodicals that are easily lost or stolen and become worn and damaged with time. This project will evaluate the best method for preserving loose issues of periodicals, including comparing costs of binding vs. scanning, to avoid further damage to this component of the collection. If binding is recommended, a priority list of titles requiring the most attention will be created.

Milestone:	Target Date:
Survey other libraries to find out if they are binding or preserving with some other method.	6/30/14
Compare costs for different methods of preservation.	1/30/15
Initiate preservation plan.	6/30/15
Completion	6/30/15

COMMUNITY

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

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

Project Scope: This collateral material would help guide our patrons in their use of available transportation options to arrive at the library via bus, Metro and car. The final product of this project will present the information in a graphical manner, which could be used for both online and print media. (Coordinate with S2(C) Develop transportation resource handouts for litigants.)

Milestone:	Target Date:
Collect and evaluate available Information	9/1/13
Assemble information into usable print and online resources / present draft	10/31/13
Make information available to the public.	11/15/13
Completion	11/15/13

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

Project Scope: Work with library staff and contract Security personnel to create a formal "standards of service" for the LA law Library to a positive experience to all who visit our locations.

Milestone:	Target Date:
Gather input from staff via survey on possible improvements.	7/15/13
Amend current post orders	9/30/13
Implement improvements	10/31/13
Complete regular training sessions with security staff	12/31/13
Completion	12/31/13

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

Project Scope: This project will make minor office supplies and sundries available to patrons, establishing a program with the least disruption and adequate internal controls.

Milestone:	Target Date:
Establish product specifications and identify vendors	7/31/13
Develop and write procedures (stocking, cash-handling, ordering)	7/31/13
Purchase and install office supplies vending machine	8/31/13
Monitor and revise procedures as required	9/30/13
Assess utilization	6/30/14
Completion	9/30/13

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

Project Scope: This project will identify bar associations who are interested in developing stronger resources for their members through discounts, referrals, speakers' bureaus, continuing legal education and other incentives that will expose the library's programs to a wider audience.

Milestone:	Target Date:
Establish rapport with bar association leaders	6/31/14
Select target organizations	6/31/14
Conduct needs assessments	9/30/14
Establish interest level and engagement	10/31/14
Devise mutually beneficial options with participants	10/31/14
Create and formalize agreements	11/30/14
Implement program	12/31/14
Assess results	1/31/15
Completion	2/28/15

Comm1(E): Continue and refine Members Program

Project Scope: This project will take a fresh look at the current Members' program, other enhanced fee based programs, current policies and services and revamp the program based on a set of refreshed goals. First, parking and pricing will be reviewed with the intent to create options and flexibility for prospective newly designed Membership level options and based on new technological efficiencies. Following, an overall assessment of services and offerings will be reviewed with an eye towards meeting the needs of solo and small firms combined with increased staff operating efficiencies.

Milestone:	Target Date:
Revise parking and pricing	9/30/13
Research / assess existing program models	3/31/14
Devise and document options / SWOT	4/30/14
Finalize and coordinate resources for implementation	6/30/14
Implement	7/31/14
Monitor and assess	9/30/14
Completion	10/31/14

Comm1(F): Automate parking reservations

Project Scope: Create an online database system which integrates with both the existing security system and Members Program accounting system to enable online reservations and self-service access to our parking structure.

Milestone:	Target Date:
Assess parking requirements with staff	9/1/13
Acquire online reservation software	10/1/13
Installation and customization of software	11/29/13
Begin parallel testing of new system	12/2/13
Begin using new self-reservation system	1/1/14
Completion	12/31/13

Comm1(G): Resume used book sales

Project Scope: The project aims at critically re-evaluating existing procedures for developing practical and sensible new ones if applicable. Staff intends to investigate online book sales via Alibris, Amazon, and E-bay. Deliverables are to complete at least one book sale in the near future and to present the results of the findings. Additionally, staff will find new methods of announcing used book sales to the public & practitioners.

Milestone:	Target Date:
Evaluate prior process for book sales, document possible efficiencies	7/15/13
List and price current materials available for sale, place on sale shelves.	8/15/13
Identify channels for announcing to various layers of the community	8/15/13
Establish parameters for online sale and identify available venues	3/31/14
Assess	6/30/14
Completion	8/30/14

Community Goal 2: Strengthen community awareness of the role and value of the law library

Comm2(A): Publish articles on our own website and in journals, newsletters and the press

Project Scope: Identify opportunities, based on our current and upcoming programming, about what the law library offers to the community, both public and legal. This would include translating materials into Spanish and Asian languages to start, and submitting to local media outlets. Target the legal community by publishing articles in well-known publications. Work with Programs and Partnerships to create a "Partner Guide" which will include co-marketing materials and constituency sharing ideas.

Milestone:	Target Date:
Identify possible articles/promotion topics	9/1/13
Identify key publications to pitch for articles	11/1/13
Work with staff to complete articles (min 3 per quarter)	12/31/13
Create a repository of articles to facilitate reuse and retrieval	12/31/13
Pitch articles / place on our website	3/31/14
Completion	6/30/14

Comm2(B): Make presentations to potential users off-site

Project Scope: While staff members share knowledge and skills through in-person reference and public classes, patrons are required to physically visit LALL for the most in-depth, comprehensive service. In order to expand the reach of LALL and share staff knowledge and expertise, this project will identify groups/users/patrons who may be interested in off-site presentations, classes, events where LALL staff members can teach or share on particular topics. This may be accomplished via live events, webcasts/webinars or recorded presentations offered by LALL.

Milestone:	Target Date:
Identify potential users	9/30/13
Identify presenters	9/30/13
Present to test sites	10/31/13
Evaluate effectiveness	11/30/13
Recommend program parameters	12/31/13
Completion	12/31/13

Comm2(C): Collaborate with Grand Park on programming and shared outreach

Project Scope: This project will identify opportunities for shared programming, reciprocal marketing and outreach and a coordinated approach to shared and contiguous physical space/facilities. By coordinating and cooperating with Grand Park, LALL will promote awareness of library programs, events and services and expand our audience.

Milestone:	Target Date:
Attend regular meetings with Grand Park staff to share information/opportunities	7/1/13
Establish a regular mechanism for sharing outreach and promotional information	12/31/13
Participate in at least one joint event	6/30/14
Completion	

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

Project Scope: LALL will develop new partnerships and document existing partnerships with bar associations for the mutual, reciprocal marketing of events and programs. This project will strengthen ties with bar associations, help promote bar association events that may be of interest to library patrons and members and improve awareness of library programs and events.

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

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

Project Scope: Develop new relationships and cultivate current relationships for continued use of the facilities.

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

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

Project Scope: This objective involves strengthening and/or establishing relationships with local bar associations, court-based Self-Help Centers and legal service agencies to create and promote events and services at LALL branch locations. Events and services will be developed, conducted and evaluated so that more litigants, general public and legal professionals will utilize the resources and services at branch locations. Potential ideas include Lawyer-in-the-Library, MCLE and how-to programs.

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

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

Project Scope: Represent the library while participating in local downtown arts programs. Host on-site meetings and/or participate as a host location for local events and exhibits.

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

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

Comm3(A): Expand CLE classes

Project Scope: LALL began offering intermittent MCLE classes in the beginning of calendar year 2013. This project will regularize the library's MCLE programming and add a bridge-the-gap program for law students. LALL will identify MCLE topics and associated presenters that will draw an audience and provide worthwhile continuing legal education for legal professionals, including paralegals, participants in LALL's Member Program and recent law school graduates awaiting bar results. A regular schedule of those classes will then be established.

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

Comm3(B): Expand classes for self-represented persons

Project Scope: Provide public classes and information sessions to self-represented litigants and the general public as part of the Law Library's community legal education program. This project will identify internal resources and partnerships with community based organizations, develop schedules and promote a coordinated and regularized set of offerings.

Milestone:	Target Date:
Develop relationships with potential presenters	3/31/14
Outline structure of program delivery	6/30/14
Implement classes	6/30/14
Assess and evaluate	12/31/14
Completion	1/31/15

Comm3(C): Expand librarian training workshops

Project Scope: LALL will continue its successful in-person Public Librarian training initiative and also expand to include web-based training to allow more librarians to attend. Administrators at public library partnership locations have indicated that web-based training will facilitate increased numbers of librarians being able to attend and that increased professional development opportunities for librarian programming geared toward adults is desirable.

Milestone:	Target Date:
Develop slate of workshops.	12/31/13
Develop web-based public librarian training	8/31/14
Launch web-based public librarian training	6/30/16
Completion	7/31/16

Comm3(D): Develop a high school student workshop series in the Library

Project Scope: This project aims to open the law library to support and enhance school curricula, 'at risk' youth and 'stay in school' programs through cooperatively designed workplace tours and other social and intellectual skills based experiences, such as a dispute resolution program, created and implemented by LALL in conjunction with high school class instructors.

Milestone:	Target Date:
Identify outreach coordinators and stakeholders in LAUSD	9/30/13
Identify prospective pilot series with applicable schools	9/30/13
Build program structures in conjunction with school partners	12/30/13
Implement programs Assess programs	1/31/2014–3/30/2014
Expand to one or two additional workshop pilots	6/30/2014
Identify funders for at risk career education / school success programs	6/30/14
Write grant for funding to expand programs	6/30/14
Expand programs to additional schools	9//30/14
Completion	12/31/14

Comm3(F): Develop a continuing education series on legal topics for non-lawyers

Project Scope: This project will expand the opportunity to provide legal information and resources to non-lawyers with continuing education requirements or professional educational needs that include law-related information. LALL will identify professionals in the legal field who can deliver useful information sessions on a variety of topics which address a legal component of a non-legal field and provide insights and explanations for best practices useful to a specified non-legal audience.

Milestone:	Target Date:
Identify potential stakeholders	3/30/15
Build rapport with prospective participants	3/30/15
Conduct needs assessment	3/30/15
Develop methodology for identification of speakers	6/30/15
Build list of potential speakers	6/30/15
Calendar classes	9/30/15
Implement programs	9/30/15
Completion	10/31/15

Comm3(G): Develop law-related Film Series

Project Scope: This project would create one or more film series for the display of law-related films to members of the public, patrons and/or employees. The options range from a lunch time Brown Bag Movie Series for employees, to a lunchtime movie-series for Library patrons to an outdoor public Summer Movie Series on the Main Patio. This program will utilize volunteers with the assistance of an employee coordinator.

Milestone:	Target Date:
Acquire films and inventory	11/31/13
Complete marketing tools	1/15/14
Develop calendar	2/15/14
Develop cost structure	3/1/14
Launch	4/20/14
Completion	6/30/14

Comm3(H): Conduct a book discussion group

Project Scope: The book discussion groups will promote communal reading, social interaction and the opportunity to share ideas and opinions on a common topic. Subject material may include biographies, legal history and law in literature and fiction. The project will draw participants from both the legal and local community who share a common interest; to provide a venue for intellectual and social exchange; and to introduce LALL to potential new users.

Milestone:	Target Date:
Define goals of Book Group	6/19/2013
Create overview of different Book Group Models	7/10/2013
Meet and discuss/choose model for initial Book Group	7/24/2013
Identify potential participants in Book Group & targeted publicity	
Create format for initial Book Group	8/7/2013
Formulate publicity	8/28/2013
Launch publicity	9/11/2013
First Book Group Discussion	10/2/2013

Evaluate and modify	11/20/2013
Create plan for ongoing discussion groups	11/25/2013
Completion	12/31/13

Community Goal 4: Make legal education more accessible

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

Project Scope: Based upon analysis of effectiveness of onsite eBranch locations and best practices as well as weaknesses, LALL will develop a mobile eBranch model to serve litigants, general public, and legal professionals in a more facile, flexible, mobile environment. Funding/partners/prospective sites will be assessed during the planning stages.

Milestone:	Target Date:
Analyze fixed eBranch locations and develop mobile eBranch model	3/31/15
Secure funding/partners/landing spaces for mobile eBranch	6/30/15
Launch mobile eBranch	6/30/16
Completion	7/31/16

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

Project Scope: Create a new area of the library website to host internally produced training videos. These videos will be made available to the public for on-demand instruction of simple classes such as "Online Legal Research" and "Finding Forms".

Milestone:	Target Date:
Work with staff to determine pilot content	2/01/14
Create pilot class on video	4/01/14
Review pilot with staff for final edits	4/29/14
Make pilot class available online	6/01/14
Develop program to review and expand content	6/30/14
Completion	12/31/14

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

Project Scope: Educate and inform users about the technology resources available to them through LALL, by providing short classes related to using both general and library-specific technology for legal research and documentation.

Milestone:	Target Date:
Create three proposed 30 minute computer class outlines	10/1/13
Schedule the first of three rotating classes, one per month	1/1/14
Assess effectiveness and recommend ongoing program parameters	2/28/14
Completion	3/31/14

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

Project Scope: Outreach to prison inmates and homebound patrons will address the legal research needs of patrons who cannot visit LALL's facility in person due to incarceration or that are homebound to disability such as chronically ill, physical impairment or frailness. Although each is a disparate group, the means of acquiring responses to information needs is similar due to reduced mobility or inability to travel. In collaboration with prison librarians and social service agencies, patrons will be identified, their information needs determined and programs identified to address those needs.

Milestone:	Target Date:
Identify user groups	1/1/15
Determine information needs	3/3/15
Research methods to fulfill identified needs	6/30/15
Create program to disseminate information to user groups	9/1/15
Evaluate and assess	1/1/16
Completion	3/31/16

WORKING ENVIRONMENT

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

W1(A): Draft and implement Safety and Emergency Preparedness Plans

Project Scope: Finalize written Safety and Emergency Plans to be adopted the Board of Trustees setting up a formal safety committee which will meet regularly to proactively create a safe working environment with continued education on safety and emergency preparedness.

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

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

Project Scope: Evaluate current working conditions and workstation layouts to create a comfortable and ergonomic work area for library employees. Assessments will include workstation adjustments, furnishings and other workspace conditions which contribute to long-term health maintenance and employee comfort.

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

W1(C): Improve accessibility

Project Scope: Review existing accessibility to both the physical library building as well as library materials including public computers and printed text readers making improvements where necessary to provide access to legal information to all patrons.

Milestone:	Target Date:
Gather input from staff/patrons/experts - complete needs assessment	2/01/14
Develop accessibility checklist for use in all future projects/programs	2/15/14

Review accessibility software & hardware needs	3/31/14
Complete software & hardware installations	4/15/14
Review facility accessibility needs – make 2014-15 budget recommendations	05/01/14
Completion	6/30/15

W1(D): Automate elevator functions

Project Scope: Upgrade existing elevator systems to allow self-service access to the public from our parking garage. This will also restrict access to closed stack "staff only" providing increased security in these areas. Elevators will also be connected to fire/safety systems bringing them in compliance with current fire codes.

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

W1(E): Draft HR Procedures Manual

Project Scope: Draft a comprehensive human resources procedures manual covering all aspects of the function including recruiting; selection, onboarding and orientation; training and development; performance evaluation; compensation, incentives and reward; employee benefits; workers' compensation; leave management; counseling and discipline; and termination and outplacement. Ensure that employees receive high quality service from the department and minimize the Library's risk by handling each HR transaction accurately, thoroughly, and consistently.

Milestone:	Target Date:
Outline Procedures Manual organization and content; develop a table of contents.	9/30/13
Outline each chapter	11/30/13
Write draft	1/31/14
Solicit feedback from ED, Sr. Director, and other directors	2/28/14
Incorporate suggestions into final draft	3/31/14
Completion	4/30/14

Working Environment Goal 2: Make working here fun!

W2(A): Annual employee picnic

Project Scope: Staff will create a small scale event for employees and their friends and families that will sustain and improve employee morale, promote good-will and create memories.

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

W2(B): Hold occasional events open to family and friends

Project Scope: The goal is to create a fun and safe working atmosphere; mix health and well-being with fun and creative ways of relaxing during breaks and to offer employees and their families the opportunity to bring the LALL family and their family at home together to enjoy each other's company. A positive work atmosphere creates a productive work atmosphere.

Milestone:	Target Date:
Survey employees about frequency and suggested activities	10/31/13
Develop and propose events schedule to ED	11/30/13
Calendar and plan events	12/31/13
Assess success and propose ongoing program	3/31/14
Completion	6/30/14

W2(C): Evaluate feasibility and cost of alternative scheduling options (e.g., flexible scheduling, adjusted shift lengths, shortened work weeks)

Project Scope: Gauge and understand the level of interest among staff for alternative work schedules (AWS) , assess the potential impact on service to patrons, estimate tangible benefits and costs, and, if appropriate, draft an AWS policy for consideration by Library management, the Board of Trustees, and the SEIU. If AWS is adopted, plan, and implement the new policy.

Milestone:	Target Date:
Poll directors and employees about desirable alternative work arrangements	12/31/13
Analyze costs and feasibility and write proposal	2/28/14
Discuss proposal with union	3/31/14
Implement program	6/30/14
Completion	7/31/14

W2(D): Provide stretch classes or other physical activities at break times

Project Scope: Develop and schedule a program of stretch exercises to help employees retain muscle and joint flexibility, encourage overall health, reduce stress and prevent workplace injuries.

Milestone:	Target Date:
Research and propose a stretch program to ED	3/31/14
Enlist employee leaders or acquire video classes	5/31/14
Develop a schedule	6/30/14
Completion	7/31/14

W2(E): Establish an employee of the month/year program

Project Scope: Establish a formal employee recognition program to encourage excellence at all levels and to acknowledge publicly those employees who demonstrate their support of the Library's vision and mission by their dedication, hard work and accomplishments.

Milestone:	Target Date:
Enlist participation from managers and staff to develop nomination and selection criteria and procedures	6/30/14
Write EOM/Y program for review by focus group and ED	9/30/14
Announce program, develop schedule and implement	11/30/14
Review success of program, revise as necessary	3/31/15
Completion	4/30/15

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

W3(A): Cross-train employees in related positions

Project Scope: Develop a system to train employees to perform critical functions of their co-workers to maximize operational flexibility, enhance employees' versatility and value, and improve productivity. Establish metrics to measure and improve the success of cross-training.

Milestone:	Target Date:
Work with directors to identify opportunities for cross-training	2/28/15
Develop and document a plan and timeline for each area	4/30/15
Ensure plans are implemented	7/31/15
Assess success of cross-training and revise as necessary	9/30/15
Completion	10/31/15

W3(B): Evaluate and improve process efficiency in all library functions

Project Scope: Design a lasting system of process evaluation and improvement to identify and measure core outputs, reduce waste and better serve external and internal clients.

Milestone:	Target Date:
Work with directors to map function processes	12/31/13
Analyze process maps within and between departments and identify opportunities for streamlining, simplification, automation, or elimination	3/31/14
Benchmark other libraries/organizations and document best practices and appropriate metrics	3/31/14
Implement no-cost improvements.	5/31/14
Propose and budget for other improvements including costs and impacts on other departments	5/31/14
Plan, document, and implement process changes and success metrics	9/30/14
Review changes and revise as necessary. Document revisions.	12/31/14
Completion	1/15/15

W3(C): Merge Programs & Partnerships and Reference functions

Project Scope: This project will remove name-only distinctions between the two division within LALL and focus on aligning teams functionally. Each librarian, regardless of his or her nominal division, will assume shifts at the reference desk assisting the public and will also have the opportunity to participate in outreach, educational and access to justice programs. Areas of specialty, project-based teams and cross-training will be encouraged.

Milestone:	Target Date:
Reconfigure desk/office locations	9/1/13
Adjust reference desk schedule	9/1/13
Develop project teams comprised of both groups	12/31/13
Conduct cross-training	12/31/13
Completion	2/28/14

W3(D): Establish a law student intern / extern program

Project Scope: LALL's intern/extern experience will provide valuable experience in developing skills in communicating with clients, practicing time management, understanding and narrowing legal issues, identifying and applying print and electronic research tools and adapting to multi-faceted working environments and staffing. This project will provide 1L and 2L local law school students with a diverse and hands on experience to develop lawyering skills by responding to patron reference questions, teaching and instructing, and creating guides for library users. Interns/externs will also enhance their general legal knowledge through participating in MCLE and public classes, working on independent projects and receiving feedback from professional library staff.

Milestone:	Target Date:
Identify partner schools	6/30/13
Build program components	6/30/13
Implement pilot program	6/30/13
Assess	9/30/13
Create handbook and guidelines	12/31/13
Recruit and expand program to new institutions if applicable	3/31/13
Completion	3/31/13

W3(E): Establish a library student/recent graduate unpaid Internship program

Project Scope: LALL will build upon its successful experience hosting occasional library school interns and develop a program for students from library schools such as UCLA, University of Washington, and San Jose State to intern on site. This project will assess the current program, identify best practices, implement standardized protocols and create guidelines and policies (including a handbook) that will ensure continuity and secure a documented and replicable history. The result will be a formalized intern program with streamlined orientation and education and efficient utilization of staff time invested in implementing an optimum intern experience.

Milestone:	Target Date:
Identify current practices and assess strengths and weaknesses	12/30/2013
Redesign, incorporate and expand on current practices	3/30/2014
Research, evaluate and implement best practices	9/30/2014
Design and implement staff and participant feedback mechanism	9/30/2014
Create handbook and guidelines	12/31/2014
Completion	12/31/2014

W3(F): Establish an "on-call list" of contract employees available to cover occasional absences

Project Scope: Assemble a corps of trained and knowledgeable contractors to fill critical temporary positions and cover occasional absences.

Milestone:	Target Date:
Working with supervisors, identify critical needs and timing	2/28/15
Document on-call agreements and compensation schedules	4/30/15
Recruit on-call staff	6/30/15
Review program's success and revise as necessary	9/30/15
Completion	10/31/15

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

W4(A): Provide continuing education and training opportunities

Project Scope: Draw from existing staff, outside trainers, and online products to produce a training program to allow staff to develop professionally and enhance their job skills and knowledge.

Milestone:	Target Date:
Working with staff, identify training needs and desires	2/28/14
Develop schedule of training events and nominate trainers (in-house or from the outside)	4/30/14
Working with trainers, develop curricula and training materials	6/30/14
Schedule and promote training events	7/31/14
Completion	8/31/14

W4(B): Establish a volunteer program to provide additional support and outreach

Project Scope: LALL will establish a volunteer program to encourage community engagement, provide assistance for existing staff, help LALL continue to provide high quality services and increase understanding of LALL value through endorsements from an engaged volunteer. This project will create and then implement a culture of acceptance and interest in incorporating volunteers into LALL daily work, identifying meaningful and useful volunteer work, developing reward and feedback mechanisms and defining appropriate support mechanisms for volunteers which may then result in an increased safe, sanctioned, effective, and mutually beneficial library experience for our users and volunteers.

Milestone:	Target Date:
Research existing public/nonprofit/govt programs	7/31/13
Participate in available trainings and workshops	8/30/13
Build program components and Develop handbook	9/1/13
Develop recruitment procedures	10/31/13
Recruit and Implement	12/31/13
Assess effectiveness, SWOT	3/31/14
Completion	3/31/14

W4(C): Expand the high school intern program

Project Scope: The project will create a procedural manual for high school interns, currently joining through SCALL Inner City Youth Program (ICYP) in which this institution has participated for many years. Another important aspect of this project is to initiate points of contact with external partners such as LAEP and investigate the existence of similar programs in order to offer qualified high school students working experience and opportunities in a professional environment.

Milestone:	Target Date:
Coordinate and complete current pilot project (4 interns)	8/2/13
Identify partner organizations to maximize recruitment opportunities	3/31/14
Build and refine program components	4/30/14
Document procedures for expanded program	5/31/14
Completion	6/30/14

W4(E): Conduct a space needs assessment for employee workspaces

Project Scope: Employee workspaces will be analyzed and assessed to determine needs and resources. Workspaces will then be reconfigured and aligned as needed to assure effective and safe physical environments and maximize efficiency and collaboration by aligning physical workspaces with functional workflow.

Milestone:	Target Date:
Interview directors	9/30/13
Survey staff	10/31/13
Analyze trends, future projects and anticipated changes	12/31/13
Draft report with recommendations	1/31/14
Completion	2/28/14

W4(F): Install document management and/or collaboration software

Project Scope: This project will implement Laserfiche as a tool for document and content management. Via document imaging, the system will capture, process, and file documents created from paper, as well as electronic files to facilitate retrieval, management and archiving. It also integrates with Microsoft office applications for collaboration.

Milestone:	Target Date:
Acquire licensing	7/31/13
Meet with staff and vendor to create implantation plan	9/1/13
Install software including required workflow definitions	11/1/13
Completion	1/1/14

TECHNOLOGY

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

T1(A): Develop eBranches for distribution throughout the County

Project Scope: This objective addresses the technological component of LALL's eBranches development. (S4(A) addresses implementation throughout the County.) Test model eBranches including a lay-friendly interface and topical access to content materials will be developed and piloted. Pilot onsite eBranches will be analyzed for effectiveness and needed improvement and a needs assessment conducted in order to determine technological enhancements. Potential ideas include video-based training, chat/remote reference "app", optional audio or multilingual components.

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

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

Project Scope: Staff will evaluate the current market of library software systems, compare available features and options, assess workflow and needs and then select a next-generation resource management system that is best suited for managing LALL's digital and print resources.

Milestone:	Target Date:
Establish committee to review requirements and begin creation of RFP	1/1/14
Complete LC re-classification and re-labeling project	6/30/14
Begin public bid process	12/31/14
RFP and vendor product demonstrations	1/31/15
Sign contract /set implementation schedule	3/31/15
Conduct data load tests and assess integrity	7/31/15
Conduct staff training	8/31/15
Go live	9/30/15
Completion	10/31/15

T1(C): Develop a Law Library mobile application

Project Scope: Using the new website as a basis, work with staff and outside stakeholders to determine what information would be most useful in a mobile version and create a version that is accessible on handheld devices, such as the iPhone and Android phones as well as tablets. This new version of the site will ensure that we can continue to help our patrons, whether they are in the Library, in their offices or sitting in court.

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

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

Project Scope: Develop library e-content program with mobile devices to be checked-out by patrons for access to library databases, e-books and online training content. Library patrons will have the ability to access online information via library WiFi connections.

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

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

T2(A): Upgrade Navision

Project Scope: LALL will migrate to an adaptable and customizable accounting system that will integrate seamlessly with other Library computer systems (including the ILS, document management, and Microsoft Office), facilitate profit center and cost center accounting, and provide on-demand dashboard reporting for managers and supervisors. The key objectives will be 100% data integrity, a very high level of software and reporting functionality and completion on schedule and on budget.

Milestone:	Target Date:
Conduct RFP	10/30/13
Confirm whether Navision is the right solution	11/30/13
Plan and implement data migration including software customization	1/31/14
Plan for rollout and training	3/31/14
Go live and document	4/30/14
Completion	5/31/14

T2(B): Provide the option to pay fees, fines and charges online

Project Scope: LALL will implement an online payment option by establishing a PayPal account to accept credit cards for users to pay for fees, fines and other services.

Milestone:	Target Date:
Finalize PayPal account banking requirements	6/30/13
Determine system capabilities	7/31/13
Create workflow processing chart(s)	9/15/13
Begin programming/Implementation	10/1/13
Test and assure functionality	11/30/13
Go live and document changes	2/1/14
Completion	2/28/14

T2(C): Provide the option to renew materials and manage Library user account online

Project Scope: Library users will be provided access their account online where they will be able to check the status of items (i.e. overdue, pending requests), renew materials, check status on holds view fines and in the future pay for fines online.

Milestone:	Target Date:
Evaluate technical requirements	7/1/13
Turn-on/test Functionality	8/1/13
Work with communications to notify borrowers	9/1/13
Establish online payment options (see T2(B))	2/1/14
Completion	2/15/14

T2(D): Improve and maintain user-friendly website with expanded audio-visual and interactive tools

Project Scope: Launch new library public website with expanded content. Create and maintain a website review committee to continue to evaluate emerging web technologies as well as identify content and functionality to be added and/or maintained to the site.

Milestone:	Target Date:
Go Live with newly expanded website	08/15/13
Assess effectiveness and accessibility	98/30/13

Develop ongoing program to review and expand content	10/30/13
Completion	10/30/13

T2(E): Provide catalog searching capabilities in closed stacks

Project Scope: Computers will be placed in the closed stacks to allow staff to search the online catalog in order to retrieve materials for patrons and manage the collection.

Milestone:	Target Date:
Identify locations in the stacks for deployment	7/1/13
Verify and/or expand Wi-Fi coverage	9/1/13
Repurpose existing, available hardware as search stations	10/1/13
Installation and training	3/31/14
Completion	4/30/14

FISCAL GOALS

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

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

Project Scope: LALL will assist in promoting awareness at the state level, including within the Legislature, AOC and Los Angeles County Board of Supervisors, of the vital role of public law libraries in supporting the courts and achieving access to justice.

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

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

Project Scope: LALL will be actively involved in ongoing efforts by County Law Libraries and their supporters to assure equitable and reasonable funding formulas and adequate overall funding to fulfill the objectives of public law libraries.

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

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

Project Scope: Award a contract through competitive bid to the parking manager who will maximize revenue, ensure superior financial controls, and work effectively with the Library's management to respond to market changes.

Milestone:	Target Date:
Update and issue RFP to current provider and other qualified parking management companies	6/30/13

Summarize proposals, reconcile inconsistencies, and recommend vendor	8/31/13
Execute contract (Board Approval)	9/30/13
Commence with new vendor and implement service and hours changes, if necessary	11/1/13
Completion	12/31/13

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

Project Scope: Manage outside vendors by renegotiating terms and conditions, ensuring compliance with contractual agreements, and eliminating unauthorized or unnecessary charges.

Milestone:	Target Date:
Working with department heads, produce a vendor contract negotiation plan including negotiation schedule, annual spend, contract renewal dates, if any, and the point person for each vendor	10/31/13
Develop a negotiation protocol for each vendor including expected outcomes	11/30/13
Evaluate interim success with vendor negotiations and revise as necessary	3/31/14
Completion	4/30/14

F1(E): Consider annual merit increases

Project Scope: Recommend a compensation adjustment approach for staff that is fair to the Library and to staff, remains competitive with other employers within the field and is in line with the Library's operating budget.

Milestone:	Target Date:
Document salary adjustment history for staff and benchmark comparable institutions	2/28/14
Make recommendation to ED subject to budget constraints	4/30/14
Completion	6/30/14

Fiscal Goal 2: Develop new revenue streams

F2(A): Apply for grants

Project Scope: LALL will apply for grant funding for projects to offset and augment budgeted expenses. Projects that can be sustained over time with minimal ongoing costs will be likely candidates for this type of initial revenue funding. A minimum of 3 grants will be applied for during this initial year and based on the success of this endeavor, an ongoing target budget line item will be created.

Milestone:	Target Date:
Identify areas/ projects for desired grant funding	10/31/13
Determine slate of potential grants and grant cycles through FY2015	12/31/13
Develop schedule of grant opportunities and assign responsibilities	1/31/2014
Apply for minimum of 3 grants	6/30/14
Target budget line item, forecast for grants.	6/30/15

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

Project Scope: Develop a proposed amendment to the Business & Professions Code that would clarify County Law Libraries' authority to engage in revenue-generating activities to provide greater financial resilience and resources.

Milestone:	Target Date:
Confer with CCCLL directors	10/31/13

Meet with CCCLL lobbyist	11/30/13
Present proposal for BOT review	1/31/14
Present proposal to CCCLL executive board for consideration	3/31/14
Identify sponsors	4/30/14
Present proposal to CCCLL at annual conference	9/30/14
Lobby legislators	12/31/14
Completion	6/30/15

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

Project Scope:
This project will promote the library conference rooms as a venue for law-firm and community rental use, especially trial and court-related use. Staff will develop resources, both tangible and e-deliverable to be used for marketing and promotional use.

Milestone:	Target Date:
Finalize marketing material, content	8/1/13
Identify key marketing opportunities	8/15/13
Create marketing campaign/timeline / kick-off campaign	9/1/13
Evaluate/ measure success	12/31/13
Recommend budget line item for FY2015	3/31/14

F2(D): Develop conceptual plan for café

Project Scope: Create a plan for a public café in a Library space created for this purpose (e.g., on the patio in front of the Library). The café will serve members of the public and library staff quick-serve and pre-prepackaged items such as coffee, healthy drinks/snacks and sandwiches.

Milestone:	Target Date:
Identify footprint / services	5/14/14
Identify potential vendors	
Identify funding resources and partner agencies	6/14/14
Present a conceptual plan to the Board of Trustees	9/1/14

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

Project Scope: Develop and implement a fee-based notary public service for the benefit of patrons.

Milestone:	Target Date:
Identify options (in-house; contract; etc.)	3/31/14
Write proposal to coordinate notary services and training	4/30/14
Work with notary candidates and coordinate training	8/30/14
Write policies and procedures	9/30/14
Announce and roll-out	11/30/14
Evaluate effectiveness and usage	2/28/15
Completion	3/31/15

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

Project Scope: Develop a mechanism to assist patrons with e-filing and provide the means for accomplishing e-filing within LALL.

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

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

Project Scope: As all law libraries struggle with diminishing resources and escalating costs, LALL will offer contract collection management services to other law libraries. This project is intended to leverage the high-quality cataloging, acquisition processing and other collection management services currently provided internally at LALL, to generate revenue and provide assistance to other law libraries that would benefit from both the caliber of the services and decreased costs due to economies of scale.

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

Fiscal Goal 3: Develop public private partnerships

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

Project Scope: As law firms downsize and bar associations continue to provide a forum for collegiality, education and networking, LALL has a role in supporting these legal community stakeholders. This project is intended to provide support for the legal community by learning where library resources, expertise and experience can increase the success of practitioners and legal industry support personnel. Similar to Comm1(D), this project will expand on methods to collaborate with the legal community for mutual benefit.

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

F3(B): Build relationships with relevant corporate entities

Project Scope: LALL will conduct outreach and establish relationships with corporate entities who might benefit from the services and resources offered at LALL, as well as those who support public service and value the mission and vision of LALL. LALL will seek to fill existing gaps in legal information available to corporate legal departments. This project is intended to provide mutual assistance in a time of diminishing public and private resources and expand awareness of LALL's mission.

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

F3(C): Establish a speakers' bureau

Project Scope: Establish and maintain a list of qualified, talented speakers who will provide classes and symposia at LALL. LALL will expand its programming content and recruit a high caliber of presenters, while providing professional development to individual participants through exposure, credential-building and marketing opportunities.

Milestone:	Target Date:
Research and review existing models	9/30/13
Develop parameters, incentives and program	12/31/13
Announce program	1/31/14
Conduct outreach	3/31/14
Launch	4/30/14
Assess and revise, as needed	6/30/14
Completion	9/30/14

SERVICE GOALS

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

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

Project Scope: Establish and track service level and productivity metrics to assess staffing needs, identify opportunities for cross-training, shared duties and/or position changes to achieve target service levels.

Milestone:	Target Date:
Working with supervisors and employee groups, establish baseline productivity metrics	9/30/14
Benchmark productivity at comparable institutions	11/30/14
Establish target metrics	1/31/15
Recommend changes in staffing to achieve targets	3/31/15
Completion	6/30/15

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

Project Scope: LALL will identify areas where off-site access to electronic resources can be expanded. LALL will inventory what is currently offered as well as additional resources available within the existing collection and identify target resources to add to the website, collocating links to these resources in an easy to access format.

Milestone:	Target Date:
Assess current internet-based resources for gaps in coverage	12/31/13
Identify potential resources that can be added to collection	3/31/14
Assess technical feasibility and negotiate with vendors; budget for additional resources	6/30/14
Implement new resources on test site	9/30/14
Develop metrics to evaluate user satisfaction and assess	10/31/14
Launch resources on website	12/31/14
Survey users for feedback on usability and revise as needed	3/31/15
Completion	6/31/15

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

Project Scope: This project will create an online reservation system, allowing patrons to reserve time on a public computer at LALL in advance in order to reduce wait times, reduce the need for staff intervention and streamline the sharing of these limited resources.

Milestone:	Target Date:
Add option into public website	9/1/13
Work with IT staff to test implementation	9/15/13
Training and testing with reference staff	9/30/13
Create promotional materials	10/1/13
Completion	11/15/13

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

Project Scope: Install a public page scanner to be used by patrons to scan printed materials as needed for self-service.

Milestone:	Target Date:
Work with staff and patrons to evaluate technology requirements.	10/15/14
Evaluate existing solutions and make final recommendation, proceed with purchasing.	11/15/14
Install public scanner with signage and print materials	02/01/14
Assess effectiveness of implementation and make adjustments as needed.	5/31/14
Completion	5/31/14

S1(E): Establish and implement a policy for how to handle patrons with greater needs and time demands

Project Scope: This project aims to balance the needs of patrons who, either because of lack of experience with legal research and/or computer use or the complexity of their legal research, require a longer period of time from Reference staff, with the needs of other patrons waiting for assistance given the limited resources available. In order to address the needs of patrons requiring more hands-on assistance, Reference will identify and implement new strategies that allow Reference Librarians to continue to offer outstanding reference services to experienced, as well as inexperienced, patrons.

Project Scope:

Milestone:	Target Date:
Survey other libraries and internal staff for best practices	10/31/13
Identify successful alternatives	10/31/13
Recommend policies and conduct training	12/31/13
Assess effectiveness and revise as needed	6/30/14
Completion	9/30/14

S1(F): Establish regular office hours at partnership libraries

Project Scope: In conjunction with partnership libraries, provide and promote regular office hours from LALL "roving" staff, so that legal reference, training and ongoing relationship-building are incorporated into the partnership location model.

Milestone:	Target Date:
Develop possibilities for office hours at partnership libraries	9/30/13
Evaluate options and select viable model(s)	1/31/14
Formalize Branch Assistant office hours/professional training	3/30/14
Completion	7/30/14

S1(G): Present intermittent but regular, free classes

Project Scope: Provide occasional free public classes and information sessions as one component of LALL's community legal education program. This project will develop a schedule and establish content, seek funding sources or partnerships and assess the effectiveness of free classes as outreach and educational tools. This program is a supplement to, and not replacement of, the low-cost public programming offered by LALL.

Milestone:	Target Date:
Assess success of existing free classes and information sessions	11/30/13
Identify and prioritize new class/information session offerings	1/31/14
Determine frequency and assess impact on existing fee-based classes	1/31/14
Identify and confirm partner organizations and presenters	2/28/14
Implement	3/28/14
Assess	6/28/14
Completion	6/28/14

S1(H): Create a plan to provide ebooks in the Library, beginning with research to determine patron needs and preferences

Project Scope: Staff will collect quantitative and qualitative data from library users to identify needs and preferences for ebook content and technology, research ebook availability and library practices and make recommendations for how LALL can best provide ebook access to library patrons. To be coordinated with objective C1(B).

Milestone:	Target Date:
Identify patron groups	12/31/13
Set up and hold focus groups	12/31/13
Draft and distribute survey to user groups	3/31/14
Review results and make assessments	12/31/14
Present recommendations	12/31/14
Completion	1/31/15

S1(I): Provide quality, comprehensive, face-to-face reference services by trained librarians

Project Scope: In order to maintain a consistently high level of service throughout staffing changes and changing circumstances at LALL, Reference will identify best-practices and strategies to ensure the excellent level of service our patrons have consistently enjoyed. By implementing a comprehensive program that continually evaluates current librarians and properly trains new librarians, LALL will continue to offer a high-level of service.

Milestone:	Target Date:
Identify a set of effective reference standards/techniques	9/30/13
Evaluate current staff performance	12/31/13
Develop training regimen for current librarians and new hires	1/31/14
Evaluate effectiveness of new standards/techniques by surveying users	3/31/14
Amend training regime as needed based upon survey results.	6/30/14
Completion	6/30/14

Service Goal 2: Expand services to self-represented litigants

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

Project Scope: The new website will provide an enhanced self-help section, including the expansion of frequently asked questions ("FAQs") in the areas of law in which self-represented litigants are most likely to need assistance. Additional improvements include the addition of a self-help section with a distinct look and feel (mirroring the eBranch model), archived video and audio recordings and expanded range of links to court-based services and legal aid. LALL will continue to explore opportunities to collaborate with, and gather content from, the bar, courts and legal aid in developing this countywide virtual self-help website.

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

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

Project Scope: Produce video and audio recordings, including recorded LALL trainings, that help unrepresented litigants prepare for court. The LALL will collaborate with judicial officers of the LA Superior Court and legal aid to produce videos appropriate for low literacy levels and minimal legal literacy. Programs will be available for viewing on the LALL website and multilingual versions will be available subsequent to the initial release.

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

S2(C): Develop transportation resource handouts for litigants

Project Scope: Provide assistance to litigants in locating courthouses, LALL branch and partnership locations and other legal resources throughout Los Angeles County and identifying public transportation alternatives to access those locations.

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

S2(D): Develop translation resource handouts

Project Scope: Develop methods within our scope of service to help visitors who have limited or no fluency in English, many of whom are trying to navigate a court system which functions heavily using English language. LALL will perform a needs assessment and identify and evaluate existing resources in order to develop a handout which details resources for those in need of translation services.

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

S2(E): Establish regular "Lawyer in the Library" programs (mediators, collaborative divorce, small claims advisor, etc.)

Project Scope: Conduct regular workshops and clinics in which topic specific court proceedings, and legal issues are explained followed by one-on-one assistance to address litigants' more specific legal problems. The design of the programs varies and depends upon the type of case, and will include processes such as an initial intake and interview or a screening element to allow providers to identify appropriate cases for workshops versus one-on-one assistance. This project will also explore programming for litigants that incorporates batch processing workshops that provide line by line support for filling out forms under supervision and final review by legal aid and volunteer attorneys.

Milestone:	Target Date:
Identify models and scope of services	8/30/2013
Identify prospective partners and gauge interest	9/30/2013
Identify potential host locations (including the Law Library)	9/30/13
Design, structure and plan program	12/30/13
Implement soft launch	3/30/14
Assess	3/30/14
Expand	6/30/14
Completion	12/30/14

S2(F): Coordinate with lawyer referral services, judiciary and local bar associations on unbundling of legal services and development of delivery model at library

Project Scope: Develop models for delivery of unbundled services to LALL patrons. One model is to train and equip reference librarians to identify unbundling resources in the community, including limited scope lawyer referral programs, so that they can facilitate referrals to limited-scope legal services for pro se litigants by. Another model is to facilitate discrete legal services for self-represented litigants, including document drafting assistance and document review, using technology-based programs in the library to generate forms and attorney review of the generated forms either at LALL or remotely. LALL will provide education and training programs for public and professional understanding and use of unbundling.

Milestone:	Target Date:
Further investigate working models	6/30/14
Identify prospective partners and gauge interest with applicable bar associations	9/30/14
Design structure and plan program	12/30/14
Establish MOU	12/30/14
Implement soft launch	1/30/15
Assess	3/30/15
Expand program	6/30/15
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.

Project Scope: This project builds on the concept of S2(E) to provide direct client services beyond traditional reference services. Research and feasibility studies will identify opportunities to serve litigants who fall outside the scope of the Self Help Centers using technology, partnerships with clinics and other service providers and form banks. LALL will act as facilitator and host for direct service models to unrepresented litigants.

Milestone:	Target Date:
Conduct Needs Assessment	12/30/13
Assess feasibility	12/30/13
Identify and seek funding sources	3/30/13
Launch pilot program(s)	9/30/13
Assess and document outcomes	3/30/15
Expand programs	9/30/15
Completion	12/30/15

S2(H): Offer more training from vendors and publishers

Project Scope: The vendor/publisher training program will create a contact list with information about training services available from each vendor/publisher and coordinate public classes, either by the vendor/publisher, if available, or by LALL reference staff. This will be an ongoing program that will assist our patrons in meeting their research needs, and help LALL assess and evaluate its subscription databases.

Milestone:	Target Date:
Identify training needs	7/22/13
Develop contact list of vendors and publishers	8/26/13
Create schedule of training events and intended audience	9/23/13
Develop and distribute summary of training opportunities	10/21/13
Administer training events	12/31/13
Completion	2/28/14

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

S3(A): Conversion of Torrance space to training and education facility

Project Scope: The Torrance Branch has sufficient space to serve as a training and educational facility, but is not currently configured appropriately to do so. This project includes both facilities and programming components. LALL will develop a plan to renovate the space to accommodate classes, workshops and programs, including seeking grant funding. LALL will also develop programming internally and with the court and other agencies (e.g., the South Bay Bar Association).

Milestone:	Target Date:
Asses needs and resources, develop plan for conversion	12/31/13
Establish relationships with local bar associations, legal service agencies, other groups and identify programing	3/31/14
Secure funding for conversion	6/30/14
Conduct programing	6/30/15
Completion	7/30/15

S3(B): Confirm plan for new Long Beach Branch

Project Scope: Determine model for continued presence in new Long Beach courthouse and possible collaboration with nearby Long Beach Public Library.

Milestone:	Target Date:
Discuss options for Long Beach presence	7/31/13
Pilot eBranch and/or mini-branch (LBPL)	9/30/13
Evaluate and assess LB presence	12/31/13
Completion	3/31/14

S3(C): Expand access to form templates and precedent beyond court-provided forms (e.g., commonly requested motions).

Project Scope: This project will identify paper-based and interactive models for generating forms that can be used by self-represented litigants in the Law Library. This may include collection of samples from partner agencies, expansion of access to existing programs or development of new materials. This project will also explore opportunities and feasibility of expanding access to interactive court-based forms assembly software.

Milestone:	Target Date:
Asses needs and models of delivery	3/30/15
Identify potential partners	3/30/15
Identify technology requirements and distribution framework	9/30/15
Identify and seek funding sources	9/30/15
Implement soft launch / Test usability	3/30/16
Implement full launch	6/30/16
Assess	12/31/16
Completion	12/31/16

S3(D): Establish a program for legal document assistants in the library

Project Scope: This project aims (in conjunction with S2(F)) to fill the justice gap between locating and applying the law and accessing the court properly and affordably through identifying and connecting litigants and lay persons with reliable and reputable limited scope service providers such as LDAs (Legal Document Assistants.)

Milestone:	Target Date:
Identify and assess viability with organization leaders	12/30/2014
Assess components and recommend policies and procedures	3/30/2015
Determine liability, write contracts / MOU	3/30/15
Soft launch program	6/30/2015
Create feedback mechanism and metrics	6/30/2015
Assess success of program	9/30/2015
Completion	12/30/2015

S3(E): Offer training and materials to the courts, including library resources, FAQ's and referral sheets

Project Scope: In order to mitigate some of the impacts of reduced court funding, LALL will work with the courts to identify potential areas of need and offer training, FAQ's, self-help materials and other services as needed.

Milestone:	Target Date:
Research court needs and FAQ's	12/31/13
Develop resource/referral sheets for distribution by court personnel	3/31/13
Develop curriculum for judicial education seminars	3/31/14
Assess efficacy and seek feedback from courts	6/30/14

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

S4(A): Establish eBranches throughout the County

Project Scope: EBranch pilots will soon be launched in Pomona and Norwalk locations, with plans pending for Santa Monica and Long Beach (hybrid staffed and eBranch facility in new courthouse). Pending effectiveness assessment and resulting adjustments, eBranches will be established in strategic locations throughout the County. (See also objective *T1(A)*).

Milestone:	Target Date:
SWOT assessment based upon pilot program	3/31/14
Develop additional technology and tools	6/30/14
Identify strategic locations and develop partnerships	7/31/14
Pilot new tools	9/30/14
Launch "next phase" eBranch	12/31/14

S4(B): Expand training at partnership locations

Project Scope: A more formalized slate of public and staff training at partnership locations shall be developed to provide greater educational support to our partners and increase public awareness of LALL through public classes.

Milestone:	Target Date:
Develop slate of public and staff training	9/30/13
Launch public and staff training	1/31/14
Assess and revise as needed	4/30/14
Recommend program for ongoing, regular, public and staff training	6/30/14
Completion	7/31/14

EXHIBITS

Exhibit 1: Timeline and Work Plan
Exhibit 2: Vision and Mission Statements from Other Libraries
Exhibit 3: Plan for Developing Stakeholder Input
Exhibit 4: Survey Questions
Exhibit 5: Survey Results

Timeline and Work Plan

Exhibit 1

Task	Jan	Feb	Mar	Apr	May	June
Develop Planning Timeline and Approach						
• Review of written organizational records						
• Facilitate discussion to develop list of stakeholders						
• Write brief summary of current situation, SWOTs						
• Discuss alternate approaches with Strategic Planning Committee (SPC); determine desired process and format of end product						
• Identify information needed for strategic planning						
• Develop a plan for soliciting stakeholder input						
• Bring proposal to Board for approval (This document and staff report constitute the proposal)						
Develop Mission and Vision						
• SPC discusses vision and mission						
• Discuss organizational values, if desired						
• Stakeholder input to mission/vision						
• Wordsmithing of mission/vision as needed						
• Board approval of revised mission statement & vision (April meeting)						
Gather relevant data and stakeholder input						
• Hold constituent/stakeholder focus groups						
• Membership and/or client survey						
• Interview key partners/funders						
• Prepare relevant financial information						
• Research other models/peer organizations						
• Competitive scan/environmental scan						
• Review constraints and current organizational systems, identify gaps						
Set goals/develop plan framework						
• SPC reviews input and data collected						
• SPC develops draft goals and objectives						
• Brainstorm goals and objectives with employees (April all staff meeting)						
• Cluster/prioritize goals to identify 3-7 broad goal areas						
• Set broad goals in support of mission						
• Draft objectives (include responsible parties and timeline)						
Bring proposed strategic plan to Board for approval (June meeting)						

Other Law Library Strategic Plans Exhibit 2

Yale

Strategic Plan 2010-2015

Strategic Plan 2010-2015

VISION

To be the best academic law library in the world

MISSION

The Lillian Goldman Law Library supports the educational and scholarly programs of Yale Law School and Yale University as we:

- Discover, acquire, and create a superb collection of resources
- Organize, publish, and deliver information to our patrons
- Provide excellent assistance and instruction to aid in unlocking our rich collection
- Promote the best tools for finding information and using our resources
- Preserve resources, information, and knowledge for current and future scholars
- Provide a welcoming physical and virtual environment for our community
- Support and encourage staff to reach their highest potential
- Contribute to the larger body of global knowledge

GUIDING PRINCIPLES

- We provide excellent service to our patrons
- Every employee contributes to unlocking our rich and unique collection
- We are creative, agile, and flexible
- We recognize, appreciate, and value the unique qualities, background, and life experiences each person brings to the Law Library
- We cultivate a culture of trust and integrity through honest communication
- We are environmentally responsible

GOALS & OBJECTIVES

1. Continue to build, disseminate, and make accessible our unparalleled collection

- Continue to develop and publicize what makes us unique:
  - a premier collection of historical legal materials
  - a superb foreign and international law collection including an extensive collection of public international law and human rights monographs
  - a comprehensive collection of scholarly monographs for U.S. law
  - electronic resources of significant value to our faculty and students

- Adjust collection development priorities and processes to changing user preferences, budgets, and technologies
- Ensure that our infrastructure supports evolving standards in cataloging and acquisitions
- Explore new collaborative opportunities for delivering information to our patrons
- Make our resources available to patrons on multiple technological platforms

2. Make the library the place where everyone wants to go

- Make every patron feel welcome
- Make optimal use of the Law Library's space
- Balance Law Library hours with Yale community needs and Law Library resources
- Provide innovative solutions for research and learning

3. Be a creative, flexible, and smart organization in an ever-changing environment

- Regularly review and reassess the Law Library's organizational structure
- Provide formal orientation, education, and mentoring programs for staff
- Document departmental responsibilities, policies, and procedures
- Share information and spotlight the work and contributions of all staff members
- Encourage and invest in career skills and professional development for library staff
- Explore new avenues for library internships, fellowships, and other recruiting initiatives
- Gather, analyze, and share statistics that support strategic decision making

4. Continue to develop and improve reference assistance and legal research instruction

- Develop consistent and customized outreach strategies
- Improve access to reference services
- Optimize the role of librarians in legal research instruction
- Explore and implement appropriate reference and instructional technologies

5. Contribute to the larger body of global knowledge

- Make our unique content available to a wide audience
- Expand the library's role as a publisher
- Formalize support and opportunities for staff to publish and present scholarly material

6. Increase environmental consciousness and responsibility amongst library staff and patrons

- Create and implement environmentally responsible directives to guide staff efforts
- Promote less waste and more recycling and upcycling among library patrons and staff

Other Law Library Strategic Plans Exhibit 2

Contra Costa Law Library

Introduction

The Contra Costa County Public Law Library is governed by a seven-member board of trustees. At the present time, the library includes a main branch in the county seat of Martinez, in accordance with Section 6340 of the California Business and Professions Code, and a satellite branch in Richmond (B&P §6341). Both libraries are open Monday through Friday, except for holidays. The Martinez facility is open from 8:00 - 5:00, and Richmond is open from 8:00 - 4:30. Martinez remains open all day, while Richmond closes between
12:00 - 12:30. Plans are underway to add a new branch of the library within the new Pittsburg courthouse
in 2010 (B&P §6341). This will extend service to the east county area.

The law library is very much a public library. There are several distinct user groups: the general public, many of whom are representing themselves in a legal action; the legal community including judges, commissioners and attorneys and their staffs; and students. Each group can be said to have unique legal information needs.

Executive Summary

The need for a new strategic plan grew out of the expiration of the previous strategic plan of the Contra Costa County Public Law Library (2005-2008). After hiring a library director in 2008, the Board of Trustees worked with staff to develop a strategic plan to be used as a framework for guiding the activities and decisions of the organization during the next three years.

The following statements of the library's vision and mission, the goals of the plan, are summarized. After the summary, the goals are explained more in depth and the strategies needed to achieve these goals are defined. In some instances, the strategies overlap because they serve more than one goal.

Vision

The vision of the Contra Costa County Public Law Library, is to be a significant legal information resource center committed to excellent service. The Contra Costa County Public Law Library strives to provide an environment that is conducive to learning and research.

The strategic plan during the next three years, will be rooted in priorities which fall into the categories of access, service, collaboration and training.

Mission

It is the mission of the Contra Costa County Public Law Library to render the highest quality of service to judicial officers, members of the bar, members of the public, and the community by providing a current, balanced collection of materials and resources along with trained staff dedicated to assisting users in meeting their legal information needs.

Goals

1. Provide free access to legal information throughout the county, and work with the courts, government, public libraries, educational institutions and the community, to expand services to all users groups.
2. Provide a relevant, integrated, balanced collection of material, in a variety of formats designed to meet the needs of all user groups, and provide trained staff to assist users in accessing and using the material.
3. Ensure adequate infrastructure, within the library, including providing and maintaining reliable, up-to-date technology to meet the diverse needs of library staff and library users.
4. Develop and implement specific collections, programs and services designed to meet the needs of self-represented litigants.
5. Strengthen community awareness of the role and value of the law library.
6. Work with the courts, government, public libraries, educational institutions and the community to expand services to all user groups.
7. Design and implement a program to expand library services to prospective users who have difficulty accessing the library within weekday hours.
8. Work with public libraries throughout the county to make certain that all libraries are equipped to provide basic legal reference and research assistance to users.
9. Ensure long-term funding for the county law library system.

Strategies

1. Provide free access to legal information throughout the county, and work with the courts, government, public libraries, educational institutions and the community to expand services to all users groups.

Strategy: Design and implement a program to expand library services to prospective users who have difficulty accessing the library within weekday hours.

Strategy: Work with the court and county agencies (Virtual Self Help Office, Family Law Facilitator, Small Claims Advisor, etc.), to design a legal information services workshop for non-law librarians.

Strategy: Work with public libraries and the court, to present a legal information services workshop to public library staff throughout the county, and distribute the material electronically to public libraries throughout the state.

Strategy: Work with the courts, government, libraries, educational institutions and the community to expand services to all user groups.

2. Provide a relevant, integrated, balanced collection of material in a variety of formats designed to meet the needs of all user groups, and provide trained staff to assist users in accessing and using the material.

Strategy: Make available publications geared towards all user groups including legal professionals as well as the general public.

Strategy: Supply legal material in a variety of formats.

Strategy: Wherever possible, furnish bilingual legal information.

Strategy: Engage in ongoing collection assessment to provide a collection of the highest possible quality and to maximize the portion of the budget allocated to library materials.

Strategy: Review the library's standing orders twice during the year to identify changes which need to be made.

Strategy: Work with vendors and publishers to maximize the library's materials budget so as to ensure balance, quality and relevance within the collection.

Strategy: Assess staff training needs on a regular basis and arrange for appropriate training.

Strategy: Make relevant Internet legal research resources available to library users in all public libraries throughout the county, including all branches of the county law library and the general public libraries throughout the county.

3. Ensure adequate infrastructure within the library, including providing and maintaining reliable, up-to-date technology to meet the diverse needs of library staff the library users.

Strategy: Replace all staff and public library computer equipment with new units in 2009.

Strategy: Select and implement computer equipment designed to meet the specialized needs of the Pittsburg branch.

Strategy: Evaluate existing security systems and determine an overall security plan to address the needs of the main library and the Richmond and Pittsburg branches in 2009-2010.

Strategy: Evaluate shelving needs at the two existing locations and plan for shelving to meet the specialized needs at the new Pittsburg branch.

Strategy: Arrange for staff to receive appropriate training to ensure familiarity with the ever changing technology.

4. Develop and implement specific collections, programs and services designed to meet the needs of self-represented litigants

Strategy: Work with the court to design a legal information services workshop for non-law librarians to be presented live to public library staff throughout the county and distributed electronically to public libraries throughout the state.

Strategy: Work with public libraries within the county to increase training, resources, and services in the area of legal information.

Strategy: Review the library's standing orders twice during the year to make certain library collections have adequate material for the general public.

Strategy: Work with the local bar association to establish a Lawyer in the Library program in the Martinez branch.

5. Strengthen community awareness of the role and value of the law library

Strategy: Develop and implement a specific marketing and outreach plan designed to create increased awareness of the county law library and its services and resources.

Strategy: Make contact with community organizations to increase visibility of the law library and assess community needs.

Strategy: Identify specific target groups to be the focus of library outreach.

6. Work with the courts, government, public libraries, educational institutions and the community to expand services to all user groups.

Strategy: Work with public libraries within the county to increase training, resources, and services in the area of legal information.

Strategy: Work with the court to design a legal information services workshop for non-law librarians to be presented live to public library staff throughout the county and distributed electronically to public libraries throughout the state.

Strategy: Work with the court to assess the information needs of bench officers and to determine if the needs are being met by the law library.

Strategy: Host a function for Contra Costa County bench officers to increase awareness of the library's services and resources and to encourage feedback about the library needs of bench members and their staffs.

7. Design and implement a program to expand library services to prospective users who have difficulty accessing the library within weekday hours.

Strategy: Work with public libraries in the county to train library staff in assisting users with basic legal research.

Strategy: Create a brochure of Internet-based legal information sources which will enable library users to access legal information outside the law library via computer on a 24 hour/7days a week basis. Distribute the brochure to all public libraries throughout the county.

Strategy: Create pathfinders to assist users in locating information in the library quickly.

Strategy: Conduct appropriate outreach so as to familiarize prospective library users with the library and the various methods of accessing legal information.

8. Work with public libraries throughout the county to make certain that all libraries are equipped to provide basic legal reference and research assistance to users.

Strategy: Assist public libraries with training of staff.

Strategy: Offer assistance to public libraries with collection development.

Strategy: Offer assistance to public libraries with programming in the area of legal information.

9. Ensure long-term funding for the county law library system.

Strategy: Work with our CPA and actuary to fund state-mandated GASB 45.

Strategy: Develop a financial plan to fund staffing, a library collection, furnishings, supplies, materials, computer equipment and security for the Pittsburg branch.

Strategy: Review our standing orders twice during the year to identify material which is no longer relevant and can be discontinued.

Strategy: Work with vendors and publishers to maximize the library's book and online services budget and to align library collections with the needs of our users.

Strategy: Maintain an awareness of legislation and other issues affecting law library funding.

Washington and Lee University School of Law

Our Mission Statement
Our mission is to support legal education and scholarship by providing outstanding and innovative information services to our users.
Our Vision Statement
Our vision is to be the primary information facilitator for the law school community and a leader in contemporary law librarianship.
Our Values
1. Service is our only product.
2. The needs of our user community inform all of our work.
3. Washington and Lee's tradition of civility means we respect our colleagues and users, and embrace individuals of diverse backgrounds, skills, and needs.
4. We endorse intellectual freedom, as described in the ALA's *Intellectual Freedom Principles for Academic Libraries* and the AALL's ALL-SIS Task Force on ABA Standards Review *Recommendations for ABA Standards Revision Relating to Academic Law Libraries.*
5. We recruit quality individuals to join our staff.
6. We seek to retain staff by making maximum use of their talents and enhancing their skills.
7. We strive to create a positive work environment through an inclusive approach that encourages mutual respect, open communication, informed decision-making, and accountability.
8. We maintain and enhance effective and cordial relations with the School of Law and the University.

Strategic Directions Through 2014

The Law Library's five year strategic plan is aligned with the strategic goals of the School of Law and the University. It is also informed by noted weaknesses and threats. Five strategic areas of emphasis are identified: services, physical space, communication, technology and stewardship.

Goals by Strategic Area

Services

1. Establish a Library Fellow program to start with the 2010 fall semester.*
2. Develop methods of identifying and pushing content of interest to our students and faculty. – December 2010
3. Increase the library's awareness of faculty needs through a series of meetings, surveys and other means designed to identify interest groups and needs specific to them. – June 2011
4. Identify a reference model suited to the needs of our faculty and students, resources, and culture. – December 2011
5. Determine vehicle(s) for discovery of information surrounding the discrete research needs of students. – June 2012
6. Increase content created by the Law Library for the benefit of faculty and students and evaluate new and developing technologies as a means of delivery. – 2010-2014
7. Develop the ability to promote faculty activity and scholarship through online social media networks. – 2010 – 2014
8. Enhance the Law Library's print collection through culling and supplementation in consultation with our faculty and in a manner consistent with our Collection Development Policy. – 2010-2014

Physical Space

Enhancing physical space to provide a comfortable, inviting environment that promotes collaboration, research, and access to the collection and the library staff is a vital part of our plan. Actions toward these goals, however, depend on access to funds beyond our direct control. Furthermore, as much library space seamlessly flows into the space of students and other departments, our planning must be collaborative. With these caveats, and without the ability to state meaningful deadlines, we, nevertheless, recognize the following urgent needs:

1. Collaborative group study space.
2. Individual study space beyond the carrel.
3. Better access by students to public service librarians.
4. Work space for library staff that enhances workflow, collaboration, productivity, and is consistent with the evolution of the library to a service based institution.

We recognize that our current stacks space is limited. During the past two years the library has engaged in a massive weeding process intended to better utilize and manage our existing space. This process along with an increased digital preference for many materials provides much needed growth space within the stacks. Still, the existing space is finite and the library will encounter capacity issues within the coming decade. As contemplated within the Stewardship portion of this document, the library will continue to explore opportunities for collaboration on space matters with regional libraries and within the University.

Communication

1. Identify and implement ways to increase the effectiveness of library meetings and other forms of internal communication. – June 2010
2. Communicate and collaborate with law media and law tech to enhance the availability and utility of electronic resources. – June 2011
3. Promote library resources to members of the Law School Community -2011-2012
Technology
1. Examine new technologies as a means to promote effective communication with the students and faculty. – June 2011
2. Explore new software and license agreements to provide new resources to students and faculty. – June 2011
3. Create a position for an electronic services librarian as a JD/MLS position.* – June 2014
Stewardship*
1. Encourage professional development and participation in the library community. – June 2014
2. Investigate opportunities for collaborative agreements, creation of content and the creation or participation in institutional and regional repositories. – June 2012
3. Develop a succession plan in light of expected extraordinary turnover by retirement of staff in the coming decade. – June 2012
4. Identify preservation needs within the collection and create a comprehensive conservation strategy. – June 2011
5. Enhance the relationship between the University Library and the Law Library in areas of acquisition, space, and technology. – 2014
6. Identify and pursue funding opportunities to support the library's activities in collaboration with the Law School. - 2014

Law Library of Congress

http://www.loc.gov/law/news/strategic_plan_2010_FINAL.pdf

Kresge Law Library Strategic Plan 2012-2015

VISION
To be a great scholarly resource for legal study in the Catholic intellectual tradition in service to the faculty and students of Notre Dame Law School, to the University of Notre Dame, and to the global legal community.
MISSION
The Kresge Law Library exists to provide the necessary scholarly foundation for the conduct of research in the law and to provide space for independent and collaborative study of the law for the faculty and students of Notre Dame Law School. The library supports the mission of the Law School by acquiring, providing access to, and guidance in the use of the best resources in support of the curriculum of the Law School and the scholarly interests of the faculty and students. Additionally, it supports the legal research requirements of the larger university community.
FUNDAMENTALS
The Kresge Law Library is an enterprise devoted to service within our community. We conduct our work in such a way that the Catholic character of the University informs our endeavors. The faculty and staff

in the Kresge Law Library work in harmony with the University's mission and communicate the University's values of accountability, teamwork, and integrity in every action. The Law Library delivers the highest level of service to its primary patrons, the faculty and students of the Notre Dame Law School. We embrace the Law School's goals of being a premier legal research center and of offering an unsurpassed educational experience. In order to best contribute to the success of the Law School and the University, the Law Library supports, enhances, and enriches the scholarly and educational experience within the Law School by developing innovative library practices and services, providing exemplary technology support and research assistance, and by offering an authoritative collection of legal resources.

GOALS AND OBJECTIVES

1. Continue development of an excellent collection, focusing on electronic resources.
   - Acquire materials which support the research needs of the Law School faculty and the curricular needs of Law students.
   - Acquire materials in formats utilized in contemporary law practice and which best support effective legal research.
   - Make electronic resources accessible from multiple platforms, on and off campus, by providing appropriate discovery tools.
   - Guide patrons in the use of all legal resources, including electronic materials.

2. Continue to provide the best possible service to the Law Library's primary patrons by offering excellent research help, fast and accurate access to legal information, and superior technology support.
   - Introduce all students to the basic techniques of legal research and expand opportunities for focused research instruction.
   - Provide instruction in the use of new media and research technologies, including ebooks and tablet computers.
   - Build and maintain a meaningful library liaison relationship with Law School faculty.
   - React to patron collection access needs and realign services as necessary.
   - Provide timely and quality customer service to all Law Library patrons.
   - Respond to technology needs of faculty, students, and in classrooms with expertise and efficiency.
   - Proactively explore new technologies, services, and best practices in an ongoing effort to improve services and create a better environment for Law Library patrons.

3. Provide students and other library users with a comfortable, well-equipped, and adequately-staffed physical facility for study, collaboration, and consultation with library staff.
   - Create an inviting atmosphere in the library.
   - Maintain and improve the variety of study spaces and services necessary for comfort and utility.
   - Devote attention to appropriate public relations work to educate library users in order to maximize the use of library resources, services, and space.
   - Ensure that collections will be conveniently located, organized, and accessible to patrons.
   - Maintain a friendly, helpful public contact point for all Law Library patrons, make every patron feel welcome, and seek to make the Law Library a stress-free environment for users.
   - Create a working group to assess, plan, and initiate procedures to improve the Law Library's sustainability efforts.
   - Establish a Committee to select, purchase, and place art objects in the Law Library.

4. Develop a law library staff which will be flexible and creative in response to changes in the work environment and which will embrace the vision, mission, and fundamentals of the Kresge Law Library.
   - Provide law library staff with sufficient opportunities, resources, and support to work productively and with flexibility in a changing environment, with particular emphasis on increasing technical capabilities.
   - Proactively face changes by reassessing workflows, positions, duties, and departments as necessary in order to position the library favorably in the legal information environment.
   - Foster a workplace of respect and partnership among all members of the Notre Dame law community.
     - Focus attention on improving communication internally and externally. o Use the library's wiki to record policies, procedures, decisions and discussions
     - o Encourage the use of outside resources for training, information-gathering, and ideas for new initiatives.
     - o Share information and spotlight the work and contributions of all staff members.

5. Maintain a robust technical environment capable of providing adequate infrastructure for the library's and law school's information technology and library system needs.
   - Create a formal procedure for analyzing new technologies and emerging areas of service.
   - Explore the introduction of real-time web-based virtual services for patrons.
   - Explore and adapt to new initiatives and emerging technologies related to bibliographic description and data control.
   - Formally investigate and make recommendations concerning outsourcing of some cataloging functions, keeping in mind particularly issues of quality, timeliness, and potential savings.
   - Create a working group to assess, plan, and initiate procedures for the establishment of a digitization program which will preserve and promote to a wide audience of researchers the unique intellectual products and institutional history of the Notre Dame Law School.

6. Establish and maintain adequate procedures for assessing, acquiring, maintaining, and presenting electronic resources to the library's primary patrons.
     - Foster expertise in use of appropriate tools and programs for engaging in best practices in the processing and use of electronic resources, specifically to include: o Innovative Interface's Electronic Resources Management System
     - o Serials Solutions products and services

   - Redesign positions as necessary to further adjust to the transition toward a collection primarily focused on electronic resources rather than print.
   - Identify and rectify inefficiencies and/or redundancies in electronic resources workflow.

7. Establish and implement services to deal with the preservation of library resources, including special collections, rare books, and archives.
   - Create a working group to assess, plan, and initiate procedures to set preservation guidelines and establish special collections policies and procedures.
   - Create a working group to assess, plan, and initiate policies and procedures for the establishment of an archival collection in the Law Library, with specific attention to historical documents relating to the history of the Law School.

- Retrieve and process rare books held at the Hesburgh Libraries.

8. Collaborate effectively internally and with other organizations in order to create efficiencies and opportunities for innovation and growth.
   - Investigate outside funding sources, including grants, to support new initiatives.
   - Communicate with colleagues at the Hesburgh Libraries formally and informally in areas by which both libraries will benefit from mutual support and effort, such as technology, special collections policies, and collection development.
   - Maintain and improve library support of the London law program.
   - Represent the Law Library and Law School in campus-wide programs and initiatives as appropriate.
   - Promote law librarianship through library internships, residencies, and recruiting initiatives.

Plan For Developing Stakeholder Input Exhibit 3

The following table lists the important stakeholder groups identified (including at the planning exercise conducted at the Law Library all staff meeting in January) along with the proposed outreach efforts for that group:

Stakeholder Group	Outreach Mechanism(s)
Board of Trustees	Board and committee meetings
Employees	Intranet survey, all staff meetings
Existing Patrons	Surveys, group meeting at Library
Bar Associations and Bar Members	Phone calls, individual meetings, group meeting off site, written & internet survey
Legal Service and Pro Bono Organizations/ Self-Represented Litigants	Phone calls, individual meetings, group meeting off site, written & internet survey
Law Firms	
Attorneys	Phone calls, individual meetings, written & internet survey
Paralegals	Phone calls, attend professional organization meeting, internet survey
Law Firm Administrators	Phone calls, individual meetings, internet survey
County of Los Angeles:	
Board of Supervisors	Phone calls, individual meetings
County Staff	Phone calls, individual meetings
LACPL	Phone calls, individual meetings, survey (mail & internet)
DA's Office & Public Defenders	Survey (mail & internet)
Probation Officers	Survey (mail & internet)
Courts:	
Judges	Board member input, individual meetings
Civil Courts	Phone calls and individual meetings with court staff , survey (mail & internet)
Criminal Courts	Phone calls and individual meetings with court staff , survey (mail & internet)
Technology Providers	Survey (mail & internet)
City of Los Angeles	
LAPL	Phone calls, individual meetings, survey (mail & internet)
City Attorney's office	Phone calls, survey (mail & internet)
Police Department	Phone calls, survey (mail & internet)
Law Students / Law Schools	Phone calls, individual meetings, group meeting off site, internet survey
Other Law Libraries	Phone calls, individual meetings, discussions at conferences, survey (mail & internet), list-serve outreach
Law Library Organizations	Survey (mail & internet), list-serve outreach
Prison Inmates/ CA Dept of Corrections	Survey (mail & internet)
Public Schools	Phone calls, survey (mail & internet)
Chamber of Commerce	Phone calls, survey (mail & internet)

Exhibit 4

LA Law Library Strategic Planning Questionnaire

As part of a strategic planning process, the LA Law Library is seeking input from a broad range of library users, potential users, partners, affiliates, governmental agencies, educational institutions and other interested parties. We thank you in advance for completing this questionnaire and offering us your insights.

To begin, please select the category that best reflects your relationship to the LA Law Library:

1. Individual User
❍ General Public
❍ Judge
❍ Law Firm Administrator
❍ Lawyer
❍ Librarian
❍ Paralegal / Legal Assistant
❍ Self-Represented Litigant
❍ Student
❍ Other, please specify: _____

2. What is your 5-digit zip Code? _____

3. Have you used or visited the LA Law Library within the past year?
❍ Yes ❍ No

4. How frequently do you visit?
❍ Daily
❍ A few times a week
❍ Once a week
❍ A few times a month
❍ Once a month
❍ A few times a year
❍ Rarely

5. Do you have a current library card issued by the LA Law Library?
❍ Yes ❍ No

6. Have you used any of the following services at the LA Law Library? Please check all that apply.
❍ Borrowing materials
❍ Copies - self service
❍ Copies - assisted
❍ CLE materials
❍ Delivery - via email or fax
❍ Delivery - Messenger
❍ Online catalog
❍ Public computers (free access)
❍ Reference assistance to find materials

7. Have you attended any of the following at the Law Library? Please check any that apply.
❍ CLE Class
❍ Self-Help Clinic
❍ Special Event
❍ Training Class

8. Have you rented any of the following at the Law Library? (You may choose more than one)
❍ Conference Room (hourly)
❍ Conference Room (weekly/extended use)
❍ Office Space (hourly)
❍ Office Space (weekly/extended use)
❍ Training Center (hourly)
❍ Training Center (weekly/extended use)
❍ Main Reading Room

9. Please rate your overall experience with the Law library
❍ Excellent
❍ Good
❍ Neutral
❍ Fair
❍ Poor

10. Which location do you primarily use?
❍ Compton
❍ Downtown Los Angeles
❍ Lancaster
❍ Long Beach
❍ Norwalk
❍ Pasadena
❍ Pomona
❍ Santa Monica
❍ Torrance
❍ Van Nuys

11. Have you ever visited the following branch or partner locations? You may check more than one answer.
❍ Compton
❍ Lancaster
❍ Long Beach
❍ Norwalk
❍ Pasadena
❍ Pomona
❍ Santa Monica
❍ Torrance
❍ Van Nuys

12. When you visit the Law Library, how do you get there?
❍ Bicycle
❍ Drive
❍ Motorcycle
❍ Walk
❍ Other, please specify

13. How many attorneys are in your law firm?
❍ Less than 5
❍ 5 to 20
❍ 21 to 50
❍ 51 to 100
❍ Over 100
❍ Not Applicable

14. How often does your practice require resources that you do not have access to at your office?
❍ Daily
❍ Weekly
❍ Monthly
❍ Never

15. How would you rate each of the following:
a. Cleanliness
❍ Excellent ❍ Good ❍ Neutral ❍ Fair ❍ Poor

b. Collection / Scope of Materials
❍ Excellent ❍ Good ❍ Neutral ❍ Fair ❍ Poor

c. Convenience of Location
❍ Excellent ❍ Good ❍ Neutral ❍ Fair ❍ Poor

d. Online Catalog
❍ Excellent ❍ Good ❍ Neutral ❍ Fair ❍ Poor

e. Parking
❍ Excellent ❍ Good ❍ Neutral ❍ Fair ❍ Poor

f. Reference Staff
❍ Excellent ❍ Good ❍ Neutral ❍ Fair ❍ Poor

g. Safety / Security
❍ Excellent ❍ Good ❍ Neutral ❍ Fair ❍ Poor

h. Technology Resources
❍ Excellent ❍ Good ❍ Neutral ❍ Fair ❍ Poor

16. Have you ever needed assistance with any of the following types of legal issues? (Check all that apply)
❍ Adoption
❍ Bankruptcy
❍ Child Custody & Visitation
❍ Child Support
❍ Civil Rights
❍ Cleaning up a Criminal Record
❍ Copyright/Patent
❍ Contract Disputes
❍ Credit Card Debt
❍ Criminal Law
❍ Divorce
❍ Domestic Violence
❍ Elder Mistreatment
❍ Employment of Wage Disputes
❍ Foreclosure
❍ Guardianship
❍ Immigration
❍ Landlord/Tenant Disputes
❍ Name Change
❍ Paternity
❍ Power of Attorney
❍ Probate
❍ Traffic Tickets
❍ Visitation
❍ Veteran Rights
❍ Wills

17. How important to you is each of the following Library benefits?
a. Assistance with legal research within the US (domestic)
❍ Very Important
❍ Important
❍ Neutral
❍ Unimportant
❍ Very Unimportant

b. Assistance with legal research regarding other countries or jurisdictions (foreign law)
❍ Very Important
❍ Important
❍ Neutral
❍ Unimportant
❍ Very Unimportant

c. Borrowing materials (books, law journals, etc.)
❍ Very Important
❍ Important
❍ Neutral
❍ Unimportant
❍ Very Unimportant

d. Classes

- ❍ Very Important
- ❍ Important
- ❍ Neutral
- ❍ Unimportant
- ❍ Very Unimportant

e. Book Delivery (books via messenger)

- ❍ Very Important
- ❍ Important
- ❍ Neutral
- ❍ Unimportant
- ❍ Very Unimportant

f. e-Delivery (documents via email)

- ❍ Very Important
- ❍ Important
- ❍ Neutral
- ❍ Unimportant
- ❍ Very Unimportant

g. Events and Programs

- ❍ Very Important
- ❍ Important
- ❍ Neutral
- ❍ Unimportant
- ❍ Very Unimportant

h. Forms (Help finding or filling them out)

- ❍ Very Important
- ❍ Important
- ❍ Neutral
- ❍ Unimportant
- ❍ Very Unimportant

i. Online Services (including free access to Westlaw, Lexis)

- ❍ Very Important
- ❍ Important
- ❍ Neutral
- ❍ Unimportant
- ❍ Very Unimportant

j. A quiet place to work

- ❍ Very Important
- ❍ Important
- ❍ Neutral
- ❍ Unimportant
- ❍ Very Unimportant

k. Public Wi-Fi (free)

- ❍ Very Important
- ❍ Important
- ❍ Neutral
- ❍ Unimportant
- ❍ Very Unimportant

Any other existing services important to you?

_____
_____
_____
_____
_____

19. Would you be interested in:

a. Book discussions (during lunch)

❍ Yes ❍ No

b. Commercial Legal Services (offering or purchasing them)?

❍ Yes ❍ No

c. Interning at LA Law Library?

❍ Yes ❍ No

d. Hosting an event at LA Law Library?

❍ Yes ❍ No

e. Providing pro bono services?

❍ Yes ❍ No

f. Purchasing used books at LA Law Library?

❍ Yes ❍ No

g. Renting LA Law Library office or conference room space?

❍ Yes ❍ No

h. Volunteering at LA Law Library?

❍ Yes ❍ No

20. Do you use the library's website?

❍ Yes ❍ No

21. Computer Usage

a. Do you have access to a computer/internet?

❍ Yes ❍ No

b. Do you access the internet on a mobile device (phone, tablet, iPad, or e-reader)?

❍ Yes ❍ No

c. Improvements - Classes

What classes would you like to see taught that are not currently offered?

_____
_____
_____
_____

d. Would you be interested in teaching a class at the Law Library?
❍ Yes ❍ No

e. Would you be interested in being on a Law Library speakers' bureau?
❍ Yes ❍ No

f. Which type of classes do you prefer?
- ❍ Live/In-person classes
- ❍ Live streaming of classes
- ❍ Live webinars
- ❍ On demand /Recorded Webinars
- ❍ Documentation and guides

g. What days / times do you prefer classes?
- ❍ Morning
- ❍ Afternoon
- ❍ Evening
- ❍ Monday
- ❍ Tuesday
- ❍ Wednesday
- ❍ Thursday
- ❍ Friday
- ❍ Saturday

22. Improvements - Copy Services
Do you currently use our copy services?
❍ Yes ❍ No

23. How do you prefer to pay for your copies?
❍ Coin operated copiers
❍ Copy card copiers

24. Library computers (PCs):
Users may access the Public PC Stations for up to two sessions per day, with a time limit of up to one hour per session for Public PC Database Stations.

a. **Is the time available to you sufficient?**
❍ Yes ❍ No

b. **How much time would you like?** _____

c. **Would you like to have the option of reserving a PC in advance?**
❍ Yes ❍ No

25. Office Supplies:
Would you like to be able to purchase office supplies (post-its, notebooks, stapler, highlighters, etc.) in the library?
❍ Yes ❍ No

26. Library Hours:
Main Library hours are:
8:30 am – 6 pm, Monday – Friday
9 am – 5 pm on Saturdays

a. Which of the hours/days that the library is currently open are convenient for you?
_____
_____

b. What additional hours/days would be convenient for you?
_____
_____

27. Online Services:
Would you like to be able to:
a. Renew books on line?
❍ Yes ❍ No

b. Look up account activities or register online?
❍ Yes ❍ No

c. Make payments online?
❍ Yes ❍ No

28. Which of the following would you use:
❍ Electronic Filing of Court Documents
❍ Lawyer referral services
❍ Legal clinics staffed by pro bono attorneys
❍ Self-Help Center in the Library
❍ Workshops for completion and review of court forms

29. Materials:

a. Would you check out e-books if the library offered them?
❍ Yes ❍ No

b. In which areas would you like to see the library collection expanded?
- ❍ California print materials
- ❍ E-Books
- ❍ Foreign and International print materials
- ❍ Online research services
- ❍ MCLE materials
- ❍ United States print materials

c. If the Library provided an unstaffed digital resource station (computer terminal) at no charge close to your home or office, would you use it?
❍ Yes ❍ No

30. Library Usage:

a. If you don't use the Library regularly, why not? Check all that apply

- ❍ Library operating hours aren't convenient
- ❍ Library doesn't have the materials I want
- ❍ Library locations aren't convenient
- ❍ Parking near the library is difficult
- ❍ No need; I get everything I need at the Library during my infrequent visits
- ❍ No need: I get everything I need elsewhere
- ❍ No need: I get everyone online

Any other reasons?

_____

_____

31. Where would you like to see the library focus its investments?

Please rank the resources below from the highest priority (1) to lowest priority (5).

a. Books and other print resources

- ❍ 1 (highest)
- ❍ 2
- ❍ 3
- ❍ 4
- ❍ 5 (lowest)

b. E-books and other multimedia

- ❍ 1 (highest)
- ❍ 2
- ❍ 3
- ❍ 4
- ❍ 5 (lowest)

c. Facility improvements

- ❍ 1 (highest)
- ❍ 2
- ❍ 3
- ❍ 4
- ❍ 5 (lowest)

d. Expanded Hours

- ❍ 1 (highest)
- ❍ 2
- ❍ 3
- ❍ 4
- ❍ 5 (lowest)

e. Legal Research Databases

- ❍ 1 (highest)
- ❍ 2
- ❍ 3
- ❍ 4
- ❍ 5 (lowest)

f. Locations (additional ones throughout County)

- ❍ 1 (highest)
- ❍ 2
- ❍ 3
- ❍ 4
- ❍ 5 (lowest)

g. Programs and Classes

- ❍ 1 (highest)
- ❍ 2
- ❍ 3
- ❍ 4
- ❍ 5 (lowest)

h. Reference Assistance

- ❍ 1 (highest)
- ❍ 2
- ❍ 3
- ❍ 4
- ❍ 5 (lowest)

32. What is the best way to tell you about library programs and events, or changes to library services?

- ❍ Advertisement
- ❍ Email
- ❍ Facebook / Twitter (Social Media)
- ❍ Notices in Library
- ❍ Mail
- ❍ Phone
- ❍ Web Site

33. What service, program, or resource do you wish the library offered?

_____

_____

_____

_____

_____

34. What do you believe is the Library's mission? Please rank the below from the highest priority (1) to lowest priority (5).

a. Providing relevant legal materials to legal practitioners

- ❍ 1 (highest)
- ❍ 2
- ❍ 3
- ❍ 4
- ❍ 5 (lowest)

b. Helping self-represented litigants navigate the courts

- ❍ 1 (highest)
- ❍ 2
- ❍ 3
- ❍ 4
- ❍ 5 (lowest)

c. Maintaining a historical archive of legal research materials

- ❍ 1 (highest)
- ❍ 2
- ❍ 3
- ❍ 4
- ❍ 5 (lowest)

d. Providing the general public with access to legal materials

- ❍ 1 (highest)
- ❍ 2
- ❍ 3
- ❍ 4
- ❍ 5 (lowest)

e. Serving as the legal community's public forum for seminars, speeches, CLE, and law-related events.

- ❍ 1 (highest)
- ❍ 2
- ❍ 3
- ❍ 4
- ❍ 5 (lowest)

35. What, if anything, would make you use the LA Law Library more?

_____
_____
_____
_____
_____

36. Sharing resources with the Law Library?

❍ Yes ❍ No

37. Partnering on programs and services for the public?

❍ Yes ❍ No

38. Collaborating on a grant application?

❍ Yes ❍ No

39. Please select your age range (Optional)

- ❍ Under 18
- ❍ 18-25
- ❍ 26-34
- ❍ 35-44
- ❍ 45-55
- ❍ 56-65
- ❍ 65-76
- ❍ 77+

40. Which best describes your annual income range? (Optional)

- ❍ Less than $30,000
- ❍ $31,000 - $45,000
- ❍ $46,000 - $60,000
- ❍ $61,000 - $80,000
- ❍ $81,000 - $120,000
- ❍ $121,000 - $199,000
- ❍ Over $200,000

41. Which best describes your ethnicity? (Optional)

- ❍ Asian
- ❍ American Indian
- ❍ Black/African American
- ❍ Hispanic/Latino
- ❍ White
- ❍ Other, please specify: _____

42. What is your primary language? (Optional)

_____

43. General Comments & Contact:

a. What additional comments would you like to share?

_____
_____
_____
_____

b. If you would like more information and follow up, please give us your email address:

_____

PART B. Organizations

1. REPRESENTATIVE OF ORGANIZATION
❍ Bar Association
❍ Court
❍ Educational
❍ Legal aid/self-help center
❍ Library
❍ Does not apply to me
❍ Other, please specify: _____

2. What is the 5-digit zip Code? _____

3. Has your organization used or visited the LA Law Library within the past year?
❍ Yes ❍ No ❍ Don't know

4. How frequently?
❍ Daily
❍ A few times a week
❍ Once a week
❍ A few times a month
❍ Once a month
❍ A few times a year
❍ Rarely
❍ Don't Know

5. Has anyone at your organization used any of the following at the LA Law Library? Please check all that apply.
❍ Borrowing materials
❍ Copies - self service
❍ Copies - assisted
❍ CLE materials
❍ Delivery - via email or fax
❍ Delivery - Messenger
❍ Online catalog
❍ Public computers (free access)
❍ Reference assistance to find materials
❍ Don't know

6. Has anyone at your organization attended any of the following at the Law Library? Please check any that apply.
❍ CLE Class
❍ Self-Help Clinic
❍ Special Event
❍ Training Class
❍ Don't know

7. Have you rented any of the following at the Law Library? (You may choose more than one)
❍ Conference Room (hourly)
❍ Conference Room (weekly/extended use)
❍ Office Space (hourly)
❍ Office Space (weekly/extended use)
❍ Training Center (hourly)
❍ Training Center (weekly/extended use)
❍ Main Reading Room

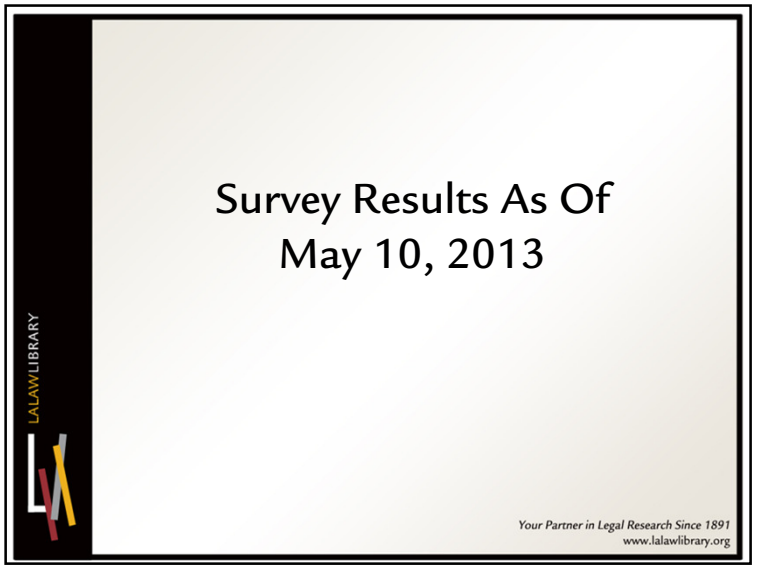
8. Has anyone at your organization rented any of the following at the Law Library? Please check any that apply.
❍ Conference Room (hourly)
❍ Conference Room (weekly/extended use)
❍ Office Space (hourly)
❍ Office Space (weekly/extended use)
❍ Main Reading Room
❍ Training Center (hourly)
❍ Training Center (weekly/extended use)
❍ Don't know

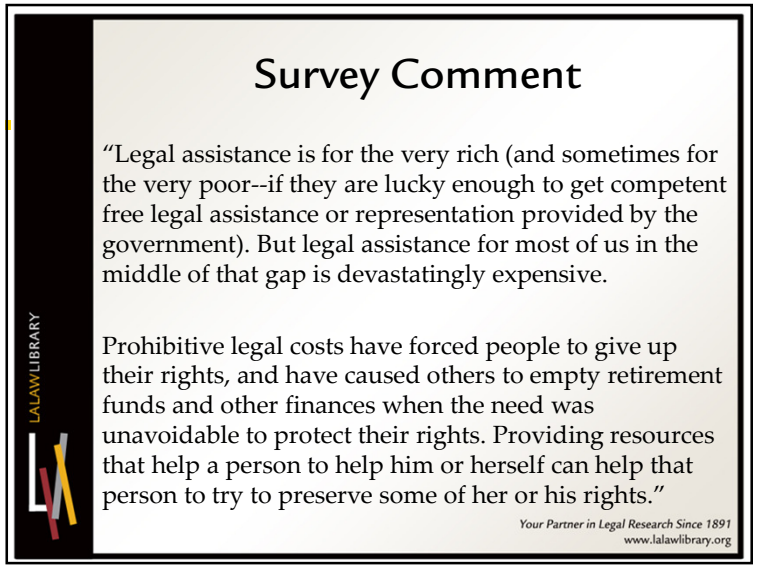
9. Which location do members of your organization primarily use?
❍ Compton
❍ Downtown Los Angeles
❍ Lancaster
❍ Long Beach
❍ Norwalk
❍ Pasadena
❍ Pomona
❍ Santa Monica
❍ Torrance
❍ Van Nuys
❍ Don't know

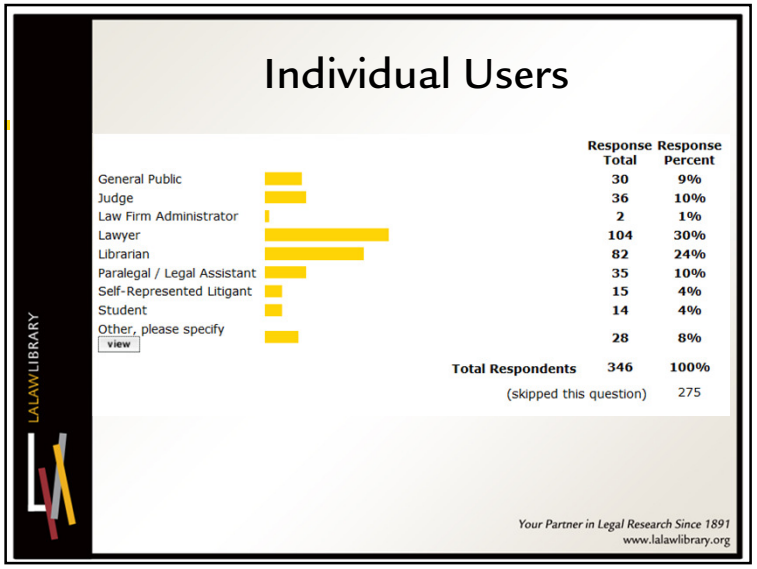
10. Has anyone from your organization ever visited the following branch or partner locations? You may check more than one answer.
❍ Compton
❍ Lancaster
❍ Long Beach
❍ Norwalk
❍ Pasadena
❍ Pomona
❍ Santa Monica
❍ Torrance
❍ Van Nuys
❍ Don't know

Exhibit 5

LALAWLIBRARY
Your Partner in Legal Research Since 1891


LALAWLIBRARY
Survey Results As Of
May 10, 2013
Your Partner in Legal Research Since 1891
www.lalawlibrary.org


LALAWLIBRARY
Survey Comment
"Legal assistance is for the very rich (and sometimes for the very poor--if they are lucky enough to get competent free legal assistance or representation provided by the government). But legal assistance for most of us in the middle of that gap is devastatingly expensive.
Prohibitive legal costs have forced people to give up their rights, and have caused others to empty retirement funds and other finances when the need was unavoidable to protect their rights. Providing resources that help a person to help him or herself can help that person to try to preserve some of her or his rights."
Your Partner in Legal Research Since 1891
www.lalawlibrary.org


LALAWLIBRARY
Individual Users
Response Total
Response Percent
General Public 30 9%
Judge 36 10%
Law Firm Administrator 2 1%
Lawyer 104 30%
Librarian 82 24%
Paralegal / Legal Assistant 35 10%
Self-Represented Litigant 15 4%
Student 14 4%
Other, please specify 28 8%
view
Total Respondents 346 100%
(skipped this question) 275
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Representative of an Organization

	Response Total	Response Percent
Bar Association	17	5%
Court	21	6%
Educational	15	4%
Legal aid/self-help center	21	6%
Library	69	21%
Does not apply to me	159	48%
Other, please specify	33	10%
Total Respondents	334	100%
(skipped this question)	287	

view

LALAWLIBRARY

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Zip Code Results

- Individuals returned 165 unique zip codes
- Organizations returned 91 unique zip codes

LALAWLIBRARY

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Have you used or visited the LA Law Library within the past year?

	Response Total	Response Percent
Yes	231	69%
No	102	31%
Total Respondents	333	
(skipped this question)	288	

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How frequently do you visit?

	Response Total	Response Percent
Daily	11	5%
A few times a week	26	11%
Once a week	14	6%
A few times a month	37	16%
Once a month	25	11%
A few times a year	84	37%
Rarely	33	14%
Total Respondents	230	
(skipped this question)	391	

LALAWLIBRARY

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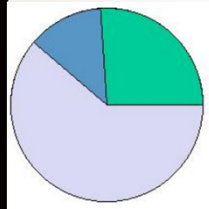
Has your organization used or visited the LA Law Library within the past year?



	Response Total	Response Percent
Yes	101	61%
No	21	13%
Don't know	43	26%
Total Respondents	165	
(skipped this question)	456	

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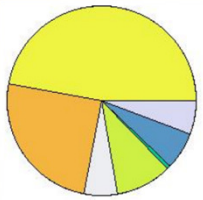
How frequently?



	Response Total	Response Percent
Daily	9	6%
A few times a week	10	6%
Once a week	1	1%
A few times a month	15	10%
Once a month	9	6%
A few times a year	39	25%
Don't know	74	47%
Total Respondents	157	
(skipped this question)	464	

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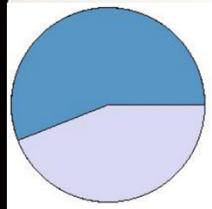
Do you have a current library card issued by LA Law Library?



	Response Total	Response Percent
Yes	144	44%
No	183	56%
Total Respondents	327	
(skipped this question)	294	

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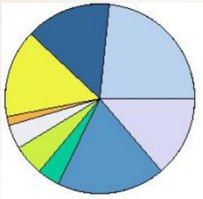
Have you used any of the following services at the LA Law Library?



	Response Total	Response Percent
Borrowing materials	100	30%
Copies - self service	134	40%
Copies - assisted	28	8%
CLE materials	38	11%
Delivery - via email or fax	30	9%
Delivery - Messenger	11	3%
Online catalog	109	33%
Public computers (free access)	106	32%
Reference assistance to find materials	170	51%
Total Respondents	334	
(skipped this question)	287	

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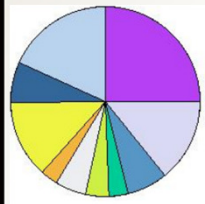
Has anyone at your organization used any of the following services at the LA Law Library?



	Response Total	Response Percent
Borrowing materials	43	26%
Copies - self service	21	13%
Copies - assisted	10	6%
CLE materials	12	7%
Delivery - via email or fax	16	10%
Delivery - Messenger	9	5%
Online catalog	40	24%
Public computers (free access)	21	13%
Reference assistance to find materials	55	34%
Don't know	76	46%
Total Respondents	164	
(skipped this question)	457	

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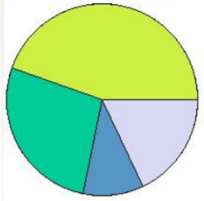
Have you attended any of the following at the LA Law Library?



	Response Total	Response Percent
CLE Class	35	11%
Self-Help Clinic	20	6%
Special Event	53	16%
Training Class	87	26%
Total Respondents	330	
(skipped this question)	291	

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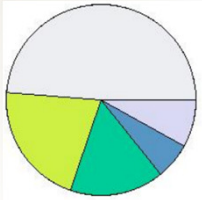
Has anyone at your organization attended any of the following services at the LA Law Library?



	Response Total	Response Percent
CLE Class	13	8%
Self-Help Clinic	10	6%
Special Event	26	16%
Training Class	34	21%
Don't know	79	49%
Total Respondents	161	
(skipped this question)	460	

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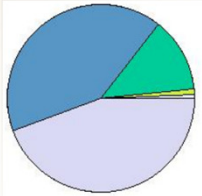
Please rate your overall experience with the Law Library



	Response Total	Response Percent
Excellent	138	44%
Good	128	41%
Neutral	40	13%
Fair	3	1%
Poor	2	1%
Total Respondents	311	
(skipped this question)	310	

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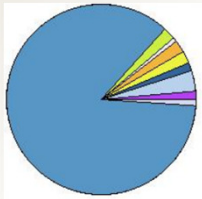
Which location do you primarily use?



	Response Total	Response Percent
Compton	3	1%
Downtown Los Angeles	245	86%
Lancaster	0	0%
Long Beach	6	2%
Norwalk	2	1%
Pasadena	6	2%
Pomona	6	2%
Santa Monica	4	1%
Torrance	10	3%
Van Nuys	4	1%
Total Respondents	**286**	
(skipped this question)	335	

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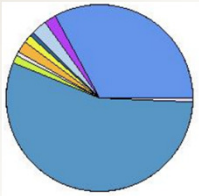
Which location do members of your organization primarily use?



	Response Total	Response Percent
Compton	1	1%
Downtown Los Angeles	81	55%
Lancaster	0	0%
Long Beach	2	1%
Norwalk	1	1%
Pasadena	3	2%
Pomona	2	1%
Santa Monica	1	1%
Torrance	4	3%
Van Nuys	3	2%
Don't know	48	33%
Total Respondents	**146**	
(skipped this question)	475	

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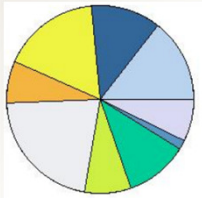
Have you ever visited the following branch or partnership locations?



	Response Total	Response Percent
Compton	18	6%
Lancaster	4	1%
Long Beach	27	8%
Norwalk	20	6%
Pasadena	54	17%
Pomona	18	6%
Santa Monica	42	13%
Torrance	30	9%
Van Nuys	36	11%
Total Respondents	**319**	
(skipped this question)	302	

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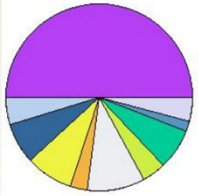
Has anyone from your organization ever visited the following branch or partnership location?



	Response Total	Response Percent
Compton	7	5%
Lancaster	3	2%
Long Beach	12	8%
Norwalk	7	5%
Pasadena	17	11%
Pomona	5	3%
Santa Monica	14	9%
Torrance	12	8%
Van Nuys	8	5%
Don't know	85	56%
Total Respondents	**153**	
(skipped this question)	468	

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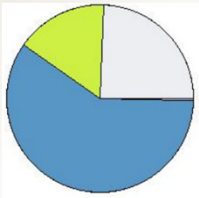
When you visit the Law Library, how do you get there?



	Response Total	Response Percent
Bicycle	1	0%
Drive	168	60%
Motorcycle	0	0%
Walk	45	16%
Other, please specify	69	24%
Total Respondents	282	
(skipped this question)	339	

Other = Public Transit (Metro and Bus)

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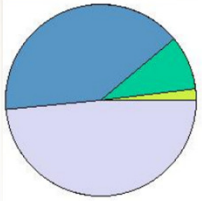
How would you rate each of the following?

Cleanliness



	Response Total	Response Percent
Excellent	127	48%
Good	106	40%
Neutral	24	9%
Fair	5	2%
Poor	0	0%
Total Respondents	262	
(skipped this question)	359	

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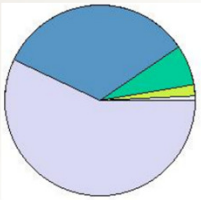
Collection / Scope of Materials



	Response Total	Response Percent
Excellent	150	57%
Good	88	33%
Neutral	18	7%
Fair	5	2%
Poor	2	1%
Total Respondents	263	
(skipped this question)	358	

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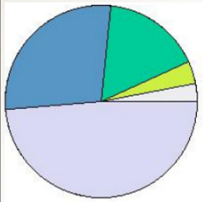
Convenience of Location



	Response Total	Response Percent
Excellent	129	49%
Good	74	28%
Neutral	44	17%
Fair	10	4%
Poor	8	3%
Total Respondents	265	
(skipped this question)	356	

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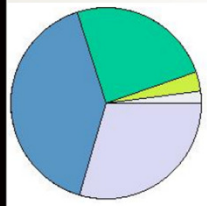
Online Catalog



	Response Total	Response Percent
Excellent	72	30%
Good	99	41%
Neutral	60	25%
Fair	8	3%
Poor	5	2%
Total Respondents	244	
(skipped this question)	377	

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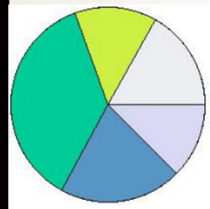
Parking



	Response Total	Response Percent
Excellent	31	12%
Good	51	20%
Neutral	91	37%
Fair	34	14%
Poor	42	17%
Total Respondents	249	
(skipped this question)	372	

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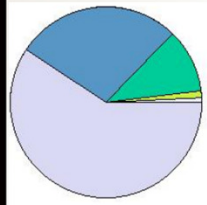
Reference Staff



	Response Total	Response Percent
Excellent	153	59%
Good	72	28%
Neutral	28	11%
Fair	3	1%
Poor	2	1%
Total Respondents	258	
(skipped this question)	363	

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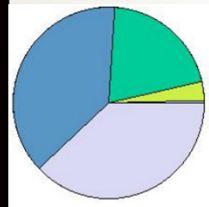
Safety / Security



	Response Total	Response Percent
Excellent	95	38%
Good	95	38%
Neutral	51	20%
Fair	8	3%
Poor	1	0%
Total Respondents	250	
(skipped this question)	371	

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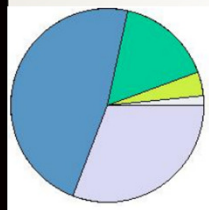
Technology Resources



	Response Total	Response Percent
Excellent	77	31%
Good	119	48%
Neutral	40	16%
Fair	10	4%
Poor	4	2%
Total Respondents	250	
(skipped this question)	371	

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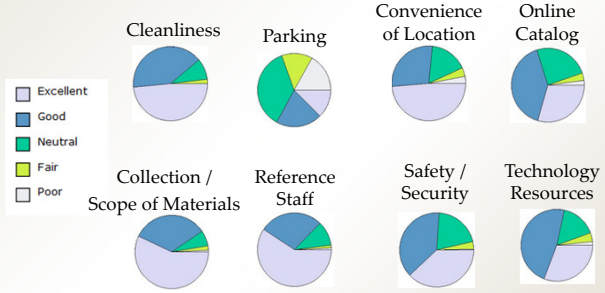
How would you rate each of the following?



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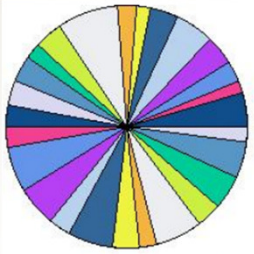
Have you ever needed assistance with any of the following types of legal issues?



	Response Total	Response Percent
Adoption	15	5%
Bankruptcy	36	12%
Child Custody & Visitation	34	11%
Child Support	25	8%
Civil Rights	47	16%
Cleaning up a Criminal Record	17	6%
Copyright/Patent	27	9%
Contract Disputes	45	15%
Credit Card Debt	22	7%
Criminal Law	40	13%
Divorce	45	15%
Domestic Violence	20	7%
Elder Mistreatment	22	7%

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Have you ever needed assistance with any of the following types of legal issues?

Employment of Wage Disputes	25	8%
Foreclosure	26	9%
Guardianship	16	5%
Immigration	28	9%
Landlord/Tenant Disputes	61	21%
Name Change	19	6%
Paternity	14	5%
Power of Attorney	28	9%
Probate	39	13%
Traffic Tickets	29	10%
Visitation	21	7%
Veteran Rights	12	4%
Wills	34	11%
Total Respondents	297	
(skipped this question)	324	

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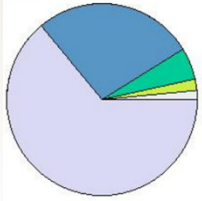
How important to you is each of the following Library benefits?

Assistance with legal research within the US (domestic)



	Response Total	Response Percent
Very Important	167	64%
Important	71	27%
Neutral	14	5%
Unimportant	5	2%
Very Unimportant	4	2%
Total Respondents	261	
(skipped this question)	360	

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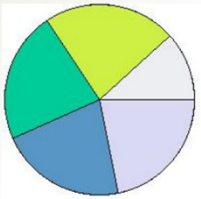
Assistance with legal research regarding other countries or jurisdictions (foreign law)



	Response Total	Response Percent
Very Important	56	22%
Important	55	21%
Neutral	57	22%
Unimportant	58	23%
Very Unimportant	30	12%
Total Respondents	256	
(skipped this question)	365	

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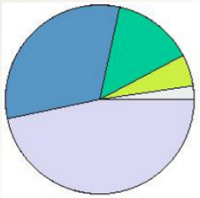
Borrowing Materials (books, law journals, etc.)



	Response Total	Response Percent
Very Important	121	47%
Important	82	32%
Neutral	36	14%
Unimportant	14	5%
Very Unimportant	6	2%
Total Respondents	259	
(skipped this question)	362	

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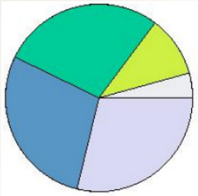
Classes



	Response Total	Response Percent
Very Important	74	29%
Important	73	28%
Neutral	72	28%
Unimportant	27	11%
Very Unimportant	11	4%
Total Respondents	257	
(skipped this question)	364	

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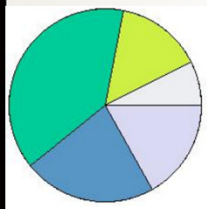
Book Delivery (books via messenger)



	Response Total	Response Percent
Very Important	43	17%
Important	57	22%
Neutral	99	39%
Unimportant	37	15%
Very Unimportant	19	7%
Total Respondents	255	
(skipped this question)	366	

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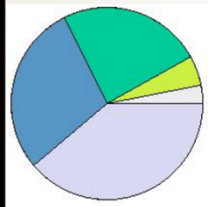
E-Delivery (documents via email)



	Response Total	Response Percent
Very Important	101	39%
Important	75	29%
Neutral	63	24%
Unimportant	13	5%
Very Unimportant	8	3%
Total Respondents	260	
(skipped this question)	361	

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Events and Programs

	Response Total	Response Percent
Very Important	56	21%
Important	98	38%
Neutral	77	30%
Unimportant	24	9%
Very Unimportant	6	2%
Total Respondents	261	
(skipped this question)	360	

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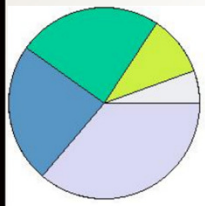
Forms (help finding or filling them out)



	Response Total	Response Percent
Very Important	92	36%
Important	60	24%
Neutral	62	24%
Unimportant	26	10%
Very Unimportant	14	6%
Total Respondents	254	
(skipped this question)	367	

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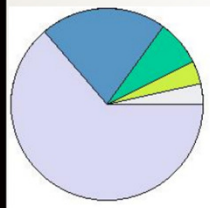
Online Services
(including free access to Westlaw, Lexis)



	Response Total	Response Percent
Very Important	165	64%
Important	55	21%
Neutral	20	8%
Unimportant	10	4%
Very Unimportant	9	3%
Total Respondents	259	
(skipped this question)	362	

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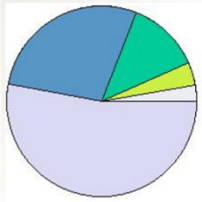
A Quiet Place to Work



	Response Total	Response Percent
Very Important	136	53%
Important	72	28%
Neutral	32	12%
Unimportant	10	4%
Very Unimportant	7	3%
Total Respondents	257	
(skipped this question)	364	

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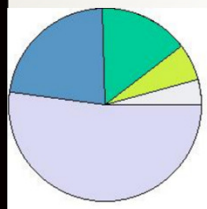
Public Wi-Fi (free)



	Response Total	Response Percent
Very Important	135	52%
Important	58	22%
Neutral	39	15%
Unimportant	16	6%
Very Unimportant	11	4%
Total Respondents	259	
(skipped this question)	362	

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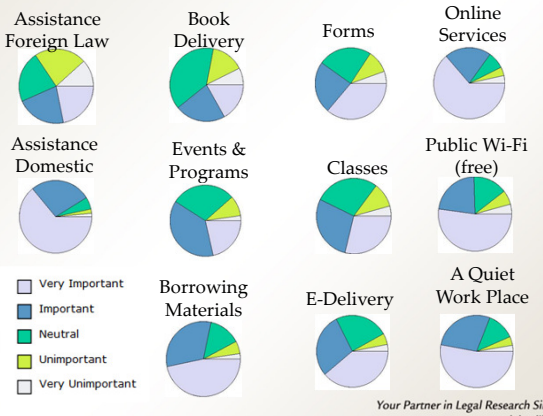
How important are these?



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What Other Services Are Important

- Too many sites are blocked on the internet.
- Continue with having a librarian in the branch that I visit.
- More free and unrestricted classes where any person can attend
- Access to the library resources via internet
- Help for law students
- Returning library material at any branch location.
- Ability to scan books (using a scanner that will not destroy the binding)
- Convenient, and SAFE, parking
- Law Library tours are excellent especially for students
- Downtown branch open later on one or two nights

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Would you be interested in:

[As you look through this series of answers, focus not on whether there were more yeses than noes, but rather on the number of yeses (as an indication of interest in the service or program).]

Book discussions (during lunch)

	Response Total	Response Percent
Yes	90	36%
No	161	64%
Total Respondents	**251**	
(skipped this question)	370	

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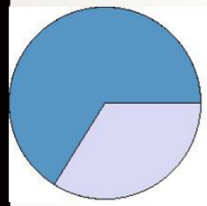
Commercial Legal Services (offering or purchasing them)?



	Response Total	Response Percent
Yes	84	34%
No	164	66%
Total Respondents	**248**	
(skipped this question)	373	

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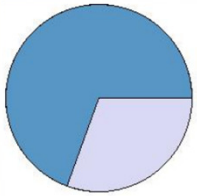
Interning at the LA Law Library?



	Response Total	Response Percent
Yes	77	31%
No	175	69%
Total Respondents	**252**	
(skipped this question)	369	

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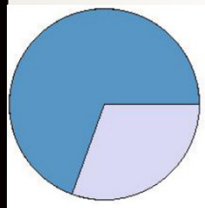
Hosting an event at LA Law Library?



	Response Total	Response Percent
Yes	76	31%
No	173	69%
Total Respondents	249	
(skipped this question)	372	

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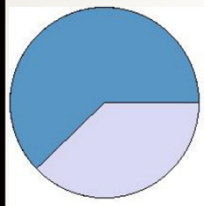
Providing pro bono services?



	Response Total	Response Percent
Yes	93	38%
No	153	62%
Total Respondents	246	
(skipped this question)	375	

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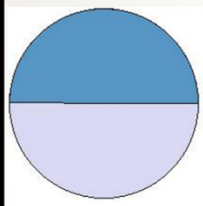
Purchasing used books at LA Law Library?



	Response Total	Response Percent
Yes	127	50%
No	126	50%
Total Respondents	253	
(skipped this question)	368	

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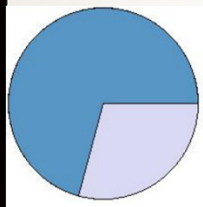
Renting LA Law Library office or conference room space?



	Response Total	Response Percent
Yes	73	29%
No	177	71%
Total Respondents	250	
(skipped this question)	371	

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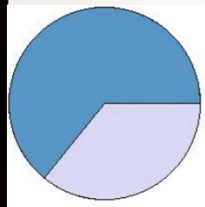
Volunteering at LA Law Library?



	Response Total	Response Percent
Yes	90	36%
No	161	64%
Total Respondents	251	
(skipped this question)	370	

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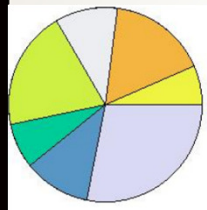
LA Law Library Website

Which of the following do you use it for?



	Response Total	Response Percent
Catalog	116	67%
Classes	46	27%
Directions	31	18%
Hours	82	48%
Locations	43	25%
Reference assistance	68	40%
Other, please specify	27	16%
Total Respondents	172	
(skipped this question)	449	

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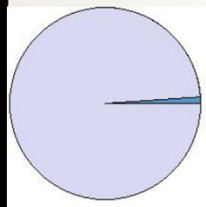
Do you have access to a computer / internet?



	Response Total	Response Percent
Yes	270	99%
No	3	1%
Total Respondents	273	
(skipped this question)	348	

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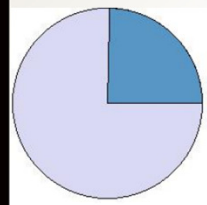
Do you access the internet on a mobile device (phone, tablet, iPad, or e-reader)?



	Response Total	Response Percent
Yes	205	75%
No	67	25%
Total Respondents	272	
(skipped this question)	349	

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Would you be interested in teaching a class at the Law Library?

	Response Total	Response Percent
Yes	50	20%
No	196	80%
Total Respondents	246	
(skipped this question)	375	

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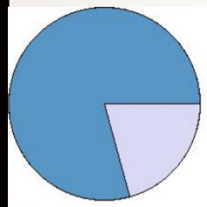
Would you be interested in being on a Law Library speakers' bureau?



	Response Total	Response Percent
Yes	51	21%
No	195	79%
Total Respondents	246	
(skipped this question)	375	

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Which type of classes do you prefer?

	Response Total	Response Percent
Live/In-person classes	154	56%
Live streaming of classes	60	22%
Live webinars	82	30%
On demand /Recorded Webinars	78	28%
Documentation and guides	66	24%
Total Respondents	274	
(skipped this question)	347	

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What days / times do you prefer classes?

	Response Total	Response Percent
Morning	74	27%
Afternoon	84	31%
Evening	77	28%
Monday	31	11%
Tuesday	46	17%
Wednesday	57	21%
Thursday	54	20%
Friday	35	13%
Saturday	93	34%
Total Respondents	274	
(skipped this question)	347	

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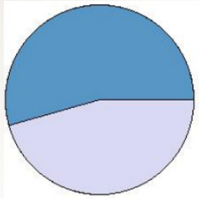
Do you currently use our copy service?



	Response Total	Response Percent
Yes	120	46%
No	143	54%
Total Respondents	263	
(skipped this question)	358	

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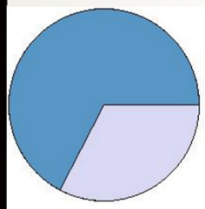
How do you prefer to pay for your copies?



	Response Total	Response Percent
Coin operated copiers	65	33%
Copy card copiers	134	67%
Total Respondents	199	
(skipped this question)	422	

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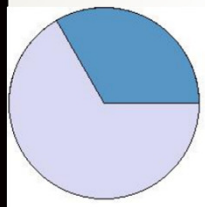
Users may access the Public PC Stations for up to two sessions per day, with a time limit of up to one hour per session for Public PC Database Stations.

Is the time available to you sufficient?



	Response Total	Response Percent
Yes	136	67%
No	68	33%
Total Respondents	204	
(skipped this question)	417	

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How much time would you like?

- 1-3 additional hours (many)
- 4 hours total
- 90 additional minutes
- 2 consecutive hours will be better
- 3 hours -- first 2 hours free and 3rd hour $5 or $10.

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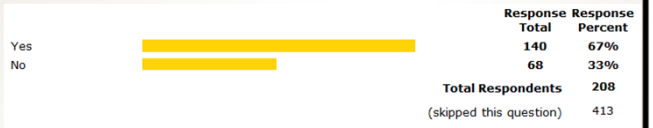
Would you like to have the option of reserving a PC in advance?



	Response Total	Response Percent
Yes	140	67%
No	68	33%
Total Respondents	208	
(skipped this question)	413	

"Please don't let people reserve computers. People would reserve and not show, causing an unnecessary wait."

(Any reservation program must address this concern.)

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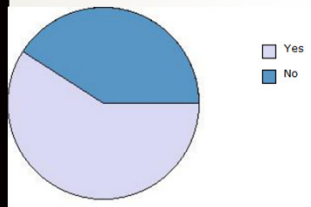
Would you like to be able to purchase office supplies (post-its, notebooks, stapler, highlighters, etc.) in the library?



	Response Total	Response Percent
	140	59%
	97	41%
Total Respondents	237	
(skipped this question)	384	

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Online Services
Would you like to be able to…

Renew books online?

	Response Total	Response Percent
Yes	224	90%
No	25	10%
Total Respondents	249	
(skipped this question)	372	

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Look up account activities or register online?

	Response Total	Response Percent
	215	90%
	24	10%
Total Respondents	239	
(skipped this question)	382	

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Make payments online?

	Response Total	Response Percent
Yes	206	84%
No	40	16%
Total Respondents	246	
(skipped this question)	375	

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Which of the following would you use:

	Response Total	Response Percent
Electronic filing of court documents	128	48%
Lawyer referral services	86	32%
Legal clinics staffed by pro bono attorneys	95	35%
Self-Help Center in the Law Library	113	42%
Workshops for completion and review of court forms	111	41%
Total Respondents	269	
(skipped this question)	352	

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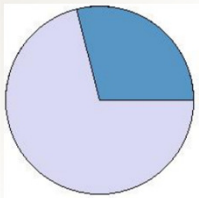
Would you check out e-books if the Law Library offered them?



	Response Total	Response Percent
Yes	174	71%
No	71	29%
Total Respondents	245	
(skipped this question)	376	

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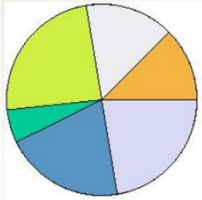
In which areas would you like to see the Law Library collection expanded?



	Response Total	Response Percent
California print materials	120	45%
E-Books	109	41%
Foreign and International print materials	30	11%
Online research services	129	48%
MCLE materials	81	30%
United States print materials	67	25%
Total Respondents	269	
(skipped this question)	352	

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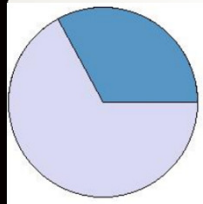
If the Law Library provided an unstaffed digital resource station (computer terminal) at no charge close to your home or office, would you use it?



	Response Total	Response Percent
Yes	165	67%
No	81	33%
Total Respondents	246	
(skipped this question)	375	

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If you don't use the Library regularly, why not?

	Response Total	Response Percent
Library operating hours aren't convenient	48	18%
Library doesn't have the materials I want	7	3%
Library locations aren't convenient	50	19%
Parking near the library is difficult	67	25%
No need; I get everything I need at the Library during my infrequent visits	49	18%
No need: I get everything I need elsewhere	55	21%
No need: I get everything online	34	13%
Total Respondents	268	
(skipped this question)	353	

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Where would you like to see the Library focus its investments?

Please rank the resources below from the highest priority (1) to the lowest (5)

Books and other print resources.

	Response Total	Response Percent
1 (highest)	117	50%
2	57	24%
3	39	17%
4	12	5%
5 (lowest)	10	4%
Total Respondents	235	100%
(skipped this question)	386	

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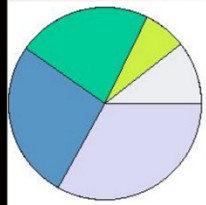
E-books and other multimedia



	Response Total	Response Percent
1 (highest)	78	33%
2	63	27%
3	53	22%
4	17	7%
5 (lowest)	25	11%
Total Respondents	236	
(skipped this question)	385	

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Facility Improvements

	Response Total	Response Percent
1 (highest)	25	11%
2	38	17%
3	85	38%
4	32	14%
5 (lowest)	41	19%
Total Respondents	221	
(skipped this question)	400	

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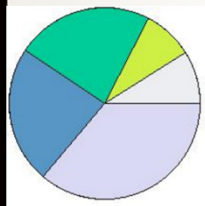
Hours (expanded)



	Response Total	Response Percent
1 (highest)	81	36%
2	52	23%
3	52	23%
4	19	8%
5 - (lowest)	20	9%
Total Respondents	224	
(skipped this question)	397	

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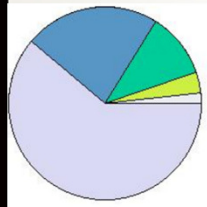
Legal Research databases



	Response Total	Response Percent
1 (highest)	140	61%
2	52	23%
3	25	11%
4	8	3%
5 (lowest)	4	2%
Total Respondents	229	
(skipped this question)	392	

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Locations (additional ones throughout County)

	Response Total	Response Percent
1 (highest)	48	22%
2	36	17%
3	62	28%
4	33	15%
5 (lowest)	39	18%
Total Respondents	218	
(skipped this question)	403	

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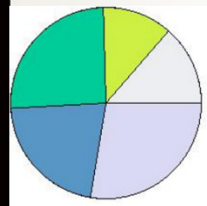
Programs and Classes



	Response Total	Response Percent
1 (highest)	63	28%
2	49	21%
3	58	25%
4	27	12%
5 (lowest)	31	14%
Total Respondents	228	
(skipped this question)	393	

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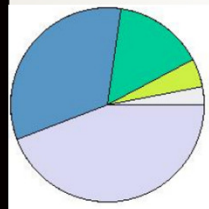
Reference Assistance



	Response Total	Response Percent
1 (highest)	103	44%
2	77	33%
3	35	15%
4	11	5%
5 (lowest)	7	3%
Total Respondents	233	
(skipped this question)	388	

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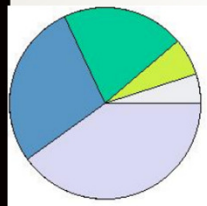
Website



	Response Total	Response Percent
1 (highest)	89	40%
2	62	28%
3	46	21%
4	14	6%
5 - (lowest)	11	5%
Total Respondents	222	
(skipped this question)	399	

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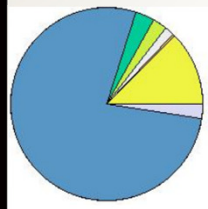
What is the best way to tell you about library programs and events, or changes to library services?



	Response Total	Response Percent
Advertisement	6	2%
Email	193	78%
Facebook / Twitter (Social Media)	8	3%
Notices in Library	6	2%
Mail	4	2%
Phone	1	0%
Web Site	31	12%
Total Respondents	249	
(skipped this question)	372	

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What service, program, or resource do you wish the library offered?

- Pro Bono Assistance
- More help with forms and filings for non-professionals
- Extended hours
- Classes on Sundays
- E-books
- Remote access to online research databases
- Job announcements, social network events and job fairs
- Webinars and on-demand videos
- Off-site class/training programs

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What service, program, or resource do you wish the library offered?

- Longer hours at the computers for research.
- Increased electronic resources
- A way for lawyers to connect to potential clients.
- Public records research on Westlaw or Lexis.
- Lunch or snack area for Members.
- Ability to borrow MCLE tapes of programs put on by the State Bar.
- Program to sell outdated books
- Self-serve scanning
- Specific class subjects recommended

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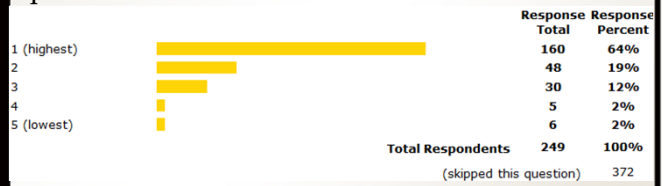
What do you believe is the Library's mission?

Please rank the below from the highest priority (1) to lowest priority (5).

Providing relevant legal materials to legal practitioners



	Response Total	Response Percent
1 (highest)	160	64%
2	48	19%
3	30	12%
4	5	2%
5 (lowest)	6	2%
Total Respondents	249	100%
(skipped this question)	372	

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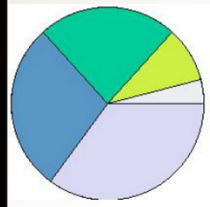
Helping self-represented litigants navigate the courts



	Response Total	Response Percent
1 (highest)	87	35%
2	70	28%
3	58	23%
4	23	9%
5 (lowest)	10	4%
Total Respondents	248	
(skipped this question)	373	

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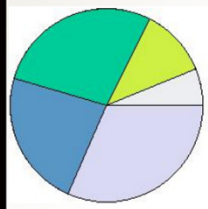
Maintaining a historical archive of legal research materials



	Response Total	Response Percent
1 (highest)	77	32%
2	56	23%
3	68	28%
4	28	11%
5 (lowest)	15	6%
Total Respondents	244	
(skipped this question)	377	

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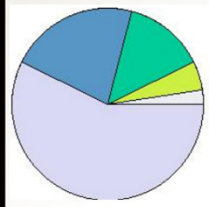
Providing the general public with access to legal materials



	Response Total	Response Percent
1 (highest)	142	57%
2	54	22%
3	34	14%
4	12	5%
5 (lowest)	6	2%
Total Respondents	248	
(skipped this question)	373	

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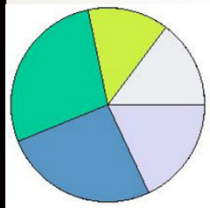
Serving as the legal community's public forum for seminars, speeches, CLE, and law-related events



	Response Total	Response Percent
1 (highest)	44	18%
2	63	26%
3	68	28%
4	33	14%
5 (lowest)	36	15%
Total Respondents	244	
(skipped this question)	377	

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What, if anything, would make you use the LA Law Library more?

- Cheaper parking (many comments)
- Longer hours (many comments)
- More locations
- Knowing more about your services.
- Ability to use one's own computer at the library to access resources
- Fewer homeless, smelly, and crazy people there
- Fewer people who talk on their cell phone in the library.
- Social connections

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What, if anything, would make you use the LA Law Library more?

- Loan books for a longer time.
- If I could scan documents without paying the copying costs
- Private telephone conversation area for members
- More law school study related materials
- Move regional reporters back to the first floor
- Nothing. I love the law library :)

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Are you interested in:

Sharing resources with the Law Library?

	Response Total	Response Percent
Yes	42	47%
No	47	53%
Total Respondents	89	
(skipped this question)	532	

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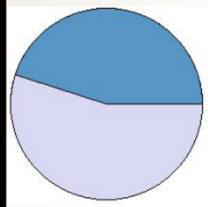
Partnering on programs and services for the public?



	Response Total	Response Percent
	50	55%
	41	45%
Total Respondents	91	
(skipped this question)	530	

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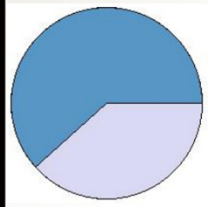
Collaborating on grant applications?



	Response Total	Response Percent
	33	38%
	53	62%
Total Respondents	86	
(skipped this question)	535	

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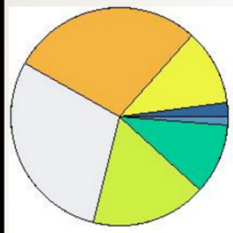
Please select your age range



	Response Total	Response Percent
Under 18	0	0%
18-25	3	1%
26-34	25	10%
35-44	41	17%
45-55	70	29%
56-65	68	28%
65-76	27	11%
77+	5	2%
Total Respondents	239	
(skipped this question)	382	

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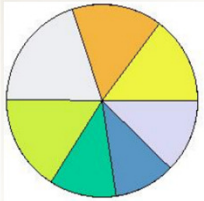
Which best describes your annual income range?



	Response Total	Response Percent
Less than $30,000	25	12%
$31,000 - $45,000	21	10%
$46,000 - $60,000	23	11%
$61,000 - $80,000	33	16%
$81,000 - $120,000	40	20%
$121,000 - $199,000	31	15%
Over $200,000	30	15%
Total Respondents	203	
(skipped this question)	418	

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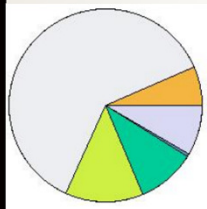
Which best describes your ethnicity?



	Response Total	Response Percent
Asian	18	8%
American Indian	1	0%
Black/African American	21	10%
Hispanic/Latino	28	13%
White	132	62%
Other, please specify	14	7%
Total Respondents	214	
(skipped this question)	407	

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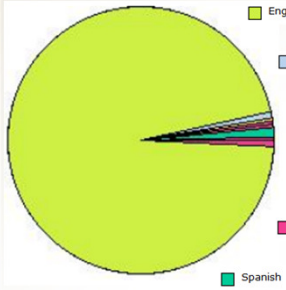
What is your primary language?



Chinese (Traditional)	2	1%
English	250	96%
French	2	1%
Indonesian	1	0%
Korean	1	0%
Russian	1	0%
Spanish	3	1%
Vietnamese	1	0%

58 other languages unanswered

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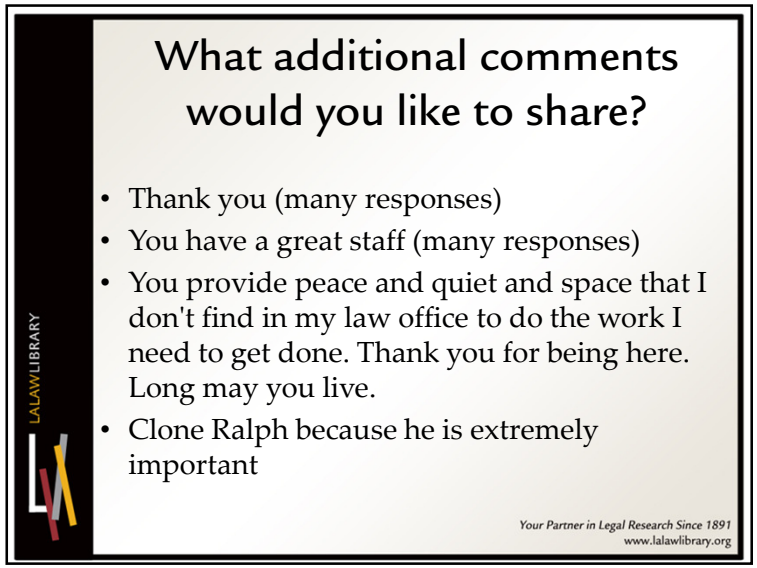
What additional comments would you like to share?
• Thank you (many responses)
• You have a great staff (many responses)
• You provide peace and quiet and space that I don't find in my law office to do the work I need to get done. Thank you for being here. Long may you live.
• Clone Ralph because he is extremely important
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Survey Map

Pushpins

- Paralegal / Legal Assista...
- Librarians
- Firm Administrators
- General Public
- Judges
- Lawyers
- Self Represented
- Students

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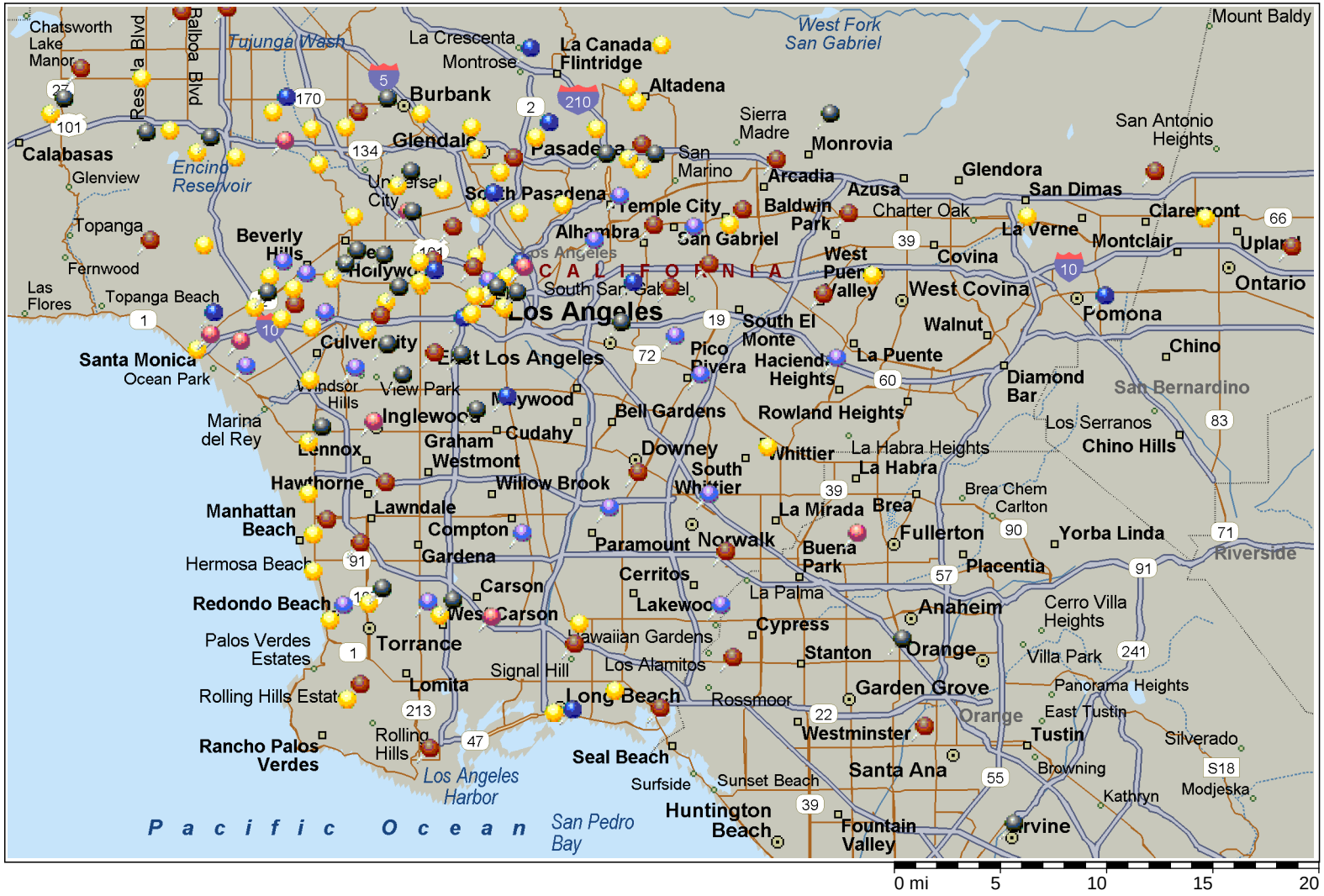
LA Law Library Survey Map - LA County

Pushpins

- Paralegal / Legal Assista...
- Librarians
- Firm Administrators
- General Public
- Judges
- Lawyers
- Self Represented
- Students



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