

# AGENDA

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

### REGULAR BOARD MEETING

*Tuesday, July 23, 2013*

*12:15 PM*

*M. L. LILLIE BUILDING*

*TRAINING CENTER*

*301 WEST FIRST STREET*

*LOS ANGELES, CA 90012-3140*

### ACCOMMODATIONS

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

### AGENDA DESCRIPTIONS

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

### REQUESTS AND PROCEDURES TO ADDRESS THE BOARD

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



**CALL TO ORDER**

**1.0 PUBLIC COMMENT**

**2.0 PRESIDENT'S REPORT**

**3.0 CONSENT CALENDAR**

- 3.1 Minutes of the July 1, 2013, Special Board Meeting.
- 3.2 June 2013 Financial Statements and List of Checks and Warrants.
- 3.3 2013 Quarterly Statistics, April – June.
- 3.4 Parking Lot Management RFP Update
- 3.5 Approval Of Revocable, Non-Exclusive License For Use Of Courthouse Space For eBranch Locations.

**4.0 DISCUSSION ITEMS**

- 4.1 Approval of Terms for Auction of Rare Books and Authorization to Execute Consignment Agreement.
- 4.2 Approval of LA Law Library Strategic Plan.

**5.0 AGENDA BUILDING**

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

**6.0 EXECUTIVE DIRECTOR REPORT**

**7.0 ADJOURNMENT**

The next Regular Meeting of the Board of Law Library Trustees is scheduled for Tuesday, August 27, 2013.

POSTED FRIDAY, JULY 19, 2013 @ 12:00 P.M.  
POSTED BY EUSTORGIO BARAJAS



# AGENDA ITEM 3

## CONSENT CALENDAR

- 3.1 MINUTES OF THE JULY 1, 2013, SPECIAL BOARD MEETING.
- 3.2 JUNE 2013 FINANCIAL STATEMENTS AND LIST OF CHECKS AND WARRANTS.
- 3.3 2013 QUARTERLY STATISTICS, APRIL – JUNE.
- 3.4 PARKING LOT MANAGEMENT RFP UPDATE
- 3.5 APPROVAL OF REVOCABLE, NON-EXCLUSIVE LICENSE FOR USE OF COURTHOUSE SPACE FOR EBRANCH LOCATIONS.

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

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

**July 1, 2013**

The Special Board Meeting of the Board of Law Library Trustees of Los Angeles County was held on Monday, July 1, 2013 at 12:15 p.m., at the Los Angeles County Law Library Mildred L. Lillie Main Library Building at 301 West First Street, Los Angeles, California 90012, for the purposes of considering reports of the affairs to the Library, and transacting such other business as might properly come before the Board of Trustees.

**ROLL CALL/QUORUM**

**Trustees Present:**

Judge Michelle Williams Court  
Judge Lee Smalley Edmon  
Judge Reva Goetz  
Judge Ann Jones  
Kenneth Klein, Esquire

**Trustees Absent:**

Judge Mark Juhas  
Susan Steinhauser (via teleconference)

**Staff Present:**

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

**Also Present:**

David Brecher, Brecher Insurance & Financial Services.

Vice President Jones determined a quorum to be present, convened the meeting at 12:18 p.m. and thereafter presided. Executive Director, Sandra Levin recorded the Minutes.

**1.0 PUBLIC COMMENT**

During the five (5) minutes allocated, Mr. Lee Paradise commented on the building envelope repair & exterior restoration project, objected to any layoffs and noted his recent tort claim with intent to sue the Law Library for \$40.6M.

During the three (3) minutes allocated, Mr. Frank Rodriguez commented on the building envelope repair & exterior restoration project, the member program and his opinion on Library Management. Rodriguez also commented on the strategic plan update.

## **2.0 PRESIDENT'S REPORT**

Due to the absence of President Susan Steinhauser, there was no President Report.

*At this time Vice President Jones announced that Executive Director would welcome the additional summer interns. ED Levin turned the floor to Shohreh Saljooghi who introduced two of the SCALL interns; Mayte Navarrete and Robert Avalos. ED Levin introduced Theo Benjamin, a University of Chicago intern.*

## **3.0 CONSENT CALENDAR**

- 3.1 Minutes of the June 6, 2013, Special Board Meeting for approval
- 3.2 May 2013 Financial Statements and List of Checks and Warrants.  
Staff recommends that the Board review, receive and file the Financial Statements and List of Checks and Warrants.
- 3.3 Approval of Two Additional Borrower Fees and Charges
  - Annual fee to designate a messenger. Proposed \$16.25 reduced from \$50
  - Public fax. Proposed no change from \$1.00Staff recommends that the Board approve the recommended charges.
- 3.4 Strategic Planning Update. (no action)

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

*At this time President Steinhauser joined the meeting via teleconference. ED Levin noted that due to the Agenda not being posted at the remote location, President Steinhauser was not eligible to vote but could otherwise participate and the meeting could proceed as there was a quorum present at the Main Library.*

## **4.0 DISCUSSION ITEMS**

*Prior to the start of discussion, ED Levin; Interim Senior Director Muller, Senior Director Nelson and Senior Director O'Leary recused themselves and left the meeting due to a conflict of interest as the decision would affect their benefits.*

- 4.1 Approval of Dental, Vision, Life and Long Term Disability Benefit Change  
David Brecher presented a brief overview of the benefit change, noting that currently Long Term Disability, Basic Life and Voluntary Life Insurance was covered by SunLife. Dental and Vision were covered under Guardian. Brecher presented the Board with a potential savings of \$2k per year if they were to consolidate all benefits under Guardian. Administratively, the switch to one carrier would be more effective and efficient. There was no further discussion.

Brecher Insurance and Financial Services recommends that the Board approve and authorize staff to bind coverage with Guardian for dental, vision, LTD, basic life and voluntary life for one year.

Vice President Jones requested a motion to adopt the recommendation set by Brecher Insurance and Financial Services. So moved by Trustee Goetz and seconded by Trustee Court. The motion was unanimously approved, 5-0.

*At this time Senior Staff rejoined the meeting.*

4.2 Approval of Operating and Capital Expenditures Budget for Fiscal Year 2013-2014

ED Levin, presented the Board with an overview of the budget. The Board asked questions and engaged in discussion regarding: Capital projects and future approvals, maintaining service levels, civil filing fee projections, highlights of the Budget Committee discussions, depreciation, Library reserves, and staff furloughs.

Staff recommended the Board approve the operating and capital expenditure budget as recommended by the Budget Committee.

Vice President Jones requested a motion to approve the Budget Committee and Staff recommendation. So moved by Trustee Klein and Seconded by Trustee Edmon. The motion was unanimously approved, 5-0

**5.0 EXECUTIVE DIRECTOR REPORT**

ED Levin highlighted that it was her 6-month anniversary with the Law Library. She thanked the Board and Staff for their support and efforts in completing the numerous projects that were successfully executed over the past 6-months.

**6.0 AGENDA BUILDING**

There were no items for Agenda Building.

**7.0 ADJOURNMENT**

There being no further business to come before the Board, the meeting was adjourned at 1:09 p.m. The next Regular Meeting of the Board of Law Library Trustees is scheduled for Tuesday, July 23, 2013.

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

LA Law Library Statistics

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

LA Law Library Statistics

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

\*\*Branch Statistics for Long Beach & Torrance are unavailable



**MEMORANDUM**

**DATE:** July 23, 2013  
**TO:** Board of Law Library Trustees  
**FROM:** Patrick O’Leary, Sr. Director, Administrative Services  
**RE:** Parking Facility Management Request for Proposal

**SUMMARY**

This will advise the Board that Staff issued a request for proposal (RFP) on July 11, 2013 to manage the Law Library’s 104-car public parking facility for a three year term (see the following link to the Library’s website for a copy of the RFP:  
<http://www.lalawlibrary.org/news/newsitem.aspx?id=159>

**DISCUSSION**

The Law Library’s present parking facility manager, ABM, has managed the facility since 2010 when it acquired the previous manager, Five Star Parking. Prior to its acquisition by ABM, Five Star managed the facility for at least a decade. The term agreement with ABM expired on 8/31/12 and ABM has operated the facility on a month-to-month basis.

On July 11, 2013, the Law Library mailed RFPs to 16 parking management companies including the current manager. In addition, we have asked the National Parking Association, the California Public Parking Association, and Find RFP to post a notice about the RFP on their websites. Companies have until the end of the business day on July 29, 2013 to submit proposals.

The Law Library seeks a company qualified to operate the facility as a first class, commercial parking facility. The term of the parking management contract will be three years with an option to extend by an additional three year at the Library’s sole discretion. Staff believes that a longer term relationship and competitive bidding will yield both financial benefits and improved patron services, whether with the current vendor or a third party.

Staff will evaluate proposals in accordance with the following matrix:

Maximum Points	Criteria	Description
25	Qualifications	Applicant’s ability to satisfy all requirements and standards outlined in this RFP
25	Reporting	Applicant’s accounting, audit and internal controls, and reporting capabilities
25	References	The quality and applicability of Applicant’s references
50	Financial	Value of the Applicant’s financial proposal



Staff plans to evaluate proposals, conduct due diligence on bidders, and select the most qualified parking facility manager for recommendation to the Board at its August 27, 2013 regular meeting.

**RECOMMENDATION**

No action by the Board is required at this time.



**MEMORANDUM**

**DATE:** July 23, 2013

**TO:** Board of Law Library Trustees

**FROM:** Sandra J. Levin, Executive Director

**RE:** Approval of Revocable, Non-Exclusive License For Use of Courthouse Space for eBranch Locations

**SUMMARY AND BACKGROUND**

The Law Library is in the process of establishing eBranches at various courthouse locations within Los Angeles County. As in the past with other courthouse branch locations, the AOC and the Law Library must enter into a license agreement for use of the space. Attached is the AOC's proposed revocable, non-exclusive license agreement for use of certain space at the Norwalk courthouse branch. The terms are nearly identical to the Law Library's prior license agreements for space in courthouses, but reflect a different – and smaller – space to be used by the Law Library, since this will now be an eBranch. In light of the benefit to the court provided by a Law Library eBranch, no rent or fee is being charged by the AOC. Each license is also terminable upon 30 days written notice by either party with or without cause and the other terms appear reasonable as well.

The AOC is in the process of preparing substantially similar agreements for the eBranch locations in the Pomona and Long Beach courthouses and will do so thereafter for any other mutually agreed upon eBranch courthouse locations (e.g., Santa Monica).

**RECOMMENDATION**

Staff recommends that the Board authorize the Executive Director to execute the attached license agreement for the Norwalk eBranch and such similar license agreements for the Law Library's other courthouse branch locations, including Pomona, Santa Monica and Long Beach, as may be arranged in the future.



Facility No: 19-AK1  
Facility Name: Norwalk Courthouse  
Facility Address: 12720 Norwalk Boulevard, Norwalk, California 90650



**Judicial Council of California  
Administrative Office of the Courts  
Office of Real Estate and Facilities Management  
455 Golden Gate Avenue, San Francisco, CA 94102**

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**REVOCABLE, NON-EXCLUSIVE LICENSE FOR THE USE OF REAL PROPERTY**

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In consideration of the mutual promises and covenants set forth herein, the Administrative Office of the Courts (sometimes referred to as “AOC” or “Licensor”), an entity of the judicial branch of the government of the State of California, in its capacity as the staff agency to the Judicial Council of California (“Council”), hereby grants to the Los Angeles County Law Library (“Licensee”), a revocable, non-exclusive license (“License”) for use of the premises described below (the “Premises”), for the purpose described in this License and on the terms and conditions set forth below. In this License, the AOC and Licensee are sometimes individually referred to as a “Party” and together referred to as the “Parties.” For reference purposes only, the date of this License shall be Monday, August 5, 2013.

1. Description of Premises Licensed. The Premises consisting of approximately 33 square feet, on the second floor in the phone booths outside Domestic Violence Clinic space located at 12720 Norwalk Boulevard, Norwalk, California (the “Property”), as shown on Exhibit “A” attached hereto.

2. Commencement Date. This License shall commence on Monday, August 5, 2013 (“Commencement Date”) and shall continue until it is terminated as provided in section 3, below.

3. Termination. From and after the Commencement Date, each Party shall have the right and option to terminate this License, with or without cause, at any time by giving 30 days’ prior written notice of the termination of this License to the other Party. In addition to the foregoing, (a) the AOC shall have the right to terminate this License immediately in the event of an emergency that results in damage to, loss of, or an unsafe condition of the Premises or the Property, as determined in the AOC’s sole discretion, and (b) this License shall immediately and automatically terminate upon: (i) the sale or other conveyance of the Property to a party other than the State of California; or (ii) relocation of the Court’s operations at the Property to an alternate location.

4.     Name of Licensee.                             Address:  
Los Angeles County Law Library     301 West First Street  
Attention: Library Director         Los Angeles, California 90012  
Tax ID #: 95-3818179

5.     Purpose of License. The purpose of this License is to allow the Licensee to enter, occupy, and use the Premises for the sole purpose of providing a law library, including references and legal documents for use by the public and such related and incidental purposes, and for no other purpose whatsoever, between the normal Court hours of operation of 7:30 AM to 5:30 PM, Monday through Friday (except for Court holidays and furlough days), subject to the terms, conditions, and restrictions set forth in this License. This License is personal to Licensee and does not grant the Licensee any ownership, leasehold, easement, or other real property interest or estate in the Premises or the Property. In no event shall the Licensee represent itself or its operations in the Premises as being a part of, affiliated with, or an agent or partner of, or in a joint venture with, any of the Council, the AOC, the Superior Court of California, County of Los Angeles (“**Court**”) or any of their respective programs or operations.

6.     Consideration. Consideration for this License is the Licensee’s full and timely compliance with the terms, conditions, and restrictions set forth in this License.

7.     Conditions.

a.     Compliance. Any use made of the Premises and any construction, maintenance, repair, or other work performed thereon by the Licensee, including the installation and removal of any article or thing, shall be accomplished in a manner satisfactory to the AOC. Licensee’s use of the Premises shall at all times be subject and subordinate to those necessary uses of the Court. Licensee shall ensure its activities do not interfere with the carrying on of the business of the Court.

b.     Improvements. The Licensee will not make any improvements or alterations of any kind to the Premises or the Property, including the placement or construction on, over, or under any part of the Property of any permanent structure, fixture, or installation of any kind, size, or character whatsoever, without the prior written approval of the AOC, which approval will be given or withheld in the sole discretion of the AOC. Licensee shall make any improvements or alterations to the Premises that are approved by the AOC in compliance with law and at the Licensee’s sole cost and expense. Unless otherwise agreed in writing by Licensee and the AOC, all improvements or alterations to the Premises that are approved by the AOC and made by the Licensee will be the property of the AOC and will remain in and a part of the Premises when Licensee vacates the Premises. If Licensee and the AOC agree that Licensee shall or may at any time remove any AOC-approved improvements or alterations from the Premises, all costs and expenses associated with the removal of those improvements or alterations will be the sole responsibility of Licensee, including the cost

to repair any damage done to the Premises or the Property in removing those improvements and alterations. Improvements or alterations to the Premises or the Property that are not approved by the AOC, but that are nevertheless installed by or on behalf of the Licensee, may be removed by the AOC at the Licensee's sole expense, including any costs associated with repair of any damage done to the Premises or the Property in removing those improvements or alterations. Unless previously approved in writing by the AOC, Licensee shall not (i) post signs or banners on any part of the Premises or the Property, or (ii) alter any existing structures or improvements in or on the Premises or the Property, or (iii) install stakes, poles, or other materials of any kind into any hardscape or landscape on the Property.

c. *"AS-IS."* The Premises are licensed to Licensee in their "AS-IS" condition and the AOC has no obligation to Licensee for maintenance, repair, improvement, or alteration of or to the Premises or the Property during the period of Licensee's occupancy of the Premises.

d. *Laws and Regulations.* In the exercise of any privilege granted by this License, the Licensee shall comply with all applicable federal, state, and local laws, and the rules, orders, regulations, and requirements of governmental departments and bureaus. The Licensee must also comply with all AOC rules and regulations relating to the use of the Premises and the Property that are provided to Licensee.

e. *Operation.* The Licensee shall confine its activities on the Premises strictly to those necessary for the enjoyment of the privilege hereby licensed, and shall refrain from (i) marring or impairing the appearance of the Property, (ii) obstructing access to the Premises or Property or any area or space within the Premises or Property, (iii) interfering with the transaction of Court or County business in, or the convenience of the public in accessing and using, the Premises or Property, (iv) jeopardizing the safety or security of persons or property on or in the Property, or (v) causing justifiable public criticism of Licensee's activities conducted in the Premises or on the Property. Licensee shall at all times maintain the Premises in a clean, sanitary, and orderly condition satisfactory to the AOC.

f. *Security/Access.* The Licensee will at all times comply with all security access and screening requirements in effect at the Property. The Licensee will have no access to any area within the Property that is either connected to or contains confidential records or information including, but not limited to, Court files, the California Law Enforcement Telecommunications System, the Criminal Offender Records Information, and the Department of Motor Vehicles computer database.

g. *Insurance.* The Licensee will, at all times during the period of Licensee's occupancy of the Premises, provide and maintain, at its sole expense, insurance of the type and with coverage amounts set forth in Exhibit "B," which is attached to and made a part of this License.

h. *Damage.* Licensee shall not damage, destroy, or displace any part of the Property or any personal property for which the Council, the AOC, or the Court is responsible in the exercise of the privilege granted by this License without the prior written consent of the AOC and the express agreement of the Licensee to promptly replace, return, repair, and restore the Property or any such personal property to a condition satisfactory to the AOC.

i. *Indemnification.* The Licensee shall and hereby does indemnify, defend (with counsel satisfactory to the AOC), and save harmless the Council, the AOC, and the Court, and their respective judicial officers, employees, and agents, from and against any and all liability, damages, attorney fees, costs, expenses, or losses of any kind whatsoever, including without limitation, damages related to decreases in the value of the Property and claims for damages or decreases in the value of any adjoining property. (“**Indemnified Loss**”). Indemnified Loss will include, without limitation, court costs, penalties, fines, liens, judgments, consultants’ fees, investigation and remediation costs, and other expenses of every kind asserted against or incurred by the Council, the AOC, and/or the Court, directly or indirectly arising from or related to the exercise by the Licensee, its officers, employees, agents, or invitees, of the privilege granted by this License, its or their use of the Premises or the Property, or any other act or omission of the Licensee, including from any failure by Licensee to comply with the terms of this License. The Licensee’s obligation to defend will commence immediately upon the assertion of any claim or demand for an Indemnified Loss by or against the Council, the AOC, or the Court that is tendered to Licensee, shall apply to any claim that actually or potentially falls within the coverage of this indemnity provision, even if such allegation is or may be groundless, fraudulent, or false, and will continue at all times after such tender until each such claim is fully and finally resolved. Notwithstanding the foregoing, this indemnity shall not apply to those losses solely and directly caused by the gross negligence or willful misconduct of the Council, the AOC, or the Court, or their respective officers, employees or agents. Licensee’s indemnification and defense obligations under this section 7.i. shall survive the termination or expiration of this License.

j. *Storage.* Any property of the Court, the Council, the AOC, or their respective judicial officers, employees, or agents, that must be removed to permit exercise of the privilege granted by this License shall be stored, relocated, or removed from the Premises, and returned to their original location upon termination of the Term of this License, at the sole cost and expense of the Licensee, as directed by the AOC.

k. *Licensee’s Personal Property.* The Licensee will be solely responsible for any risk of loss, damage to, or destruction of the Licensee’s personal property located within the Premises or otherwise on the Property. AOC shall not be responsible for any damage to or destruction of any personal property of Licensee, its employees or invitees, or for any compensation or claim for inconvenience, loss of

business, or annoyance arising from the Licensee's loss of use of the Premises or any such personal property. Any property of the Licensee installed or located on the Premises must be removed promptly upon expiration, termination, or abandonment of this License. Any property of the Licensee not removed within that time may be removed, stored, or disposed of by the AOC at the expense of the Licensee.

l. *Expense.* Any cost, expense, or liability connected with or in any manner incident to the granting, exercise, enjoyment, or relinquishment of this License shall be assumed and discharged by Licensee.

m. *Future Requirements.* In addition to the terms of this License, the AOC shall have the right to impose reasonable rules and requirements for use of the Premises and/or the Property from time to time, and the Licensee shall promptly and continuously comply with any such further rules and requirements as the AOC may hereafter impose and deliver to Licensee.

n. *Attempted Variations.* There shall be no variation or departure from the terms of this License without the prior written consent of the AOC.

o. *Surrender.* Upon the termination of this License, the Licensee shall surrender the Premises to the AOC in the same condition as the Premises were in when received by Licensee on the Commencement Date (ordinary wear and tear excepted), free from hazards, and clear of all debris. At such time, the Licensee shall remove all of its property from the Property, except as otherwise provided in section 7.b. of this License or as otherwise agreed in writing by the AOC and the Licensee.

p. *Notices.* Any notices required or permitted to be given under the terms of this License must be in writing and may be: (i) personally delivered; (ii) mailed by depositing such notice in the United States mail, first class postage prepaid; or (iii) sent by reputable overnight delivery service, addressed as follows or to such other place as each Party hereto may designate by subsequent written notice to the other Party:

If to the AOC:      Administrative Office of the Courts  
                                 Office of Real Estate and Facilities Management  
                                 Attention: Portfolio Administration Analyst  
                                 455 Golden Gate Avenue  
                                 San Francisco, CA 94102  
                                 Voice: 415-865-4053  
                                 Fax: 415-865-4986



With a copy to:

Administrative Office of the Courts  
Office of Real Estate and Facilities Management  
Attention: Manager, Real Estate  
455 Golden Gate Avenue  
San Francisco, CA 94102  
Voice: 415-865-4048  
Fax: 415-865-8885

In addition, all notices by the Licensee relating to termination of this Agreement or an alleged breach or default by the Council or the AOC of this License must also be sent to:

Administrative Office of the Courts  
Attention: Senior Manager, Business Services  
455 Golden Gate Avenue  
San Francisco, CA 94102  
Voice: 415-865-4090  
Fax: 415-865-4326

If to the Licensee: Los Angeles County Law Library  
Attention: Sandra J. Levin, Executive Director  
Street Address: 301 West First Street  
City, State, Zip: Los Angeles, California 90012  
Voice: 213-785-2510  
Fax: 213-680-1727  
E-mail: [slevin@lalawlibrary.org](mailto:slevin@lalawlibrary.org)

8. Rules of Conduct on the Property.

a. *No Disturbances.* The Licensee, its employees and invitees, shall refrain from disorderly conduct, or conduct that creates loud and unusual noises or unpleasant odors, or that obstructs the customary use of the common areas of the Property, including entrances, exits, foyers, corridors, offices, elevators, stairways, and parking lots, or that otherwise impedes or disturbs (i) Court judges, staff, or jurors in the performance of their duties, or (ii) members of the public in transacting business or obtaining services provided on the Property, or (iii) other occupants of the Property, their employees and invitees, from accessing or using the Property.

b. *No Gambling.* The Licensee, its employees and invitees, shall refrain from conducting or participating in games for money or other personal property, the operation of gambling devices, the conduct of a lottery or pool, or the selling or purchasing of lottery tickets at, on, or in the Property.

c. *Drug Free Environment.* The Licensee will not knowingly permit any person under the influence of any non-prescribed drug that has been defined by the state or federal government as a “controlled substance” (excluding alcohol) to enter upon the Property. The possession, sale, or use of any “controlled substance” (except when permitted by law) on the Property is prohibited.

d. *No Weapons and Explosives.* The Licensee, its employees and invitees, while on the Property is prohibited from carrying firearms, other dangerous or deadly weapons, or explosives, either openly or concealed, and from storing any such weapons or explosives on or within the Property, except for permitted official purposes.

e. *No Smoking.* Smoking shall not be permitted on the Premises at any time, and Licensee, its employees and invitees shall additionally comply with all applicable laws and ordinances regarding smoking in the vicinity of all entrances to the Property.

9. General Provisions.

a. *No Assignment.* This License is personal to Licensee. Licensee shall not assign or otherwise transfer this License or any rights, privileges, or obligations hereunder to any other person or entity, nor shall the Licensee permit the use of any portion of the Premises by others without the prior written consent of the AOC, which consent will be given or withheld by the AOC in its sole discretion.

b. *Anti-Discrimination.* The Licensee shall comply with all applicable federal and California laws relating to discrimination against employees or members of the public because of race, color, ancestry, national origin, religious creed, disability, or sexual orientation, including, but not limited to, the California Unruh Civil Rights Act, the Civil Rights Act of 1964, and the Americans with Disabilities Act of 1990.

c. *Governing Law.* This License is governed by and will be construed in accordance with the laws of the State of California without regard to its conflict of law provisions.

d. *License Temporary in Nature.* The Licensee agrees that the rights herein are of a temporary, non-exclusive, non-possessory nature and in no event will this License or any memorandum of this License be recorded with the County Recorder’s Office, nor will the Licensee have a claim to any right or interest in the Premises or the Property other than as specifically provided for in this License.

e. *Relationship of the Parties.* The Licensee and the AOC hereby confirm and agree that, in performing their respective obligations and exercising their respective rights under this License, each Party is at all times an independent contractor with respect to the other Party, and that no relationship of employer-employee,

partnership, or joint venture is created by this License between Licensee and any of the State, the Council, the AOC, or the Court. Neither Licensee nor the AOC, nor any other person or entity performing services on behalf of either Party pursuant to this License, will have any right or claim against the other Party under this License for social security benefits, workers' compensation benefits, health benefits, vacation pay, sick leave, or any other employee benefits of any kind or nature whatsoever. Each Party is responsible to provide and maintain its own workers' compensation insurance covering its own employees, and neither Party will have any liability or responsibility for workers' compensation insurance coverage for employees of the other Party.

f. *Certification of Authority to Execute this License.* The Licensee and the AOC each certifies that the individual(s) signing this License on its behalf has authority to execute this License on its behalf and may legally bind it to the terms and conditions of this License and all exhibits attached hereto.

g. *No Relocation Assistance.* The Licensee acknowledges that upon any termination of this License, Licensee is not entitled to any relocation payment or advisory assistance of any type from the State of California, the Council, the AOC, or the Court.

h. *Possessory Interest.* Licensee recognizes and understands that this License may create a possessory interest subject to property taxation and that the Licensee may be subject to the payment of property taxes levied on such interest.

i. *Severability.* If any term, provision, covenant, or restriction in this License is determined to be invalid, void, unenforceable, or otherwise inconsistent with applicable law, the remainder of the terms, provisions, covenants and restrictions of this License will remain in full force and effect and will in no way be affected, impaired, or invalidated. It is hereby stipulated and declared to be the intention of the Licensee and the AOC that they would have executed the remaining terms, provisions, covenants, and restrictions set forth in this License without including any of such terms, provisions, covenants, or restrictions that may be hereafter declared invalid, void, or unenforceable.

**ACCEPTED AND AGREED TO:**

**LICENSEE:**

**LOS ANGELES COUNTY LAW  
LIBRARY,**

\_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

**LICENSOR:**

**JUDICIAL COUNCIL OF CALIFORNIA,  
ADMINISTRATIVE OFFICE OF THE  
COURTS**

By: \_\_\_\_\_

Name: Grant Walker

Title: \_\_\_\_\_  
Date: \_\_\_\_\_

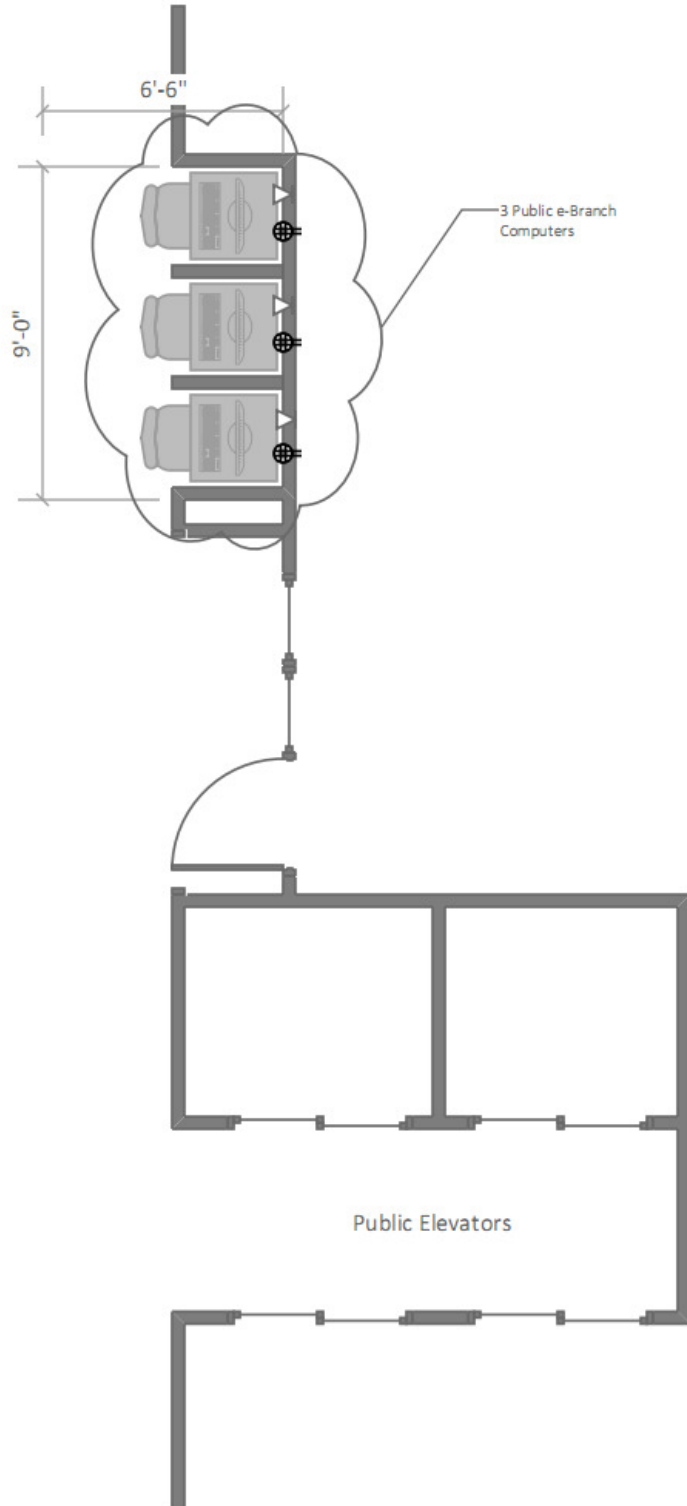
Title: Senior Manager, Business Services  
Date: \_\_\_\_\_

APPROVED AS TO FORM:  
Administrative Office of the Courts,  
Legal Services Office

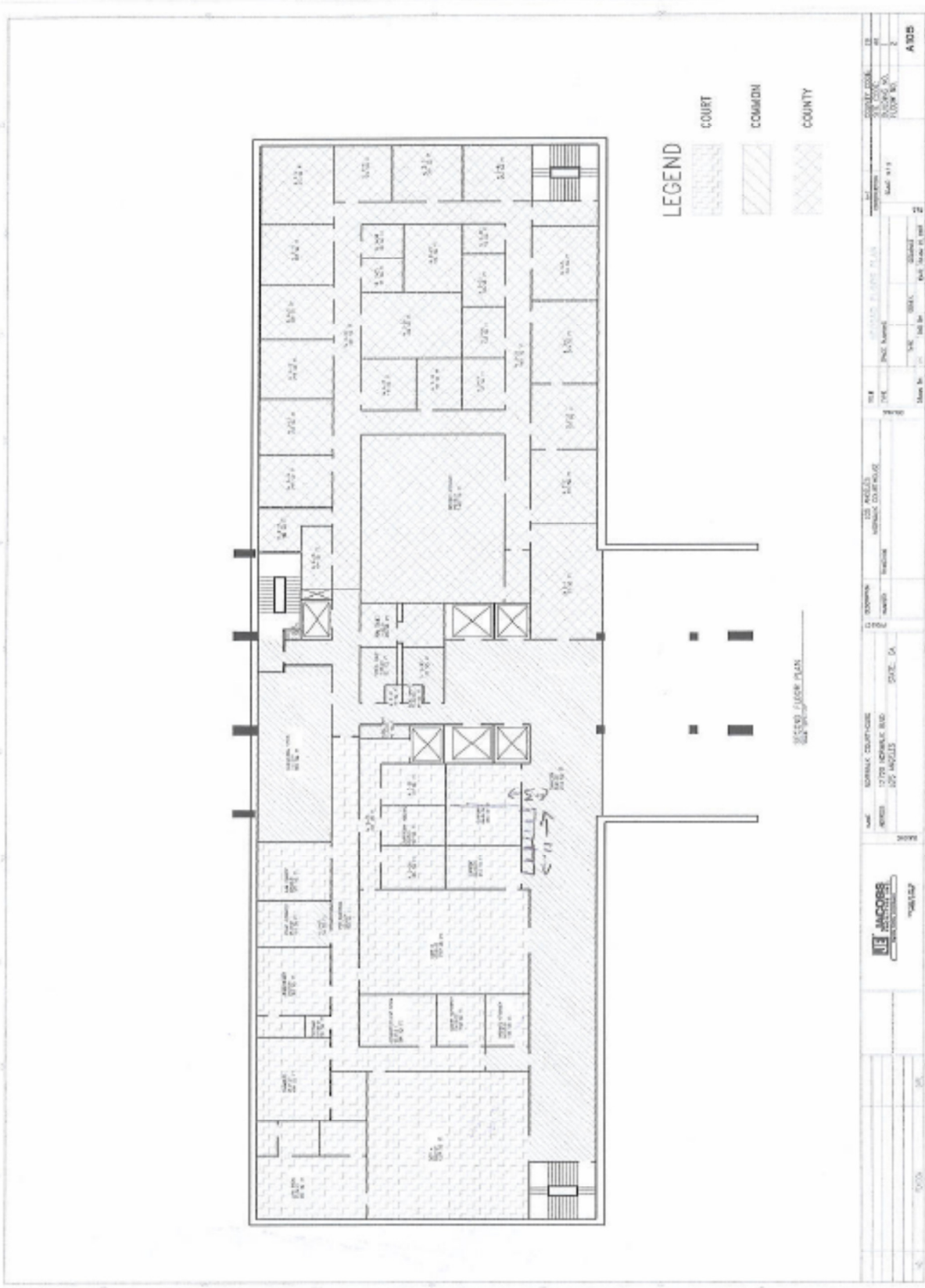
By: \_\_\_\_\_  
Name: Leslie G. Miessner  
Title: Supervising Attorney  
Date: \_\_\_\_\_

# EXHIBIT "A"

## DEPICTION OF PREMISES



LA Law Library  
Proposed e-Branch Space  
Norwalk Courthouse - 2<sup>nd</sup> Floor  
(Existing Phone Booths)  
50.6 Square Feet  
New Electrical & Data Required



## EXHIBIT “B”

### INSURANCE REQUIREMENTS

#### 1. General Requirements.

j. During the period of time the Licensee occupies or uses space at or in the Property, Licensee will maintain, or cause to be maintained, insurance issued by an insurance company or companies that are rated “A-VII” or higher by A. M. Best’s key rating guide, and are approved to do business in the State of California.

k. Before commencement of its use, Licensee will provide the AOC with certificates of insurance, on forms acceptable to the AOC, as evidence that all required insurance is in full force and effect. The certificates of insurance clearly indicate the following:

l. That the State of California (“**State**”), Judicial Council of California (Judicial Council), AOC, Superior Court of California - County of Los Angeles (“**Court**”) and the Los Angeles (“**County**”) including their respective elected and appointed officials, judges, subordinate judicial officers, officers, employees, and agents, if any, have been added as additional insureds on the insurance policy being referenced; but only with respect to liability assumed by Licensee under the terms of this Agreement.

m. That the insurance policy being referenced will not be materially changed or cancelled without 30 days notice to the AOC; and

n. That the insurance policy being referenced is primary and non-contributing with any insurance, self-insurance, or other risk management program maintained by the State, Judicial Council, AOC, Court or County, including their respective elected and appointed officials, judges, subordinate judicial officers, officers, employees, and agents, if any.

o. The Certificates of Insurance shall be addressed as follows:

If to the AOC: Administrative Office of the Courts  
Judicial Branch Capital Program Office  
455 Golden Gate Avenue  
San Francisco, CA 94102  
Attn: Risk Quality and Compliance  
Fax: 415-865-8885

p. That the Licensee and its insurers providing the insurance contracts being referenced waive any right of subrogation or recovery they may have against any of the State, Judicial Council, AOC, County, or Court, including their respective elected and appointed officials, judges, subordinate judicial officers, officers, employees, and agents for loss or damage to the Premises.

2. Insurance Requirements. Before the commencement of the use of the Property authorized by the terms of this License, Licensee will furnish to the AOC verification that the following insurance is in force:

a. *Commercial General Liability.* Commercial General Liability Insurance written on an occurrence form with limits of not less than \$500,000 per occurrence, and a \$500,000 per location annual aggregate. Each policy must include coverage for liabilities arising out of premises, operations, independent contractors, products and completed operations, personal and advertising injury, and liability assumed under an insured contract. This insurance must apply separately to each insured against whom a claim is made or lawsuit is brought, subject only to the insurance policy's limit of liability.

b. *Commercial Automobile Liability.* When an automobile is used in connection with the use of the Property, Automobile liability insurance with limits of not less than \$500,000 per accident. Such insurance must cover liability arising out of a motor vehicle, including owned, hired, and non-owned motor vehicles, assigned to or used in connection with this License.



# AGENDA ITEM 4

## ACTION ITEMS

- 4.1 APPROVAL OF TERMS FOR AUCTION OF RARE BOOKS AND AUTHORIZATION TO EXECUTE CONSIGNMENT AGREEMENT
- 4.2 APPROVAL OF LA LAW LIBRARY STRATEGIC PLAN

**MEMORANDUM**

**DATE:** July 23, 2013

**TO:** Board of Law Library Trustees

**FROM:** Sandra Levin, Executive Director

**RE:** Approval of Terms of Sale (Auction) of the Foreign Rare Books Collection with Bonhams and Authorization to Enter into Consignment Agreement

**SUMMARY**

This report recommends that the Board authorize the Executive Director to execute a Consignment Agreement with Bonhams to act as the Law Library's agent for the sale at auction of a portion of the Law Library's foreign rare books collection, as discussed below.

**BACKGROUND**

After years of discussion, investigation and consideration of options, the Board of Trustees at its April 2013 meeting, approved the concept of a sale at auction of a portion of the foreign rare books collection and authorized the Executive Director to negotiate terms of sale. The background leading up to that decision was summarized in the Executive Director's report of April 23, 2013 which is attached again here for reference.

**TERMS OF SALE**

The proposed Consignment Agreement with accompanying exhibits and attachments is available for review at <http://www.lalawlibrary.org/pdfs/Bonhams-Consignment-Agreement-July-2013.pdf>. The material terms and recently negotiated items are highlighted here.

*Scope of Material to Be Sold*

As authorized by the Board, the scope of materials to be sold at auction has been refined. A spreadsheet of the materials proposed for auction is attached to the Consignment Agreement.

Reference and Collection Management Staff conducted a thorough review of the materials proposed for auction to organize and confirm our inventory of the materials, identify materials that may be useful to retain for research purposes and select a small sampling of materials for display and archival purposes. Two Bonhams representatives spent three days each reviewing the materials, providing input regarding the anticipated value at auction of materials and selecting which of volumes of foreign materials published before 1850 that were housed in the stacks -- not in the rare books room -- were also appropriate for auction. The Bonhams representatives also assisted in identifying materials of lesser value that would not impair the value of the overall collection if retained for display purposes.



The list of materials for auction was then adjusted based upon the following:

- California and domestic materials were identified to be retained in the collection and not listed for auction. While this had always been the understanding in concept, the actual identification and division of the materials required a significant effort. This category was also expanded to include foreign materials published in Mexico but having significance to the development of American (particularly Southwestern) law.
- A small number of materials needed for current research or practice purposes were retained in the collection and not listed. For example, a number of legal dictionaries that are not available as reprints in the Collection were retained. Also, some primary law materials (e.g., reporters) not otherwise available in the Collection were retained.
- Materials identified by Bonhams as having high value on an individual basis or as part of a grouping or lot of related materials were included in the list for auction. (These materials were also reviewed by reference staff and, fortunately, did not include any items needed for current research or practice purposes.)
- A small selection of materials was retained for display and historic purposes. They were selected to be diverse and representative in terms of content, jurisdiction, size and appearance.
- Bonhams identified a number of volumes from the stacks that were valuable but not of current research or practice interest and those were added to the list.

#### *Commission*

We are pleased to report that Bonhams has agreed to a greatly reduced commission of 7.5% in consideration of the Law Library's public service purposes and the strength of the collection. Bonhams' standard seller's commission is 15%. After initial negotiations, they had agreed to reduce the commission to 9% and ultimately, after further discussions, to the current 7.5%.

#### *Other Terms*

Numerous other terms, ranging from financial to governing law and venue, have now been negotiated. The following were amended based upon those discussions and differ from Bonhams' standard terms:

- A discounted loss damage liability (insurance) fee of 1.0% will be charged (on hammer price if sold, or on mid-estimate value, if unsold)
- Bonhams will assist with making the arrangements for incoming wrapping, packing & transport of the property, the charges for which shall be notified to the Law Library and deducted from sale proceeds (or otherwise reimbursed by Law Library). (Bonhams provided an estimate which appears quite reasonable and is included in the summary figures below.)
- Interoffice transportation fees during consignment will be waived (absorbed by Bonhams).
- The property will be offered over two auctions: the first a flagship sale of the higher-value property in Bonhams' London location (currently scheduled for February 2014), followed by an auction of the lower-value property in Bonhams' Oxford location (currently scheduled for April 2014).
- Print catalog photo illustration fees and online imaging fees will be capped at £3500 for each of the two contemplated auctions.



- Law Library's prior consent will be required for any charges for repair or testing services.
- Unsold property (reserve or buy-in) fees will be waived.
- The standard 15% service charge for any third party services will be waived.
- All auction lots will be illustrated in the print auction catalogs or the online auction catalogs, or in both versions
- Unless otherwise mutually agreed, reserve prices will be set as follows:
  - Each lot with a low estimate over £1000 will have a reserve price equal to not less than 80% of its low estimate;
  - Each lot with a low estimate of £501 up to and including £1000 will have a reserve price equal to not less than 75% of its low estimate;
  - Each lot with a low estimate of £500 or less will have no (zero) reserve price or a reserve price determined in Bonhams' discretion but not to exceed 70% of its low estimate
- Net sale proceeds will be paid to Law Library within 21 days following completed sale, and Law Library may receive funds in GBP or U.S. Dollars at its sole election.
- California law will apply and Los Angeles, CA will be the designated venue for any disputes involving Bonhams and Law Library (and disputes involving third party buyers will be subject to arbitration).
- Buyer's premiums will be consistent with other comparable auctions and will not exceed 25%
- Law Library shall have the right to approve marketing materials but may not unreasonably withhold such approval.

Accordingly, the final financial estimates (in USD) are as follows:

Estimated Auction Proceeds	1,800,000
Less Auction Costs:	
Commission (7.5%)	135,000
Loss & Damage Warranty (1%)	18,000
Photography & Illustration	10,500
Shipping & Storage (estimated)	12,000
Subtotal Auction Costs	<u>175,500</u>
Net Auction Proceeds	<u><u>1,624,500</u></u>

1. Assumes a currency exchange rate of 1.5.

**RECOMMENDATION**

Staff recommends that the Board approve the terms of the Consignment Agreement with Bonhams and authorize the Executive Director to execute a consignment agreement in the form presented.



**MEMORANDUM**

**DATE:** July 23, 2013

**TO:** Board of Law Library Trustees

**FROM:** Sandra J. Levin, Executive Director

**RE:** Discussion and Approval of Strategic Plan

**SUMMARY AND BACKGROUND**

The Law Library has engaged in a strategic planning process that will shape the Library's future for years to come. After extensive effort and several interim approvals by the Board of Trustees, the Board is now asked to approve the Law Library's Strategic Plan.

The process, components and results are described in the attached Strategic Plan.

For charts displaying the objectives (projects and programs) in alternative formats by completion date and by project coordinator, please visit:

[www.lalawlibrary.org/pdfs/Strategic-Planning-Charts-July-2013.pdf](http://www.lalawlibrary.org/pdfs/Strategic-Planning-Charts-July-2013.pdf)

**RECOMMENDATION**

Discuss the Strategic Plan, propose amendments as desired and approve the Strategic Plan with any identified changes.



# LOS ANGELES COUNTY LAW LIBRARY STRATEGIC PLAN SUMMARY REPORT

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JULY 23, 2013

**BOARD OF TRUSTEES**

Susan Steinhauser, *President*

Hon. Ann Jones, *Vice-President*

Hon. Michelle Williams Court

Hon. Lee Smalley Edmon

Hon. Reva Goetz

Hon. Mark Juhas

Kenneth Klein, Esq.

**STRATEGIC PLANNING COMMITTEE**

**APPOINTED BY THE PRESIDENT OF THE BOARD OF TRUSTEES**

Hon. Mark Juhas, Chairperson

Hon. Michelle Williams Court

Hon. Ann Jones

**EXECUTIVE DIRECTOR**

Sandra J. Levin



## **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.

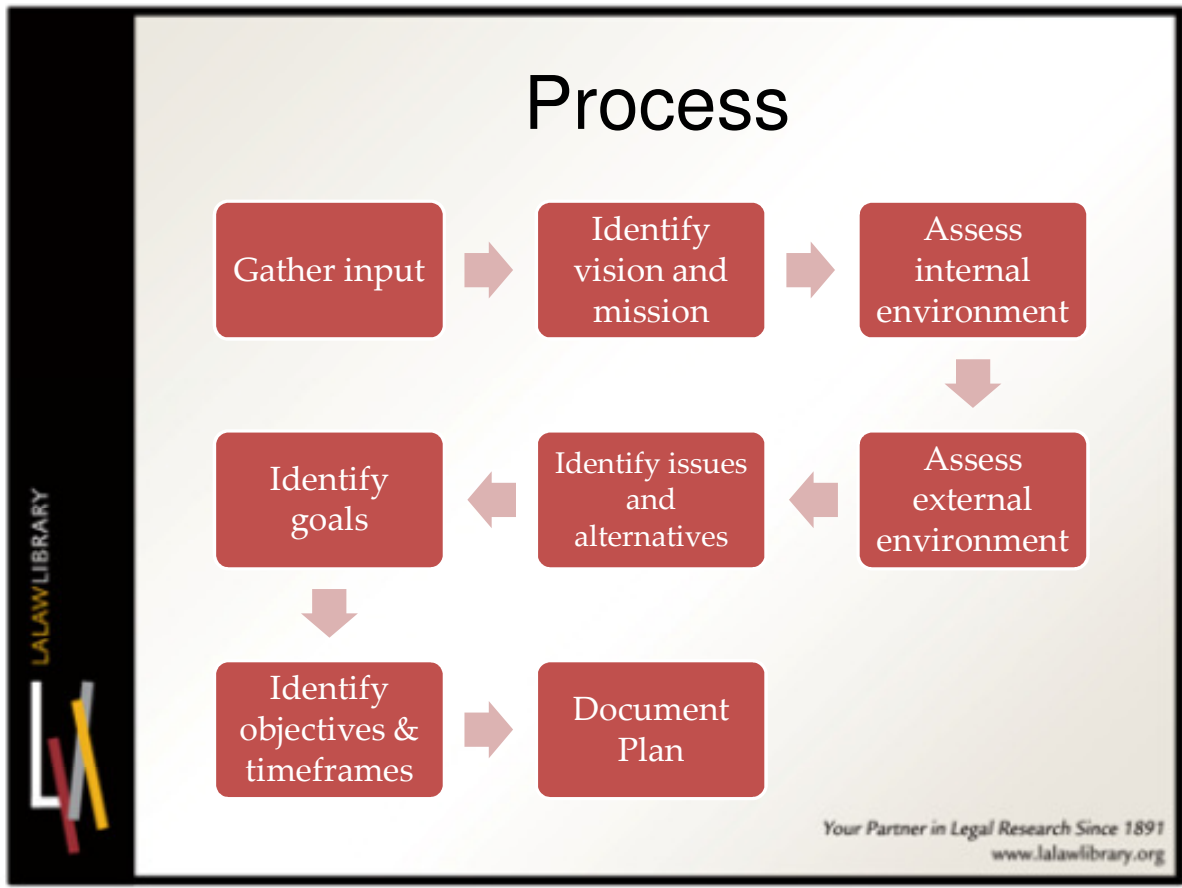
## **COMPONENTS**

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.*

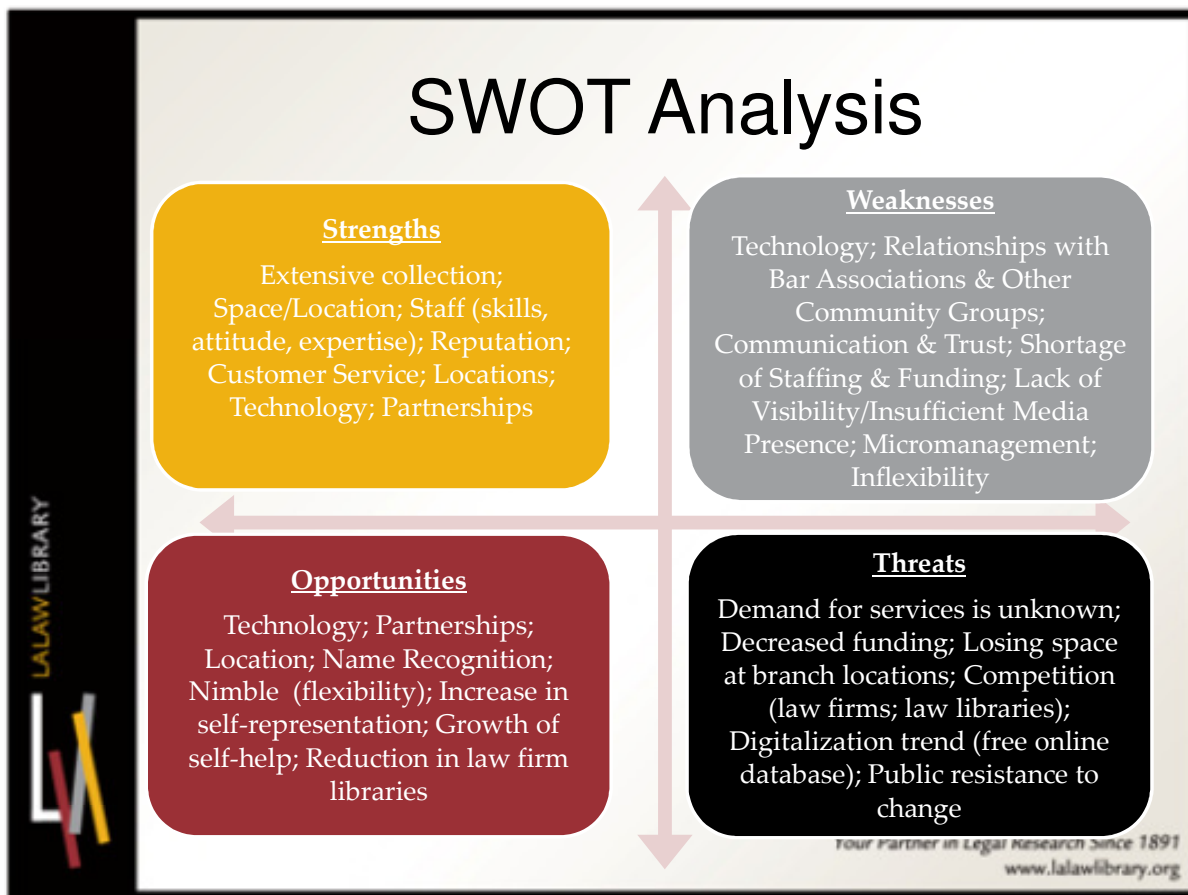
The Strategic Planning Committee reviewed these as well as numerous other options and examples presented by Staff. The Strategic Planning Committee also reviewed vision and mission statements from 50+ other public law libraries nationwide (attached as Exhibit 2) and recommended Vision and Mission Statements 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

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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:

Research capabilities of current system

Test system

Select areas to promote

Develop content and tools

Completion

Target Date:

9/30/13

10/31/13

11/30/13

12/31/13

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:

Research other library methods

Select methods in consultation with communications

Explore digitizing unique local government publications

Develop training classes for specialized government databases

Identify all state, county and city directives and/or laws for inclusion in OPAC

Implement in library

Target Date:

9/30/13

12/31/13

3/31/14

6/30/14

9/30/14

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:

Needs assessment

Pilot loan program

Launch formal material loan program

Evaluate loan program

Completion

Target Date:

3/31/14

6/30/14

9/30/14

3/31/15

**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 programming 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	1/31/2014–3/30/2014
Assess programs	
Expand to one or two additional workshop pilots	6/30/2014
Identify funders for at risk career education / school success programs	6/30/14
Write grant for funding to expand programs	6/30/14
Expand programs to additional schools	9//30/14
Completion	12/31/14

*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
<b>Develop Planning Timeline and Approach</b>						
• 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)						
<b>Develop Mission and Vision</b>						
• 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)						
<b>Gather relevant data and stakeholder input</b>						
• 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						
<b>Set goals/develop plan framework</b>						
• 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)						
<b>Bring proposed strategic plan to Board for approval (June meeting)</b>						



## 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

### 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/7 days 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](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:

<b>Stakeholder Group</b>	<b>Outreach Mechanism(s)</b>
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)

# 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?**

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**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?

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**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?**

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

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**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?

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- 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)

**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

**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?**

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**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?**

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**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)

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**43. General Comments & Contact:**

**a. What additional comments would you like to share?**

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

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## 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

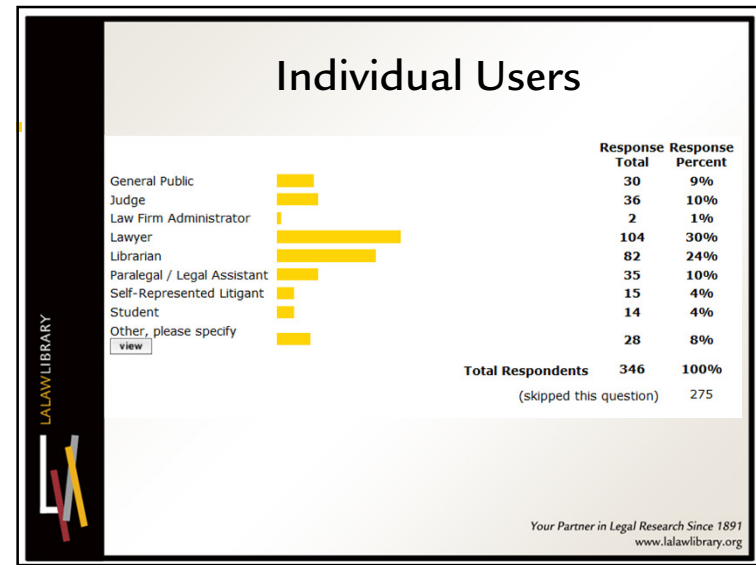
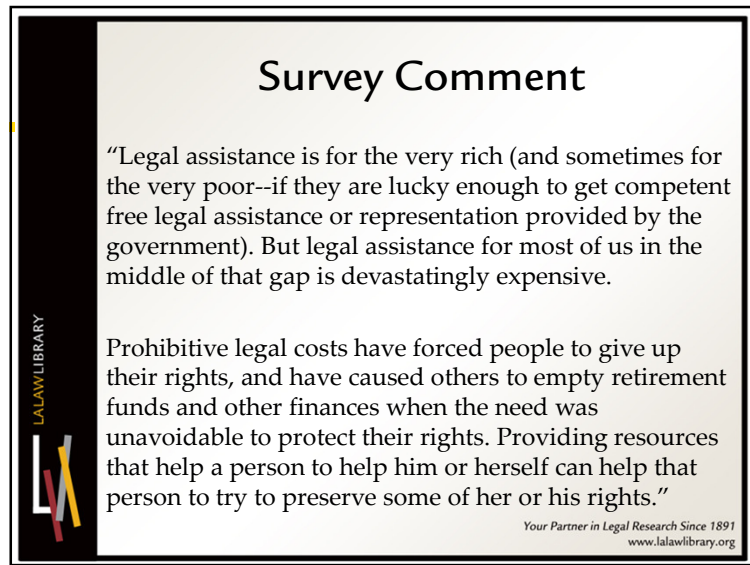
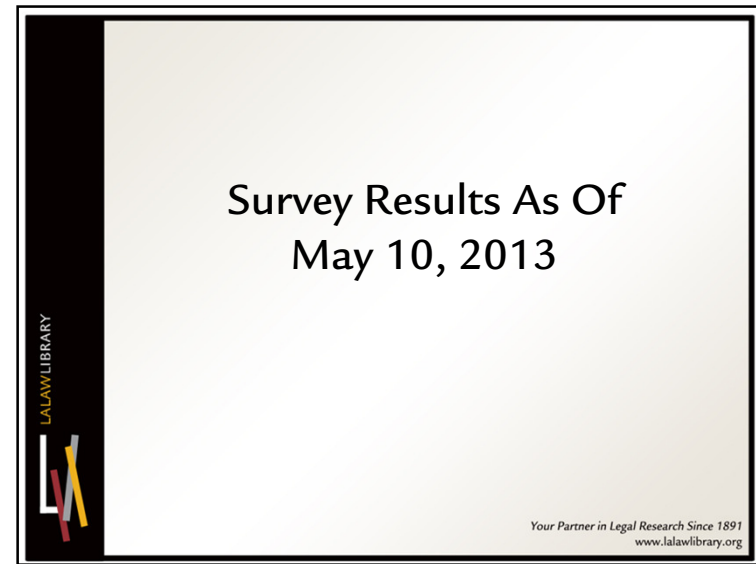
### 9. Which location do members of your organization primarily use?

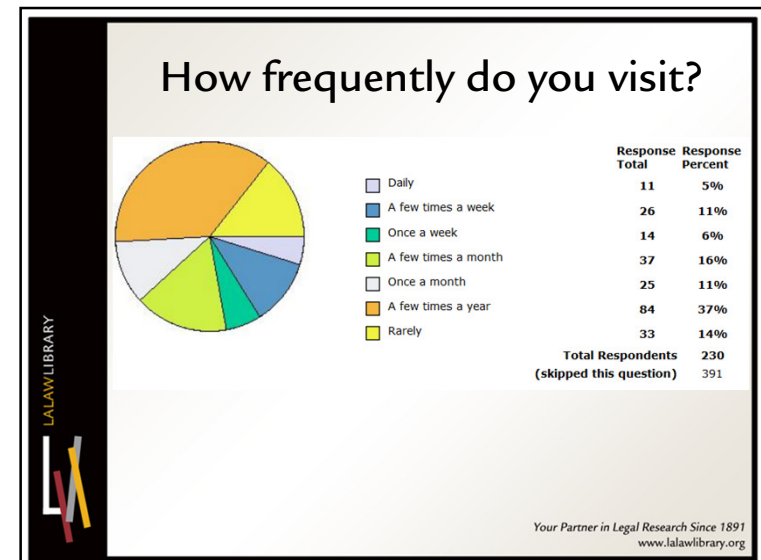
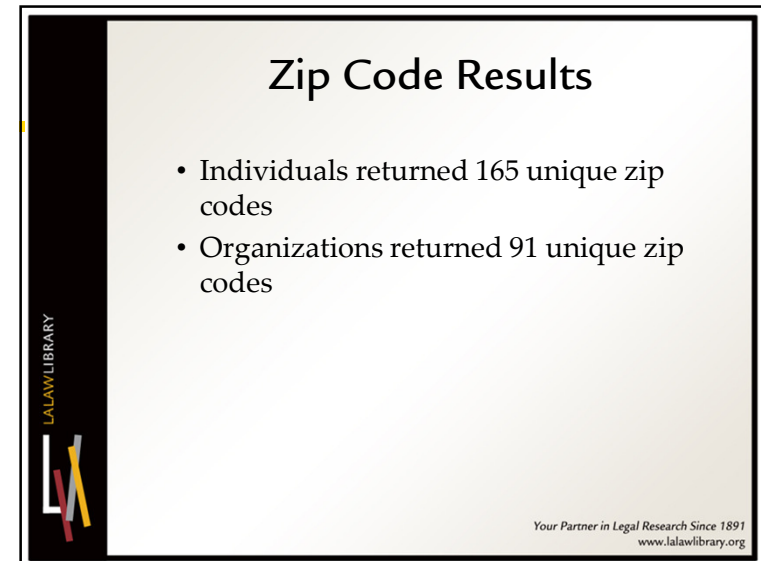
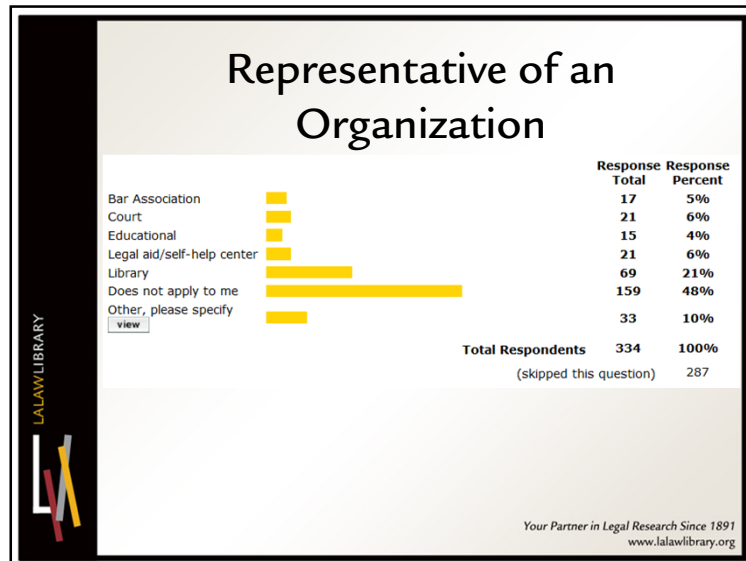
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- Lancaster
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- Norwalk
- Pasadena
- Pomona
- Santa Monica
- Torrance
- Van Nuys
- Don't know

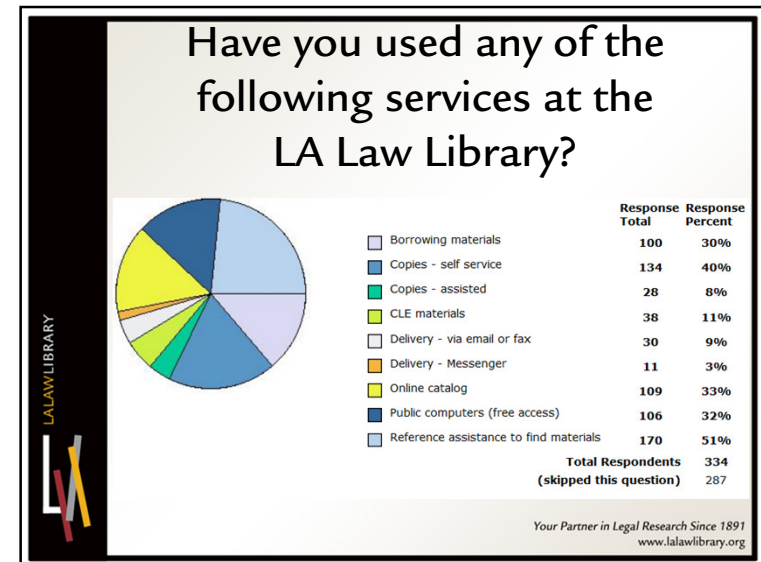
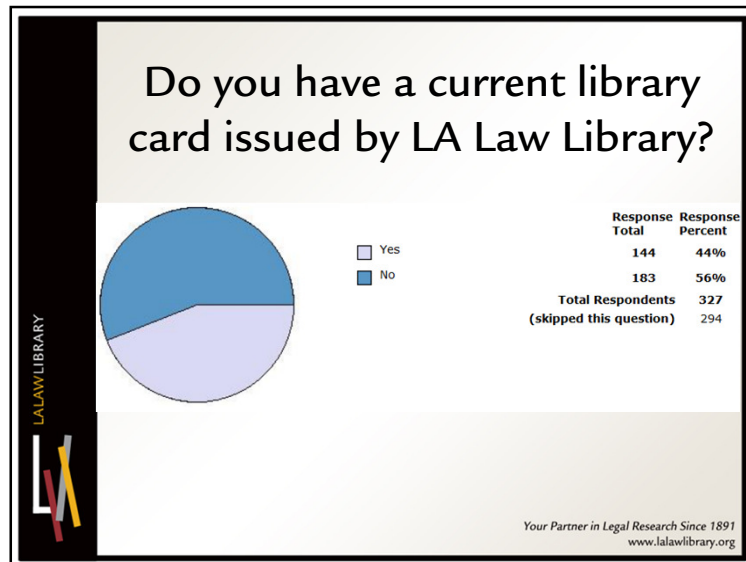
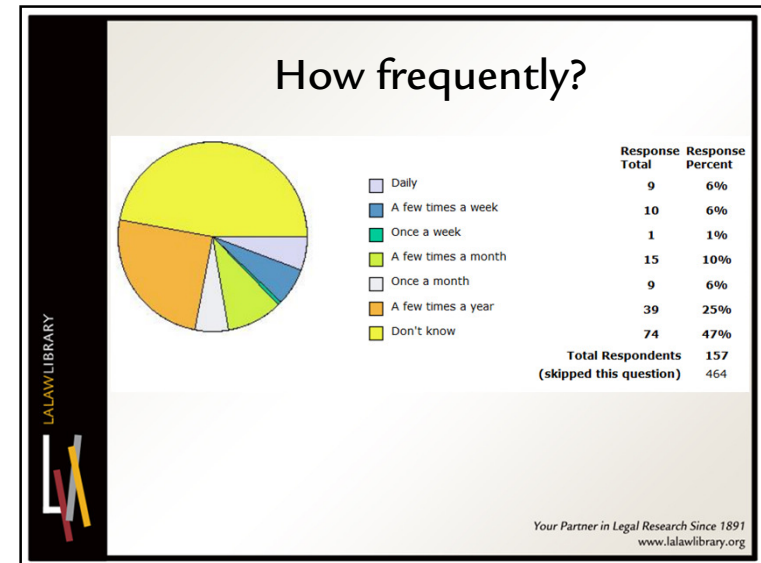
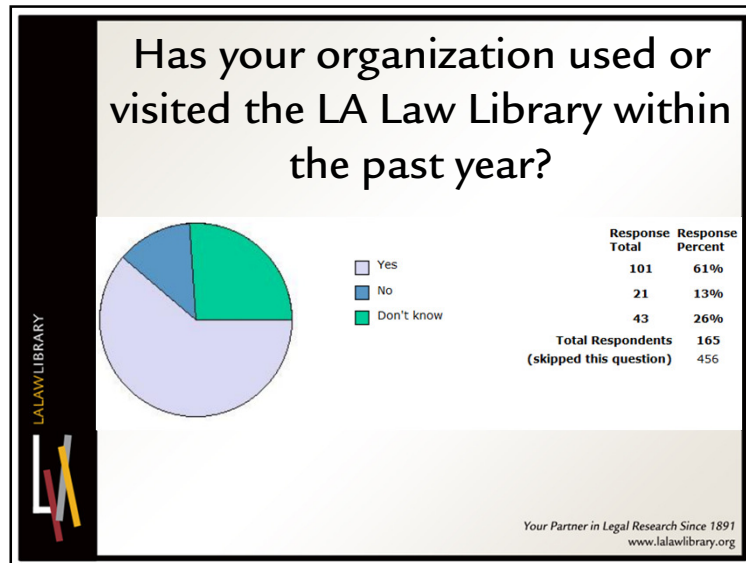
### 10. Has anyone from your organization ever visited the following branch or partner locations? You may check more than one answer.

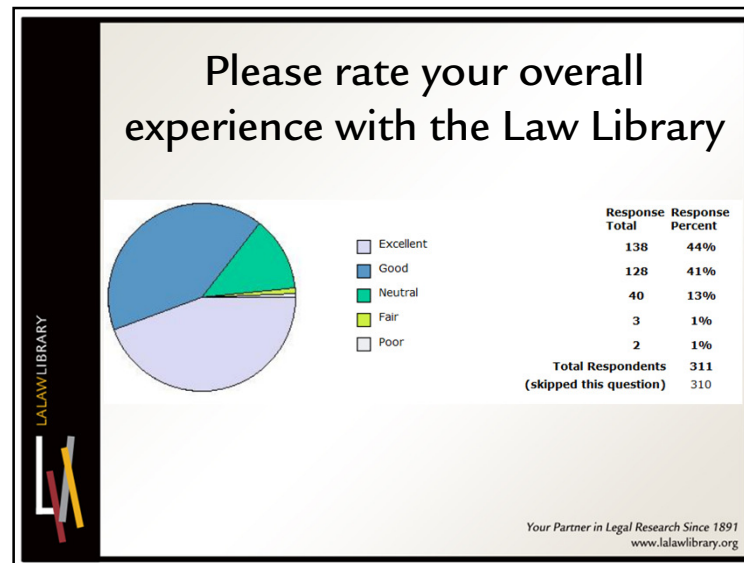
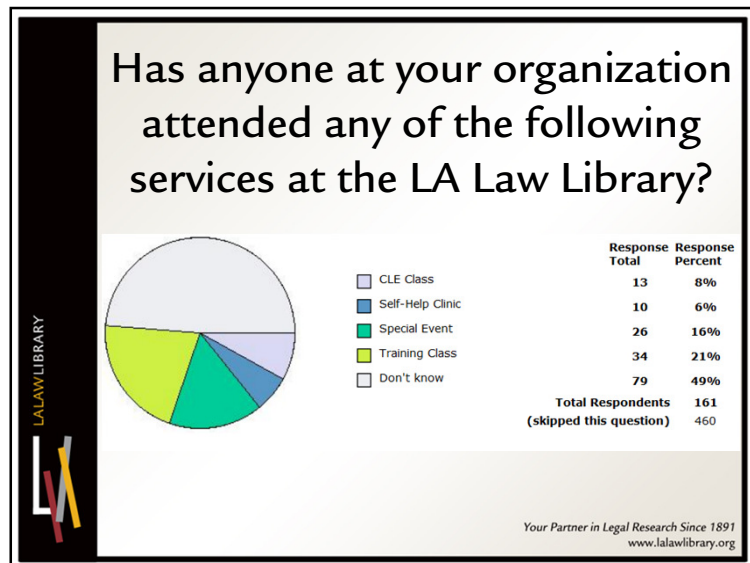
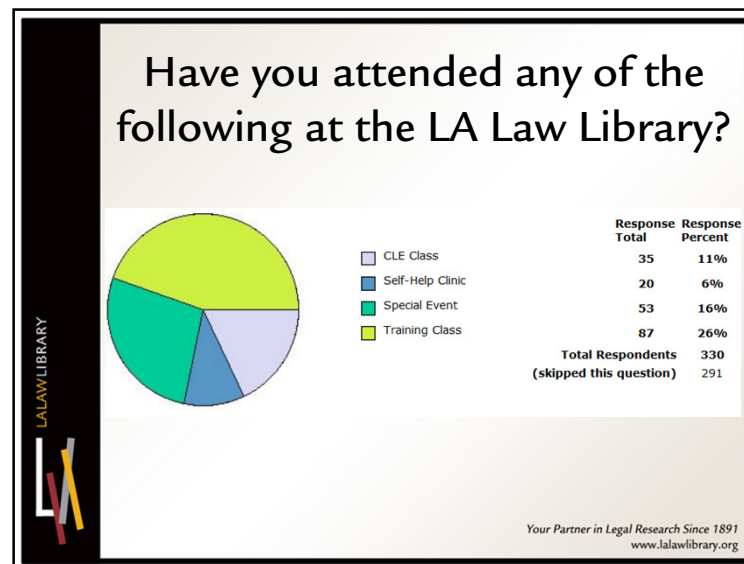
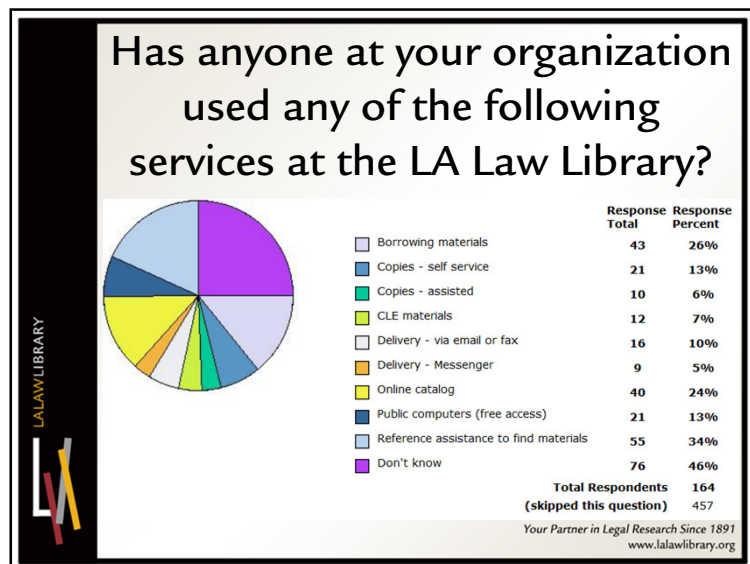
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- Norwalk
- Pasadena
- Pomona
- Santa Monica
- Torrance
- Van Nuys
- Don't know

Exhibit 5

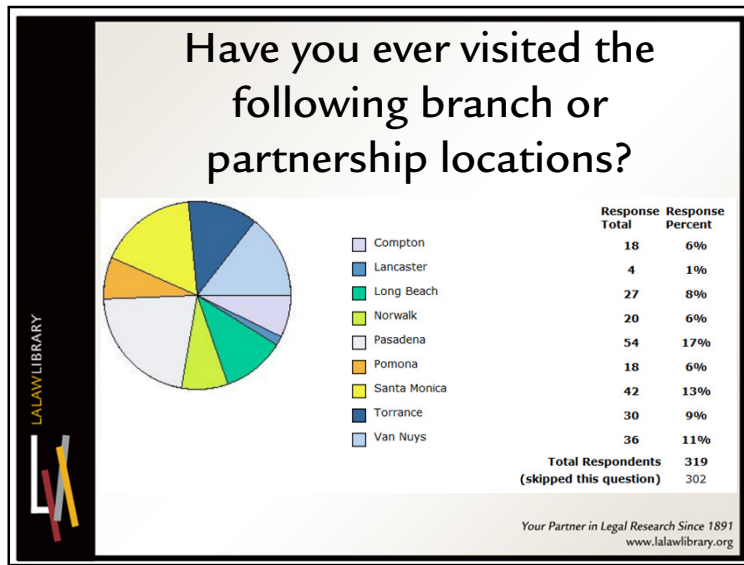
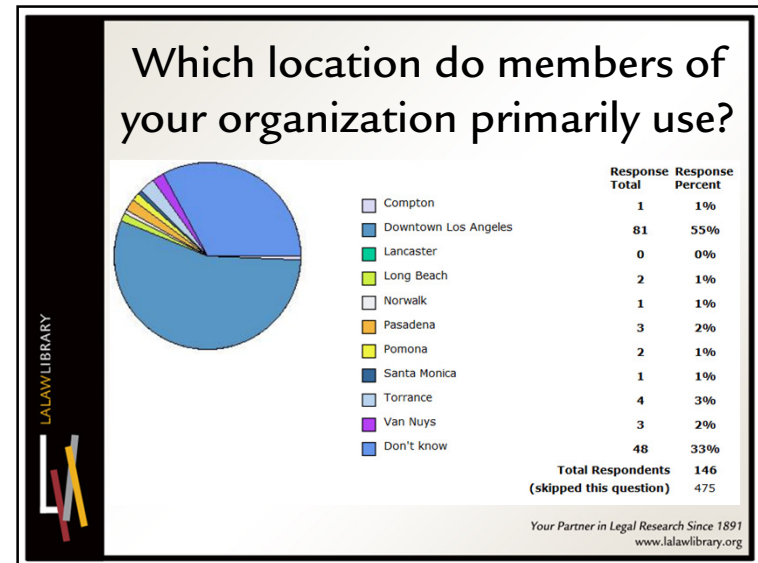
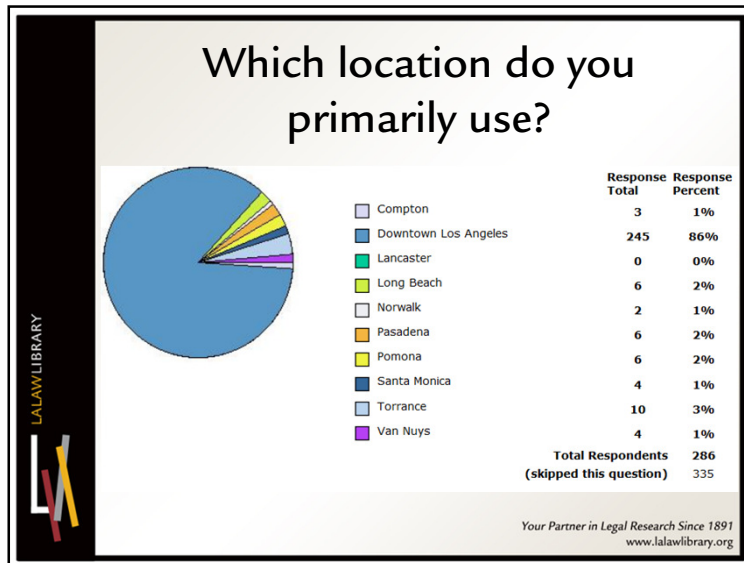


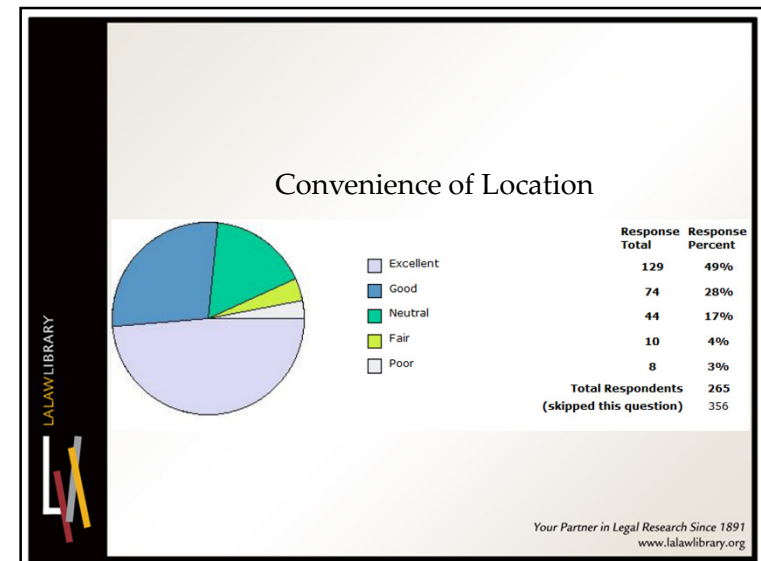
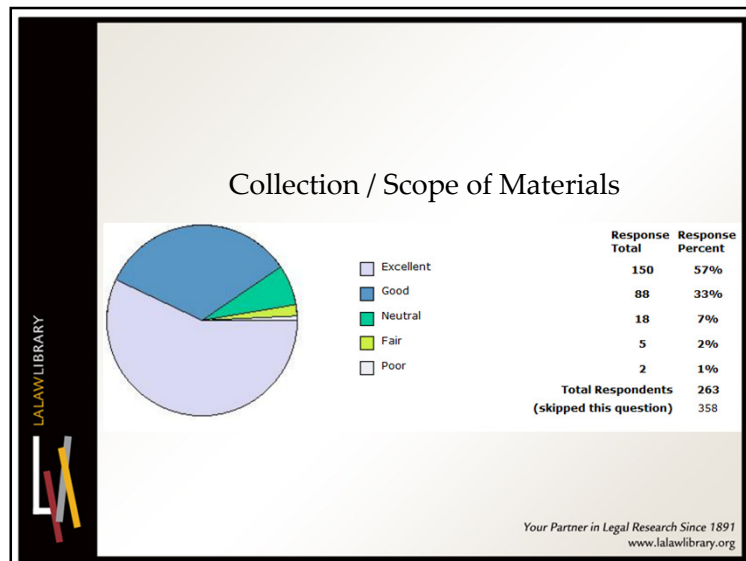
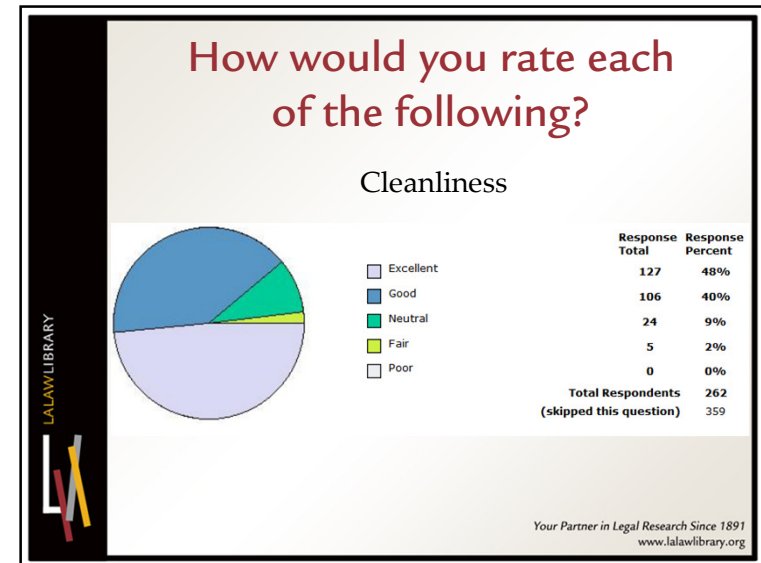
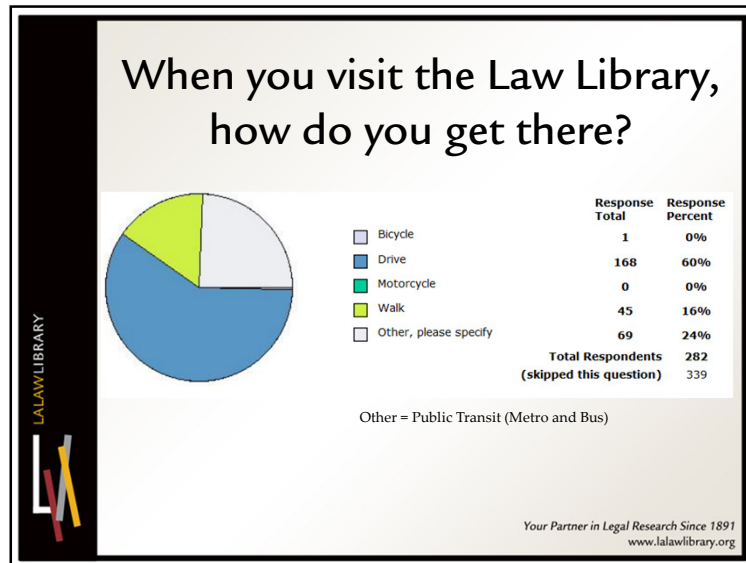


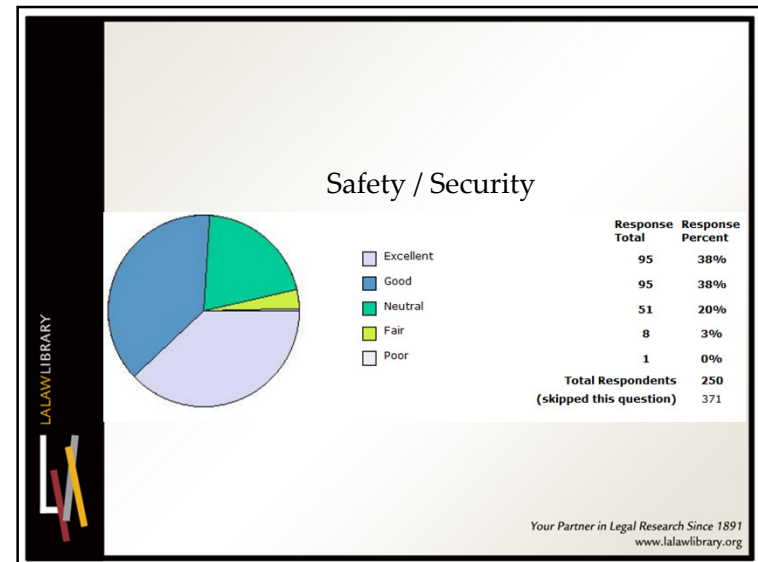
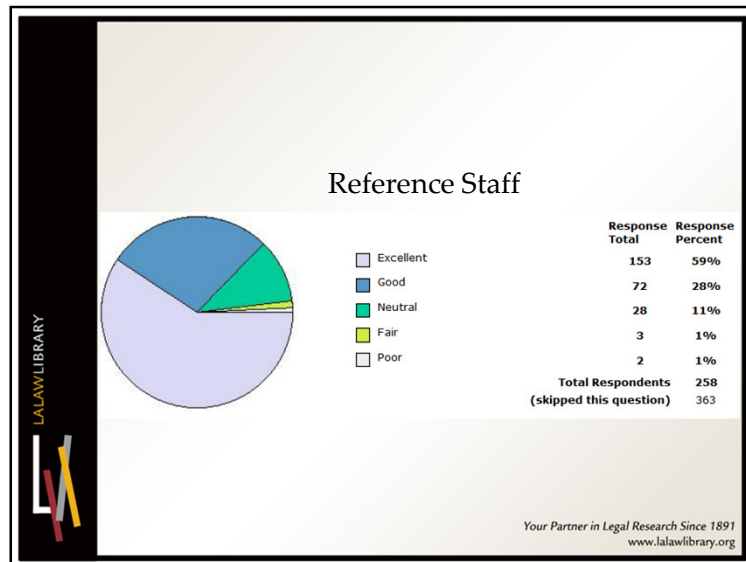
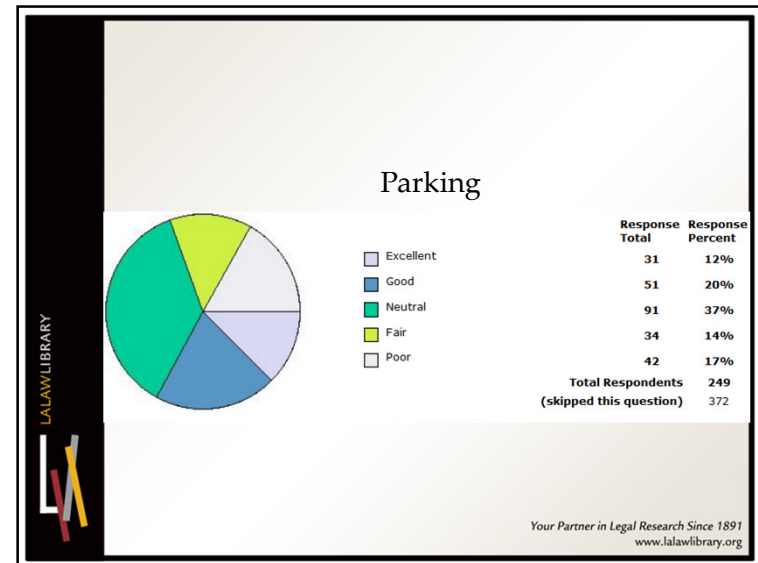
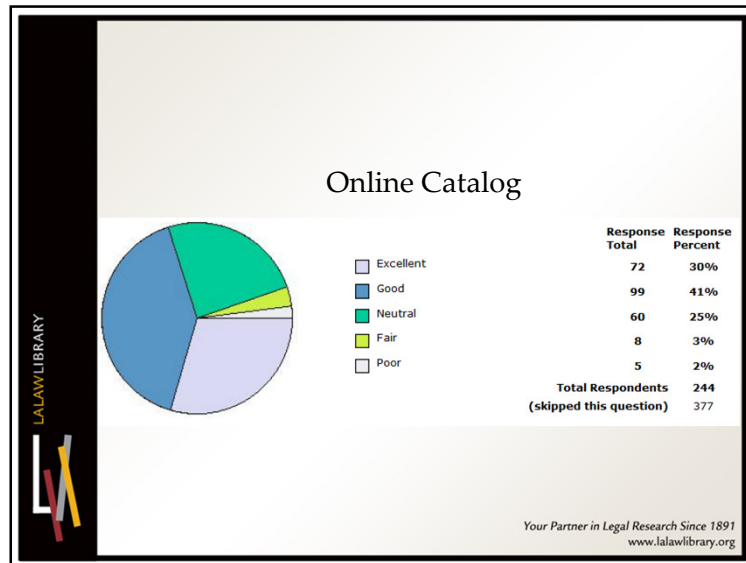


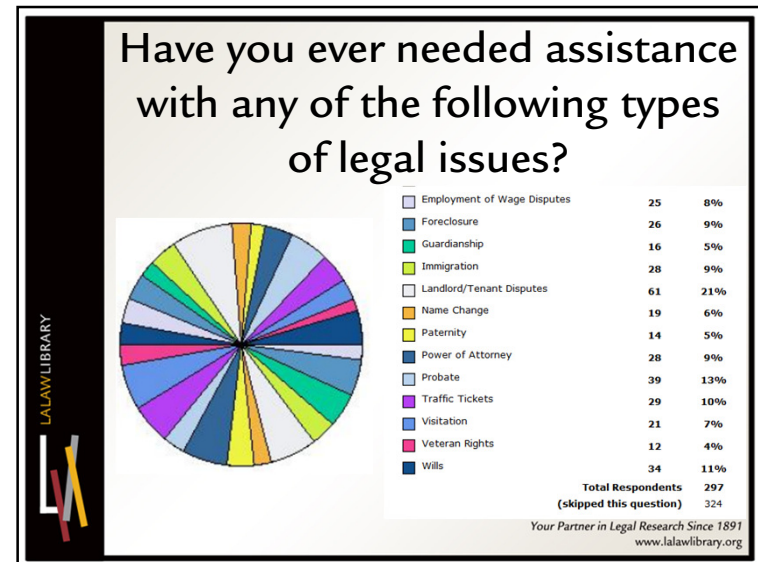
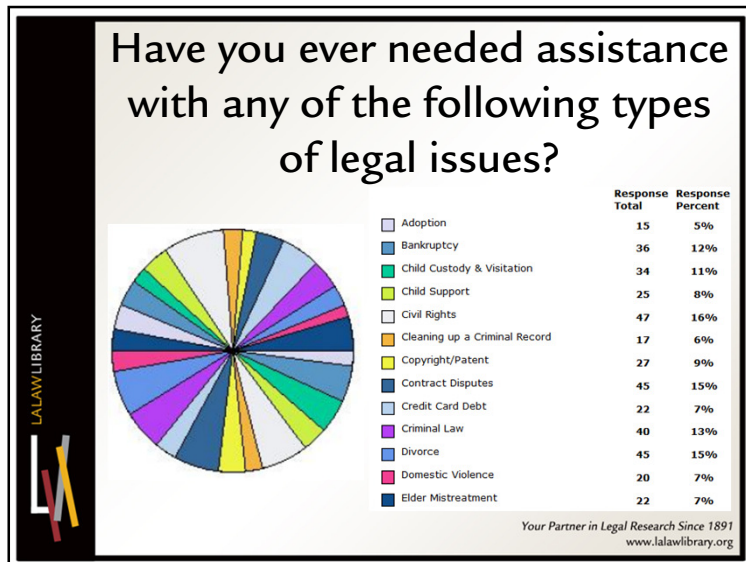
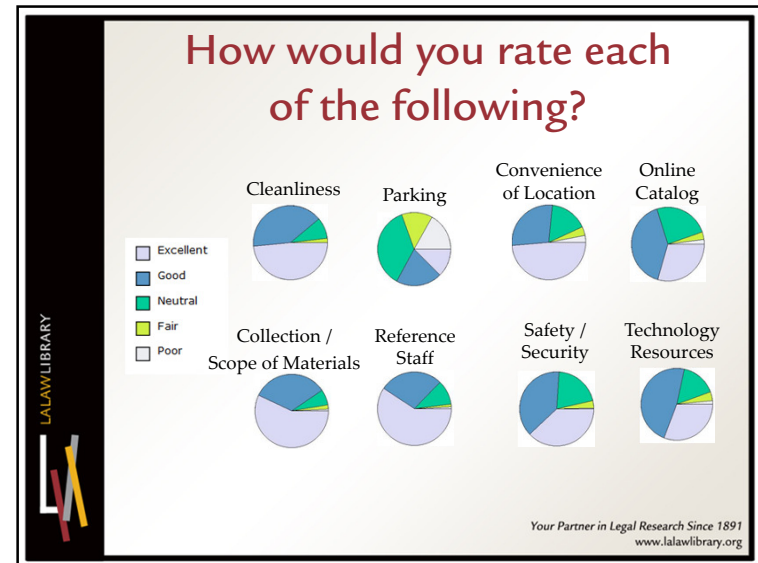
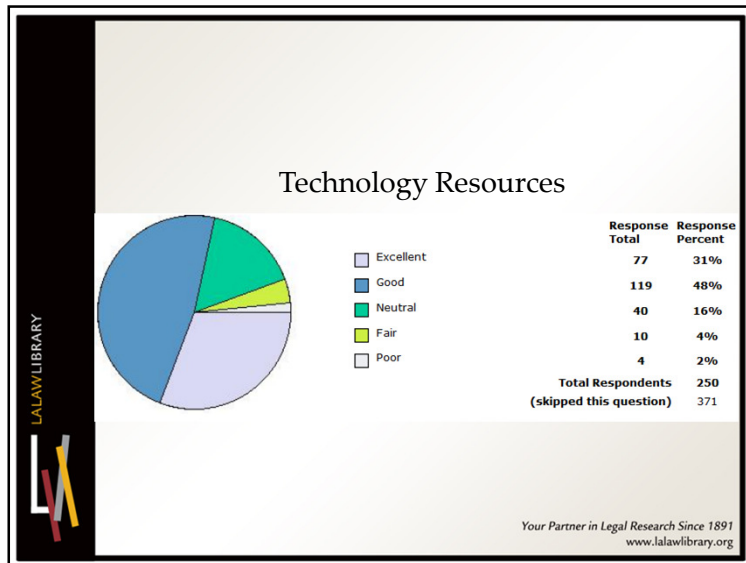


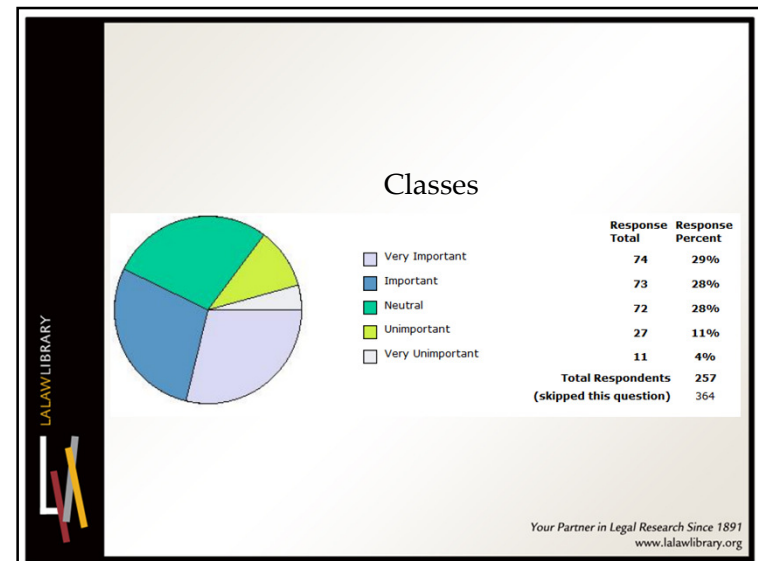
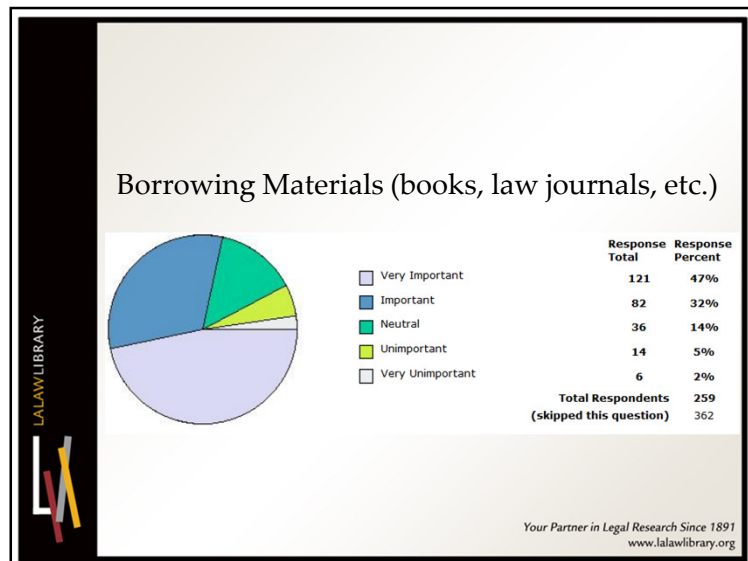
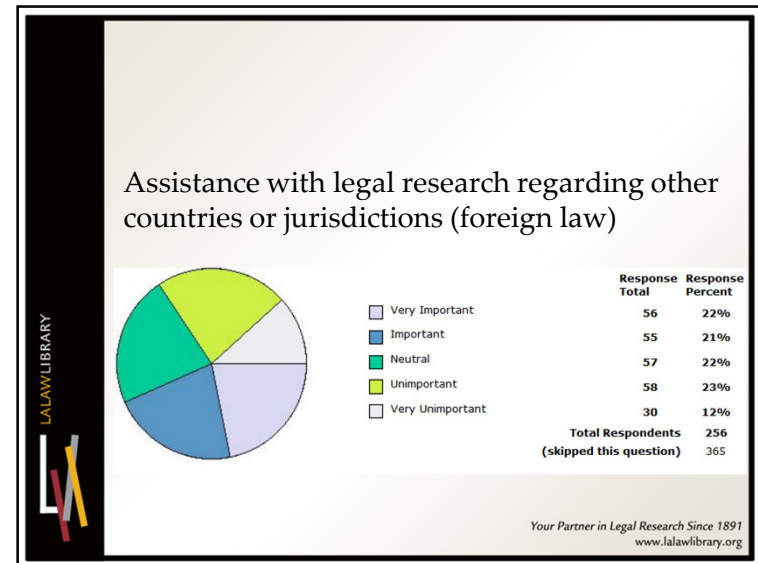
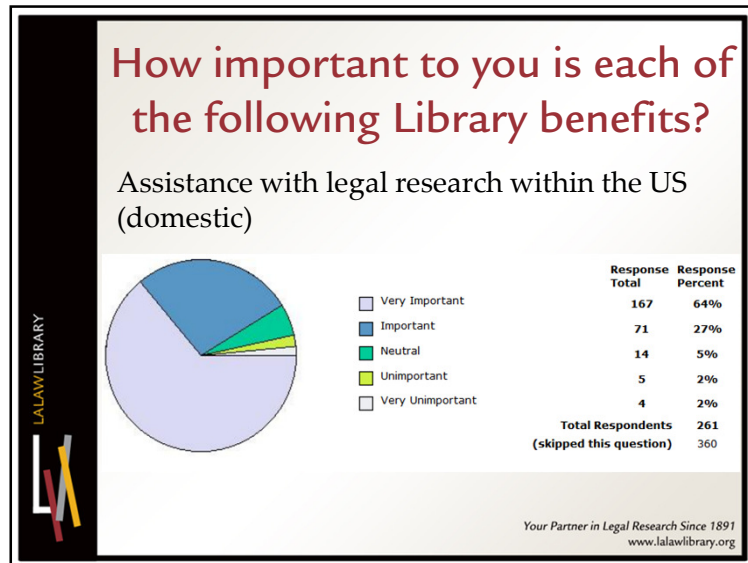


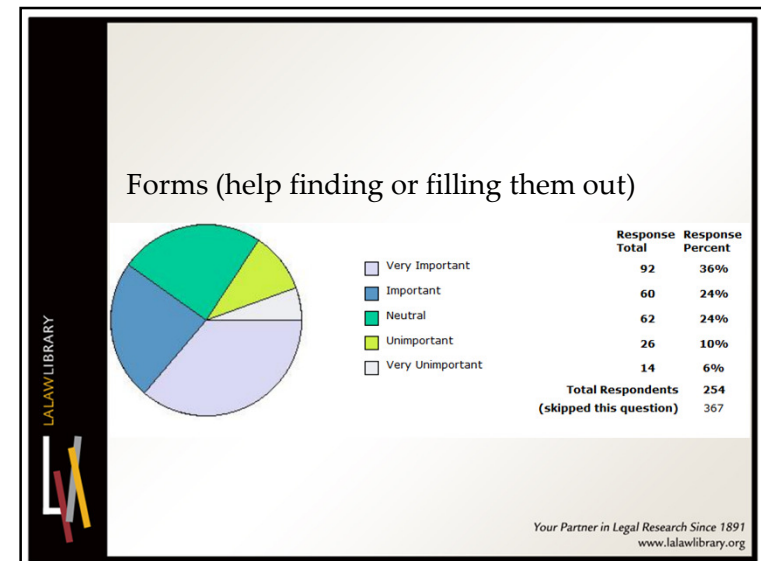
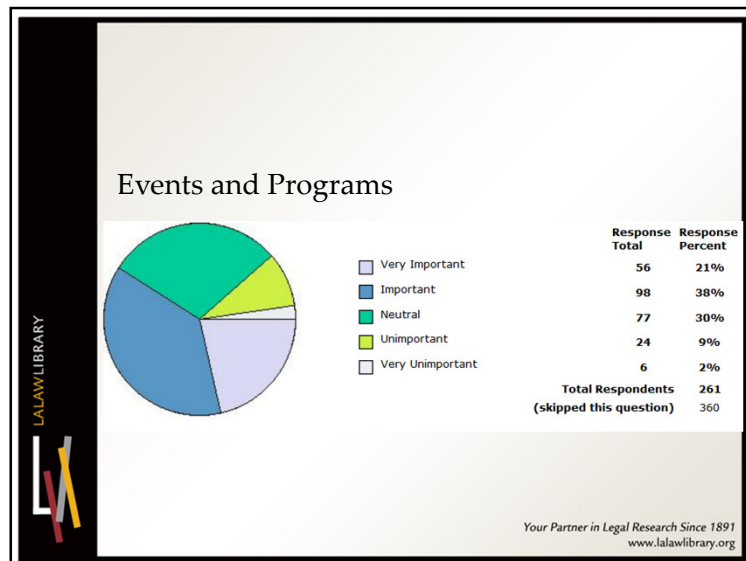
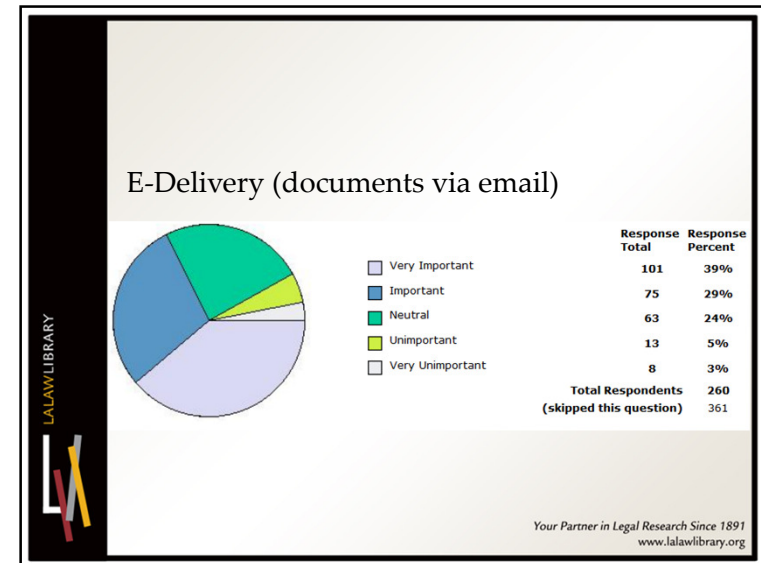
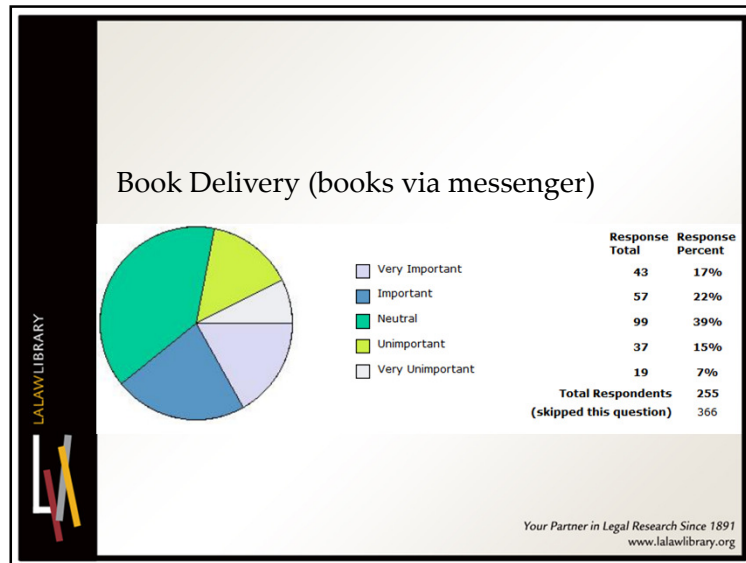


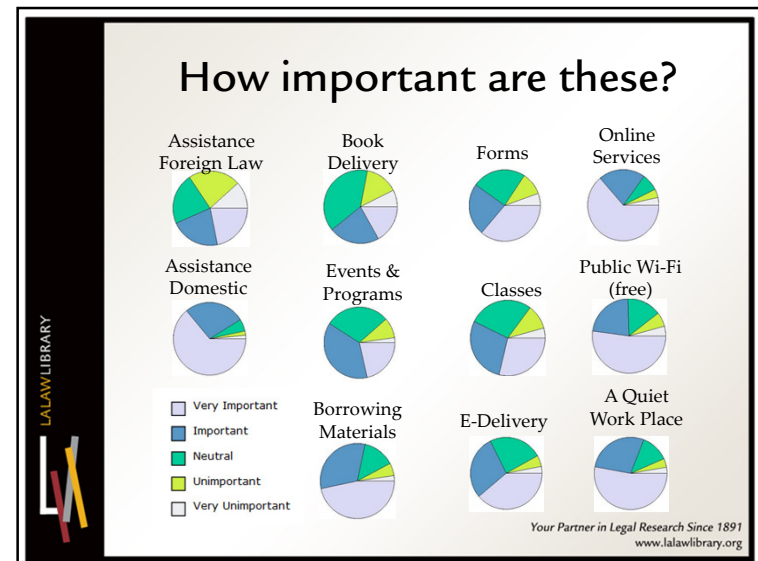
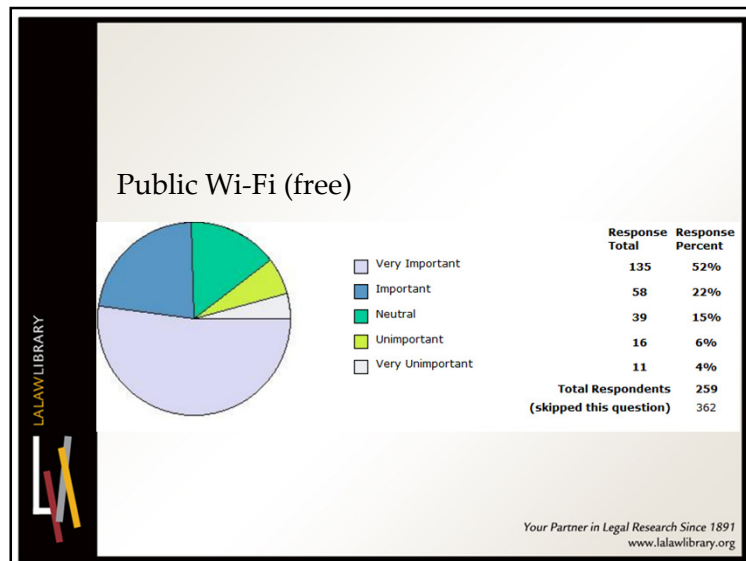
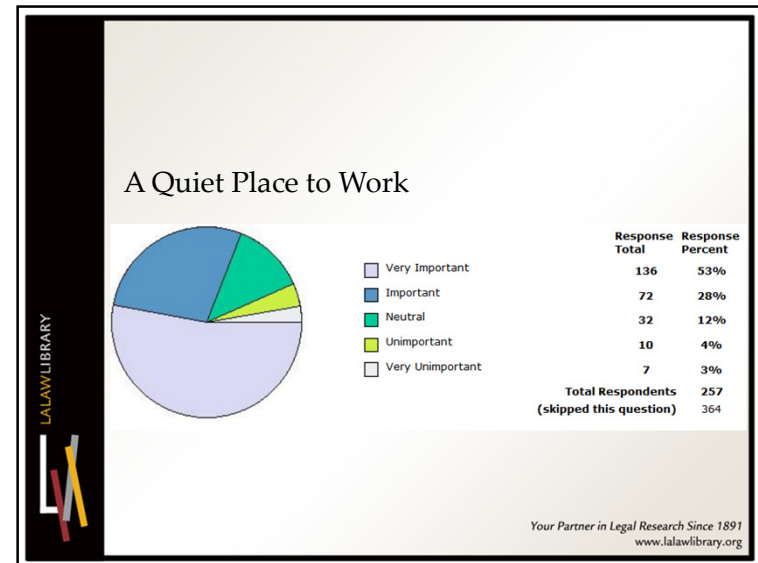
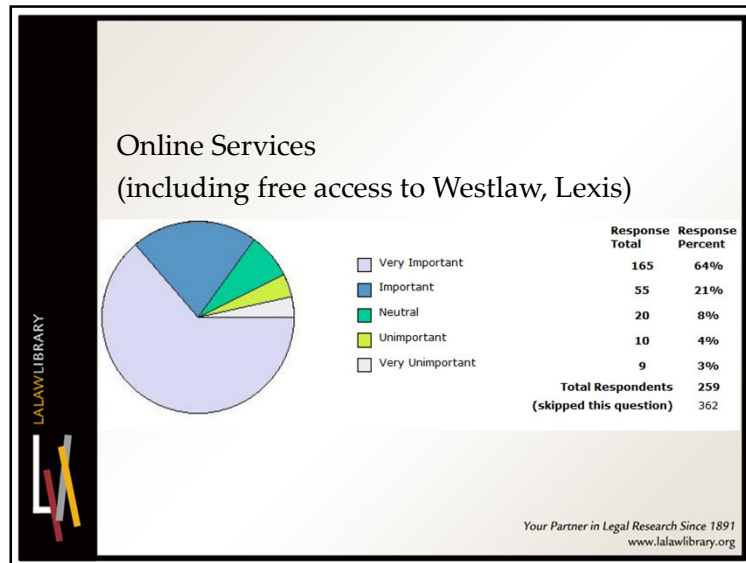












## What Other Services Are Important

- 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%
<b>Total Respondents</b>	<b>251</b>	
(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%
<b>Total Respondents</b>	<b>248</b>	
(skipped this question)	373	

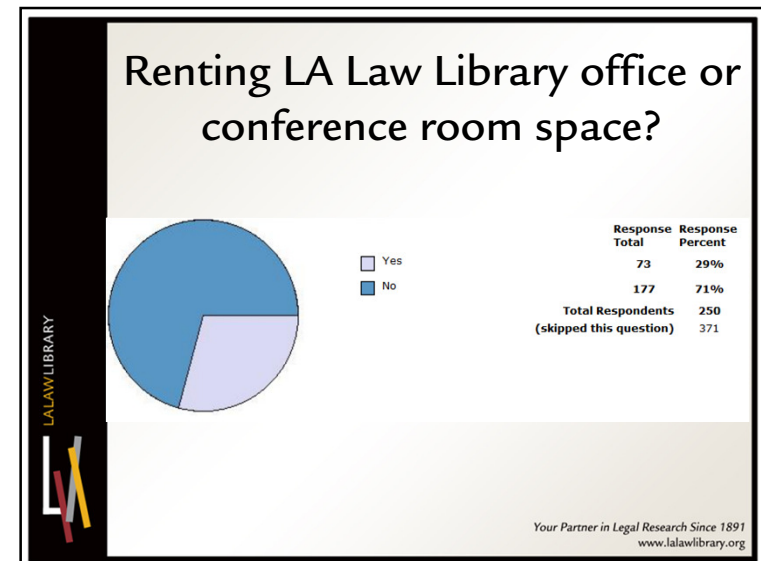
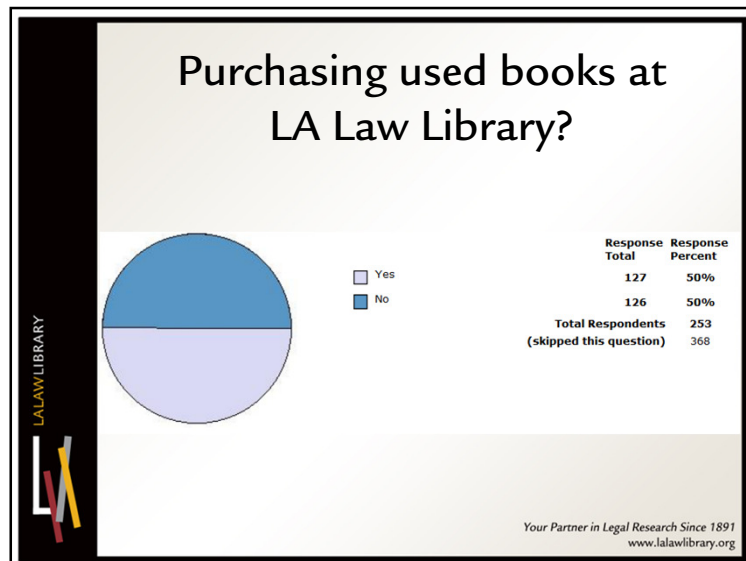
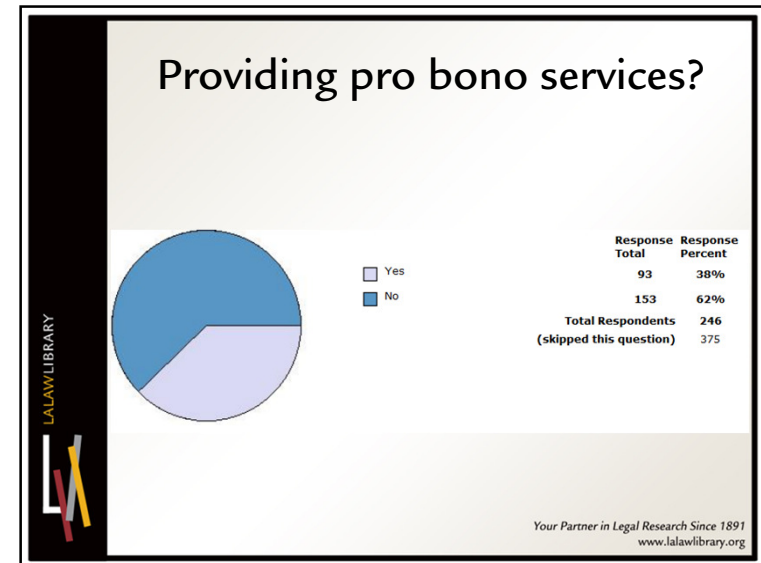
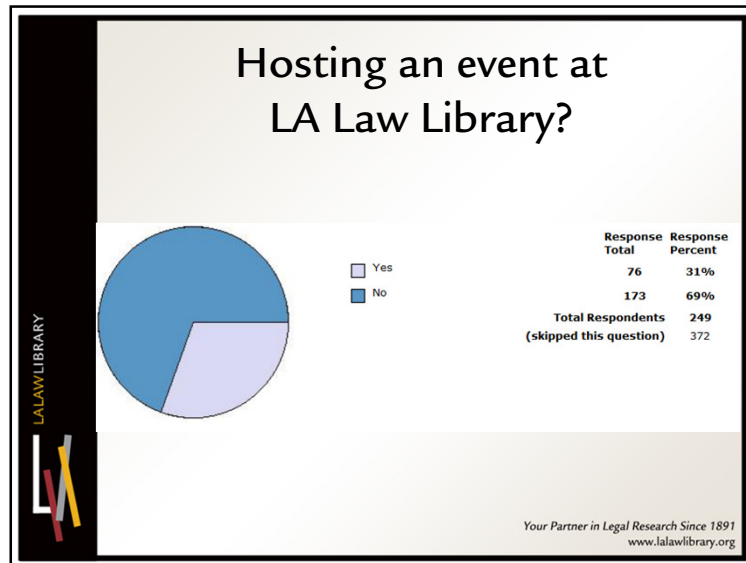
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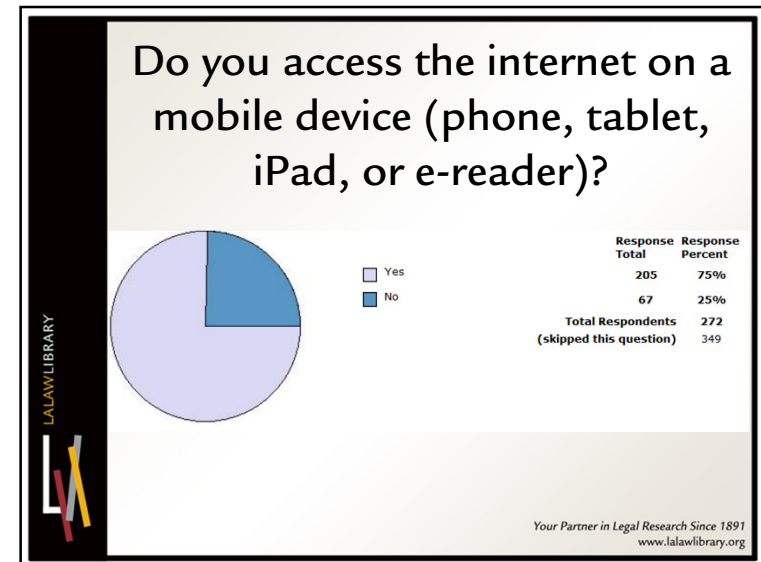
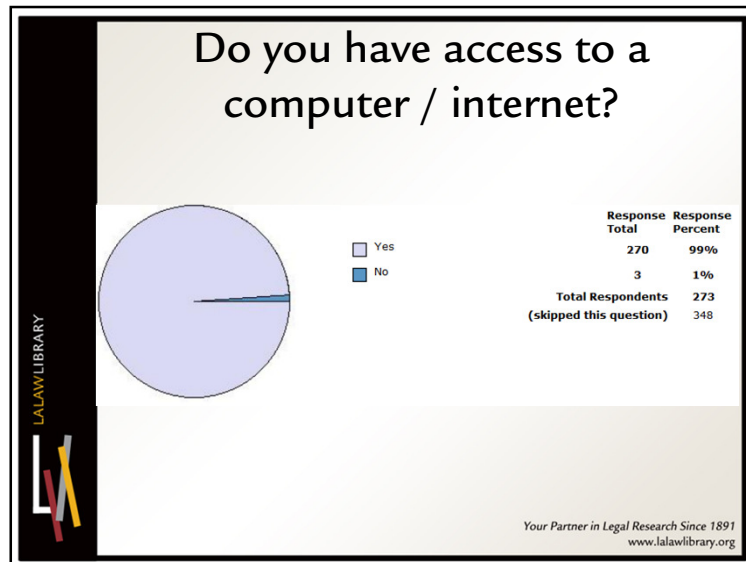
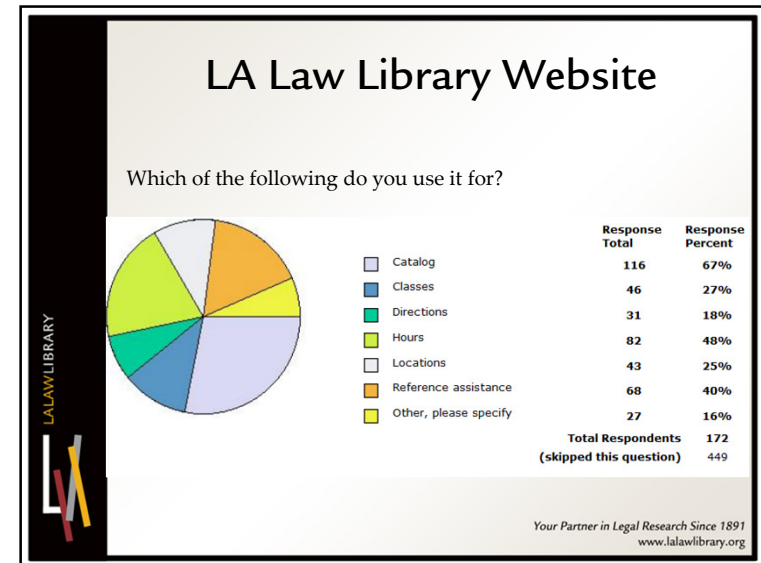
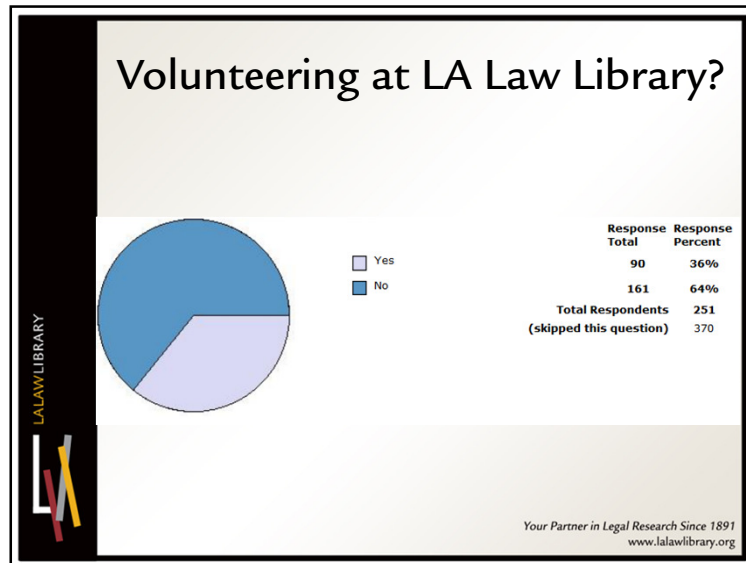
## Interning at the LA Law Library?

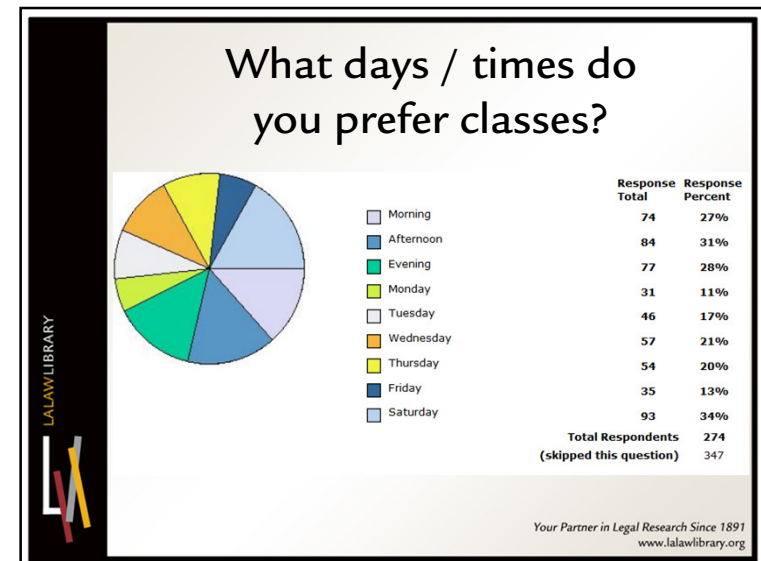
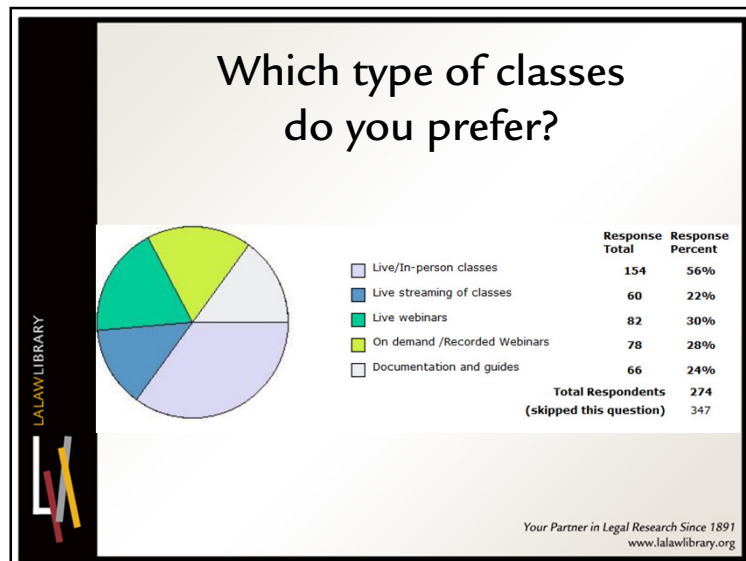
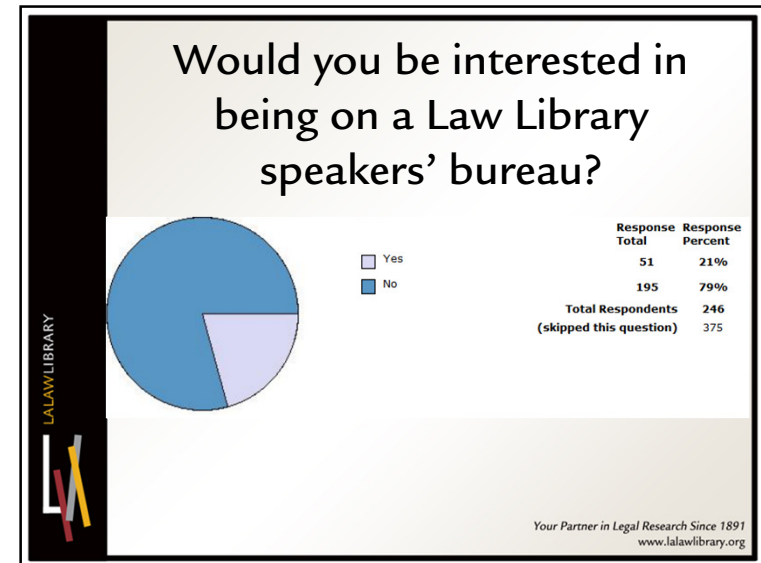
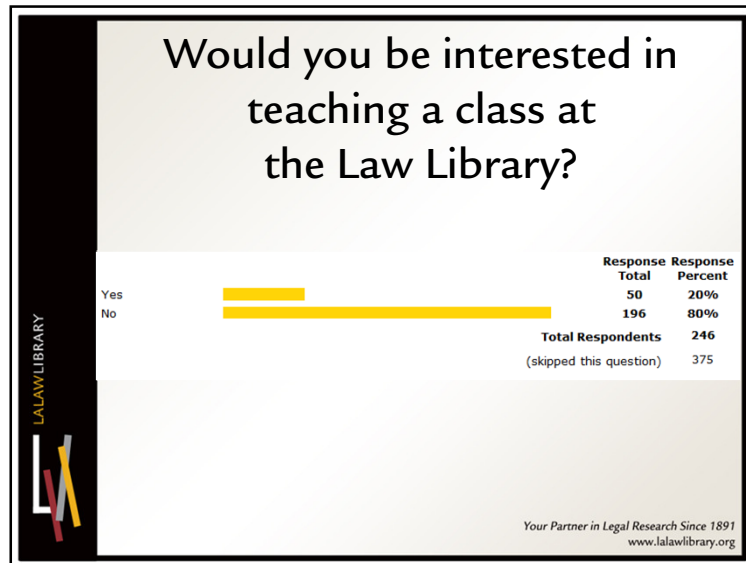
Response	Total	Response Percent
Yes	77	31%
No	175	69%
<b>Total Respondents</b>	<b>252</b>	
(skipped this question)	369	

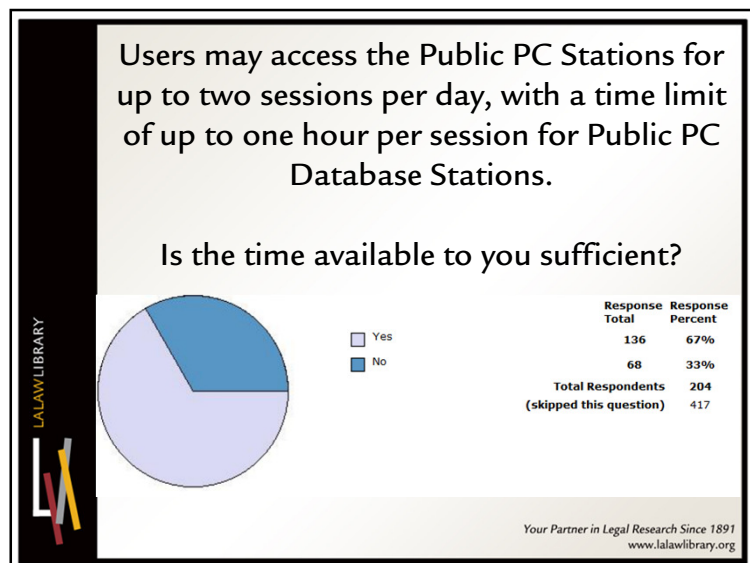
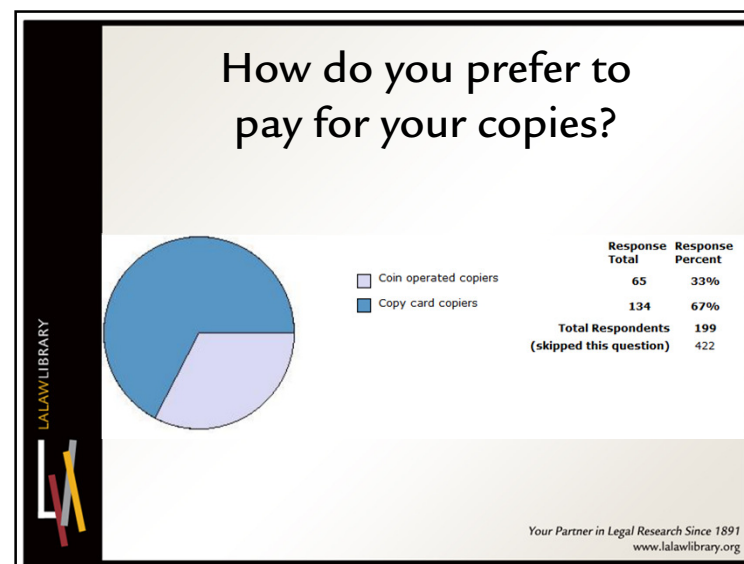
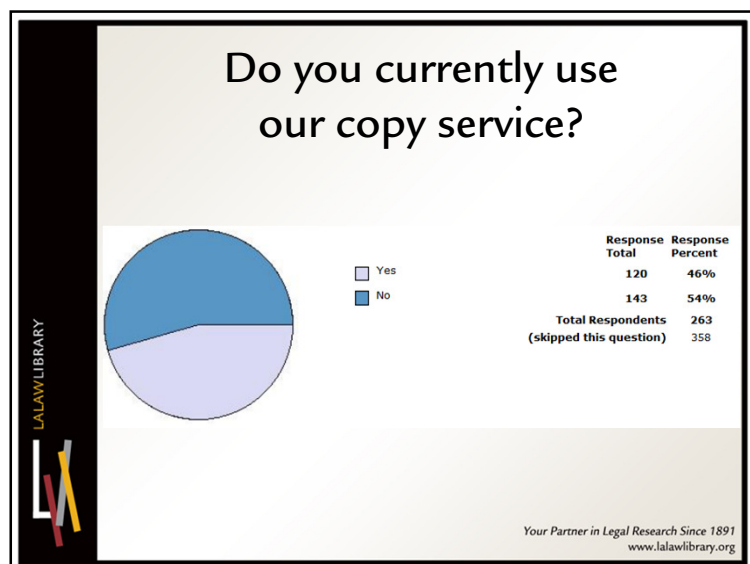
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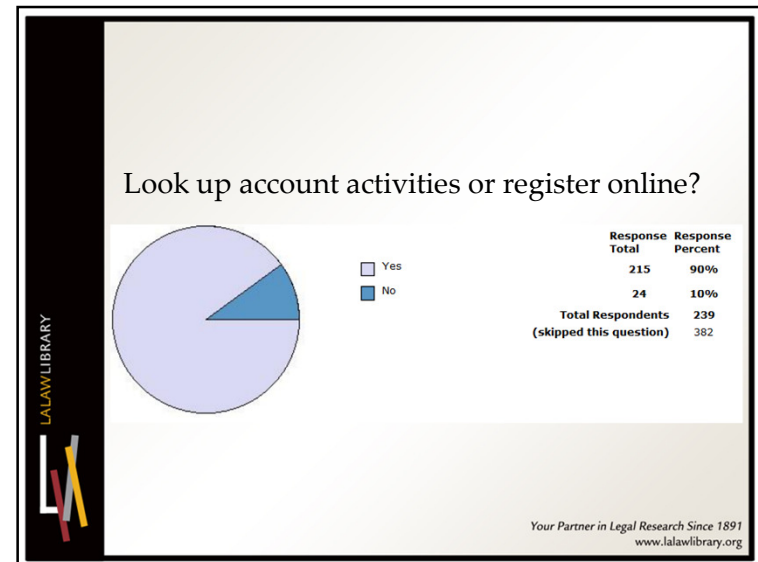
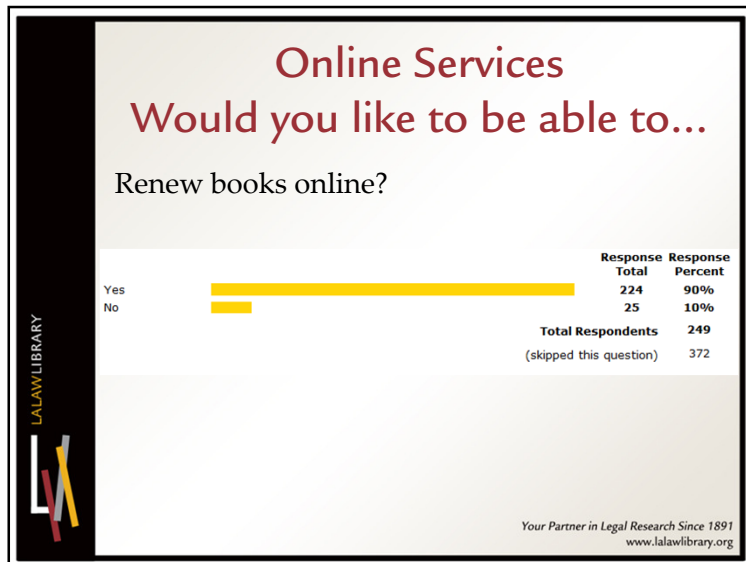
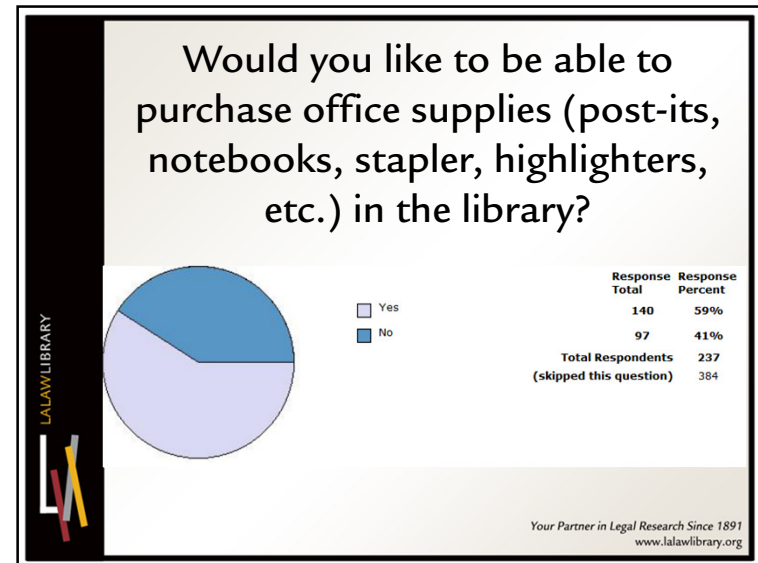
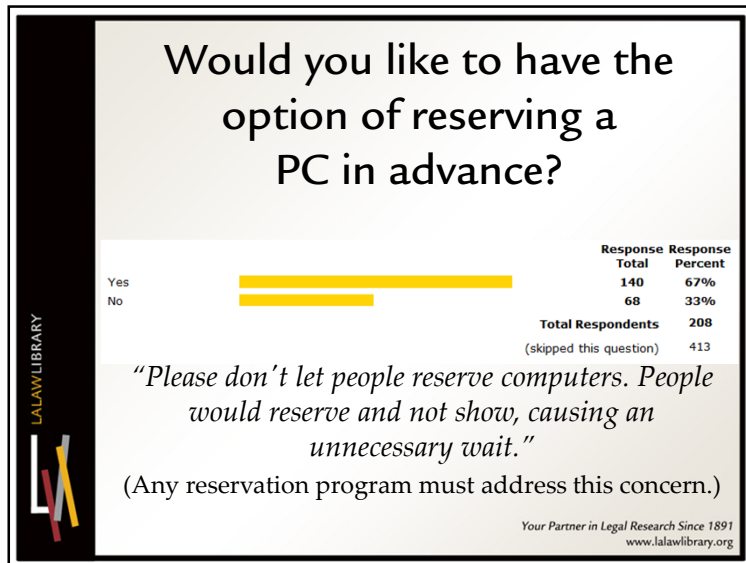


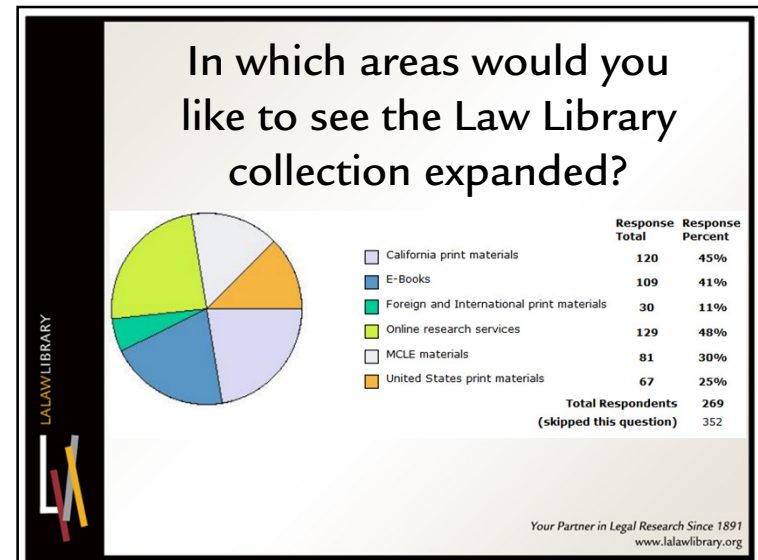
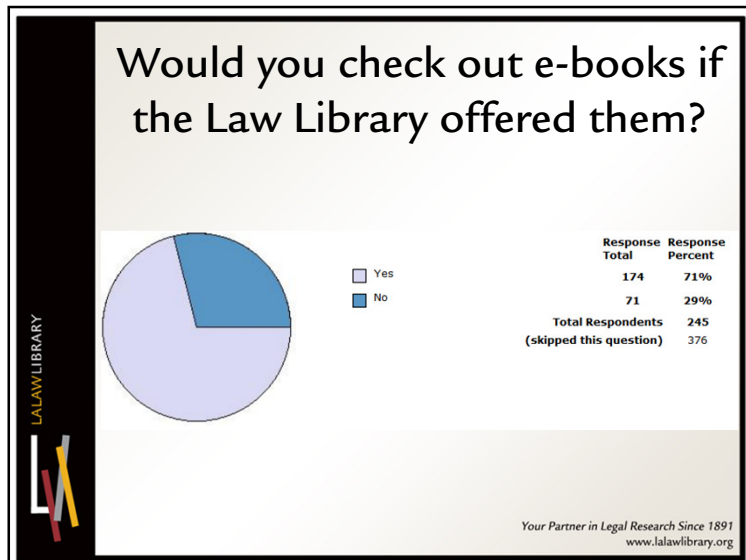
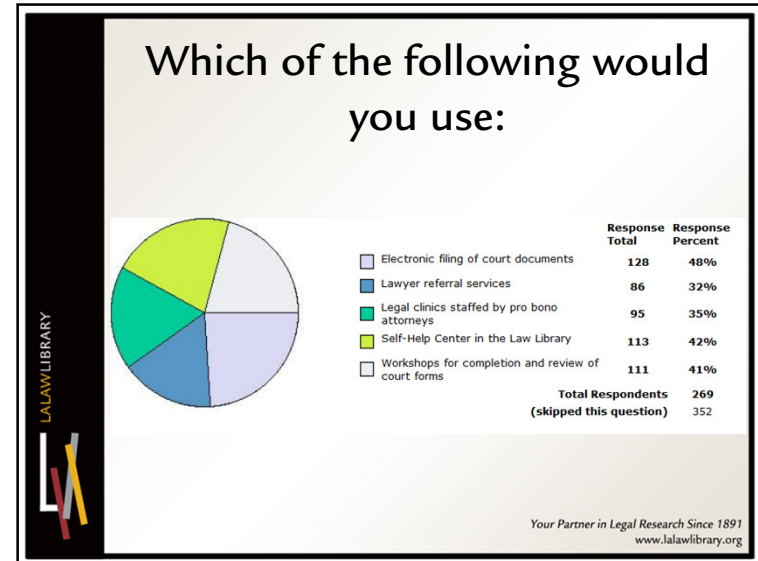
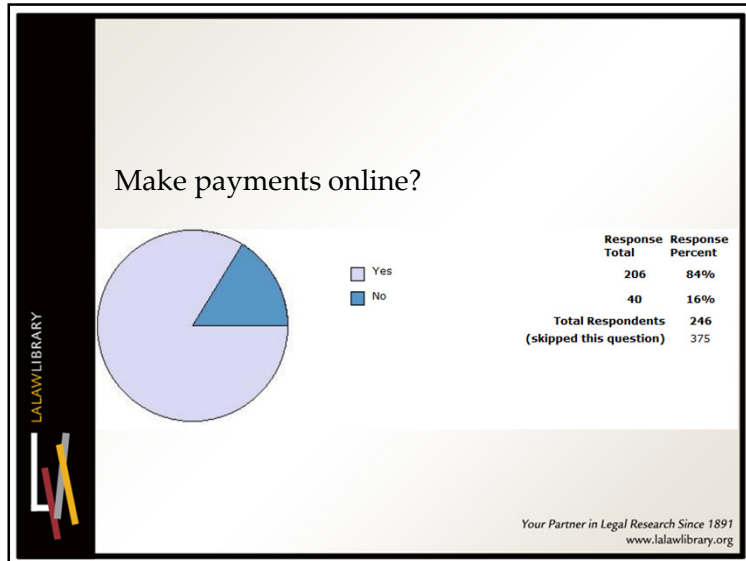


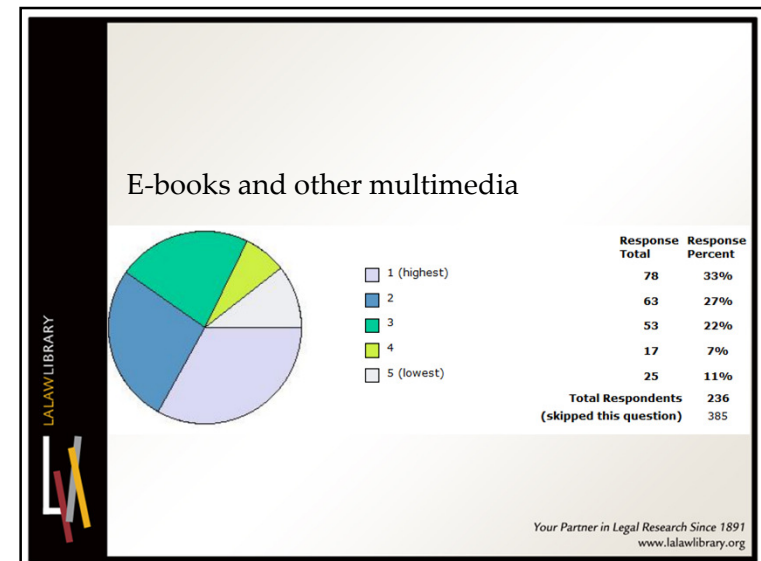
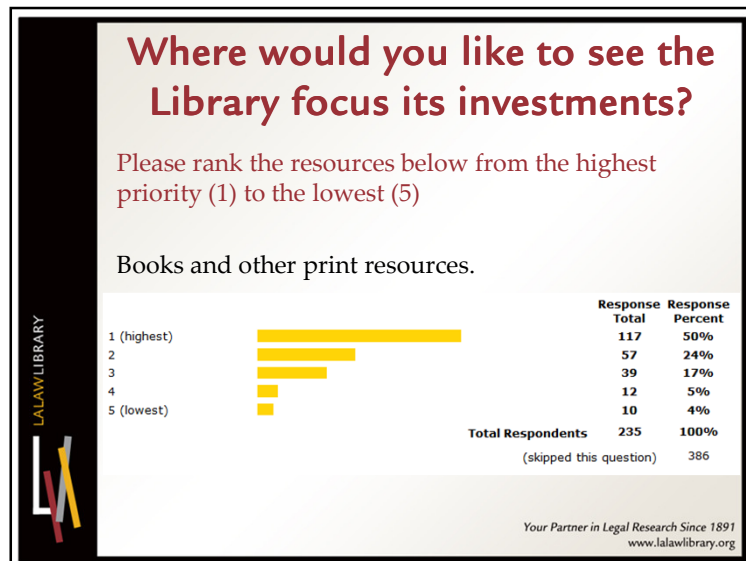
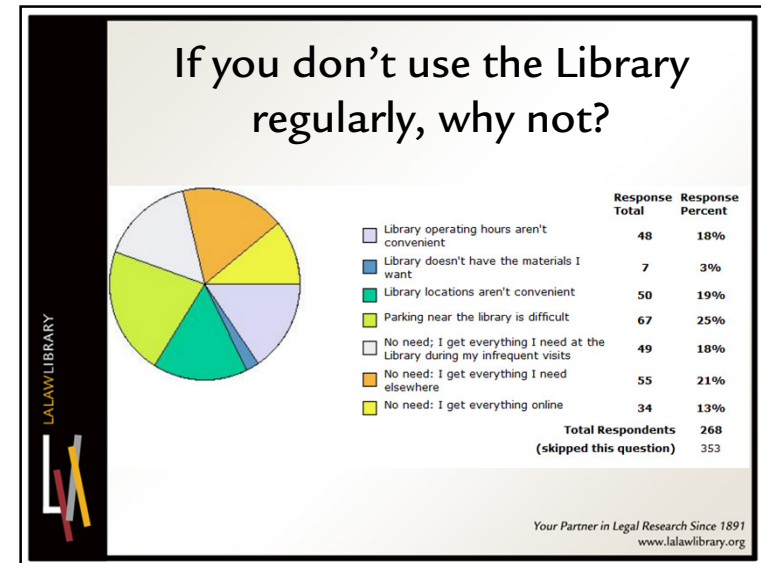
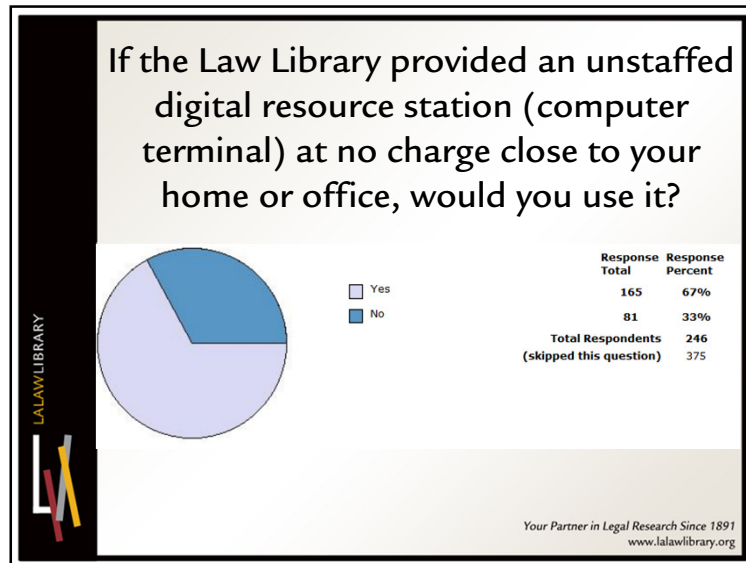


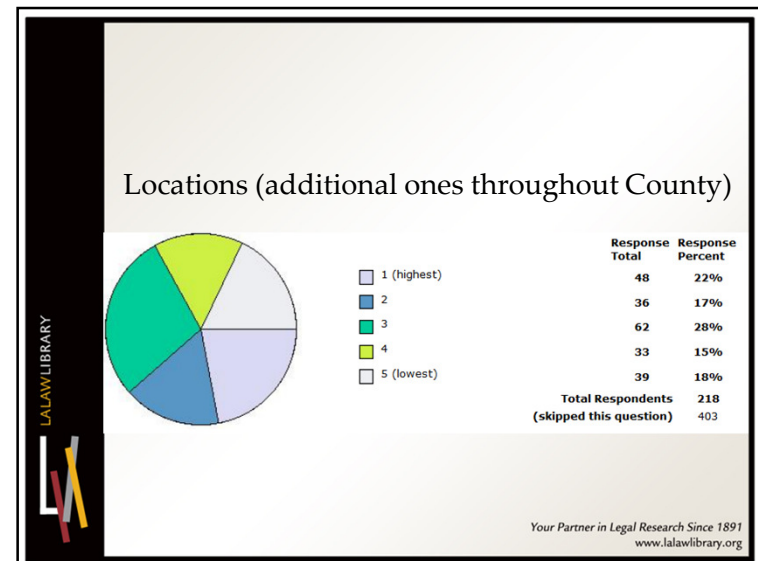
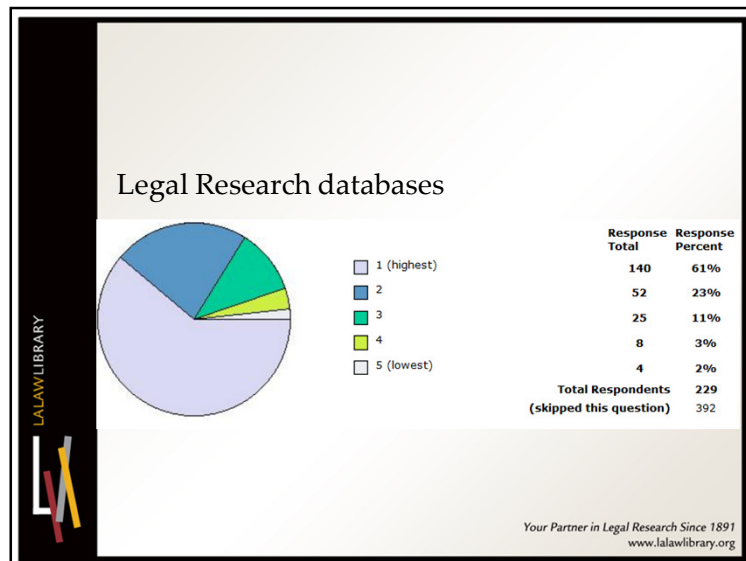
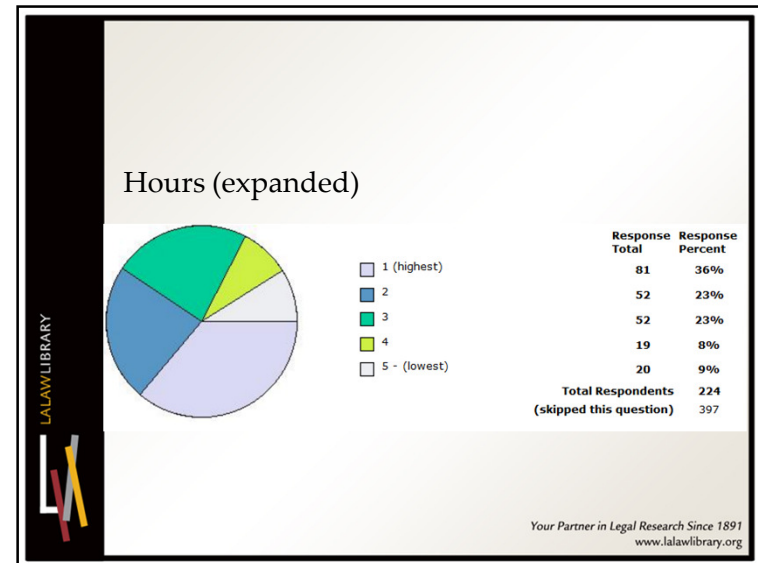
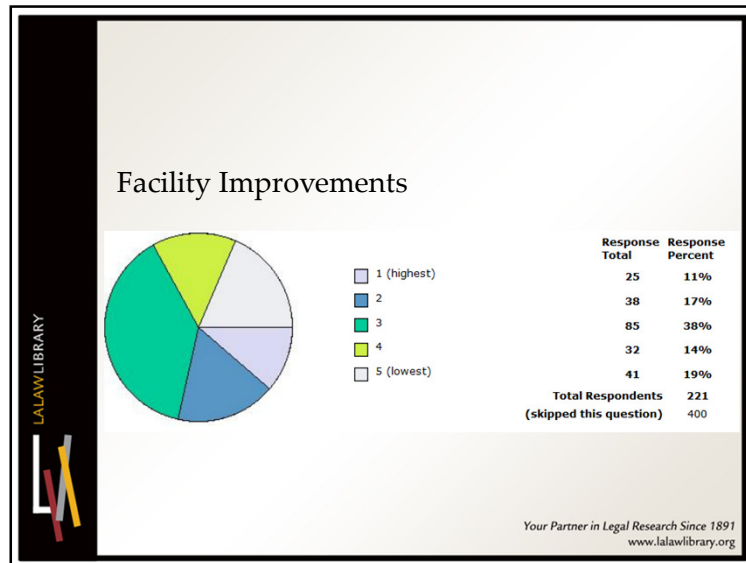


- ### How much time would you like?
- 1-3 additional hours (many)
  - 4 hours total
  - 90 additional minutes
  - 2 consecutive hours will be better
  - 3 hours -- first 2 hours free and 3<sup>rd</sup> hour \$5 or \$10.
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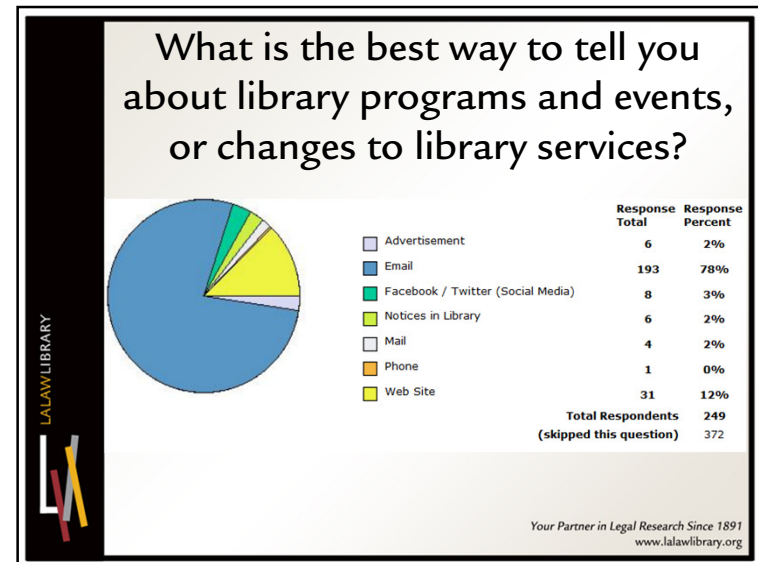
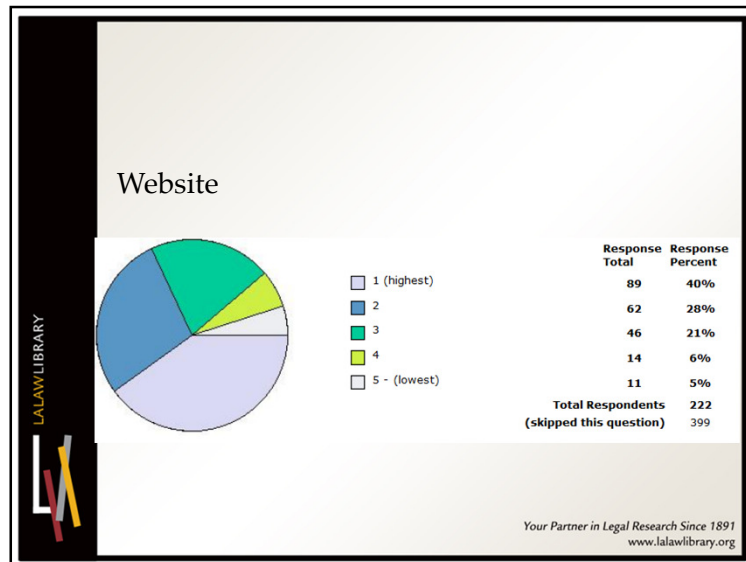
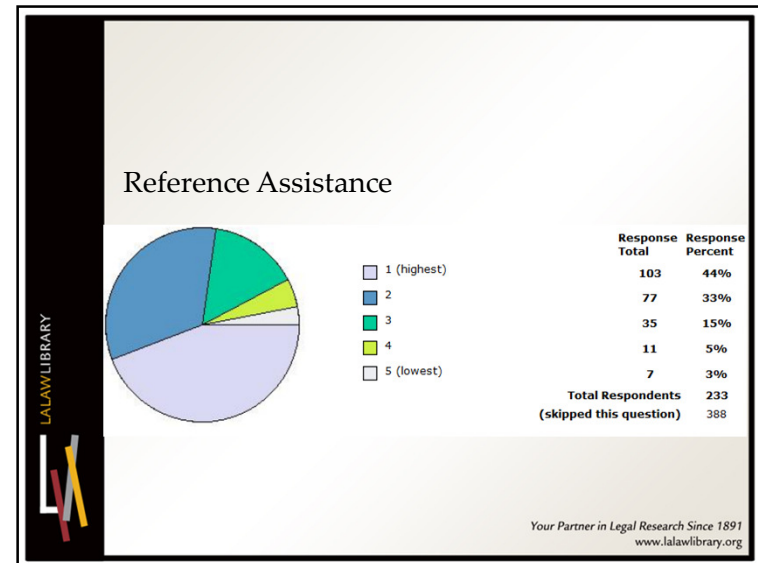
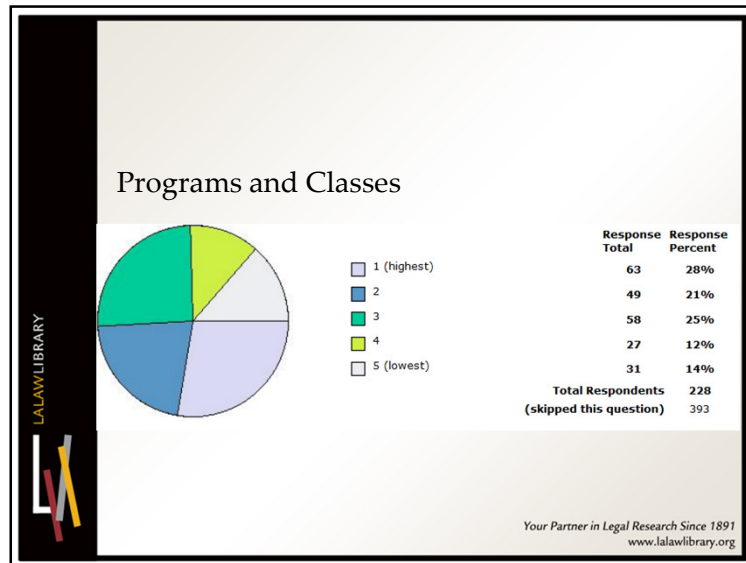












## What service, program, or resource do you wish the library offered?

- 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

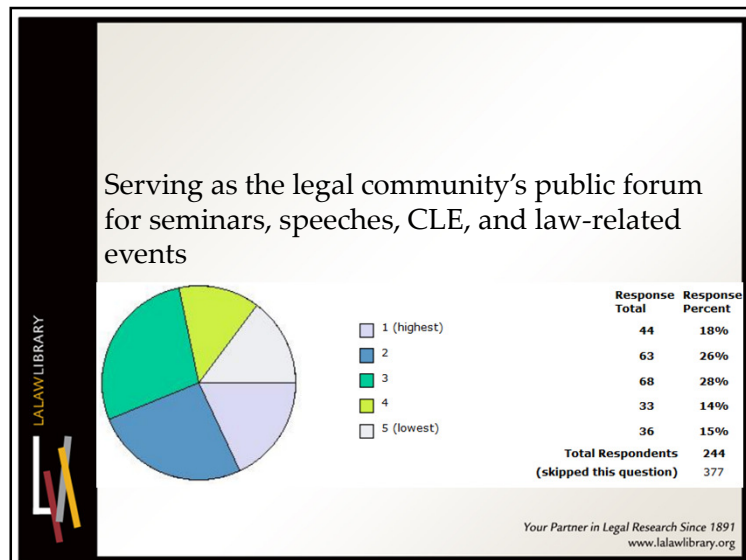
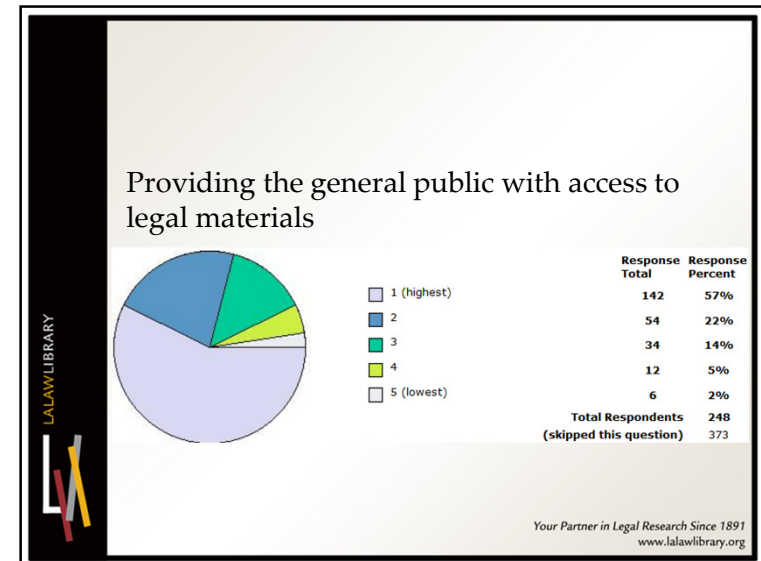
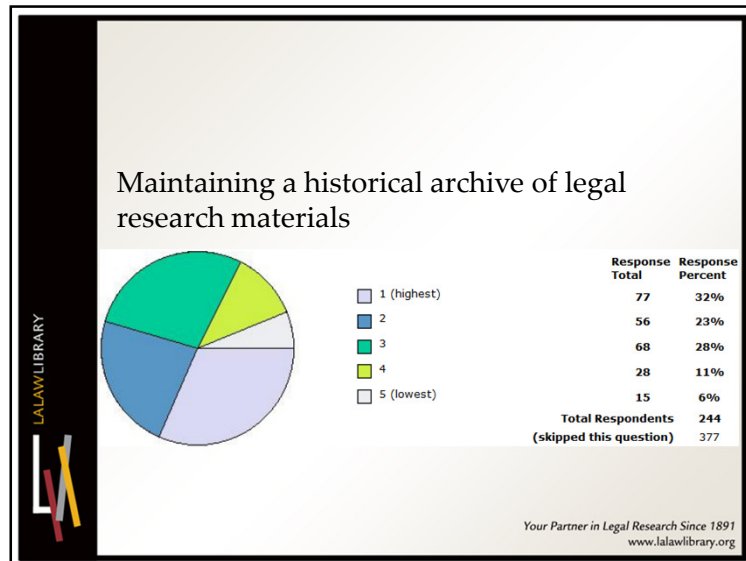
Rank	Response Total	Response Percent
1 (highest)	160	64%
2	48	19%
3	30	12%
4	5	2%
5 (lowest)	6	2%
<b>Total Respondents</b>	<b>249</b>	<b>100%</b>
(skipped this question)		372

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## Helping self-represented litigants navigate the courts

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

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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%
<b>Total Respondents</b>	<b>89</b>	
(skipped this question)		532

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## Partnering on programs and services for the public?

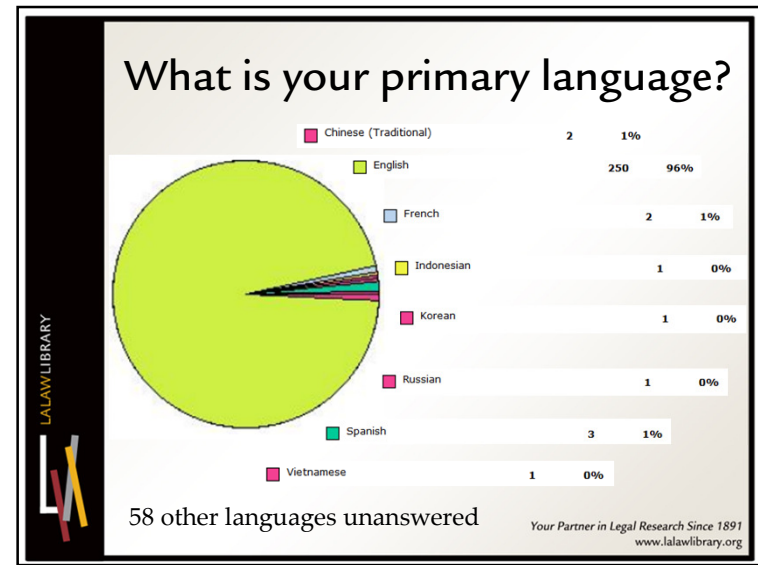
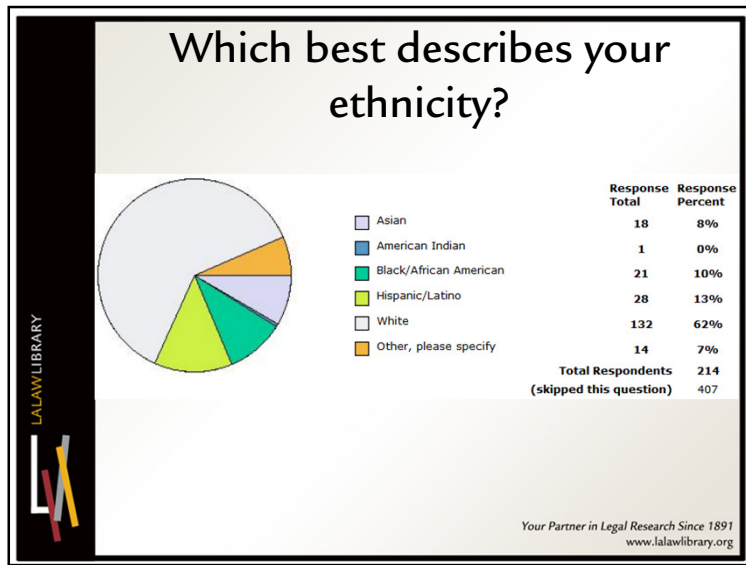
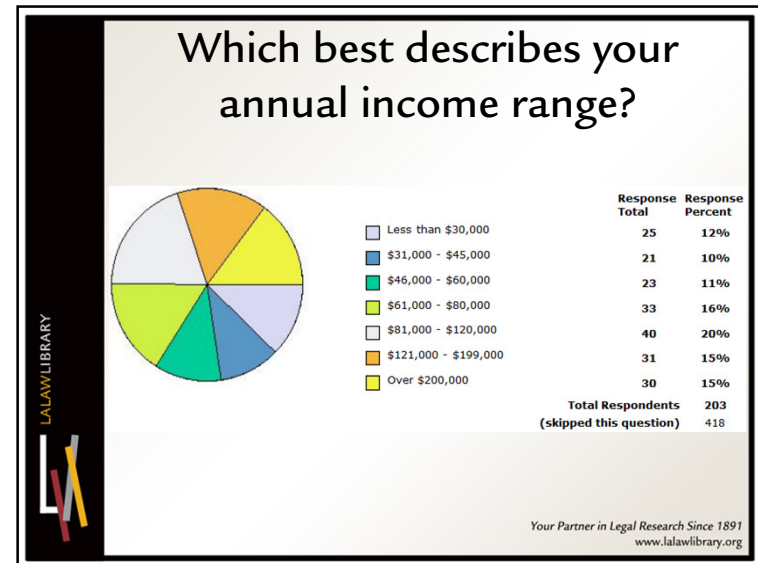
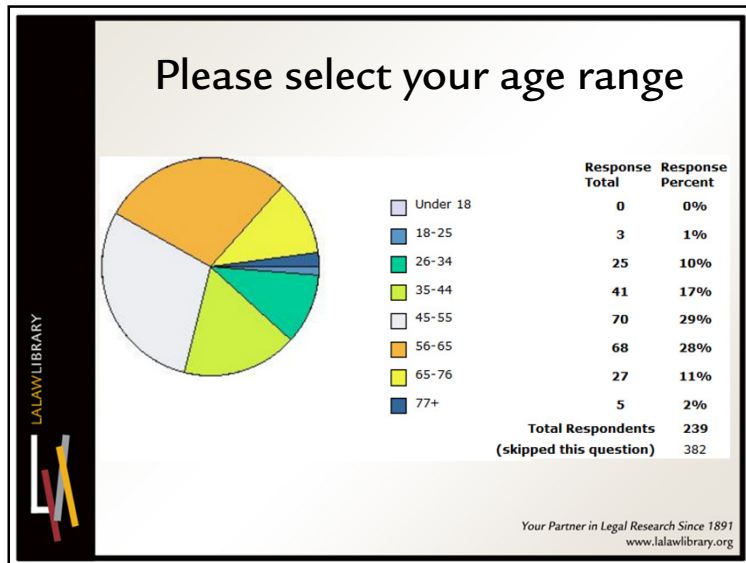
	Response Total	Response Percent
Yes	41	45%
No	50	55%
<b>Total Respondents</b>	<b>91</b>	
(skipped this question)		530


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## Collaborating on grant applications?

	Response Total	Response Percent
Yes	33	38%
No	53	62%
<b>Total Respondents</b>	<b>86</b>	
(skipped this question)		535

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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



# LA Law Library Survey Map - LA County

## Pushpins

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

