# AGENDA 

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

REGULAR BOARD MEETING<br>Tuesday, June 242014<br>12:15 PM<br>M. L. LILLIE BUILDING<br>TRAINING CENTER<br>301 WEST FIRST STREET<br>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.

## Agenda Materials

Unless otherwise exempt from disclosure, all materials relating to items on the agenda distributed to all, or a majority of the members of the Board less than 72 hours prior to the meeting shall be made available for public inspection at the time the writing is distributed in the Executive Office of the Law Library.

## Call to ORDER

### 1.0 PUBLIC COMMENT

### 2.0 President's REPORT

### 3.0 Consent Calendar

3.1 Minutes of the May 27, 2014, Regular Board Meeting.
3.2 April 2014 Financials \& May 2014 List of Checks and Warrants.
3.3 Report Re: Implementation of Cash Rewards Payment System.
3.4 Approval of Operating and Capital Expenditures Budget for Fiscal Year 2014-2015.
3.5 Liability, Long-term Disability (LTD), Life, Vision and Dental Insurance Renewal.

### 4.0 DISCUSSION ITEMS

4.1 Update and Discussion Regarding Statewide Lobbying Efforts.
4.2 Discussion Regarding Formation of a Non-Profit for Delivery of Services.

### 5.0 AGENDA BUILDING

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

### 6.0 EXECUTIVE DIRECTOR REPORT

### 7.0 ADJOURNMENT

The next Regular Meeting of the Board of Law Library Trustees is scheduled for Tuesday, July 22, 2014.
POSTED FRIDAY, JUNE 20, 2014 @ 12:00 P.M. Posted By_ Eustorgio Barajas

## AGENDA ITEM 3

## Consent Calendar

3.1 Minutes of the May 27, 2014, Regular Board Meeting.
3.2 April 2014 Financials \& May 2014 List of Checks and Warrants.
3.3 Report Re: Implementation of Cash Rewards Payment System.

### 3.3.1 Attachment 1 - Comparison Chart

3.4 Approval of Operating and Capital Expenditures Budget for Fiscal Year 2014-2015.
3.4.1 Attachment 1-Summary
3.4.2 Attachment 2 - Item Detail
3.4.3 Attachment 3 - Cash Flow
3.4.4 Attachment 4 - Capital Projects
3.4.5 Attachment 5 - May 27 Budget Memo
3.4.6 Attachment 6-Alternative Solutions
3.4.7 Attachment 7 - Future Capital Projects 3-5 years
3.5 Liability, Long-term Disability (LTD), Life, Vision and Dental Insurance Renewal.

# MINUTES OF THE REGULAR BOARD MEETING OF THE BOARD OF LAW LIBRARY TRUSTEES OF LOS ANGELES COUNTY 

A California Independent Public Agency Under<br>Business \& Professions Code Section 6300 et sq.

May 27, 2014
The Regular Board Meeting of the Board of Law Library Trustees of Los Angeles County was held on Tuesday, May 27, 2014 at 12:15 p.m., at the Los Angeles County Law Library Mildred L. Lillie Main Library Building at 301 West First Street, Los Angeles, California 90012, for the purposes of considering reports of the affairs to the Library, and transacting such other business as might properly come before the Board of Trustees.

## ROLL CALL/QUORUM

## Trustees Present:

Judge Michelle Williams Court
Judge Reva Goetz
Judge Mark Juhas
Kenneth Klein, Esquire
Judge Lee Smalley Edmon
Susan Steinhauser, Esquire

## Trustees Absent:

Judge Ann I. Jones

Senior Staff Present:

Sandra J. Levin, Executive Director Jaye Steinbrick, Senior Director

## Also Present:

John Kohl, Finance Director
Malinda Muller, Director, Programs \& Partnerships Janine Liebert, Librarian, Self-Help

In President Jones' absence, Vice-President Juhas determined a quorum to be present, convened the meeting at 12:15 p.m. and thereafter presided. Executive Director, Sandra Levin recorded the Minutes.

### 1.0 PUBLIC COMMENT

During the five (5) minutes allocated for, Mr. Lee Paradise commented on the Law Library's Senior Management initiatives, the Board of Trustees and the FY14 budget proposal. Paradise also made comments on the Library's branch location in Torrance and past employees.

### 2.0 PRESIDENT'S REPORT

There was no President's Report.

### 3.0 CONSENT CALENDAR

3.1 Approval of Minutes of the April 25, 2014, Regular Board Meeting
3.2 March 2014 Financials \& April 2014 List of Checks and Warrants
3.3 Approval of May 2014 Amendment of the Library Rules of Conduct

Staff recommended that the Board:

1. Approve the attached Rules of Conduct, and
2. Authorize the Executive Director to amend administratively the rules regarding duration of sessions.

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

### 4.0 DISCUSSION ITEMS

4.1 Review of Operating and Capital Expenditures Budget for Fiscal Year 2014-2015

Staff requested that the Board of Trustees discuss the proposed budget for FY2015 including the Budget Committee's recommendations and the other items described and asked that they raise any questions or concerns so that a final budget proposal could be presented for decision at the June meeting.

Vice-President Juhas gave a brief introduction to the budget proposal and the process leading to the Board, later introducing ED Levin.

## At this time, John Kohl, Finance Director, joined the table.

ED Levin presented the Board with an overview of the budget proposal including history of operations and a detailed explanation of the current proposal. The discussion mostly consisted of question and answer that guided the Board's understanding of staff proposal. The Board's consensus was that staff should continue to move forward as proposed and would review the final proposal in June.

May 27, 2014
BoT Min
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## Los Angeles Law Library

Balance Sheet
As of April 30, 2014
(Provisional and subject to year-end audit adjustments)

|  | 6/30/2013 | 4/30/2014 | Change |
| :---: | :---: | :---: | :---: |
| Assets |  |  |  |
| Current Assets |  |  |  |
| Cash and cash equivalents | 8,626,122 | 9,280,314 | 654,192 |
| Accounts receivable | 1,497,101 | 1,491,987 | $(5,114)$ |
| Prepaid expenses | 399,474 | 158,429 | $(241,045)$ |
| Total current assets | 10,522,697 | 10,930,729 | 349,412 |
| Restricted cash and cash equivalents | 261,139 | 302,980 | 41,841 |
| Capital assets, not being depreciated | 580,333 | 583,433 | 3,100 |
| Capital assets, being depreciated - net | 23,462,542 | 23,249,624 | $(212,918)$ |
| Total assets | 34,826,711 | 35,066,766 | 226,390 |

## Liabilities and Net Assets

Current Liabilities
Accounts payable
Other liabilities
Payroll liabilities
Total current liabilities

| 233,134 | 242,517 | 9,383 |
| ---: | :---: | :---: |
| 11,218 | - | $(11,218)$ |
| 28,627 | 12,049 | $(16,578)$ |
| 272,980 | 254,566 | $(29,546)$ |

Accrued sick and vacation liability
Borrowers' deposit
OPEB obligation
Total liabilities

| 420,789 | 361,332 | $(59,457)$ |
| ---: | ---: | ---: |
| 290,942 | 315,861 | 24,919 |
| $1,740,966$ | $2,011,799$ | 270,833 |
| $\mathbf{2 , 7 2 5 , 6 7 7}$ | $\mathbf{2 , 9 4 3 , 5 5 9}$ | $\mathbf{1 7 6 , 5 6 2}$ |

Net assets

| Invested in capital assets, net of related debt |  | $24,042,875$ | $23,833,057$ | $(209,818)$ |
| :--- | ---: | ---: | ---: | ---: |
| Unrestricted | $8,058,158$ | $8,290,151$ | 231,992 |  |
| Total net assets | $\mathbf{3 2 , 1 0 1 , 0 3 4}$ | $\mathbf{3 2 , 1 2 3 , 2 0 8}$ | $\mathbf{4 9 , 8 2 8}$ |  |
| Total liabitilies and net assets | $\mathbf{3 4 , 8 2 6 , 7 1 1}$ | $\mathbf{3 5 , 0 6 6 , 7 6 6}$ | $\mathbf{2 2 6 , 3 9 0}$ |  |

Los Angeles Law Library
Income Statement for the Period Ended April 30, 2014

| Apr 13 <br> Actual | (Provisional and subject to year-end audit adjustments) |  |  |  |  |  |  |  |  |  | Comments |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Apr 2014 |  |  |  |  | $\begin{gathered} \text { FY 2012-13 } \\ \text { YTD } \end{gathered}$ | FY 2013-14 YTD |  |  |  |  |
|  | Budget | Actual | \$ Fav (Unf) | \% Fav (Unf) |  |  | Budget | Actual | \$ Fav (Unf) | $\begin{gathered} \hline \% \text { Fav } \\ \text { (Unf) } \\ \hline \end{gathered}$ |  |
| Income |  |  |  |  |  |  |  |  |  |  |  |
| 653,506 | 637,822 | 587,637 | -50,185 | -7.9\% | L.A. Superior Court Fees | 6,470,234 | 6,314,948 | 5,932,689 | -382,259 | -6.1\% |  |
| 4,168 | 5,442 | 5,076 | -366 | -6.7\% | Interest | 56,010 | 50,220 | 43,623 | -6,597 | -13.1\% |  |
| 47,510 | 50,187 | 43,766 | -6,421 | -12.8\% | Parking | 451,783 | 446,843 | 513,343 | 66,500 | 14.9\% |  |
| 23,359 | 32,604 | 36,725 | 4,122 | 12.6\% | Library Services | 371,533 | 489,305 | 501,738 | 12,433 | 2.5\% |  |
| 728,543 | 726,055 | 673,204 | -52,850 | -7.3\% | Total Income | 7,349,561 | 7,301,317 | 6,991,394 | -309,923 | $-4.2 \%$ |  |
|  | Expense |  |  |  |  |  |  |  |  |  |  |
| 359,286 | 336,072 | 310,036 | 26,036 | 7.7\% | Staff | 3,526,716 | 3,380,823 | 3,301,057 | 79,766 | 2.4\% |  |
| 192,775 | 226,602 | 179,920 | 46,682 | 20.6\% | Library Materials | 3,023,459 | 2,847,895 | 2,627,094 | 220,801 | 7.8\% |  |
| -192,775 | Assets |  |  |  |  |  |  |  |  |  |  |
| 58,927 | 68,954 | 69,484 | -530 | -0.8\% | Facilities | 685,675 | 695,780 | 635,715 | 60,065 | 8.6\% |  |
| 9,402 | 19,653 | 9,878 | 9,776 | 49.7\% | Technology \& Data | 104,178 | 125,126 | 88,506 | 36,620 | 29.3\% |  |
| 614,661 | 8,727 | 10,371 | -1,645 | -18.8\% | General | 702,661 | 91,692 | 91,405 | 287 | 0.3\% |  |
| 123 | 55 | 544 | -489 | -889.9\% | Professional Development | 28,425 | 15,790 | 16,415 | -625 | -4.0\% |  |
| 3,424 | 2,042 | 114 | 1,927 | 94.4\% | Communications \& Marketing | 23,749 | 34,367 | 6,116 | 28,250 | 82.2\% |  |
| 52 | 300 | 268 | 32 | 10.8\% | Travel \& Entertainment | 3,035 | 3,200 | 1,564 | 1,636 | 51.1\% |  |
| 0 | 2,917 | 1,450 | 1,467 | 50.3\% | Professional Services | 66,106 | 44,917 | 31,243 | 13,674 | 30.4\% |  |
| 94,069 | 282,332 | 271,388 | 10,944 | 3.9\% | Depreciation | 2,860,084 | 2,708,819 | 2,719,129 | -10,310 | -0.4\% |  |
| 1,139,942 | 721,052 | 673,534 | 47,518 | 6.6\% | Total Expenses | 8,000,628 | 7,100,514 | 6,891,151 | 209,363 | 2.9\% |  |
| -411,399 | 5,003 | -329 | -5,332 | -106.6\% | Net Income | -651,067 | 200,803 | 100,243 | -100,560 | -50.1\% |  |
| 0 | 0 | 0 | 0 | 0.0\% | Extraordinary Income | 0 | 1,265,963 | 472,334 | -793,628 | -62.7\% |  |
| 0 | 8,775 | 241 | 8,534 | 97.3\% | Extraordinary Expense | 209,000 | 238,201 | 279,570 | -41,369 | -17.4\% |  |
| 24,332 | 0 | 27,083 | -27,083 | 0.0\% | OPEB Expense | 243,318 | 243,750 | 270,833 | -27,084 | -11.1\% |  |
| -435,731 | -3,772 | -27,654 | -23,882 | 633.1\% | Net Income (Loss) Including Extraordinary Items | -1,103,384 | 984,815 | 22,174 | -962,641 | -97.7\% |  |
| 215,242 | 0 | 46,513 | -46,513 | 0.0\% | Capitalized Expenditures | 267,028 | 653,400 | 65,523 | 587,877 | 90.0\% |  |
| NA | 54.12 | 51.34 | 2.78 | 5.1\% | Full-Time Equivalent Employees | NA | 54.06 | 49.86 | - 4.20 | 7.8\% |  |

Los Angeles Law Library
Income Statement for the Period Ended April 30, 2014


Los Angeles Law Library
Income Statement for the Period Ended April 30, 2014

| (Provisional and subject to year-end audit adjustments) |  |  |  |  |  |  |  |  |  |  |  |  |  | Comments |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Apr 13 Actual | Apr 2014 |  |  |  |  |  |  |  | $\begin{gathered} \hline \text { FY 2012-13 } \\ \text { YTD } \end{gathered}$ | FY 2013-14 YTD |  |  |  |  |
|  | Budget | Actual | \$ Fav (Unf) | \% Fav (Unf) |  |  |  |  |  | Budget | Actual | \$ Fav (Unf) | $\begin{aligned} & \text { \% Fav } \\ & \text { (Unf) } \end{aligned}$ |  |
| 388 | 361 | 398 | -36 | -10.1\% | 15 | FIN | 513000 | Disability Insurance | 2,260 | 3,624 | 4,118 | -494 | -13.6\% |  |
| 5,759 | 5,400 | 4,375 | 1,025 | 19.0\% | 15 | FIN | 514000 | Dental Insurance | 52,624 | 54,000 | 49,339 | 4,661 | 8.6\% |  |
| 823 | 852 | 630 | 223 | 26.1\% | 15 | FIN | 514500 | Vision Insurance | 7,711 | 8,536 | 7,029 | 1,507 | 17.7\% |  |
| 193 | 136 | 99 | 37 | 26.9\% | 15 | FIN | 515000 | Life Insurance | 1,461 | 1,366 | 1,021 | 345 | 25.3\% |  |
| 21,959 | 12,516 | 6,982 | 5,534 | 44.2\% | 15 | FIN | 516000 | Workers Comp. Insurance | 96,786 | 91,531 | 93,077 | -1,546 | -1.7\% |  |
| 12,226 | 0 | -12 | 12 | 0.0\% | 15 | FIN | 517000 | Unemployment Insurance | 30,819 | 0 | 441 | -441 | 0.0\% |  |
| 0 | 0 | 400 | -400 | 0.0\% | 25 | P\&P | 514010 | Temporary Employment | 18,557 | 7,500 | 600 | 6,900 | 92.0\% |  |
| 212 | 150 | 0 | 150 | 100.0\% | 13 | HR | 514015 | Recruitment | 5,584 | 1,500 | 3,312 | -1,812 | -120.8\% |  |
| 0 | 0 | 0 | 0 | 0.0\% | 15 | FIN | 517500 | Accrued Sick Expense | 0 | 0 | 0 | 0 | 0.0\% |  |
| 0 | 0 | 0 | 0 | 0.0\% | 15 | FIN | 518000 | Accrued Vacation Expense | 0 | -50,000 | 0 | -50,000 | 100.0\% | Actuals are reflected in salaries line items. |
| 597 | 667 | 2,788 | -2,122 | -318.3\% | 15 | FIN | 518550 | TMP | 9,061 | 8,667 | 11,271 | -2,604 | -30.0\% |  |
| 1,028 | 1,500 | 1,320 | 180 | 12.0\% | 15 | FIN | 518560 | Payroll \& Benefit Admin. | 14,444 | 15,000 | 14,938 | 62 | 0.4\% |  |
| 359,286 | 336,072 | 310,036 | 26,036 | 7.7\% |  |  |  | Total - Staff | 3,526,716 | 3,380,823 | 3,301,057 | 79,766 | 2.4\% |  |
|  |  |  |  |  |  |  |  | Library Materials: |  |  |  |  |  |  |
| 130,062 | 153,964 | 134,590 | 19,374 | 12.6\% | 23 | R\&R | 601999 | American Continuations | 2,184,137 | 2,111,507 | 1,968,587 | 142,920 | 6.8\% |  |
| 8,154 | 8,248 | 6,767 | 1,481 | 18.0\% | 23 | R\&R | 602999 | American New Orders | 57,871 | 82,481 | 62,816 | 19,664 | 23.8\% |  |
| 2,708 | 4,674 | 1,817 | 2,857 | 61.1\% | 23 | R\&R | 609199 | Branch Continuations | 74,914 | 46,739 | 39,164 | 7,575 | 16.2\% |  |
| 0 | 110 | 0 | 110 | 100.0\% | 23 | R\&R | 609299 | Branch New Orders | 4,441 | 1,100 | 172 | 928 | 84.3\% |  |
| 24,602 | 29,143 | 14,844 | 14,299 | 49.1\% | 23 | R\&R | 603999 | Commonwealth Continuations | 360,810 | 291,432 | 250,990 | 40,442 | 13.9\% |  |
| 734 | 0 | 0 | 0 | 0.0\% | 23 | R\&R | 604999 | Commonwealth New Orders | 3,054 | 2,309 | 0 | 2,309 | 100.0\% | New titles in commonwealth are rather expensive subsequently staff, mindful of budget constraints, has not identified new titles for purchase. |
| 14,623 | 16,496 | 9,422 | 7,074 | 42.9\% | 23 | R\&R | 605999 | Foreign Continuations | 185,343 | 164,962 | 157,020 | 7,942 | 4.8\% |  |
| 271 | 1,100 | 34 | 1,066 | 96.9\% | 23 | R\&R | 606999 | Foreign New Orders | 3,241 | 17,596 | 9,145 | 8,451 | 48.0\% |  |
| 7,639 | 9,348 | 10,114 | -766 | -8.2\% | 23 | R\&R | 607999 | International Continuations | 115,410 | 93,478 | 109,593 | -16,115 | -17.2\% |  |
| 679 | 550 | 310 | 240 | 43.7\% | 23 | R\&R | 608999 | International New Orders | 4,512 | 6,598 | 5,794 | 805 | 12.2\% |  |
| 2,575 | 2,749 | 1,946 | 804 | 29.2\% | 23 | R\&R | 609399 | General/Librarianship | 28,103 | 27,494 | 22,595 | 4,899 | 17.8\% |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 728 | 220 | 75 | 145 | 65.9\% | 23 | R\&R | 609499 | General/Librarianship New Orders | 1,624 | 2,199 | 1,219 | 981 | 44.6\% |  |
| 192,775 | 226,602 | 179,920 | 46,682 | 20.6\% |  |  |  | Subtotal | 3,023,459 | 2,847,895 | 2,627,094 | 220,801 | 7.8\% |  |
| -192,775 | $(226,602)$ | -179,920 | -46,682 | 20.6\% | 15 | FIN | 690000 | Lib Materials Transferred to | -3,023,459 | -2,847,895 | -2,627,094 | -220,801 | 7.8\% |  |
| 0 | 0 | 0 | 0 | 0.0\% |  |  |  | Assets | 0 | 0 | 0 | 0 | 0.0\% |  |
|  |  |  |  |  |  |  |  | Facilities: |  |  |  |  |  |  |
| 1,770 | 2,350 | 2,103 | 247 | 10.5\% | 39 | FAC | 801005 | Repair \& Maintenance | 30,846 | 25,978 | 29,492 | -3,514 | -13.5\% | Unexpected repair/replacement of HVAC pulleys @ \$2,100.00. |
| 1,206 | 2,284 | 333 | 1,951 | 85.4\% | 39 | FAC | 801010 | Building Services | 11,798 | 19,460 | 16,550 | 2,910 | 15.0\% |  |
| 1,994 | 1,700 | 1,857 | -157 | -9.3\% | 39 | FAC | 801015 | Cleaning Supplies | 15,012 | 18,300 | 10,133 | 8,167 | 44.6\% |  |
| 7,555 | 10,000 | 16,532 | -6,532 | -65.3\% | 39 | FAC | 801020 | Electricity \& Water | 94,743 | 106,618 | 91,067 | 15,551 | 14.6\% | Positive variance to a delay in receiving LA DWP's monthly invoice. Variance to be spent in May 2014. |
| 2,023 | 1,250 | 1,661 | -411 | -32.9\% | 39 | FAC | 801025 | Elevator Maintenance | 13,118 | 12,110 | 12,942 | -832 | -6.9\% |  |
| 1,682 | 2,600 | 2,361 | 239 | 9.2\% | 39 | FAC | 801030 | Heating \& Cooling | 26,139 | 29,950 | 23,111 | 6,839 | 22.8\% |  |
| 20,342 | 23,677 | 20,808 | 2,870 | 12.1\% | 15 | FIN | 801035 | Insurance | 225,331 | 226,624 | 207,794 | 18,830 | 8.3\% |  |
| 8,421 | 8,421 | 8,421 | 0 | 0.0\% | 39 | FAC | 801040 | Janitorial Services | 81,331 | 82,679 | 84,214 | -1,535 | -1.9\% |  |
| 1,050 | 1,200 | 1,050 | 150 | 12.5\% | 39 | FAC | 801045 | Landscaping | 4,200 | 12,000 | 14,025 | -2,025 | -16.9\% | Unfavorable variance due to trimming of Hill street trees in preparation for annual Gala. |
| 12,884 | 14,087 | 14,055 | 32 | 0.2\% | 39 | FAC | 801050 | Security | 163,727 | 145,414 | 141,660 | 3,754 | 2.6\% |  |
| 0 | 417 | 654 | -237 | -57.0\% | 39 | FAC | 801100 | Furniture \& Appliances (<3K) | 2,554 | 4,167 | 684 | 3,482 | 83.6\% | Few furniture requirements in first half of fiscal year. |
| 0 | 0 | -352 | 352 | 0.0\% | 39 | FAC | 801110 | Equipment (<3K) | 0 | 2,800 | 4,041 | -1,241 | -44.3\% | Unfavorable variance due to office supplies vending machine and replacement urinals in the public men's room. |
| 0 | 968 | 0 | 968 | 100.0\% | 39 | FAC | 801115 | Building Alterations (<3K) | 16,876 | 9,680 | 0 | 9,680 | 100.0\% |  |

Los Angeles Law Library
Income Statement for the Period Ended April 30, 2014


Los Angeles Law Library
Income Statement for the Period Ended April 30, 2014


## Los Angeles Law Library

Statement of Cash Flows
As of April 30, 2014
(Provisional and subject to year-end audit adjustments)

|  | 4/30/2014 | YTD |
| :---: | :---: | :---: |
| Cash flows from operating activities |  |  |
| LA Superior court fees | 587,637 | 5,932,689 |
| Parking fees | 43,766 | 513,343 |
| Library services | 36,725 | 839,072 |
| (Increase) decrease in accounts receivable | $(48,267)$ | 5,114 |
| Increase (decrease) in borrowers' deposit | 3,103 | 24,919 |
| Cash received from filing fees and services | 622,965 | 7,315,138 |
| Facilities | $(69,484)$ | $(635,715)$ |
| Technology \& data | $(9,878)$ | $(88,506)$ |
| General | $(10,612)$ | $(178,321)$ |
| Professional development | (544) | $(16,415)$ |
| Communications \& marketing | (114) | $(6,116)$ |
| Travel \& entertainment | (268) | $(1,564)$ |
| Professional services | $(1,450)$ | $(31,243)$ |
| (Increase) decrease in prepaid expenses | $(4,750)$ | 241,045 |
| Increase (decrease) in accounts payable | 10,204 | 9,383 |
| Increase (decrease) in other liabilities | - | $(11,218)$ |
| Cash payments to suppliers for goods and services | $(86,896)$ | $(718,671)$ |
| Staff | $(337,120)$ | $(3,578,138)$ |
| Increase (decrease) in payroll liabilities | 928 | $(16,578)$ |
| Increase (decrease) in accrued sick and vacation liability | - | $(59,457)$ |
| Increase (decrease) in OPEB liability | 27,083 | 270,833 |
| Cash payments to employees for services | $(309,108)$ | $(3,383,340)$ |
| Contributions received | - | 135,000 |
| Net cash from operating activities | 226,961 | 3,348,127 |
| Cash flow from capital and related financing activities |  |  |
| Library materials | $(179,920)$ | $(2,627,094)$ |
| Fixed assets | $(46,513)$ | $(65,523)$ |
| Capital - Work in Progress (WIP) | - | $(3,100)$ |
| Cash flows from investing activities |  |  |
| Investment earnings | 5,076 | 43,623 |
| Net cash increase (decrease) in cash and cash equivalents | 5,604 | 696,032 |
| Cash and cash equivalents, at beginning of period | 9,577,690 | 8,887,261 |
| Cash and cash equivalents, at end of period | 9,583,293 | 9,583,293 |
| Reconciliation of Operating Income to Net Cash from Operating Activities |  |  |
|  |  |  |
| Operating income | $(32,730)$ | $(21,449)$ |
| Adjustments for noncash effects: |  |  |
| Depreciation | 271,388 | 2,719,129 |
| Extraordinary expense: book write-off |  | 186,407 |
| Changes in operating assets and liabilities: |  | - |
| (Increase) decrease in accounts receivable | $(48,267)$ | 5,114 |
| (Increase) decrease in prepaid expenses | $(4,750)$ | 241,045 |
| Increase (decrease) in accounts payable | 10,204 | 9,383 |
| Increase (decrease) in other liabilities | - | $(11,218)$ |
| Increase (decrease) in payroll liabilities | 928 | $(16,578)$ |
| Increase (decrease) in accrued sick and vacation liability | - | $(59,457)$ |
| Increase (decrease) in borrowers' deposit | 3,103 | 24,919 |
| Increase (decrease) in OPEB liability | 27,083 | 270,833 |
| Net cash from operating activities | 226,961 | 3,348,127 |

## LOS ANGELES COUNTY LAW LIBRARY

May 1, 2014 - May 31, 2014 (CHECKS)
Account No.: 108000
Page 1

| DATE | PAYEE | FOR AMOUNT | CHECK NO. |
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| May 1 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | AMERICAN BAR ASSOCIATION | BOOKS | 1,572.40 | 026919 |
|  | AMERICAN LEGAL PUBLISHING CORPORATI | BOOKS | 136.00 | 026920 |
|  | WOLTERS KLUWER LAW \& BUSINESS | BOOKS | 2,041.43 | 026921 |
|  | MATTHEW BENDER LEXISNEXIS MATTHEW B | BOOKS | 2,803.14 | 026922 |
|  | BERNAN ASSOCIATES | BOOKS | 218.28 | 026923 |
|  | BOOK HOUSE INC | BOOKS | 273.85 | 026924 |
|  | LEXISNEXIS CANADA BUTTERWORTHS CANA | BOOKS | 955.94 | 026925 |
|  | CASALINI LIBRI | BOOKS | 598.35 | 026926 |
|  | CALIFORNIA STATE BAR COURT REPORTER | BOOKS | 150.00 | 026927 |
|  | CONTINUING EDUCATION OF THE BAR CAL | BOOKS | 4,560.24 | 026929 |
|  | COUNCIL OF STATE GOVERNMENTS | BOOKS | 125.48 | 026930 |
|  | data TRACE LEGAL PUBLISHERS | BOOKS | 147.95 | 026931 |
|  | INGRAM LIBRARY SERVICES | BOOKS | 141.05 | 026932 |
|  | JAMES PUBLISHING INC | BOOKS | 108.94 | 026933 |
|  | JURIS PUBLISHING INC | BOOKS | 717.00 | 026934 |
|  | JURISNET LLC | BOOKS | 641.00 | 026935 |
|  | LAW JOURNAL PRESS | BOOKS | 481.13 | 026936 |
|  | LEXISNEXIS BUTTERWORTHS | BOOKS | 2,083.31 | 026937 |
|  | LIBROS CENTROAMERICANOS | BOOKS | 34.03 | 026938 |
|  | LOCAL GOVERNMENT PUBLICATIONS | BOOKS | 78.60 | 026939 |
|  | LRP PUBLICATIONS | BOOKS | 209.50 | 026940 |
|  | ESPINOSA MARTIN DE JESUS SANCHEZ ME | BOOKS | 30.00 | 026941 |
|  | MUNICIPAL CODE CORPORATION | BOOKS | 148.50 | 026942 |
|  | PAN PACIFICA | BOOKS | 443.00 | 026943 |
|  | PRACTISING LAW INSTITUTE | BOOKS | 961.28 | 026944 |
|  | SASKATCHEWAN QUEENS PRINTER | BOOKS | 256.37 | 026945 |
|  | State bar of texas | BOOKS | 195.00 | 026946 |
|  | THOMSON REUTERS TAX \& ACCOUNTING | BOOKS | 1,894.22 | 026947 |
|  | UNITED NATIONS PUBLICATIONS | BOOKS | 639.99 | 026948 |
|  | STATE BAR OF WISCONSIN | BOOKS | 159.37 | 026949 |
| May 2 | CHANNA CAJERO | MILEAGE | 32.20 | 026950 |
|  | GREGORY CARDI | SPECIAL EVENTS EX | 100.00 | 026951 |
|  | CDW GOVERNMENT INC | SOFTWARE (<\$3K) | 57.77 | 026952 |
|  | HAEWON HAN | SPECIAL EVENTS EX | 100.00 | 026953 |
|  | HIGH DENSITY INC | INTERIOR BLDG IMP | 5,087.75 | 026954 |
|  | KAPCO | SUPPLIES - LIB MATE | 183.83 | 026955 |
|  | KONICA MINOLTA BUSINESS | COPY CENTER | 993.45 | 026956 |
|  | CHRISTINE R LANGTEAU | MILEAGE | 66.30 | 026957 |
|  | SONNY LEW | MILEAGE | 31.02 | 026958 |
|  | LAW PUBLISHERS | REPLACEMENT | 108.00 | 026959 |
|  | LAW PUBLISHERS | BOOKS | 450.00 | 026960 |
|  | CDW GOVERNMENT INC | SERVICE | 7,860.46 | 026961 |
|  | DLT SOLUTIONS | SERVICE | 277.61 | 026962 |

Date Printed: 06/16/14
DATE PAYEE $\quad$ FOR AMOUNT CHECK NO.

| May 6 | EMPOWER SOFTWARE SOLUTIONS | SERVICE | 1,71386 | 026963 |
| :---: | :---: | :---: | :---: | :---: |
|  | GOURMET COFFEE SERVICE | KITCHEN SUPPL | 343.25 | 026964 |
|  | MANAGE EASE INCORPORATED | CONSULTING | 1,337.50 | 026965 |
|  | MYBINDING | SUPPLIES-LIB MATE | 99.68 | 026966 |
|  | OFFICE DEPOT | SUPPLIES - OFFICE | 110.53 | 026967 |
|  | IRA MARK ANIKSTEIN | REFUND | 140.00 | 026980 |
|  | HAROUN ELRESHID BACCHUS | REFUND | 70.00 | 026981 |
|  | VICKI D COLCA | REFUND | 125.00 | 026982 |
|  | GLORIA ELLEN MARGOLIS | REFUND | 70.00 | 026983 |
|  | DON MARTIN | REFUND | 60.00 | 026984 |
|  | CHARLES BRETT PARSELLE | REFUND | 138.00 | 026985 |
|  | RANDOLPH ROGER RAMIREZ | REFUND | 140.00 | 026986 |
|  | VICTOR R SOFELKANIK II | REFUND | 140.00 | 026987 |
|  | ALFONSO TREVIZO JR | REFUND | 140.00 | 026988 |
|  | DOROTHY FUE WONG | REFUND | 70.00 | 026989 |
|  | JENNIFER LING-PEI WANG | REFUND | 140.00 | 026990 |
|  | TERESA POSTELL WILLIAMS | REFUND | 140.00 | 026991 |
| May 7 | AMERICAN BAR ASSOCIATION | BOOKS | 1,629.37 | 026992 |
|  | CALIF OFFICE OF ADMINISTRATIVE LAW | BOOKS | 22.50 | 026993 |
|  | WOLTERS KLUWER LAW \& BUSINESS | Books | 1,941.97 | 026994 |
|  | AUX AMATEUR DE LIVRES | Books | 125.38 | 026995 |
|  | BANKS \& JORDAN | B00ks | 119.52 | 026996 |
|  | MATTHEW BENDER LEXISNEXIS MATTHEW B | BOOKS | 174.56 | 026997 |
|  | BOOK HOUSE INC | BOOKS | 99.35 | 026998 |
|  | LEXISNEXIS CANADA BUTTERWORTHS CANA | BOOKS | 3,172.91 | 026999 |
|  | CARSWELL COMPANY LTD | BOOKS | 392.65 | 027000 |
|  | CONTINUING EDUCATION OF THE BAR CAL | BOOKS | 4,288.06 | 027002 |
|  | CONTINUING LEGAL EDUCATION SOCIETY | B00Ks | 427.38 | 027003 |
|  | COUTTS LIBRARY SERVICES | BOOKS | 1,886.78 | 027004 |
|  | DATA TRACE LEGAL PUBLISHERS | BOOKS | 179.95 | 027005 |
|  | THOMSON GALE | BOOKS | 1,139.23 | 027006 |
|  | GAUNT | BOOKS | 1,139.76 | 027007 |
|  | OTTO HARRASSOWITZ | BOOKS | 720.07 | 027008 |
|  | E ITURRIAGA Y CIA S A C | BOOKS | 152.00 | 027009 |
|  | JURIS PUBLISHING INC | BOOKS | 487.50 | 027010 |
|  | JURISNET LLC | BOOKS | 86.50 | 027011 |
|  | RETTA LIBROS LIDERLAF S A | BOOKS | 498.97 | 027012 |
|  | LAW JOURNAL PRESS | BOOKS | 8,679.89 | 027014 |
|  | LAW REPORTS INTERNATIONAL LTD | BOOKS | 262.50 | 027015 |
|  | LEXISNEXIS BUTTERWORTHS | BOOKS | 2,362.00 | 027016 |
|  | CHIEF LOC CDS | BOOKS | 685.00 | 027017 |
|  | LUDWIG MAYER LTD | BOOKS | 63.00 | 027018 |
|  | MANHATTAN PUBLISHING COMPANY | BOOKS | 597.00 | 027019 |

DATE PAYEE $\quad$ FOR AMOUNT CHECK NO.

DATE PAYEE $\quad$ FOR AMOUNT CHECK NO.

|  | CARSWELL COMPANY LTD | BOOKS | 8.25 | 027062 |
| :---: | :---: | :---: | :---: | :---: |
|  | COMERCIAL CELIS LIMITADA | Books | 179.00 | 027063 |
|  | EIBUN HOREI SHA INC | Books | 1,407.00 | 027064 |
|  | GAUNT | Books | 460.33 | 027065 |
|  | OTTO HARRASSOWITZ | BOOKS | 877.47 | 027066 |
|  | INTERNATIONAL RISK MANAGEMENT INSTI | BOOKS | 343.00 | 027067 |
|  | JONES MCCLURE PUBLISHING | BOOKS | 201.00 | 027068 |
|  | LAW JOURNAL PRESS | BOOKS | 1,723.20 | 027069 |
|  | LAW PUBLISHERS | BOOKS | 610.00 | 027070 |
|  | LRP PUBLICATIONS | BOOKS | 159.50 | 027071 |
|  | MARY MARTIN BOOKSELLERS | BOOKS | 782.00 | 027072 |
|  | PENNSYLVANIA BAR INSTITUTE | BOOKS | 87.00 | 027073 |
|  | PRACTISING LAW INSTITUTE | BOOKS | 822.30 | 027074 |
|  | SAN DIEGO DAILY TRANSCRIPT | BOOKS | 444.00 | 027075 |
|  | CITY OF THOUSAND OAKS | BOOKS | 50.60 | 027076 |
|  | JOHN WILEY \& SONS INC | BOOKS | 155.21 | 027077 |
| May 13 |  |  |  |  |
|  | WILLIAM S HEIN \& CO | BOOKS | 1,750.44 | 027078 |
| May 15 |  |  |  |  |
|  | SCOTT DAVID KISSACK | REIMBURSEMENT | 329.51 | 027079 |
|  | FRED CHARLES DRESBEN | REFUND | 140.00 | 027080 |
|  | ZOLTAN M MIHALY | REFUND | 140.00 | 027081 |
|  | NINA LI HONG | REFUND | 125.00 | 027082 |
|  | PANKAJ S RAVAL | REFUND | 39.00 | 027083 |
|  | CORCORAN QUALITY GRAPHICS | COLLATERAL MATER | 516.66 | 027084 |
|  | ENVISIONWARE, INC. | COPY CENTER EXPE | 4,534.65 | 027085 |
|  | LA LAWYERS PHILHARMONIC | ADVERTISING | 600.00 | 027086 |
| May 21 |  |  |  |  |
|  | WOLTERS KLUWER LAW \& BUSINESS | BOOKS | 358.45 | 027087 |
|  | BOOK HOUSE INC | BOOKS | 253.12 | 027088 |
|  | LEXISNEXIS CANADA BUTTERWORTHS CANA | BOOKS | 138.29 | 027089 |
|  | CARSWELL COMPANY LTD | BOOKS | 311.49 | 027090 |
|  | CONTINUING EDUCATION OF THE BAR CAL | BOOKS | 1,107.24 | 027091 |
|  | COUTTS LIBRARY SERVICES | BOOKS | 148.43 | 027092 |
|  | ENERGY \& MINERAL LAW FOUNDATION | BOOKS | 98.00 | 027093 |
|  | INGRAM LIBRARY SERVICES | BOOKS | 137.78 | 027094 |
|  | JAMES PUBLISHING INC | BOOKS | 490.62 | 027095 |
|  | JURIS PUBLISHING INC | BOOKS | 136.50 | 027096 |
|  | MONTANA LEGISLATIVE SERVICES DIVISI | BOOKS | 400.00 | 027097 |
|  | THOMPSON PUBLISHING GROUP | BOOKS | 692.10 | 027098 |
|  | THOMSON REUTERS TAX \& ACCOUNTING | BOOKS | 648.28 | 027099 |
|  | UNITED NATIONS PUBLICATIONS | BOOKS | 85.54 | 027100 |
|  | YBP LIBRARY SERVICES | BOOKS | 452.04 | 027101 |
| May 23 | ARYEH GREENFIELD A G PUBLICATIONS | BOOKS | 140.00 | 027102 |

138,144.51

## LOS ANGELES COUNTY LAW LIBRARY

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|  | GE MONEY BANK AMAZON | BOOKS | 269.21 | 027103 |
| :---: | :---: | :---: | :---: | :---: |
|  | WOLTERS KLUWER LAW \& BUSINESS | Books | 614.60 | 027104 |
|  | bernan associates | Books | 140.17 | 027105 |
|  | CONTINUING EDUCATION OF THE BAR CAL | Books | 1,653.36 | 027106 |
|  | CIVIC RESEARCH INSTITUTE RSCR | BOOKS | 105.95 | 027107 |
|  | COMERCIAL CELIS LIMITADA | BOOKS | 875.00 | 027108 |
|  | COUTTS LIBRARY SERVICES | BOOKS | 5,007.85 | 027109 |
|  | OTTO HARRASSOWITZ | BOOKS | 1,284.15 | 027110 |
|  | IMMIGRANT LEGAL RESOURCE CENTER | BOOKS | 683.15 | 027111 |
|  | INGRAM LIBRARY SERVICES | BOOKS | 258.28 | 027112 |
|  | JAMES PUBLISHING INC | BOOKS | 112.94 | 027113 |
|  | KANSAS JUDICIAL COUNCIL | BOOKS | 75.00 | 027114 |
|  | KINOKUNIYA BOOK STORES OF AMERICA | BOOKS | 2,615.13 | 027115 |
|  | LAWPRESS CORPORATION | BOOKS | 573.35 | 027116 |
|  | LAWRENCE PUBLISHING CO | BOOKS | 560.00 | 027117 |
|  | LEXISNEXIS BUTTERWORTHS | BOOKS | 2,842.63 | 027118 |
|  | MASSACHUSETTS CONTINUING LEGAL EDUC | BOOKS | 202.50 | 027119 |
|  | INSTITUTE OF CONTINUING LEGAL EDUCA | BOOKS | 122.50 | 027120 |
|  | MICROJURIS | BOOKS | 350.00 | 027121 |
|  | BOAST NYBERG | BOOKS | 185.00 | 027122 |
|  | PROP 65 NEWS | BOOKS | 175.85 | 027123 |
|  | PRACTISING LAW INSTITUTE | BOOKS | 305.21 | 027124 |
|  | QUALITY CODE PUBLISHING | BOOKS | 40.02 | 027125 |
|  | STATE HUMANE ASSOCIATION OF CALIFOR | BOOKS | 62.00 | 027126 |
|  | SOLANO PRESS BOOKS | BOOKS | 99.10 | 027127 |
|  | SPECIALTY TECHNICAL PUBLISHERS INC | BOOKS | 660.00 | 027128 |
|  | THOMSON REUTERS TAX \& ACCOUNTING | BOOKS | 833.04 | 027129 |
|  | WEST ACADEMIC | BOOKS | 312.90 | 027130 |
|  | STATE BAR OF WISCONSIN | BOOKS | 12.50 | 027131 |
|  | YBP LIBRARY SERVICES | BOOKS | 923.58 | 027132 |
|  | STATE BOARD OF EQUALIZATION | USE TAX | 1,280.00 | 027133 |
|  | AMERICAN RELOCATION \& LOGISTIC | SERVICES | 745.42 | 027134 |
|  | AMERICAN EXPRESS | BUSINESS CARD | 3,066.66 | 027135 |
|  | AT\&T MOBILITY | TELECOM | 165.71 | 027136 |
|  | BRIDGES FILTER SERVICE, INC | MAINTENANCE | 132.14 | 027137 |
|  | CDW GOVERNMENT INC | SERVICES | 2,361.00 | 027138 |
|  | COUNTY OF LOS ANGELES | BANK CHARGES | 70.99 | 027139 |
|  | EMPLOYMENT DEVELOPMENT DEPT | UI | 229.00 | 027140 |
|  | GUARDIAN | PREPAID EXP | 7,348.77 | 027141 |
|  | INDEPENDENT STATIONERS | SUPPLIES - OFFICE | 86.66 | 027142 |
|  | INFINISOURCE INC | PAYROLL/HR ADMIN | 75.00 | 027143 |
|  | COUNTY OF LOS ANGELES | HEATING/COOLING | 2,361.17 | 027144 |
|  | KONICA MINOLTA BUSINESS | COPY CENTER | 1,071.40 | 027145 |

182,324.19
Date Printed: 06/16/14

| DATE | PAYEE | FOR AMOUNT CHECK NO. |
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LOS ANGELES COUNTY LAW LIBRARY
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Account No.: 102000
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DATE PAYEE FOR AMOUNT CHECK NO.

| May 14 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | L A DEPT WATER \& POWER | ELECTRIC/FIRE | 15,983.32 | TS00201555 |
|  | LEXISNEXIS ONLINE SERVICES | BOOKS | 15,300.00 | TS00201555 |
|  | PASADENA CONSTRUCTION \& INTERIORS | INTERIOR BLDG IMP | 10,071.00 | TS00201555 |
|  | THOMSON REUTERS | BOOKS | 76,477.33 | TS00201555 |
|  | WILLIAM S HEIN \& CO | BOOKS | 11,301.51 | TS00201555 |
| May 21 |  |  |  |  |
|  | LEXISNEXIS BUTTERWORTHS | BOOKS | 10,722.00 | T002019130 |
|  | THOMSON REUTERS | BOOKS | 65,249.17 | T002019130 |
| May 22 |  |  |  |  |
|  | THOMSON REUTERS | BOOKS | 23,690.74 | T002020695 |
| May 30 |  |  |  |  |
|  | CALPERS | PREPAID EXP | 46,280.28 | TS00202382 |
|  | THOMSON REUTERS | BOOKS | 11,176.95 | TS00202382 |

286,252.30
Date Printed: 06/16/14

## MEMORANDUM

## DATE: June 24, 2014

TO: Board of Law Library Trustees

FROM: Sandra Levin, Executive Director John Kohl, Finance Director

RE: Implementation of Cash Rewards Payment System

## BACKGROUND

This report focuses on different payment systems that offer cash rewards for purchases made by the Law Library. In particular, Staff researched business credit cards and payment systems that offer reward programs, in either points or cash and determined that the use of a reward program would generate revenue (or an offset to expense, depending on the system) for the Law Library of approximately $1 \%$ of expenditures. Staff has identified and is in the process of implementing a combined ePayable and credit card program that will provide rewards to the Law Library for purchases made.

## Research Results

Credit cards and payment programs offering the greatest rewards for small businesses included:

- Bank of America - ePayables with either Mastercard or VISA
- American Express Corporate Cards - Green, Gold, Platinum
- Capital One Spark Cash Select for Business
- The Business Gold Rewards Card from American Express
- SimplyCash Business Card from American Express
- Capital One Spark Cash for Business
- Capital One Spark Classic for Business
- Ink Cash Business Card - Chase

All of the card companies listed offer either cash back or points.
Unfortunately, many of the business cards rewards programs require individual credit verification and personal liability for the organization's purchases. We eliminated card programs which required personal liability, leaving either Bank of America ePayables with Mastercard or VISA and the American Express Corporate Cards: Green, Gold, and Platinum. The attached chart compares the two payment programs.

The American Express Corporate Cards rewards system is based upon points redeemable for merchandise, entertainment, and travel. No cash rewards are offered, however, a credit of $1 \%$ of the points is available as a credit to the statement, providing effectively the same benefit as cash.

Bank of America ePayables rewards program combines payments made through designated vendors with charges to Mastercard or VISA card. The Bank of America ePayables option includes a Mastercard or VISA card that can be used for purchases which are not on the pre-approved vendor list but are also included in the rewards program. Bank of America aggregates the expenditures of all California Public Sector clients in one program to provide the highest rebate based on each client's annual spend level.

A review of legal materials vendors indicates that most major vendors will accept VISA or Mastercard payments. Based on a conservative level of expenditure of $\$ 1,200,000$ annually (of our $\$ 3,000,000$ collections budget) using the ePayables system, the Library rebate would be $1.37 \%$ or approximately $\$ 16,500$.

It is doubtful that we could attain this level of activity with the American Express Cards due to acceptability of this card versus Mastercard or VISA. Both payment systems provide an additional 15 days payable outstanding. Fraud is minimal with the ePaybles system since the amount of the authorized payment equals the payment file transmitted to Bank of America from our Accounting Department. After the vendor charges the approved amount from Bank of America, the card-available-to-charge amount returns to zero. American Express charge cards are more susceptible to fraud since the maximum charge amount is static.

Both Bank of America ePayables and American Express charge fees for foreign transactions which are $1 \%$ and $2.1 \%$ respectively. As a result, payments for foreign transactions were not included in the estimated annual expenditure.

Bank of America ePayables program requires a minimum annual spend of $\$ 500,000$ to qualify for rewards. Rewards are paid on a quarterly basis as long as the projected annualized spending equals or exceeds $\$ 500,000$. If the annualized $\$ 500,000$ spending level is not met, Bank of America will continue working with the Library vendors to increase the spending level to meet the rewards threshold. If the Library decides to terminate the ePayables program, written notice will suffice without advance notification.

The process for writing and signing checks is time-consuming. The use of credit cards and an ePayable system should also save staff time by aggregating and streamlining the process for paying vendors. However, the authorization and approval required to make an expenditure, and the process for obtaining approval, will not change.

## Recommendation

Considering the advantages of the ePaybles system, Staff recommends to implement this payables program in conjunction with Mastercard or VISA. The next step is to submit our listing of vendors to the Bank of America ePayables representative to determine the existing and potential future participation with ePayables or acceptance of Mastercard and /or VISA for payments. Bank of America will confirm ePayables existing and future participation by contacting our vendors from the information we provide to them. The outcome of this process will help us decide whether the ePayables program is viable for the Library.

DISCISSION ITEM 3.3 | ATTACHMENT

| Vendor | Program / Card | Details / Rewards | Liability / Cost |
| :---: | :---: | :---: | :---: |
| American Express | American Express Corporate Card | Corporate Membership Rewards Program <br> How points can be used: <br> - Book airline travel or hotel through Pay with Points (with no blackouts): 10,000 points = \$100* <br> - Merchandise \& Entertainment <br> - ShopAmex.com, Amazon.com <br> - Business products \& services <br> - Points for meetings <br> - Use points for statement credit: $\mathbf{1 0 , 0 0 0}$ points = $\mathbf{\$ 1 0 0}$, or $\mathbf{1 \%}$ <br> - No cash payment to corporation for rewards <br> How points accrue: <br> - 1 point per eligible $\$ 1$ spent - eligible means charges made by vendors. Fees on account are not eligible, e.g., late fees, annual member's fee, etc. <br> - Points have no expiration date <br> - No limit on the points company can earn <br> Other features: <br> - Unlimited number of cards <br> - Spending limit possible for approval at $\$ 150,000$ to $\$ 200,000$ per month. Underwriters are flexible. <br> - Utilize card as credit card <br> - 30-60 days additional cash float compared to traditional check payment system <br> Foreign Purchases: $2.1 \%$ fee assessed on card purchases made outside of the United States. <br> *Ratios subject to change. | Corporate <br> Liability <br> Green \$35/year <br> Business <br> Purchased <br> Gold <br> \$125/year <br> Travel Benefits <br> Platinum <br> \$395/year <br> Executive Travel <br> Benefits |


| Bank of America Merrill Lynch | ePayables for Government | How the service works: <br> 1. We provide BofA our most current vendor payment information to be matched to known vendors currently accepting card payments <br> 2. BofA then assigns unique card account numbers to targeted vendors. We can also elect to pay with the Card Shuffler solution, which assigns a unique card number at random for each payment <br> 3. Using our pre-determined format, we transmit a payment file to the bank through FTP with invoice payment information <br> 4. Once BofA receives the file, BofA increases the "available-to-charge" amounts on the appropriate vendor accounts to the approved payment amount, and authorize vendors to process their charges. Once processed, each vendor's "available-to-charge" amount returns to zero dollars <br> 5. When charged appropriately, reconciliation occurs, on an automated basis, and BofA sends a confirmation file to our ERP/treasury workstation <br> 6. BofA consolidates all our payments into one statement generated at the end of our billing cycle <br> Other benefits: <br> 1. Bank of America Merrill Lynch is the largest issuer of ePayables programs in North America. <br> 2. Replace $30-40 \%$ of targeted $A P$ check volume per typical enrollment volume. <br> 3. Extends days payable outstanding to 50 days vs. typical payment terms of net 30 . <br> 4. ePayables implementation typically takes 30-60 days to be operational. <br> 5. Purchases from either Mastercard or VISA purchasing cards issued by BofA are combined with ePayables vendor payments towards rewards benefits. <br> Foreign Purchases: <br> $1 \%$ charged on all foreign purchases. <br> Rebates: <br> Rebates are paid based on a minimum annual spend of $\$ 500,000$ combined with payment cycle and grace period. For the LA Law Library, using a very conservative annual spend estimate through ePayables combined with BofA Mastercard or VISA of $\$ 1,211,852$ per year, the rebate is 137 basis points or $1.37 \%$ equaling $\$ 16,602$ annually. This annual spend excludes payroll related costs, depreciation, and foreign collection purchases forecast for FY2015. BofA aggregates the spend of all our California Public Sector clients to provide the highest rebate based on each client's spend. | Corporate Liability <br> No enrollment fee <br> Mastercard/VISA Purchasing Card No enrollment fee <br> Corporate Liability |
| :---: | :---: | :---: | :---: |

## MEMORANDUM

## DATE: June 24, 2014

TO: Board of Law Library Trustees

FROM: Sandra Levin, Executive Director

RE: Approval of Operating and Capital Expenditures Budget for Fiscal Year 2014-2015

## Introduction

Staff is requesting that the Board of Trustees approve the FY2015 Budget proposal as presented by staff, recommended by the Budget Committee and discussed previously at the Meeting of May 27, 2014. The proposed budget (Income and Expense Operations Summary, Cash Flow, Item Detail and Capital Projects) is attached. The figures for FY2014 forecast have been adjusted to reflect additional information received since the Board meeting last month.

Attached for your convenience please also find the following previously distributed materials: the May 2014 staff report including an overview of the budget, a discussion of alternatives and the Budget Committee's recommendations; a list of alternative cuts and enhancements; and long-term (3-5 year) capital project projections.

## BACKGROUND AND ANALYSIS

Although the proposed FY2015 budget results in negative net income largely as a result of declining filing fee revenue, the budget nonetheless reflects substantial cutbacks and includes all cuts identified that did not significantly affect level of service. These efforts have been significant but cannot fully compensate for the multi-million dollar loss in filing fee revenue.

As recommended by the Committee and discussed previously, a furlough has been included in the budget. This cut entails up to 12 mandatory furlough days for benefited staff only, several of which would occur between Christmas and New Year's Day. The salary savings associated with this alternative would be $\$ 121,238$ which is reflected in the attached budget.

After meeting and conferring, SEIU representatives have indicated that they will object to a furlough of this length on behalf of represented employees. A majority of the budget subcommittee met telephonically to discuss the furlough and the anticipated response by SEIU. (Judge Goetz was out of town and could not participate.) While the
committee and management regret any inconvenience or impact on employees, the operating deficit is large and of significant concern, a furlough appears to be the most equitable means to spread the cost of an impact across all departments and steps have been taken to mitigate any impact (e.g., by allowing the use of vacation time and individual scheduling of the majority of the days). The committee and the Executive Director therefore continue to recommend the proposed furlough. ${ }^{1}$

Additional cuts are not recommended due to the negative impact on service levels.

## Recommendation

Staff is requesting that the Board of Trustees:

1) Approve the proposed budget for FY2015 (including Income and Expense Operations Summary, Cash Flow, Item Detail and Capital Projects); and 2) Place a cap on the use of reserves to offset operating losses not to exceed \$1M over the next two years. If losses are forecast to continue beyond FY2016 or to exceed the $\$ 1 \mathrm{M}$ cap, then staff is directed to present cost reduction strategies and engage in discussion with the Board regarding service cuts necessary to balance the budget.
[^0]| GL No. |  |  | Actu |  |  | Budget | Forecast | Budget 2015 | \$ Inc (Dec) | \% Inc (Dec) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 2010 | 2011 | 2012 | 2013 |  |  |  | Forecast | Forecast |
| Summary: |  |  |  |  |  |  |  |  |  |  |
| Income |  |  |  |  |  |  |  |  |  |  |
|  | L.A. Superior Court Fees | 9,683,450 | 9,357,625 | 8,386,731 | 7,684,540 | 7,520,156 | 7,129,218 | 6,958,116 | $(171,101)$ | -2.4\% |
|  | Interest | 137,278 | 121,846 | 108,349 | 64,286 | 60,504 | 52,070 | 104,305 | 52,235 | 100.3\% |
|  | Parking | 715,260 | 703,988 | 718,308 | 556,182 | 540,000 | 600,843 | 530,000 | $(70,843)$ | -11.8\% |
|  | Library Services | 417,051 | 461,671 | 438,065 | 420,309 | 510,137 | 505,982 | 466,850 | $(39,132)$ | -7.7\% |
|  | Total Income | 10,953,039 | 10,645,130 | 9,651,454 | 8,725,317 | 8,630,797 | 8,288,113 | 8,059,271 | $(228,841)$ | -2.8\% |
| Expense |  |  |  |  |  |  |  |  |  |  |
|  | Staff | 3,679,138 | 4,025,862 | 4,319,591 | 4,217,089 | 4,178,130 | 4,072,136 | 3,981,067 | $(91,068)$ | -2.2\% |
|  | Library Materials | $3,456,319$ | $3,736,623$ | $3,879,820$ | $3,400,726$ | $3,300,000$ | 3,029,819 | $2,846,538$ | $(183,281)$ | -6.0\% |
| Assets |  |  |  |  |  |  |  |  |  | -6.0\% |
|  | Facilities | 750,142 | 849,945 | 938,650 | 818,429 | 863,425 | 816,602 | 856,695 | 40,093 | 4.9\% |
|  | Technology \& Data | 119,289 | 147,149 | 145,052 | 123,805 | 151,045 | 114,427 | 126,759 | 12,332 | 10.8\% |
|  | General | 358,255 | 675,117 | 187,918 | 114,937 | 90,245 | 75,198 | 82,592 | 7,394 | 9.8\% |
|  | Professional Development | 53,329 | 128,899 | 73,013 | 29,557 | 18,415 | 19,040 | 17,937 | $(1,103)$ | -5.8\% |
|  | Communications \& Marketing | 7,924 | 27,020 | 39,237 | 26,675 | 38,000 | 9,750 | 11,420 | 1,670 | 17.1\% |
|  | Travel \& Entertainment | 3,666 | 3,516 | 5,301 | 7,221 | 3,800 | 2,166 | 3,755 | 1,589 | 73.4\% |
|  | Professional Services | 41,339 | 140,254 | 105,032 | 78,188 | 50,750 | 44,576 | 66,996 | 22,420 | 50.3\% |
|  | Depreciation | 2,884,838 | 3,057,995 | 3,171,013 | 3,412,815 | 3,280,356 | 3,264,023 | 3,330,588 | 66,566 | 2.0\% |
|  | Total Expenses | 7,897,918 | 9,055,756 | 8,984,808 | 8,828,716 | 8,674,167 | 8,417,917 | 8,477,810 | 59,892 | 0.7\% |
|  | Net Income | 3,055,120 | 1,589,374 | 666,646 | $(103,399)$ | $(43,369)$ | $(129,805)$ | $(418,539)$ | $(288,734)$ | 222.4\% |
|  |  |  |  |  |  |  |  |  |  |  |
|  | Extraordinary Income | 0 | 0 | 0 | 0 | 1,737,950 | 715,222 | 130,000 | $(585,222)$ | -81.8\% |
|  | Extraordinary Expense | 0 | 0 | 0 | 1,270,607 | 246,976 | 312,901 | 0 | $(312,901)$ | -100.0\% |
|  | OPEB Expense | 569,360 | 556,446 | 323,182 | 291,978 | 325,000 | 325,002 | 277,804 | $(47,198)$ | -14.5\% |
|  | Net Income Including Extraordinary Items | 2,485,760 | 1,032,928 | 343,464 | (1,665,984) | 1,122,605 | $(52,485)$ | $(566,343)$ | $(513,858)$ | 979.1\% |
|  |  |  |  |  |  |  |  |  |  | 0.0\% |
|  | Capitalized Expenditures | 484,304 | 321,720 | 6,385,014 | 358,753 | 698,400 | 110,523 | 815,000 | 704,477 | 637.4\% |

Full-Time Equivalent Employees
NA NA
NA 57.1

Los Angeles Law Library: Summary
Forecast: Fiscal Year Ending 6/30/15

| GL No. |  | Actual |  |  |  | Budget 2014 | $\begin{gathered} \hline \text { Forecast } \\ 2014 \end{gathered}$ | Budget 2015 | \$ Inc (Dec) relative to Forecast | \% Inc (Dec) relative to Forecast |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 2010 | 2011 | 2012 | 2013 |  |  |  |  |  |
| Detailed Budget: Income: |  |  |  |  |  |  |  |  |  |  |
| Interest: |  |  |  | 8,386,731 | 7,684,540 | 7,520,156 | 7,129,218 | 6,958,116 | $(171,101)$ | -2.4\% |
| 311000 | Interest - LAIF | 66,854 | 50,171 | 16,269 | 4,013 | 2,400 | 3,088 | 3,000 | (88) | -2.8\% |
| 312000 | Interest-General Fund | 66,903 | 68,548 | 89,699 | 58,563 | 56,160 | 47,190 | 12,350 | $(34,840)$ | -73.8\% |
| 313000 | Interest - Deposit Fund | 3,521 | 3,126 | 2,382 | 1,710 | 1,944 | 1,792 | 1,755 | (37) | -2.1\% |
| 313500 | Interest - Bonds |  |  |  |  |  |  | 87,200 |  |  |
|  | Subtotal | 137,278 | 121,846 | 108,349 | 64,286 | 60,504 | 52,070 | 104,305 | 52,235 | 100.3\% |
| Parking: |  |  |  |  |  |  |  |  |  |  |
| 330100 | Parking | 715,260 | 703,988 | 718,308 | 556,182 | 525,000 | 600,843 | 525,000 | $(75,843)$ | -12.6\% |
| 330105 | Valet Parking | 0 | $0$ | 0 | 0 | 15,000 | 0 | 5,000 | 5,000 | 0.0\% |
|  | Subtotal | 715,260 | 703,988 | 718,308 | 556,182 | 540,000 | 600,843 | 530,000 | $(70,843)$ | -11.8\% |
| Library Services: |  |  |  |  |  |  |  |  |  |  |
| 330150 | Annual Borrowing Fee | 100,745 | 50,795 | 10,475 | 5,600 | 6,000 | 3,204 | 0 | $(3,204)$ | -100.0\% |
| 330140 | Annual Members Fee | 18,481 | 59,493 | 76,632 | 95,117 | 91,962 | 105,160 | 102,000 | $(3,160)$ | -3.0\% |
| 330340 | Course Registration | 1,963 | 7,436 | 2,570 | 15,024 | 22,212 | 25,002 | 24,350 | (652) | -2.6\% |
| 330129 | Copy Center | 82,811 | 85,126 | 75,371 | 73,958 | 57,000 | 64,779 | 60,000 | $(4,779)$ | -7.4\% |
| 330205 | Document Delivery | 25,217 | 24,403 | 30,176 | 25,734 | 27,600 | 29,120 | 25,200 | $(3,920)$ | -13.5\% |
| 330210 | Fines | 53,581 | 46,472 | 45,980 | 49,962 | 50,400 | 49,489 | 45,000 | $(4,489)$ | -9.1\% |
| 330310 | Miscellaneous | 12,855 | 14,055 | 18,102 | 1,975 | 3,600 | 35,164 | 13,300 | $(21,864)$ | -62.2\% |
| 330330 | Room Rental | 3,150 | 4,809 | (309) | 24,722 | 100,000 | 29,848 | 33,000 | 3,152 | 10.6\% |
| 330350 | Book Replacement | 4,091 | 5,833 | 720 | 3,250 | 2,735 | 6,036 | 3,000 | $(3,036)$ | -50.3\% |
| 330360 | Forfeited Deposits | 9,734 | 17,619 | 28,474 | 0 | 2,800 | 2,800 | 0 | $(2,800)$ | -100.0\% |
| 330400 | Friends of Law Library | 100,000 | 140,000 | 143,000 | 120,000 | 120,000 | 135,000 | 120,000 | $(15,000)$ | -11.1\% |
| 330420 | Grants | 0 | 0 | 0 | 0 | 20,000 | 2,000 | 0 | $(2,000)$ | -100.0\% |
| 330450 | Vending | 4,424 | 5,631 | 6,874 | 4,967 | 5,828 | 3,886 | 4,000 | 114 | 2.9\% |
| 330465 | Special Events Income | 0 | 0 | 0 | 0 | 0 | 14,493 | 37,000 | 22,507 | 155.3\% |
|  | Subtotal | 417,051 | 461,671 | 438,065 | 420,309 | 510,137 | 505,982 | 466,850 | $(39,132)$ | -7.7\% |
|  | Total Income | 10,953,039 | 10,645,130 | 9,651,454 | 8,725,317 | 8,630,797 | 8,288,113 | 8,059,271 | $(228,841)$ | -2.8\% |
| Expenses: |  |  |  |  |  |  |  |  |  |  |
| Staff: |  |  |  |  |  |  |  |  |  |  |
| 501000 | Salaries (benefits eligible) | 2,830,785 | 2,904,818 | 3,120,437 | 2,774,611 | 2,672,466 | 2,550,107 | 2,514,375 | $(35,732)$ | -1.4\% |
| 501025 | Staff Vacancy Offset (Ben. Eligible) |  |  |  |  |  |  | $(50,288)$ |  |  |
| 501050 | Salaries (benefits ineligible) |  |  |  | 349,078 | 317,332 | 313,104 | 302,613 | $(10,492)$ | -3.4\% |
| 501075 | Staff Vacancy Offset (Ben. Ineligible) |  |  |  |  |  |  | $(3,994)$ |  |  |
| 502000 | Social Security | 164,928 | 169,884 | 181,290 | 180,729 | 185,367 | 169,565 | 174,653 | 5,088 | 3.0\% |
| 503000 | Medicare | 39,877 | 40,750 | 43,562 | 43,427 | 43,352 | 41,083 | 40,846 | (237) | -0.6\% |
| 511000 | Retirement | 0 | 33,228 | 156,881 | 117,765 | 178,968 | 270,114 | 282,267 | 12,152 | 4.5\% |
| 512000 | Health Insurance | 444,326 | 554,436 | 550,361 | 551,922 | 601,757 | 500,609 | 521,252 | 20,643 | 4.1\% |
| 513000 | Disability Insurance | 8,649 | 8,522 | 8,613 | 2,797 | 4,347 | 5,010 | 4,519 | (491) | -9.8\% |
| 514000 | Dental Insurance | 47,059 | 54,745 | 57,087 | 61,733 | 64,800 | 59,738 | 73,303 | 13,565 | 22.7\% |
| 514500 | Vision Insurance | 8,761 | 9,515 | 9,805 | 9,016 | 10,241 | 8,413 | 9,676 | 1,264 | 15.0\% |
| 515000 | Life Insurance | 1,712 | 1,714 | 1,729 | 1,660 | 1,638 | 1,148 | 1,282 | 135 | 11.7\% |
| 515500 | Vacancy Benefits Offset |  |  |  |  |  |  | $(22,156)$ |  |  |
| 516000 | Workers Compensation Insurance | 30,870 | 36,560 | 73,908 | 114,345 | 108,563 | 116,954 | 90,819 | $(26,135)$ | -22.3\% |
| 517000 | Unemployment Insurance | 29,830 | 25,253 | 33,147 | 8,328 | 0 | 441 | 0 | (441) | -100.0\% |
| 514010 | Temporary Employment | 38,274 | 98,327 | 37,417 | 22,551 | 10,000 | 2,900 | 5,900 | 3,000 | 103.4\% |

Los Angeles Law Library: Summary
Forecast: Fiscal Year Ending 6/30/15

| GL No. |  | Actual |  |  |  | Budget 2014 | $\begin{gathered} \text { Forecast } \\ 2014 \end{gathered}$ | Budget 2015 | \$ Inc (Dec) relative to Forecast | \% Inc (Dec) relative to Forecast |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 2010 | 2011 | 2012 | 2013 |  |  |  |  |  |
| 514015 | Recruitment | 7,930 | 14,436 | 17,038 | 5,584 | 1,800 | 3,612 | 0 | $(3,612)$ | -100.0\% |
| 517500 | Accrued Sick Expense | $(7,944)$ | 30,977 | 1,803 | $(46,026)$ | $(2,500)$ | $(2,500)$ | 3,000 | 5,500 | -220.0\% |
| 518000 | Accrued Vacation Expense | 7,068 | 14,718 | $(4,125)$ | $(10,846)$ | $(50,000)$ | 0 | 3,000 | 3,000 | 0.0\% |
| 518550 | TMP | 9,451 | 13,854 | 14,539 | 13,815 | 12,000 | 14,639 | 15,000 | 361 | 2.5\% |
| 518560 | Payroll and Benefit Administration | 17,563 | 14,125 | 16,099 | 16,600 | 18,000 | 17,199 | 15,000 | $(2,199)$ | -12.8\% |
|  | Total - Staff | 3,679,138 | 4,025,862 | 4,319,591 | 4,217,089 | 4,178,130 | 4,072,136 | 3,981,067 | $(91,068)$ | -2.2\% |
| Library Materials: |  |  |  |  |  |  |  |  |  |  |
| 601999 | American Continuations | 2,061,832 | 2,323,126 | 2,456,456 | 2,436,509 | 2,419,435 | 2,251,666 | 2,144,105 | $(107,562)$ | -4.8\% |
| 602999 | American New Orders | 214,198 | 141,030 | 104,494 | 64,323 | 98,977 | 75,189 | 73,418 | $(1,771)$ | -2.4\% |
| 609199 | Branch Continuations | 336,981 | 360,265 | 364,945 | 82,479 | 56,087 | 47,161 | 46,817 | (344) | -0.7\% |
| 609299 | Branch New Orders | 2,192 | 18,048 | 2,580 | 5,262 | 1,320 | 338 | 999 | 661 | 195.6\% |
| 603999 | Commonwealth Continuations | 373,214 | 411,086 | 475,894 | 417,153 | 349,718 | 297,593 | 272,323 | $(25,270)$ | -8.5\% |
| 604999 | Commonwealth New Orders | 6,587 | 6,417 | 5,474 | 3,053 | 2,309 | 288 | 1,732 | 1,444 | 501.4\% |
| 605999 | Foreign Continuations | 226,351 | 218,653 | 236,912 | 209,387 | 197,954 | 185,057 | 163,397 | $(21,660)$ | -11.7\% |
| 606999 | Foreign New Orders | 21,959 | 33,692 | 32,572 | 5,055 | 19,795 | 11,620 | 14,846 | 3,226 | 27.8\% |
| 607999 | International Continuations | 142,305 | 137,504 | 144,425 | 138,264 | 112,174 | 125,475 | 94,183 | $(31,292)$ | -24.9\% |
| 608999 | International New Orders | 13,500 | 13,811 | 15,397 | 6,756 | 6,598 | 6,618 | 4,949 | $(1,669)$ | -25.2\% |
| 609399 | General/Librarianship Continuations | 54,228 | 70,782 | 37,736 | 30,861 | 32,992 | 27,266 | 27,790 | 524 | 1.9\% |
| 609499 | General/Librarianship New Orders | 2,971 | 2,210 | 2,935 | 1,624 | 2,639 | 1,547 | 1,979 | 432 | 27.9\% |
|  | Subtotal | 3,456,319 | 3,736,623 | 3,879,820 | 3,400,726 | 3,300,000 | 3,029,819 | 2,846,538 | $(183,281)$ | -6.0\% |
| 690000 | Library Materials Transferred to Assets | $(3,456,319)$ | $(3,736,623)$ | $(3,879,820)$ | $(3,400,726)$ | $(3,300,000)$ | $(3,029,819)$ | $(2,846,538)$ | 183,281 | -6.0\% |
|  | Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0\% |
| Facilities: |  |  |  |  |  |  |  |  |  |  |
| 801005 | Repair \& Maintenance | 24,713 | 33,406 | 67,701 | 32,558 | 36,060 | 39,572 | 34,668 | $(4,904)$ | -12.4\% |
| 801010 | Building Services | 16,059 | 19,547 | 16,209 | 15,127 | 21,090 | 18,181 | 24,000 | 5,819 | 32.0\% |
| 801015 | Cleaning Supplies | 20,287 | 42,019 | 20,566 | 19,336 | 21,700 | 13,533 | 15,504 | 1,971 | 14.6\% |
| 801020 | Electricity \& Water | 104,899 | 119,814 | 118,730 | 114,028 | 126,618 | 111,067 | 132,000 | 20,933 | 18.8\% |
| 801025 | Elevator Maintenance | 14,203 | 14,393 | 44,034 | 15,612 | 14,610 | 16,265 | 15,000 | $(1,265)$ | -7.8\% |
| 801030 | Heating \& Cooling | 29,868 | 27,267 | 35,288 | 33,598 | 35,900 | 29,060 | 29,117 | 57 | 0.2\% |
| 801035 | Insurance | 255,762 | 265,871 | 285,074 | 264,955 | 273,978 | 255,149 | 280,664 | 25,515 | 10.0\% |
| 801040 | Janitorial Services | 84,990 | 87,458 | 87,841 | 98,174 | 100,521 | 102,054 | 105,060 | 3,006 | 2.9\% |
| 801045 | Landscaping | 16,885 | 17,310 | 4,800 | 6,300 | 14,400 | 16,125 | 14,400 | $(1,725)$ | -10.7\% |
| 801050 | Security | 165,352 | 185,265 | 252,126 | 197,875 | 180,632 | 176,878 | 162,000 | $(14,878)$ | -8.4\% |
| 801060 | Room Rental Expenses | 0 | 0 | 0 | 0 | 0 | 13,193 | 15,600 | 2,407 | 18.2\% |
| 801065 | Special Events Expenses | 0 | 0 | 0 | 0 | 18,500 | 18,028 | 18,662 | 634 | 3.5\% |
| 801100 | Furniture \& Appliances (<3K) | 5,379 | 16,287 | 2,176 | 3,012 | 5,000 | 1,518 | 1,920 | 402 | 26.5\% |
| 801110 | Equipment (<3K) | 0 | 0 | 0 | 0 | 2,800 | 4,041 | 3,600 | (441) | -10.9\% |
| 801115 | Building Alterations (<3K) | 11,744 | 21,309 | 4,105 | 17,853 | 11,616 | 1,936 | 4,500 | 2,564 | 132.4\% |
|  | Subtotal | 750,142 | 849,945 | 938,650 | 818,429 | 863,425 | 816,602 | 856,695 | 40,093 | 4.9\% |
| Technology: |  |  |  |  |  |  |  |  |  |  |
| 801210 | Software Maintenance | 35,731 | 44,828 | 53,459 | 30,476 | 36,110 | 35,916 | 15,883 | $(20,033)$ | -55.8\% |
| 801212 | Hardware Maintenance |  |  |  |  |  |  | 14,748 |  |  |
| 801215 | Software (<\$3k) | 0 | 0 | 0 | 0 | 30,375 | 3,120 | 15,000 | 11,880 | 380.8\% |
| 801220 | Hardware (<\$3k) | 15,587 | 31,530 | 23,361 | 12,815 | 5,000 | 1,699 | 4,500 | 2,801 | 164.9\% |
| 801225 | Computer Supplies | 0 | 0 | 0 | 0 | 2,000 | 976 | 1,500 | 524 | 53.7\% |
| 801230 | Integrated Library System | 39,464 | 42,367 | 39,794 | 42,078 | 43,560 | 43,354 | 45,000 | 1,646 | 3.8\% |
| 801235 | Telecommunications | 28,508 | 28,425 | 28,438 | 38,435 | 33,000 | 29,328 | 29,328 | 0 | 0.0\% |

Los Angeles Law Library: Summary
Forecast: Fiscal Year Ending 6/30/15


## Los Angeles Law Library: Summary

Forecast: Fiscal Year Ending 6/30/15



Los Angeles Law Library: Item Detail
orecast: Fiscal Year Ending $6 / 30 / 15$


Los Angeles Law Library: Item Detail
orecast: Fiscal Year Ending 6 /30/15


Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending $6 / 30 / 15$


Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending $6 / 30 / 15$


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Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending 6 /30/15


Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending 6/30/15


Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending 6/30/15


Los Angeles Law Library: Item Detail
forecast: Fiscal Year Ending $6 / 30 / 15$


Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending 6/30/15


Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending $6 / 30 / 15$


Anticipated rate increase

Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending 6/30/15


Anticipating a possible $10 \%$ decrease due to Security RFP and staffing adjustments.

Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending $6 / 30 / 15$


Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending $6 / 30 / 15$

| Dept. | Dept. Name | GL No. |  |  | Budget | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Total | \% Inc |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 33 | Technology | 801210 | 2009 | Software Maintenance | 35,000 | 1,186 | 1,353 | 1,194 | 2,184 | 1,194 | 1,240 | 1,194 | 1,729 | 1,194 | 889 | 1,198 | 5,120 | 19,673 |  |
| 33 | Technology | 801210 | 2010 | Software Maintenance | 35,000 | 1,222 | 1,114 | 1,382 | 3,608 | 1,871 | 2,086 | 1,441 | 6,244 | 2,415 | 3,347 | 9,022 | 1,979 | 35,731 | 81.6\% |
| 33 | Technology | 801210 | 2011 | Software Maintenance | 24,100 | 2,259 | 3,189 | 2,169 | 1,710 | 1,897 | 2,450 | 1,930 | 2,290 | 7,468 | 1,734 | 11,750 | 5,983 | 44,828 | 25.5\% |
| 33 | Technology | 801210 | 2012 | Software Maintenance | 45,000 | 6,788 | 1,349 | 974 | 4,265 | 1,363 | 4,049 | 5,022 | 11,423 | 974 | 974 | 1,255 | 15,021 | 53,459 | 19.3\% |
| 33 | Technology | 801210 | 2013 | Software Maintenance | 29,579 | 1,765 | 2,974 | 1,159 | 1,709 | 3,229 | 3,629 | 3,850 | 3,451 | 1,951 | 2,538 | 2,507 | 1,714 | 30,476 | -43.0\% |
| 33 | Technology | 801210 | 2014 Forecast Software Maintenance |  |  | 4,197 | 4988 | 1,698 | 4,428 | 1,972 | 1,861 | 1,903 | 3,204 | 1,397 | 2,054 | 12,700 | 3 | 35,916 | 17.8\% |
| 33 | Technology | $\begin{aligned} & 801210 \\ & 801210 \end{aligned}$ | 2014 Budget | Software Maintenance | 36,11015,883 | 833 |  | 1,093 | 1,003 | 1,095 | 1,445 | 1236 | 3 | 3,803 | 2,853 | 12,700 | 3 | 36,110 | 18.5\% |
|  |  |  | 2015 Budget | Software Maintenance |  | 1,093 | 1,093 |  | 1,093 |  |  |  | 1,236 |  |  | 1,739 | 1,928 | 15,883 | -55.8\% |
|  |  |  |  |  HR/Payroll expense. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 33 | Technology | 801212 | 2009 | Hardware Maintenance |  |  |  |  |  |  |  |  |  |  |  |  |  | 0 |  |
| 33 | Technology | 801212 | 2010 | Hardware Maintenance |  |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 33 | Technology | 801212 | 2011 | Hardware Maintenance |  |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 33 | Technology | 801212 | 2012 | Hardware Maintenance |  |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 33 | Technology | 801212 | 2013 | Hardware Maintenance |  |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 33 | Technology | 801212 | 2014 Forecas | t Hardware Maintenance |  |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 33 | Technology | 801212 | 2014 Budget | Hardware Maintenance | 0 |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
|  |  | 801212 | 2015 Budget | Hardware Maintenance | 14,748 | 1,191 | 1,191 | 1,191 | 1,191 | 1,191 | 1,451 | 1,191 | 1,191 | 1,191 | 1,191 | 1,291 | 1,291 | 14,748 | 0.0\% |
|  |  |  |  | TECH: Hardware maiten | vice renew | etc. |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 33 | Technology | 801215 | 2009 | Software (<3K) | 0 |  |  |  |  |  |  |  |  |  |  |  |  | 0 |  |
| 33 | Technology | 801215 | 2010 | Software (<3K) | 0 |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 33 | Technology | 801215 | 2011 | Software (<3K) | 0 |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 33 | Technology | 801215 | 2012 | Software (<3K) | 0 |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 33 | Technology | 801215 | 2013 | Software (<3K) | 0 |  |  |  |  |  |  |  |  |  |  |  | 0 | 0 | 0.0\% |
| 33 | Technology | 801215 | 2014 Forecas | Software (<3K) |  | 0 | 218 | 475 | 0 | 0 | 417 | 144 | 0 | 1,176 | 175 | 140 | 375 | 3,120 | 0.0\% |
| 33 | Technology | 801215 | 2014 Budget | Software (<3K) | 30,375 | 7,750 | 0 | 3,200 | 1,500 | 1,000 | 350 | 0 | 0 | 5,560 | 10,500 | 140 | 375 | 30,375 | 0.0\% |
|  |  | 801215 | 2015 Budget | Software (<3K) | 15,000 | 1,550 | 2,500 | 2,000 | 1,500 | 1,000 | 300 | 0 | 0 | 3,000 | 3,000 | 150 | 0 | 15,000 | 380.8\% |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 33 | Technology | 801220 | 2009 | Hardware (<3K) | 10,000 | 3,461 | 3,755 | 1,443 | 769 | 0 | 87 | 5,578 | 610 | 2,435 | 339 | 23 | 388 | 18,888 |  |
| 33 | Technology | 801220 | 2010 | Hardware (<3K) | 25,000 | 161 | 2,773 | 435 | 504 | 2,076 | 1,117 | 88 | 1,122 | 696 | 714 | 1,351 | 4,551 | 15,587 | -17.5\% |
| 33 | Technology | 801220 | 2011 | Hardware (<3K) | 15,000 | 3,105 | 1,224 | 1,070 | 274 | 3,805 | 691 | 2,380 | 5,714 | 5,111 | 3,553 | 500 | 4,102 | 31,530 | 102.3\% |
| 33 | Technology | 801220 | 2012 | Hardware (<3K) | 30,000 | 203 | 541 | 198 | 57 | 176 | 193 | 392 | 3,818 | 1,679 | 11,505 | 315 | 4,284 | 23,361 | -25.9\% |
| 33 | Technology | 801220 | 2013 | Hardware (<3K) | 24,421 | 1,074 |  | 3,613 | 388 | 1,448 | 1,194 | 2,183 | 592 | 931 | 413 | 0 | 978 | 12,815 | -45.1\% |
| 33 | Technology | 801220 | 2014 Forecas | t Hardware (<3K) |  | 0 | 0 | 0 | 0 | 69 | 0 | 550 | 339 | 352 | 389 | 0 | 0 | 1,699 | -86.7\% |
| 33 | Technology | 801220 | 2014 Budget | Hardware (<3K) | 5,000 | 1,000 | 0 | 1,000 | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | -61.0\% |
|  |  | 801220 | 2015 Budget | Hardware (<3K) | 4,500 | 1,000 | 0 | 0 | 1,000 | 1,000 | 0 | 1,500 | 0 | 0 | 0 | 0 | 0 | 4,500 | 164.9\% |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 33 | Technology | 801225 | 2009 | Computer Supplies | 0 |  |  |  |  |  |  |  |  |  |  |  |  | 0 |  |
| 33 | Technology | 801225 | 2010 | Computer Supplies | 0 |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 33 | Technology | 801225 | 2011 | Computer Supplies | 0 |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 33 | Technology | 801225 | 2012 | Computer Supplies | 0 |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 33 | Technology | 801225 | 2013 | Computer Supplies | 0 |  |  |  |  |  |  |  |  |  |  |  | 0 | 0 | 0.0\% |
| 33 | Technology | 801225 | 2014 Forecas | t Computer Supplies |  | 0 | 0 | 0 | 68 | 78 | 0 | 330 | 0 | 0 | 0 | 500 | 0 | 976 | 0.0\% |
| 33 | Technology | 801225 | 2014 Budget | Computer Supplies | 2,000 | 0 | 500 | 0 | 0 | 500 | 0 | 0 | 500 | 0 | 0 | 500 | 0 | 2,000 | 0.0\% |
|  |  | 801225 | 2015 Budget | Computer Supplies | 1,500 | 0 | 400 | 0 | 0 | 400 | 0 | 0 | 400 | 0 | 0 | 300 | 0 | 1,500 | 53.7\% |

Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending $6 / 30 / 15$


[^1]Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending $6 / 30 / 15$

| Dept. | Dept. Name | GL No. |  |  | Budget | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Total | \% Inc |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 35 | CMS | 801320 | 2009 | Binding | 50,000 | 6,431 | 6,070 | 1,817 | 5,480 | 2,829 | 5,243 | 1,960 | 1,501 | 4,224 | 3,977 | 7,404 | 7,159 | 54,096 |  |
| 35 | CMS | 801320 | 2010 | Binding | 50,000 | 4,817 | 4,505 | 1,178 | 3,628 | 2,687 | 3,376 | 3,479 | 2,250 | 3,138 | 3,686 | 4,543 | 0 | 37,284 | -31.1\% |
| 35 | CMS | 801320 | 2011 | Binding | 50,000 | 0 | 0 | , | 7,279 | 4,482 | 4,951 | 368 | 0 | 0 | 0 | 0 | 0 | 17,081 | -54.2\% |
| 35 | CMS | 801320 | 2012 | Binding | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -100.0\% |
| 35 | CMS | 801320 | 2013 | Binding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0\% |
| 35 | CMS | 801320 | 2014 Forecas | Binding |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0\% |
| 35 | CMS | 801320 | 2014 Budget | Binding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0\% |
|  |  | 801320 | 2015 Budget | Binding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0\% |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 17 | Executive Off | 801325 | 2009 | Board Expense | 0 |  |  |  |  |  |  |  |  |  |  |  |  | 0 |  |
| 17 | Executive Off | 801325 | 2010 | Board Expense | 0 |  |  |  |  |  |  |  |  |  |  |  | 1,432 | 1,432 | 0.0\% |
| 17 | Executive Off | 801325 | 2011 | Board Expense | 0 |  |  |  |  |  |  |  |  |  |  |  | 2,219 | 2,219 | 55.0\% |
| 17 | Executive Off | 801325 | 2012 | Board Expense | 0 |  |  |  |  |  |  |  |  |  |  |  | 2,102 | 2,102 | -5.3\% |
| 17 | Executive Off | 801325 | 2013 | Board Expense | 1,500 | 202 | -134 | 114 | 230 | 167 | 174 | 119 | 0 | -228 | 79 | 62 | 218 | 1,001 | -52.4\% |
| 17 | Executive Off | 801325 | 2014 Forecas | Board Expense |  | 122 | 0 | 104 | 79 | 106 | 84 | 136 | 66 | 196 | 152 | 110 | 110 | 1,265 | 26.4\% |
| 17 | Executive Off | 801325 | 2014 Budget | Board Expense | 1,000 | 83 | 83 | 83 | 83 | 83 | 83 | 83 | 83 | 83 | 83 | 83 | 83 | 1,000 | -0.1\% |
|  |  | 801325 | 2015 Budget | Board Expense | 4,300 | 3,108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 108 | 4,300 | 239.9\% |
|  |  |  |  | Comments: 12 Board meetin | er year plus | ommitte | meetings | ception |  |  |  |  |  |  |  |  |  |  |  |
| 37 | Communicati | i 801330 | 2009 | Staff Meals \& Events | 15,000 | 695 | 700 | 148 | 386 | 197 | 6,573 | 283 | 360 | 448 | 834 | 293 | 265 | 11,182 |  |
| 37 | Communicati | i 801330 | 2010 | Staff Meals \& Events | 15,000 | 4,973 | 400 | 979 | 647 | 1,201 | 319 | 5,276 | 545 | 1,620 | 320 | 393 | 465 | 17,139 | 53.3\% |
| 37 | Communicati | - 801330 | 2011 | Staff Meals \& Events | 15,500 | 5,017 | 922 | 542 | 471 | 573 | 7,806 | 916 | 563 | 486 | 702 | 506 | 534 | 19,037 | 11.1\% |
| 37 | Communicati | i 801330 | 2012 | Staff Meals \& Events | 15,000 | 847 | 527 | 116 | 108 | 1,044 | 4,556 | 1,011 | 0 | 70 |  | 0 | 206 | 8,485 | -55.4\% |
| 37 | Communicati | i 801330 | 2013 | Staff Meals \& Events | 9,630 | 0 | 117 | 38 | 82 | 30 | 5,763 | 2,462 | 42 | 0 | 282 | 605 | 0 | 9,420 | 11.0\% |
| 37 | Communicati | i 801330 | 2014 Forecas | Staff Meals \& Events |  | 0 | 392 | 214 | 104 | 170 | 761 | 612 | 0 | 191 | 21 | 0 | 0 | 2,465 | -73.8\% |
| 37 | Communicati | i 801330 | 2014 Budget | Staff Meals \& Events | 2,600 | 200 | 1,000 | 0 | 0 | 0 | 1,000 | 200 | 0 | 0 | 200 | 0 | 0 | 2,600 | -72.4\% |
|  |  | 801330 | 2015 Budget | Staff Meals \& Events | 2,115 | 50 | 575 | 50 | 75 | 250 | 900 | 25 | 30 | 30 | 50 | 30 | 50 | 2,115 | -14.2\% |
|  |  |  |  | COM: Funds distributed mon | throughout | the year | uld allow | employee | ebratio | for anni | rsaries, b | days, bi | s, holiday | (summer | onthly ic | ream soc |  |  |  |
| 15 | Finance | 801335 | 2009 | Supplies - Office | 26,000 | 1,908 | 2,230 | 2,136 | 2,954 | 1,290 | 2,130 | 2,165 | 3,672 | 2,225 | 2,717 | 1,506 | 3,769 | 28,700 |  |
| 15 | Finance | 801335 | 2010 | Supplies - Office | 30,000 | 2,083 | 464 | 2,775 | 916 | 1,752 | 1,559 | 1,865 | 1,799 | 2,298 | 2,113 | 933 | 5,417 | 23,974 | -16.5\% |
| 15 | Finance | 801335 | 2011 | Supplies - Office | 20,000 | 1,953 | 862 | 1,163 | 1,769 | 2,925 | 9,076 | 3,544 | 1,750 | 1,546 | 1,482 | 2,474 | 2,606 | 31,148 | 29.9\% |
| 15 | Finance | 801335 | 2012 | Supplies - Office | 40,000 | 1,286 | 2,791 | 1,668 | 851 | 2,800 | 3,342 | 2,405 | 2,447 | 2,530 | 2,087 | 1,707 | 3,275 | 27,187 | -12.7\% |
| 15 | Finance | 801335 | 2013 | Supplies - Office | 30,448 | 1,236 | 970 | 4,146 | 2,835 | 1,444 | 1,668 | 736 | 1,364 | 1,087 | 803 | 874 | 1,053 | 18,214 | -33.0\% |
| 15 | Finance | 801335 | 2014 Forecas | Supplies - Office |  | 695 | 1,751 | 2,838 | 30 | 761 | 1,226 | 496 | 438 | 786 | 531 | 833 | 833 | 11,218 | -38.4\% |
| 15 | Finance | 801335 | 2014 Budget | Supplies - Office | 10,000 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 10,000 | -45.1\% |
|  |  | 801335 | 2015 Budget | Supplies - Office | 11,779 | 730 | 1,839 | 2,980 | 32 | 799 | 1,287 | 521 | 460 | 825 | 558 | 875 | 875 | 11,779 | 5.0\% |
|  |  |  |  | Comments: MJ: 5\% increase | last year a | uals. 2 HP | olor copi | will incr | e the cos | f toners. | eavier in | use print | of collate | 1 materia | flyers, si | s, etc. |  |  |  |
| 35 | CMS | 801337 | 2009 | Supplies - Library Materials |  |  |  |  |  |  |  |  |  |  |  |  |  | 0 |  |
| 35 | CMS | 801337 | 2010 | Supplies - Library Materials |  |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 35 | CMS | 801337 | 2011 | Supplies - Library Materials |  |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 35 | CMS | 801337 | 2012 | Supplies - Library Materials |  |  |  |  |  |  |  |  |  |  |  |  |  | 0 | 0.0\% |
| 35 | CMS | 801337 | 2013 | Supplies - Library Materials | 0 | 1,454 | 280 | 0 | 1,052 | 959 | 1,169 | 590 | 1,530 | 1,864 | 264 | 2,895 | 0 | 12,056 | 0.0\% |
| 35 | CMS | 801337 | 2014 Forecas | t Supplies - Library Materials |  | 1,776 | 0 | 966 | 0 | 865 | 0 | 1,191 | 1,657 | 0 | 284 | 794 | 794 | 8,326 | -30.9\% |
| 35 | CMS | 801337 | 2014 Budget | Supplies - Library Materials | 11,103 | 1,454 | 0 | 0 | 1,052 | 959 | 1,169 | 590 | 1,633 | 1,864 | 794 | 794 | 794 | 11,103 | -7.9\% |
|  |  | 801337 | 2015 Budget | Supplies - Library Materials | 9,993 | 1,309 | 0 | 0 | 946 | 863 | 1,052 | 531 | 1,469 | 1,678 | 715 | 715 | 715 | 9,993 | 20.0\% |

# Los Angeles Law Library: Item Detail 

orecast: Fiscal Year Ending 6/30/15


Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending 6/30/15


Los Angeles Law Library: Item Detail
Forecast: Fiscal Year Ending 6/30/15


## Los Angeles Law Library: Item Detail

Forecast: Fiscal Year Ending 6/30/15


## Los Angeles Law Library: Item Detail

Forecast: Fiscal Year Ending 6/30/15


Los Angeles Law Library: Item Detail
forecast: Fiscal Year Ending $6 / 30 / 15$


Los Angeles Law Library: Item Detail
orecast: Fiscal Year Ending $6 / 30 / 15$

| Dept. | Dept. Name | GL No. |  |  | Budget | Jul |  | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Total | \% Inc |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 39 | Facilities | 164500 | 2009 | Exterior Building Repairs/ Imp | 230,000 |  | 0 | 11,970 | 0 | 0 | 89,527 | 0 | 0 | -10,120 | 0 | 0 | 27,952 | 0 | 119,329 |  |
| 39 | Facilities | 164500 | 2010 | Exterior Building Repairs/Imp | 2,890,000 |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -100.0\% |
| 39 | Facilities | 164500 | 2011 | Exterior Building Repairs/ Imp | 0 |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0\% |
| 39 | Facilities | 164500 | 2012 | Exterior Building Repairs/ Imp | 5,100,000 |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,238,354 | 6,238,354 | 0.0\% |
| 39 | Facilities | 164500 | 2013 | Exterior Building Repairs/ Imp | 0 |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 215,242 | 0 | 0 | 215,242 | -96.5\% |
| 39 | Facilities | 164500 | 2014 Forecast | Exterior Building Repairs/ Improver | vements > |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -100.0\% |
| 39 | Facilities | 164500 | 2014 Budget | Exterior Building Repairs/ Imp | 12,400 |  |  | 12,400 |  |  |  |  |  |  |  |  |  |  | 12,400 | -94.2\% |
|  |  | 164500 | 2015 Budget | Exterior Building Repairs/ Imp | 40,000 |  | 0 | 0 | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 40,000 | 0.0\% |
|  |  |  |  | FAC: Replace exterior security | ate mechan | (\$35 | K) | kate deter | nt (\$5.0K) |  |  |  |  |  |  |  |  |  |  |  |
| 39 | Facilities | 164000 | 2010 | Interior Improvements / Alteri | 350,000 |  | 0 | 137,463 | 0 | 0 | 0 | 4,855 | 0 | 0 | 17,830 | 0 | 0 | 217,277 | 377,425 |  |
| 39 | Facilities | 164000 | 2011 | Interior Improvements / Alter: | 101,000 |  | 0 | 20,412 | 0 | 0 | 74,761 | 0 | 4,500 | 0 | 0 | 104,981 | 0 | 0 | 204,653 | -45.8\% |
| 39 | Facilities | 164000 | 2012 | Interior Improvements / Alter: | 0 |  | 0 | 0 | 0 | 4,697 | 0 | 0 | 0 | 0 | 6,462 | 0 | 9,662 | 8,320 | 29,141 | -85.8\% |
| 39 | Facilities | 164000 | 2013 | Interior Improvements / Alter: | 28,937 |  | 0 | 0 | 5,872 | 2,613 | 5,800 | 10,652 | 0 | 0 | 0 | 0 | 87,077 | 0 | 112,014 | 284.4\% |
| 39 | Facilities | 164000 | 2014 Forecast | Interior Improvements / Alteration | ions >\$3K |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24,254 | 0 | 0 | 24,254 | -78.3\% |
| 39 | Facilities | 164000 | 2014 Budget | Interior Improvements / Alter: | 427,000 |  |  | 35,000 |  |  | 72,000 |  |  | 320,000 |  |  |  |  | 427,000 | 281.2\% |
| 39 | Facilities | 164000 | 2015 Budget | Interior Improvements / Alter: | 455,000 |  | 0 | 0 | 55,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 400,000 | 455,000 | 1776.0\% |
|  |  |  |  | FAC: Includes cost for: 1.) Floor | ng - public s | cks (\$2 |  | 2.) Seal CM | flooring | .) 8 bath | ms coun | s - ADA | mpliance | 20K); and | Elevator | repair and | grade (\$ | 400K) |  |  |
| 33 | Technology | 168000 | 2010 | Computer Software | 30,000 |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |  | 0 |  |
| 33 | Technology | 168000 | 2011 | Computer Software | 53,000 |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |  | 0 | 0.0\% |
| 33 | Technology | 168000 | 2012 | Computer Software | 185,000 |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 30,826 | 30,826 | 0.0\% |
| 33 | Technology | 168000 | 2013 | Computer Software | 19,311 |  | 0 | 15,660 | 0 | 0 | 3,651 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 19,311 | -37.4\% |
| 33 | Technology | 168000 | 2014 Forecast | Computer Software |  |  | 0 | 0 | 0 | 0 |  | 0 | 0 | 0 | 0 | 22,259 | 45,000 | 0 | 67,259 | 248.3\% |
| 33 | Technology | 168000 | 2014 Budget | Computer Software | 120,000 |  |  | 75,000 |  |  |  |  |  |  |  |  | 45,000 |  | 120,000 | 521.4\% |
| 33 | Technology | 168000 | 2015 Budget | Computer Software | 240,000 |  | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 235,000 | 240,000 | 256.8\% |

TECH: Cost for: 1.) Network monitoring system (\$5K), 2.) Navision version upgrade (\$45K), and 3.) New ILS system (\$190K)CMS:COM:FAC:

| Cash flows from operating activities: |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |
| Cash received from filing fees and services |  |  |  |  |  |  |  |
| Court fees | 10,662,929 | 10,481,711 | 9,425,350 | 6,470,234 | 7,684,540 | 7,129,218 | 6,958,116 |
| Parking |  |  |  | 451,783 | 556,182 | 600,843 | 530,000 |
| Library Services |  |  |  | 250,532 | 299,307 | 370,982 | 346,850 |
| (Increase) decrease in accounts receivable |  |  |  | 73,370 | 93,768 | 5,114 | 24,813 |
| (Increase) decrease in borrowers' deposit |  |  |  | 28,658 | 34,509 | -24,919 | -22,098 |
| Subtotal | 10,662,929 | 10,481,711 | 9,425,350 | 7,274,578 | 8,668,306 | 8,081,238 | 7,837,681 |
| Cash payments to suppliers for goods and services |  |  |  |  |  |  |  |
| Facilities | -1,276,440 | -2,268,287 | -276,935 | -685,679 | -818,429 | -816,602 | -856,695 |
| Technology \& Data |  |  |  | -104,178 | -123,805 | -114,427 | -126,759 |
| General |  |  |  | -93,826 | -114,937 | -75,198 | -82,592 |
| Professional Development |  |  |  | -24,620 | -29,557 | -19,040 | -17,937 |
| Communications \& Marketing |  |  |  | -22,750 | -26,675 | -9,750 | -11,420 |
| Travel \& Entertainment |  |  |  | -6,186 | -7,221 | -2,166 | -3,755 |
| Professional Services |  |  |  | -66,106 | -78,188 | -44,576 | -66,996 |
| (Increase) decrease in prepaid expenses and other assets |  |  |  | 256,052 | 16,069 | 241,045 | 251,599 |
| Increase (decrease) in accounts payable |  |  |  | -835,757 | -1,021,290 | 9,383 | -102,125 |
| Increase (decrease) in other liabilities |  |  |  | -479,058 | -488,019 | -11,218 | -10,749 |
| Subtotal | -1,276,440 | -2,268,287 | -276,935 | -2,062,108 | -2,692,052 | -842,549 | $-1,027,429$ |
| Cash payments to employees for services |  |  |  |  |  |  |  |
| Salaries \& Benefits | -3,622,107 | -3,823,596 | -4,214,621 | -3,499,766 | -4,217,089 | -4,072,136 | -3,981,067 |
| OPEB Expense |  |  |  |  | -291,978 | -325,002 | -277,804 |
| Increase (decrease) in payroll liabilities |  |  |  | 3,164 | 19,824 | -16,578 | -18,085 |
| Increase (decrease) in accrued sick and vacation liability |  |  |  | - | -56,872 | -59,457 | -30,866 |
| Increase (decrease) in OPEB liability |  |  |  | - | 291,978 | 325,000 | 216,667 |
| Subtotal | -3,622,107 | -3,823,596 | -4,214,621 | -3,496,602 | -4,254,136 | -4,148,172 | -4,091,155 |
| Contributions received | 100,000 | 140,000 | 143,000 | 120,000 | 120,000 | 135,000 | 120,000 |
| Extraordinary Income | 0 | 0 | 0 |  | 0 | 715,222 | 130,000 |
| Extraordinary expense | 0 | 0 | 0 | -236,595 | -321,668.45 | -126,494 | 0 |
| Net cash from operating activities | 5,864,382 | 4,529,828 | 5,076,794 | 1,599,273 | 1,520,449 | 3,814,245 | 2,969,097 |
| Cash flow from capital and related financing activities: |  |  |  |  |  |  |  |
| Library Materials | -3,456,319 | -3,736,624 | -3,879,820 | -3,023,457 | -3,400,719 | -3,029,819 | -2,846,538 |
| Other capital acquisitions | -909,463 | -387,364 | -5,861,553 | -241,591 | -341,771 | -110,523 | -815,000 |
| Cash flows from investing activities | 137,278 | 121,845 | 108,350 | 56,010 | 64,286 | 52,070 | 104,305 |
| Net cash from capital and related financing activities | -4,228,504 | -4,002,143 | -9,633,023 | -3,209,038 | -3,678,205 | -3,088,272 | -3,557,233 |
| Net cash increase (decrease) in cash and cash equivalents | 1,635,878 | 527,685 | -4,556,229 | -1,609,766 | -2,157,756 | 725,972 | -588,136 |
| Cash and cash equivalents, at beginning of period | 13,437,681 | 15,073,559 | 15,601,244 | 11,045,015 | 11,045,015 | 8,887,259 | 9,613,232 |
| Cash and cash equivalents, at end of period | 15,073,559 | 15,601,244 | 11,045,015 | 9,435,249 | 8,887,259 | 9,613,232 | 9,025,096 |
| Reconciliation of Operating Income to Net Cash from Operating Activities |  |  |  |  |  |  |  |
| Net income including extraordinary items less investment income |  |  |  |  | -1,730,265 | -104,554.55 | -670,647.50 |
| Adjustments for noncash effects: |  |  |  |  |  |  |  |
| Depreciation |  |  |  |  | 3,412,815 | 3,264,023 | 3,330,588 |
| Extraordinary expense: book write-off |  |  |  |  | 947,932 | 186,407 | 0 |
| Changes in operating assets and liabilities: |  |  |  |  |  |  |  |
| (Increase) decrease in accounts receivable |  |  |  |  | 93,768 | 5,114 | 24,813 |
| (Increase) decrease in prepaid expenses and other assets |  |  |  |  | 16,069 | 241,045 | 251,599 |
| Increase (decrease) in accounts payable |  |  |  |  | -1,021,290 | 9,383 | -102,125 |
| Increase (decrease) in other liabilities |  |  |  |  | -488,019 | -11,218 | -10,749 |
| Increase (decrease) in payroll liabilities |  |  |  |  | 19,824 | -16,578 | -18,085 |
| Increase decrease in accrued sick and vacation liability |  |  |  |  | -56,872 | -59,457 | -30,866 |
| Increase (decrease) in borrowers' deposit |  |  |  |  | 34,509 | -24,919 | -22,098 |
| Increase decrease in OPEB liability |  |  |  |  | 291,978 | 325,000 | 216,667 |
| Net cash from operating activities |  |  |  |  | 1,520,449 | 3,814,245 | 2,969,097 |

Los Angeles Law Library: Capital Purchases
Budget: Fiscal Year Ending 6/30/15
CONSENT ITEM 3.4 | ATTACHMENT 4

| Vendor or Description of Item | Category of Asset | Qtr of purchase | Acquisition cost <br> including <br> consulting, design, <br> overtime, etc. | Reason or comment |
| :---: | :---: | :---: | :---: | :---: |
| Network Monitoring System | Computer Software | 1 | 5,000 | Enterprise network device and bandwidth monitoring system. |
| Navision Upgrade - Bring accounting software to latest version | Computer Software | 4 | 45,000 | (Carry-over from FY2014) Cost to bring software to current version including all custom programming. |
| New ILS System | Computer Software | 4 | 190,000 | Per Strategic Plan objective to upgrade to next generation ILS system. First year maintenance included. |
| HTTP Content Filtering Device | Electronics / Computer Hardware (>3k) | 1 | 6,000 | Device to control local and remote location web content services. |
| SSDs for vSAN - for added storage on Vmware infratstructure | Electronics / Computer Hardware (>3k) | 1 | 5,000 | Hardware to enable local host or VM host files for all VM workstation and server images. |
| Zero clients for desktop computer replacement. | Electronics / Computer Hardware (>3k) | 2 | 5,000 | Maintain and expand current install base of 60 desktops as VDI (Virtual Desktop Infrastructure) endpoint devices. |
| Public Computer Stations (e-Branch) | Electronics / Computer Hardware >3K | 2 | 5,000 | Addition of (3) locations with (2) e-Branch stations per location, including all required Software/Hardware and network equipment. |
| Skate Deterrent | Exterior Building Repairs/ Improvements >\$3K | 1 | 5,000 | Surface "bumps" placed on planters to deter skateboarding on planter walls and help protect the library against liability. |
| Exterior Security Gate | Exterior Building Repairs/ Improvements | 1 | 35,000 | Security gate mechanism needs replaced since parts are not available to repair existing unit. |
| Exterior Cameras | Furniture / Appliances >3K | 1 | 17,000 | (Carry-over from FY2014) Exterior building cameras - Includes all camera hardware and installation of data lines to south roof-line. |
| New Book Scanner | Furniture / Appliances >3K | 2 | 42,000 | For regular bound materials \& news print. |
| 8 Bathroom Counters - ADA Compliance | Interior Improvements / <br> Alterations >\$3K | 1 | 20,000 | Brings sinks into ADA compliance. |
| Flooring - Public Stacks | Interior Improvements / <br> Alterations >\$3K | 1 | 28,000 | Carpet to seal existing tiles. |
| Seal CMS Floor | Interior Improvements / <br> Alterations >\$3K | 1 | 7,000 | Carpet to seal existing tiles. |

## Los Angeles Law Library: Capital Purchases

Budget: Fiscal Year Ending 6/30/15

| Vendor or Description of Item | Category of Asset | Qtr of <br> purchase | Acquisition cost <br> including <br> consulting, design, <br> overtime, etc. | Reason or comment |
| :--- | :--- | :--- | :--- | :--- |
| Elevator Repair \& Upgrade | Interior Improvements / <br> Alterations >\$3K | 4 | $\mathbf{4 0 0 , 0 0 0}$ | Upgrade all elevators to code. It would start 8 weeks from the June 17th board meeting. Then, <br> each one will take 6 weeks to complete. Start approximately August, 15th, 2014 and <br> completion is estimated about Jan 30th, 2015. |
|  |  | $\mathbf{8 1 5 , 0 0 0}$ |  |  |

## Capital Purchase Guideline:

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

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

| Books and reference materials | 10 years |
| :--- | ---: |
| Computer equipment | 4 years |
| Furniture, fixtures and other equipment | $4-7$ years |
| Interior Building improvements | 15 years |
| Exterior Building Improvements | $15-50$ years |

## MEMORANDUM

DATE: $\quad$ May 27, 2014
TO: Board of Law Library Trustees

FROM: Sandra Levin, Executive Director

RE: Review of Operating and Capital Expenditures Budget for Fiscal Year 2014-2015

## InTRODUCTION

Staff is requesting that the Board of Trustees discuss the FY2015 Budget proposal as presented by staff and recommended by the Budget Committee, raise any questions and identify any further information required. The Board is not asked to approve the budget at this time; final consideration and budget approval is slated to occur at the regular Board meeting on June 24, 2014.
This staff report presents an overview of the budget and a discussion of alternatives and changes occurring since the Budget Committee met on April 23, 2014. The following information is attached: the proposed budget (Income and Expense Operations Summary, Cash Flow, Item Detail and Capital Projects), memorandum summarizing Budget Committee considerations and recommendations; list of alternative cuts and enhancements, and long-term (3-5 year) capital project projections.

## BACKGROUND AND ANALYSIS

## General Overview

The FY2015 Net Operating Income (before Extraordinary Income and Expense) as proposed in the budget is a loss of $<\$ 477,109>$. As part of the budgeting process, each of the operating departments was requested to propose expenditure reductions of 10\% and all proposed reductions were discussed and evaluated. Those cuts not significantly affecting level of service were included in the proposed budget.
Staff noted and the Budget Committee agreed that in light of the cuts already made in recent years, there are few opportunities to reduce expenses without affecting patron service. Past efforts to stem financial losses included staffing reductions and layoffs, furloughs, contract cost reductions through RFPs, and in-house legal representation. Past efforts to increase revenue, included new investment strategies, increased room rentals, increased course registrations and revised parking options. These efforts have been significant but cannot fully compensate for the multi-million dollar loss in filing fee revenue.

## Filing Fees

The primary reason for the proposed Net Income loss is due to declining civil filing fees. From FY2010, L.A. Superior Court Filing Fees have decreased nearly $\$ 2.8$ million, from $\$ 9,683,450$ to a budgeted FY 2015 amount of $\$ 6,900,802$. It is hoped that the filing fees decrease will level off during FY 2015, but at this time no increase is predicted and conservative planning warrants budgeting for a further small decline. As a result, filing fee revenue is budgeted to be approximately $\$ 170,000$ less than the current fiscal year.

## Alternative Options

Staff presented alternative cuts and enhancements for the Budget Committee's consideration (see attached). Each proposed cut or enhancement would have an impact on service. The Committee recommended one cut (furlough) which has been integrated into the base budget. This cut entails 12 mandatory furlough days for benefited staff only, 5 of which would occur between Christmas and New Year's Day. The salary savings associated with this alternative would be $\$ 121,238$ which is reflected in the current attached budget. (SEIU representatives have been notified of the possible furlough and this cut will be discussed with them prior to any final approval or implementation.) Additional cuts were not recommended due to the negative impact on service levels.

## Extraordinary Items

Extraordinary income and expense has been refined based upon new information obtained since the Budget Committee meeting. Actual auction proceeds from the May 20, 2014 sale have been added to the FY2014 forecast. Based upon the results to date, Bonhams is proceeding with the sale of a few remaining higher-value items, but is not recommending sale at auction of the remaining pallets of books at this time.
Accordingly, the figure for residual sales of rare books for FY2015 has been reduced to zero, pending a decision as to whether and how the remaining pallets will be sold. The investment of $\$ 2$ million in a California Employers' Retiree Benefit Trust (CERBT) account has had two positive impacts on extraordinary income and expense. First, the OPEB (Other Postemployment Benefits) expense has decreased from $\$ 325,000$ in FY2014 to $\$ 277,804$ in FY2015 due to the new actuarial analysis reflecting the CERBT investment. Second, extraordinary Income of $\$ 130,000$ is budgeted based upon a conservative rate of $6.75 \%$ on the $\$ 2 \mathrm{M}$ CERBT account. (Note that this income is restricted but can be applied towards the $\$ 277,804$ OPEB expense.)

## Capital

The Budget Committee recommended postponing the HVAC repair \& digital upgrade which are now slated for FY2016 (see future capital projects list attached) but recommended proceeding with the other projects. All other capital expenditures were deemed to be necessary for health and safety reasons, to sustain existing operations or to complete pending projects. Proposed capital expenditures recommended for approval by the Budget Committee totaled approximately $\$ 780,000$. Although this figure is higher than average, the difference results from the fact that the elevator repairs scheduled for late FY2014 were postponed into FY2015 (due to a lack of bids in
response to the first RFP). As a result, capital expenditures for FY2014 are only $\$ 64,000$.
In addition, since the Budget Committee met in April, one additional item was added to the capital listing. This item is replacement of the exterior security gate mechanism at an estimated cost of $\$ 35,000$. Unfortunately, the aging gate is deteriorating more quickly than anticipated and cannot be repaired due to lack of replacement parts.

## Cash Flow

Cash and cash equivalents at the beginning of FY2015 is projected to be $\$ 9,326,301$. The Budget Committee recommendations, plus the security gate mechanism capital addition and the changes in OPEB expense and income, result in projected cash and cash equivalents at the end of FY2015 being $\$ 8,679,594$ or a net decrease in cash for the fiscal year of $\$ 646,707$.

## Future Year Predictions

The Committee and Staff discussed the outlook over a roughly 3 year period. If filing fee revenue continues to decline without offsetting income increases in other categories, current service levels cannot be maintained. If filing fee revenue recovers (increases), current service levels can be maintained. However, the general consensus was that filing fee revenue is likely to level off but not regain historic levels. Under this more likely scenario, Staff is optimistic that increased revenue from pending initiatives (room rentals, class registration, investment opportunities, etc), combined with cost savings due to staff changes as a result of natural attrition, will allow the Law Library to maintain service levels without further depleting reserves. The course to achieve a balanced budget if the current filing fee levels persist is approximately 3 years. The Budget Committee recommended, and staff agrees, that a cap should be placed on the use of reserves to offset operating losses not to exceed $\$ 1 \mathrm{M}$ over the next two years. If losses are forecast to continue beyond FY2016 or to exceed the \$1M cap, then staff will present cost reduction strategies and engage in discussion with the Board regarding service cuts necessary to stem the losses.

## Recommendation

Staff is requesting that the Board of Trustees discuss the proposed budget for FY2015 including the Budget Committee's recommendations and the other items described above and raise any questions or concerns so that a final budget proposal can be presented for decision at the June meeting.

## Alternative Options

| Alternative Cuts |  | Additional | Explanation |
| :---: | :---: | :---: | :---: |
| 1) | Eliminate a Library Aide in Scanning | \$<15,483> | Reducing from 4 to 3 scanning aides will delay digitizing briefs. Processing a shipment of current briefs typically requires 5 to 7 working days with 4 aides. With 3 aides, it will require 8 to 10 days for the same project. We would be able to keep up with incoming (new) briefs but scanning older briefs in the stacks would be delayed. No direct impact on essential services and retroactive scanning is now complete to 1990. |
| 2a) | Eliminate an accounting position | \$<59,180> | This cut would eliminate one of the Accounting administrative positions. This alternative would require the redistribution of tasks to existing staff and to other departments at the Library. As a result there would be significantly less time for financial analysis and to ensure that internal controls are kept current as Library procedures and practices change. The planned upgrade to the accounting software might also require outside support to implement. |
| 2b) | Assign an accounting employee to work part-time in circulation | \$<14,039> | Assign an accounting employee to work part-time in circulation with a corresponding decrease in salary. (The cost savings assumes the Library would fill the vacancy left by the impending departure of a circulation aide whose part-time position would be filled by the accounting technician). This alternative would require the redistribution of tasks to existing staff and to other departments at the Library. As a result there would be less time for financial analysis and to ensure that internal controls are kept current as Library procedures and practices change. The planned upgrade to the accounting software might also require outside support to implement. |
| 3a) | Reduce Librarian Position from R\&R | \$<89,085> | The loss of a position would result in increased wait times to assist patrons, unavailability of staff to serve on library-wide committees, difficulties in preparing timely and varying displays, offering tours to all interested groups, and the development of the collection to assist our diverse group of users. |


| Alternative Cuts | Additional <br> Savings | Explanation |
| :--- | :--- | :--- |
| 3b)Reduce Librarian <br> P\&P | \$<83,184> | Even redistributing duties among remaining <br> personnel, cutting 1 of the 3 librarians in P\&P will <br> severely impact one or more of the 3 major service <br> areas provided by P\&P:1) MCLE's and Members <br> program (reducing revenue); 2) services in remote <br> locations (branches and partnerships); or 3) |
| programming for self-represented litigants. All of |  |  |
| these programs are currently growing and expanding |  |  |
| but would be curtailed by this cut. |  |  |


| Alternative <br> Enhancements | Additional <br> Cost | Explanation |
| :--- | :--- | :--- |
| 1)Santa Monica <br> Courthouse Branch <br> remodel | $\$ 10,000$ | Furniture purchase \$7,500 and patching/painting <br> $\$ 2,500$. This would establish a usable educational |
| 2)Advertising <br> campaign | $\$ 18,000$ | Advertising campaign for room rentals including ads, <br> programs. |
| materials, supplies, promotional material, and media |  |  |
| Outreach. |  |  |

## Future Capital Projects

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

## Required Projects:

| Project | Estimated Cost | Time <br> Frame | Description |
| :---: | :---: | :---: | :---: |
| Flooring Replacement/Repair (Upper Stacks) | \$100,000 | $\begin{aligned} & 2-3 \\ & \text { Years } \end{aligned}$ | Existing floor tiles become loose and slide out of place creating possible trip hazards. Staff recommends sealing the tiles and carpeting these areas. Carpet will require less maintenance over time and avoid this situation (common to older floor tile) in the future. |
| HVAC Digital Controls Upgrade | \$80,000 | $2-3$ <br> Years | The vacuum based thermostat system is 61 years old and failing. Staff must manually adjust each thermostat on a regular basis. A digital control system upgrade will allow for a centralized management of all zones and provide greater accuracy and efficiency. |
| HVAC Main System Replacement | $\begin{aligned} & \$ 425,000- \\ & \$ 720,000 \end{aligned}$ | $\begin{aligned} & 3-5 \\ & \text { Years } \end{aligned}$ | The existing HVAC system is original to 1953 with the exception of the north side building addition from 1970s. The main thermal coils and air supply fan housings are worn at best. Due to their age, new parts are becoming difficult to find leaving only used or rebuilt replacement parts and those supplies are expected to last another three to five years. The library needs to plan for a new HVAC system installation. A new system would be more energy efficient and correct many of the temperature control issue we have today. (In addition to patron comfort, temperature is an important factor in book preservation.) Price varies substantially based on purchased options, unforeseen conditions and interior ceiling repairs required after upgrades. |


| Parking Structure | $\$ 230,000$ | $2-3$ <br> Repairs |
| :--- | :--- | :--- |
| Years |  |  |


| Plumbing | $\$ 147,000$ | $2-5$ |
| :--- | :---: | :---: |
| Repairs |  | Years |

## Employee-Side/ADA Entrance

North Roof Replacement
\$1,500,000
2-5 Years

An assessment in 2008 revealed the upper level of the library parking structure on Hill Street has surface cracks which need repair. This repair is needed to stop water from penetrating the concrete slab. The structure is supported by steel tension cables incased within the concrete slab and if damaged by rust or spalling due to water penetration the scope of repairs will be much greater.

2-5 The library relies on chilled water and steam for cooling and heating. A series of large $6^{\prime \prime}$ pipes and valves bring the supply from a central plant at the corner of Temple and Broadway through underground tunnels. Over time these pipes rust and valves freeze open or closed. The library currently has several areas where significant rust has occurred and will need pipe replacements and valves rebuilt. The library has the option of hiring LA County ISD (Internal Services Division) or an independent contractor.
\$100,000-2 - 5
130,000 Years
Currently employees are exiting the rear door of the library and walking out through the main driveway to enter the sidewalk. Staff was advised in 2009 this is contrary to current local building code and should be modernized to avoid pedestrians sharing a vehicle passageway. Due to budget and unforeseen conditions the planned pedestrian ramp that would have corrected this condition in the recent renovation project was removed from the scope of work. Access to the book drop located near this driveway would also be improved.

During a 2008 building inspect report we were advised the north stacks asphalt roofing material had five to ten years before requiring replacement. Staff recommends replacing the existing roof using the same material as we recently used on the south stacks roof. As of now, the existing material is not lifting or separating. This project may be required prior to beginning the solar panel project listed separately.

| Disk Storage Array (3) - IT | \$170,000 | $\begin{aligned} & 2-5 \\ & \text { years } \end{aligned}$ | All library data is stored on large capacity storage arrays. These units are replaced every five years once the internal data drives have reached their manufacturers rated end of life. Information stored includes digital archive materials, library holdings catalog, financial, HR, virtual desktops, virtual servers and other internal files. This cost estimate is a base estimate as hardware costs tend to lower as technology improves. |
| :---: | :---: | :---: | :---: |
| Photo Copiers | $\begin{aligned} & \$ 100,000- \\ & \$ 120,000 \end{aligned}$ | $\begin{gathered} 2 \\ \text { years } \end{gathered}$ | Current library copiers were purchased in 2005 and are beginning fail due to their age and usage. Since replacement parts are becoming increasingly difficult to acquire, staff recommends replacements within the next two years. This cost estimate is a base estimate as hardware costs tend to lower as technology improves. |

## Desirable Projects:

| Project | Estimated Cost | Time Frame | Description |
| :---: | :---: | :---: | :---: |
| Legal Services Center | $\begin{aligned} & \$ 150,000- \\ & \$ 250,000 \end{aligned}$ | $\begin{aligned} & \hline 2-5 \\ & \text { Years } \end{aligned}$ | The library would like space suitable to house a Legal Services Center where outside legal services organizations could provide clinics, consultations and other assistance to patrons. This space can be completed without significant alterations to the building by adding a wall with entry doors across alcoves 5 and 6 to create a defined workspace (similar to the Members Study). |
| Solar Power | $\begin{gathered} \$ 450,000- \\ 1,320,000 \end{gathered}$ | $2-5$ <br> Years | There are several options to place solar panels on the library roof space. One option includes only the north roof. A second option includes utilizing all roof space for solar panels and the third option includes a panel system that tracks with the sun automatically throughout the day. Based on the number of panels, the return on investment is estimated at 8 to 12 years. The usable life of these systems is rated at 40 to 50 years. This option may require reroofing the north stacks roof prior to installation. The system would result in energy savings and reduced operating costs. |
| LED Lighting Update | $\begin{gathered} \$ 130,000- \\ 175,000 \end{gathered}$ | $2-3$ <br> Years | LED lighting for florescent fixtures is a very new technology and as such, costs to replace existing bulbs tubes are too high at this time. However, the state is expected to ban most incandescent bulbs by 2015. It is estimated costs will be less than one third of what they are today once the ban is in place. When costs drop staff recommends replacing all existing florescent light bulbs and removing existing ballasts in the main public areas and staff offices. The reduction in wattage will result in substantial annual utility savings, as bulbs last longer and run cooler. At this time LED tube lights do not qualify for rebates but this is expected the change as well. |


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

## MEMORANDUM

## DATE: June 24, 2014

## TO: Board of Law Library Trustees

FROM: Sandra Levin, Executive Director John Kohl, Finance Director

RE: Liability, Long-term Disability (LTD), Life, Vision and Dental Insurance Renewal

## BACKGROUND

Keenan \& Associates is the Library's insurance broker for its liability (property \& casualty) insurance. Our policies are subject to annual renewal and are scheduled to renew on July 1,2014 . This coverage is currently provided through 8 different carriers.

Brecher Insurance \& Financial Services (Brecher) is the Library's current insurance broker for long-term disability (LTD), basic life, voluntary Life, dental, and vision insurance. Our policies are subject to annual renewal and are scheduled to expire July 31, 2014. This insurance coverage is currently provided through Guardian.

Accordingly, the Law Library requested that our agents solicit competitive bids for renewal of both packages. The resulting analysis and recommendations are discussed below.

## ANALYSIS

Property \& Casualty: Keenan marketed the present property \& casualty coverage program approaching differing carriers in an effort to obtain the most comprehensive and competitive coverage terms and conditions to protect the Library. Their analysis and recommendations are attached. Only the existing carriers responded; other carriers declined because they could not compete with the favorable rates currently in effect. Per the attached letter from David Rendeiro of Keenan \& Associates, each of the existing carriers with associated coverage and renewal quotes are presented. The combined renewal proposal offers an $8 \%$ reduction from $\$ 249,899$ per year to $\$ 229,008$ for the total program compared to the rates currently in effect while maintaining the same level of coverage. (This falls well within the amounts budgeted for FY2015 budget, as a small increase in insurance costs was projected for FY2015.)

Staff recommends renewing the property \& casualty package through the existing carries offering the present level of coverage as presented by Keenan \& Associates saving $8 \%$ over the current costs.

LTD, Basic Life, Dental, \&Vision: Brecher Insurance marketed the present long-term disability (LTD), basic life, voluntary Life, dental, and vision insurance. This insurance coverage is currently provided entirely through Guardian, due to the lowest rates previously quoted for the coverage offered.

The Law Library requested that Brecher market our insurance with the goal of obtaining the most competitive rates for comparable coverage. Their analysis and recommendations are attached. Guardian, Assurance and MetLife responded to the request for proposals; other carriers declined due to the high percentage of retired employees in the insured population. Assurance offered the same insurance coverage package as the Library's existing policy through Guardian, but at a higher cost ( $\$ 332.87$ per month additional). MetLife only quoted vision, but at a lower cost than Guardian (a savings of $\$ 1,822.44$ per year).

In addition to cost, the most significant differences in vision benefits between MetLife and Guardian are:

1. Guardian would provide frame replacement every 24 months while MetLife would provide replacement frames every 12 months.
2. MetLife's network is not as extensive as Guardian's, so employees would either have to change providers or experience increased costs.
3. MetLife's out of network coverage is lower than Guardian's, so out of network costs would be more expensive for employees. (Guardian also quoted a vision plan offering the same network and benefits as the MetLife plan, but still at a higher cost than MetLife.)

In addition, transferring vision to MetLife would require additional administrative effort such as completing additional forms and managing multiple contracts and carriers. In short, one consolidated package is easier to administer.

Staff recommends renewing the LTD, basic life, voluntary Life, dental, and vision insurance with Guardian. Although the cost is approximately $\$ 150$ more per month than combining multiple carriers, it has the benefit of maintaining the current network and out of network costs to the employees without increasing administrative effort.

## Recommendation

That the Board approve: 1) the renewal of LTD, basic life, voluntary Life, dental, and vision insurance with Guardian; and 2) the renewal of the property \& casualty package through the existing carries as presented by Keenan \& Associates.

## Associates

## MEMORANDUM

DATE:

TO:

FROM:
Vanessa Pena, David Rendeiro, Keenan \& Associates

RE:
Property \& Liability Insurance Renewal

## SUMMARY

The Library's property \& liability insurance policies are set to renew on July, 1, 2014. On the Library's behalf, my firm has researched the market, solicited proposals, and based on our analysis, the incumbent carriers remain extremely competitive.

## ANALYSIS AND DETAIL

We are pleased to present the Law Library's 2014-2015 Property \& Liability renewal proposal. The insurance market has become very difficult for public agencies. Issues such as low investment returns, increasing public entity litigation and worldwide catastrophes has caused the Property \& Liability market pricing to "firm."

While there is capacity, carriers are far more restrictive in deploying capital to write risks and when they do, they are imposing various coverage restrictions and/or increasing retentions. Therefore, we've continued to build upon the partnership between the existing carriers and the library to continue to offer attractive terms and conditions that may be the best solution for the Law Library.

This has made for a very challenging renewal though we were successful in achieving a competitive renewal option for the entire property and liability program. As we've done in prior years, we conducted a thorough marketing of the library's program and approached differing carriers in an effort to obtain the most comprehensive and competitive coverage terms and conditions to protect the law library. A list of markets approached include the following:

| Name of Carrier | A.M. Best Rating | Admitted/ <br> Non-Admitted |
| :--- | :---: | :---: |
| Property \& Casualty |  | Non-Admitted |
| Aspen Specialty Insurance Company | A XI | Admitted |
| Argonaut | A XV | Non-Admitted |
| Endurance American Specialty | A XV | Non-Admitted |
| Hiscox | A-X | Non-Admitted |
| Insurance Company of the West |  | Admitted |
| CNA | A++ XV | Admitted |
| Philadelphia Insurance Companies | A+XIV | Admitted |
| RSUI |  | Admitted |
| Travelers |  |  |

Following is a summary of the renewal proposal:

## Quotation Summary

Package Program - This policy provides coverage for Property, Equipment Breakdown, General Liability, Employee Benefits, Public Officials, Employment Practices, Automobile and Excess Liability. We were successful in negotiating a renewal decrease of $9 \%$ with the incumbent carrier, Argonaut Insurance Company with no change in coverage terms and conditions.

Difference in Condition - The Law Library did have a reduction in the Total Insurable Values (TIV) of \$1,785,920 as a result of auctioning rare and valuable books and materials which did contribute the decrease in premium. However, we were successful in negotiating a reduction of the property rate of $5 \%$ which contributed to a premium reduction of $9 \%$ for the renewal with the incumbent carriers which consist of Aspen Specialty Insurance, Edurance American Specialty Insurance Company, Certain Underwriters at Lloyds of London, Essex Insurance and Insurance Company of the West. All five carriers provide the Law Library with a DIC limit of insurance totaling $\$ 39.8 \mathrm{M}$ in coverage.

Excess Liability - We were successful in negotiating a flat renewal with the incumbent carrier, RSUI Indemnity Company with no change in premium from the expiring policy.

Cyber Liability - We were successful in negotiating a flat renewal with the incumbent carrier, Hiscox with no change in premium from the expiring policy.

## OPTIONS

1. Renew coverage with incumbent carriers for all lines of coverage.
2. Renew coverage with incumbent carriers and continue to market for alternative options then cancel and replace coverage mid-term subject to short term policy cancellation provisions.

## PROS \& CONS

- Continuing to partner with the insurance carriers in building a long term relationship to be able to build on favorable terms and conditions.


## RECOMMENDATION

The insurance market has become very challenging during the past year. As you're aware, we've been able to deliver premium decreases during the past fiscal year and although the market has now shifted, we are extremely pleased that we've been able to deliver a renewal proposal with an $8 \%$ reduction total program costs for the 201415 renewal.

On behalf of Keenan \& Associates, it is truly a privilege and honor to serve the Law Library and we appreciate all of your support and confidence in our services.


Vanessa Pena
Sr. Account Manager

David Rendeiro
Vice President, Municipalities

Associates

## MEMORANDUM

## DATE: June 20, 2014

TO: $\quad$ Board of Law Library Trustees

## FROM: David Brecher, Brecher Insurance \& Financial Services

RE: Dental, Vision, Life and Long-Term Disability Insurance Renewal

## SUMMARY

The Library's group dental, vision, basic life, voluntary life, and long-term disability (LTD) insurance plans renew on August 1, 2014. On the Library's behalf, my firm has researched the market, solicited proposals, and based on our analysis, Guardian remains very competitively priced.

## ANALYSIS AND DETAIL

Guardian is offering to renew basic life, voluntary life and long-term disability coverage with no rate increase. They are offering to renew dental with an increase of $6 \%, 3.5 \%$ of which is attributable to Affordable Care Act fees and taxes. For the above lines of coverage, quotes from alternate carriers offered little to no savings and in some cases resulted in higher premiums. All but one carrier declined to quote dental due to the high percentage of retirees on the plan.

Guardian's initial vision renewal included a rate increase of 5\%. Using competitor's quotes (MetLife's) as leverage, we were initially able to negotiate the increase down to $3 \%$. We negotiated further and Guardian has agreed to renew the vision with no rate increase. Guardian also quoted a vision plan paired with VSP's Choice Network, the same network that the Metlife plan is paired with. The Choice network plan offered some savings, but significantly increased employees' expenses for out of network providers. MetLife's plan offered very competitive rates, but like Guardian's Choice plan, employees' expenses for out of network providers would increase. Guardian provided an additional alternate option which maintains all current benefits with one exception: frame frequency would change from 12 months to 24 months.

## OPTIONS

1. Renew coverage with Guardian as is. Estimated annual cost $\$ 89,134.80$.
2. Renew coverage with Guardian and change the vision network to VSP Choice with reduced out of network benefits. Estimated annual cost $\$ 88,032$.48.
3. Renew coverage with Guardian and change the vision plan to a 24 month frame frequency. Estimated annual cost $\$ 87,671.16$.

David Brecher, CA Insurance License \#0B01282

[^2]4. Renew all but vision with Guardian. Move vision coverage to MetLife with the VSP Choice network. Estimated annual cost $\$ 85,848.72$.

## PROS \& CONS

- Moving to MetLife would reduce vision premium by an estimated $\$ 3,280$ annually, but the out of network benefits are inferior.
- Having a separate vision carrier will result in an increased administrative burden (separate enrollment and termination process as well as separate billing).
- Moving to Guardian's VSP Choice plan would save an estimated $\$ 1,100$ annually, but the out of network benefits are inferior.
- Moving to Guardian's 24 month frame frequency plan will maintain all current vision benefits with the exception of frame frequency. Plans with a 12 month frame frequency are less common these days particularly because employees often don't change frames annually. This benefit change would likely have limited impact on employees. Switching to the 24 month frame vision plan will result in an estimated $\$ 1,460$ annual savings.


## RECOMMENDATION

Brecher Insurance and Financial Services recommends renewing with Guardian and changing to the 24 month frame frequency vision plan. This will reduce the vision premium with minimal impact to employees and allow the Library to continue with just one carrier, thereby not increasing the administrative burden.


[^3]
## AGENDA ITEM 4

## Discussion Items

4.1 Update and Discussion Regarding Statewide Lobbying Efforts.
4.2 Discussion Regarding Formation of a None-Profit for Delivery of Service.

## MEMORANDUM

DATE: June 24, 2014

TO: Board of Law Library Trustees

FROM: Sandra Levin, Executive Director
RE: Update and Discussion Regarding Statewide Lobbying Efforts

The following is an update regarding CCCLL's lobbying efforts and a request for direction regarding LA Law Library's participation in potential future lobbying efforts.

## B\&P 6348.4

The proposed change to B\&P 6348.4 to allow for rental or lease of real property by County Law Libraries is included in the Local Government Omnibus Bill (SB 1462) which passed out of the Senate and is scheduled to be heard in the Assembly Local Government Committee on June 18. No problems or obstacles have been identified as of this time. I will provide a further update at the Board meeting on June 24.

## B\&P 6360

CCCLL's lobbyist is working with Senator Corbett to try to include our proposed changes to Section 6360 into an existing bill during the current session. The proposed changes to Section 6360 would allow County Law Libraries to charge at competitive rates for extraordinary services provided. Initially, Senator DeSaulnier was interested in including the changes in SB 1455, a public library bill being carried by Senator DeSaulnier. However, the California Library Association objected. CCCLL has received offers to carry the bill next session, but it appears that the options for the current session are dwindling. We will keep you posted as we hear more.

## B\&P 6322.1

CCCLL has been making inquiries for nearly a year in an attempt to identify a sponsor for a bill to modify B\&P Section 6322.1 to eliminate or restrict the bill collectors' exemption (i.e., the provisions that entitles bill collectors to pay a greatly reduced filing fee). There is little to no interest for such an amendment at this time.

## General Fund Appropriation

CCCLL's legislative advocate, Michael Corbett, made initial contact with the chief deputy director of the California Department of Finance to discuss the concept of providing some limited amount of funding for county law libraries in next year's (FY15-16) budget. She agreed to raise the issue with the administration and get back to Mr. Corbett. In
order to inform further discussion by CCCLL about whether this is an option the organization would like to pursue, CCCLL has asked its members (and their trustees) to complete a survey about state financial support. This survey asks us to comment on a number of potential revenue ideas.

You can access the Survey Here: https://www.surveymonkey.com/s/XDWR3WR or review the print copy attached. Please do not complete and return the survey; staff will complete a single survey response based upon the consensus and direction provided by the Board.

## Recommendation

Staff recommends that the Board ask any questions it may have concerning current lobbying efforts and discuss options for future lobbying efforts, including those presented in the survey.

## MEMORANDUM

DATE:
June 24, 2014

TO: Board of Law Library Trustees

FROM: Sandra Levin, Executive Director
RE: Discussion Regarding Formation of a Non-Profit for Delivery of Services

## INTRODUCTION

As the Law Library strives to expand into new areas of service, it is limited by declining revenues, a very restrictive authorizing statute and other constraints. Grant opportunities and other avenues of generating revenue are generally not available to the Law Library as a government entity, but might be available to a non-profit entity. Accordingly, the Board is asked to begin a discussion regarding the pros and cons of forming a related non-profit entity for the delivery of legal and educational services and to provide direction as to whether the concept should be investigated further.
It is important to note that the concept under consideration is NOT to provide reference services, replace existing Law Library functions or fundraise. Those tasks are already being handled by the Law Library and the Friends of the Los Angeles County Law Library.

## ANALYSIS

To kick off the discussion, Staff offers the following observations regarding possible risks, rewards and impacts:

- A non-profit would be eligible for grant funding including possible fellowships, whereas the Law Library as a government agency does not qualify;
- The non-profit would likely be subject to the Brown Act since it would be formed and controlled by the Law Library Board of Trustees;
- The most efficient means of transacting business would be to have the Law Library board serve as the board of the non-profit and hold concurrent or sequential meetings when the non-profit needs to meet;
- A non-profit would not be limited in whether or how to charge for services or in scope of services provided - e.g., a non-profit could operate a legal clinic, a café or a lawyer referral service for modest means clients;
- A non-profit would not be limited in how to invest proceeds;
- A non-profit would not be compelled to provide benefits afforded government employees;
- A non-profit would incur additional costs (banking fees, audit, D\&O insurance, etc.), but could be formed without significant expense.


## Recommendation

Staff recommends that the Board discuss the possible advantages and disadvantages of forming a non-profit and provide direction as to whether to investigate the option of creating a non-profit for the delivery of services.


[^0]:    ${ }^{1}$ Some employees have offered to 'donate' vacation time to other employees who do not accrue at least 12 days of vacation per year (in order to avoid any employees being forced to go without pay). The Executive Director will act administratively to either accept such donations or otherwise mitigate the impact of the 12 day furlough on employees who do not accrue at least 12 days per year.

[^1]:    CMS: Based on OCLC subscription rate as approved by OCLC board

[^2]:    David A. Brecher, ChFC(8), CPA (Inactive), Registered Representative, offering securities through NYLIFE Securities LLC Member FINRA/SIPC, A Licensed Insurance Agency (323) 782-3000

[^3]:    David Brecher

