

**FY2020 LIBRARY SYSTEM AREA AND PER CAPITA GRANT APPLICATION
COVER SHEET**

Library System: _____

Address: _____

Address 2: _____

City: _____ *State:* _____ *ZIP+Four* _____

Telephone: _____

FAX: _____

URL: _____

FEIN Number: _____

Person submitting this application:

First Name _____ *Last Name* _____

Title: _____ *Telephone:* _____

FAX: _____ *E-Mail Address:* _____

System Board President Signature

Date

Executive Director Signature

Date

**ILLINOIS STATE LIBRARY
SYSTEM AREA AND PER CAPITA GRANT APPLICATION
FY 2,020 BUDGET SHEET**

	General Fund	Special Revenue Funds	Capital Projects Funds	Proprietary Funds	Fiduciary Funds	Total Budget
Revenues						
State Grants						
Area & Per Capita	\$9,985,530.	\$0.	\$0.	\$0.	\$0.	\$9,985,530.
Blind & Physically Handicapped	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
System Automation & Technology	\$0.	\$28,710.	\$0.	\$0.	\$0.	\$28,710.
Other	\$0.	\$170,917.	\$0.	\$0.	\$0.	\$170,917.
Federal Grants	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Other Grants	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Fees for Services & Materials	\$879,113.	\$0.	\$0.	\$0.	\$0.	\$879,113.
Reimbursements	\$1,022,200.	\$0.	\$0.	\$0.	\$0.	\$1,022,200.
Investment Income	\$431,000.	\$0.	\$0.	\$0.	\$0.	\$431,000.
Other Revenue	\$27,500.	\$0.	\$0.	\$0.	\$0.	\$27,500.
Estimated Total Revenue	\$12,345,343.	\$199,627.	\$0.	\$0.	\$0.	\$12,544,970.

	General Fund	Special Revenue Funds	Capital Projects Funds	Proprietary Funds	Fiduciary Funds	Total Budget
Expenditures						
Personnel						
Salaries						
Library Professionals	\$1,194,958.	\$0.	\$0.	\$0.	\$0.	\$1,194,958.
Other Professionals	\$1,569,911.	\$0.	\$0.	\$0.	\$0.	\$1,569,911.
Support Services	\$1,777,792.	\$0.	\$0.	\$0.	\$0.	\$1,777,792.
Payroll Taxes & Benefits						
Social Security Taxes	\$345,981.	\$0.	\$0.	\$0.	\$0.	\$345,981.
Unemployment Insurance	\$22,295.	\$0.	\$0.	\$0.	\$0.	\$22,295.
Workmen's Compensation	\$110,894.	\$0.	\$0.	\$0.	\$0.	\$110,894.
Retirement Benefits	\$45,289.	\$0.	\$0.	\$0.	\$0.	\$45,289.
Health, Dental & Life Insurance	\$576,756.	\$0.	\$0.	\$0.	\$0.	\$576,756.
Other	\$28,250.	\$0.	\$0.	\$0.	\$0.	\$28,250.
Temporary Help	\$11,600.	\$0.	\$0.	\$0.	\$0.	\$11,600.
Recruiting	\$7,000.	\$0.	\$0.	\$0.	\$0.	\$7,000.
Library Materials						
Printed Materials	\$6,250.	\$0.	\$0.	\$0.	\$0.	\$6,250.
Non-Printed Materials	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
E-Resources	\$1,338,400.	\$0.	\$0.	\$0.	\$0.	\$1,338,400.

	General Fund	Special Revenue Funds	Capital Projects Funds	Proprietary Funds	Fiduciary Funds	Total Budget
Buildings & Grounds						
Rent	\$260,469.	\$0.	\$0.	\$0.	\$0.	\$260,469.
Utilities	\$109,500.	\$0.	\$0.	\$0.	\$0.	\$109,500.
Property Insurance	\$11,785.	\$0.	\$0.	\$0.	\$0.	\$11,785.
Repairs & Maintenance	\$73,500.	\$0.	\$0.	\$0.	\$0.	\$73,500.
Custodial and Janitorial Service & Supplies	\$54,900.	\$0.	\$0.	\$0.	\$0.	\$54,900.
Other	\$38,918.	\$0.	\$0.	\$0.	\$0.	\$38,918.
Vehicle Expense						
Fuel	\$273,780.	\$0.	\$0.	\$0.	\$0.	\$273,780.
Repairs & Maintenance	\$129,200.	\$0.	\$0.	\$0.	\$0.	\$129,200.
Vehicle Insurance	\$87,285.	\$0.	\$0.	\$0.	\$0.	\$87,285.
Vehicle Leasing & Rent	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Other	\$10,750.	\$0.	\$0.	\$0.	\$0.	\$10,750.
Travel, Meetings and Continuing Education for Staff & Board						
In-state Travel	\$62,886.	\$0.	\$0.	\$0.	\$0.	\$62,886.
Out-of-State Travel	\$61,518.	\$0.	\$0.	\$0.	\$0.	\$61,518.
Registrations, Meetings and Other Fees	\$68,615.	\$0.	\$0.	\$0.	\$0.	\$68,615.
Conferences and Continuing Education Meetings	\$123,200.	\$0.	\$0.	\$0.	\$0.	\$123,200.
Public Relations	\$70,500.	\$0.	\$0.	\$0.	\$0.	\$70,500.

	General Fund	Special Revenue Funds	Capital Projects Funds	Proprietary Funds	Fiduciary Funds	Total Budget
Liability Insurance	\$23,047.	\$0.	\$0.	\$0.	\$0.	\$23,047.
Supplies, Postage and Printing						
Computer Software and Supplies	\$45,200.	\$0.	\$0.	\$0.	\$0.	\$45,200.
General Office Supplies and Equipment	\$38,880.	\$4,379.	\$0.	\$0.	\$0.	\$43,259.
Postage	\$17,050.	\$0.	\$0.	\$0.	\$0.	\$17,050.
Binding	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Library Supplies	\$480.	\$0.	\$0.	\$0.	\$0.	\$480.
Delivery Supplies	\$54,925.	\$0.	\$0.	\$0.	\$0.	\$54,925.
Other	\$120.	\$0.	\$0.	\$0.	\$0.	\$120.
Telephone and Telecommunications	\$136,305.	\$0.	\$0.	\$0.	\$0.	\$136,305.
Equipment Rental, Repair & Maintenance						
Equipment Rental	\$16,060.	\$0.	\$0.	\$0.	\$0.	\$16,060.
Equipment Repair and Maintenance Agreements	\$104,850.	\$0.	\$0.	\$0.	\$0.	\$104,850.
Professional Services						
Legal	\$40,500.	\$0.	\$0.	\$0.	\$0.	\$40,500.
Accounting	\$60,640.	\$0.	\$0.	\$0.	\$0.	\$60,640.
Consulting	\$120,000.	\$0.	\$0.	\$0.	\$0.	\$120,000.
Contractual Staff	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Contractual Services						
Information Service Costs	\$31,355.	\$0.	\$0.	\$0.	\$0.	\$31,355.

Agreements with systems, member libraries and other cooperatives	\$1,804,227.	\$44,248.	\$0.	\$0.	\$0.	\$1,848,475.
Outside Printing Services	\$540.	\$0.	\$0.	\$0.	\$0.	\$540.
Other	\$1,342,878.	\$151,000.	\$0.	\$0.	\$0.	\$1,493,878.
Depreciation	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Professional Association Membership Dues	\$9,770.	\$0.	\$0.	\$0.	\$0.	\$9,770.
Miscellaneous	\$5,840.	\$0.	\$0.	\$0.	\$0.	\$5,840.
Capital Outlays						
Equipment	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Computer hardware and software	\$0.	\$0.	\$35,000.	\$0.	\$0.	\$35,000.
Furniture & Fixtures	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Building and Improvements	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Land	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Vehicles	\$0.	\$0.	\$179,500.	\$0.	\$0.	\$179,500.
Debt Service						
Principal	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Interest	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Estimated Total Expenditures	\$12,324,849.	\$199,627.	\$214,500.	\$0.	\$0.	\$12,738,976.
Excess of Estimated Revenues Over (Under) Estimated Expenditures	\$20,494.	\$0.	\$-214,500.	\$0.	\$0.	\$-194,006.

RAILS FY2020 System Area and Per Capita Grant Application

Detailed Budget Narrative

This budget narrative for the FY2020 plan of service in the area and per capita grant application provides an overview and a programmatic analysis of the proposed budget. Its purpose is to enhance understanding of the budget components and how the budget supports and aligns with the plan of service. All comparisons made to the prior year budget refer to the FY2019 budget. We have included as an attachment a spreadsheet showing line item details of the FY2020 budget and FY2019 budget, with a breakdown by administration, delivery and LLSAP support revenues and expenditures, and a comparison of the two.

The FY2020 budget incorporates a significant increase in RAILS' support to LLSAPs, as we will provide financial support to three additional entities – CCS, Pinnacle and Rock River. Actual expenditures will depend on many variables, including when and how we continue to implement and refine other member service and LLSAP support activities and member library participation, Find More Illinois support activities, additional tuning of delivery routes, fuel costs, and weather conditions.

Summary

The proposed FY2020 plan of service incorporates programs and activities in support of the RAILS strategic plan approved by the RAILS Board in September 2018. Major activities include:

- Support for libraries to join LLSAPs/consortia
- System delivery and ILDS
- Find More Illinois
- Replacement/upgrade of the L2 platform
- Continuing education and training for members, including public library trustees
- Data collection for system membership standards project
- Support for eRead Illinois and BiblioBoard
- Cooperative purchases
- Grants to members for continuing education events and for collaborative projects
- Campaign to help all RAILS libraries tell their stories

As in past years, we used zero-based budgeting, meaning we developed the FY2020 budget from the ground up. We included all activities we believe necessary to support our strategic plan and did not limit them due to funding uncertainties, as RAILS currently has over one year of operating reserves to fund revenue shortfalls.

General fund revenues of \$12,345,343 are budgeted to increase \$189,655 from the FY2019 budget. This increase is primarily due to an increase in Investment Income (\$211,800) and the Area and Per Capita Grant (APC) revenues (\$106,420), partially offset by lower fees for services and materials from LLSAPs (\$147,303) as RSA in FY 2020 will receive a payment from RAILS rather than making payments to RAILS as occurred in FY 2019. Increased investment income is due primarily to higher investment yields. The

Area and Per Capita Grant increase is due to incorporating into the budget the amounts awarded in FY 2019.

Special revenues fund revenues of \$199,627 are budgeted to increase \$161,567 from the FY2019 budget. RAILS received a FY2019 grant for \$171,600 in support of replacing L2. Virtually all (\$170,917) of the grant will be recognized as FY2020 revenues as only minimal revenues and costs pertaining to the grant will be incurred in FY2019. The other item budgeted in the special revenues fund is the system automation and technology grant of \$28,710 for batchloading and cleanup of OCLC holdings for LLSAP member libraries. Special revenue expenditures are budgeted equal to revenues as all grant funds are expected to be fully utilized.

Budgeted general fund expenditures of \$12,324,849 are \$173,902 above the FY2019 budgeted amounts, primarily due to higher personnel expenditures (\$441,189), partially offset by lower contractual services (\$290,612).

For the general fund, we are budgeting that total estimated revenues will exceed estimated expenditures by \$20,494. We also are budgeting \$214,500 of expenditures from the capital projects fund, which has no budgeted revenues. Per the Illinois State Library guidelines, we budgeted area and per capita grant revenues of \$9,985,530 the FY2019 award amount.

Certain budgeted expenditures are tentative and may be deferred or not incurred. These might include the hiring of budgeted new positions, or a reduction of non-committed program or grant expenditures.

Revenues

FY2020 estimated total revenues of \$12,544,970 consist of general fund revenues of \$12,345,343 and special revenue funds revenues of \$199,627.

APC grant revenues (\$9,985,530) are budgeted \$106,420 above the FY2019 budget amount but equal to the FY 2019 amount awarded. The APC amount awarded accounts for 80.9% of the general fund revenue budget. Excluding reimbursement revenues, the percentage increases to 88.2%.

General fund fees for services and materials of \$879,113 are budgeted to decline \$170,765 from the FY2019 budget primarily due to a decline in LLSAP contract fees of \$147,303, which is due to the FY 2020 elimination of contract fees paid by RSA as new LLSAP support contracts will become effective in FY 2020. ILDS contract fees (\$520,463) for statewide delivery declined \$35,112 as a new contract, which provides for payments only for the RAILS incurred portion of Statewide Delivery, becomes effective in FY 2020. Other fees included are eRead Illinois membership fees (\$310,000), which purchase additional program content; Find More Illinois (FMI) membership fees (\$31,650); fees to member libraries (\$15,000) billed on a sliding scale to partially offset RAILS' expenditures for HR consulting; and charges (\$2,000) for select continuing education programs. The budgeted FMI membership fees were revised to make participation as affordable as possible and to reflect changes in the vendor's contract that will reduce the cost to RAILS.

Additional general fund revenues consist of reimbursements (\$1,022,200), a \$24,700 increase from the FY2019 budget. This program has significantly expanded over the past several years (FY2015 reimbursement revenues were \$565,742), with the addition of several new vendors and products, but is

expected to grow only modestly in FY2020. Major group purchase programs budgeted are for EBSCO databases (\$450,000), Communico Cloud (\$225,000) and several Gale products (\$154,000). Amounts budgeted as reimbursement revenues are beneficial to RAILS' members as they provide economies of scale for collaborative purchasing initiatives to help scarce member library dollars stretch as far as possible and to increase resource sharing. These revenues have no impact upon fund balances as they offset corresponding group purchase expenditures.

Investment income of \$431,000 is budgeted for FY2020, an increase of \$211,800 from the \$219,200 budgeted for the prior year. Interest rates on certificates of deposit and Illinois Funds' yields have increased to a current level of over 2.6%, compared to approximately 1.7% for this period last year. We are assuming that FY2020 investment yields will increase slightly from current amounts. We are also assuming that we will receive full FY2019 and FY2020 APC funding in a pattern similar to that of the prior year.

We have also included in the budget E-rate reimbursements amounting to \$17,500. We previously have not included these revenues in the budget because of uncertainties in the billing and approval process. We, however, have been successful over the past several years in securing these revenues and are confident of their pending realization.

Other revenues are budgeted at \$9,500, unchanged from the FY2019 budget. These are primarily amounts received as adjustments to prior year insurance billings and other refunds.

In summary, general fund revenues of \$12,345,343 are budgeted to increase \$189,655 from the FY2019 budget, primarily due to increases in investment income (\$211,800) and APC grant revenues (\$106,420), partially offset by no LLSAP contract revenues (\$147,303 in FY 2019).

The special revenue funds budget of \$199,627 is \$161,567 above the prior year budget due to the addition of the L2 replacement grant (\$170,917), partially offset by a reduction of \$9,350 of the MARC of Quality/OCLC batchloading grant.

Expenditures—Personnel

Personnel-related expenditures, budgeted to account for 46.2% of total expenditures, compared to 43.2% in the FY2019 budget, comprise the largest single category of total RAILS expenditures. The FY2020 budget for salary expenditures incorporates the following highlights and assumptions:

- The FY2020 budget incorporates system-wide 3% salary increases, except for personnel whose salaries have reached the maximum amounts within their position grade, who instead would receive a 3% bonus. These increases are contingent on board approval and will be deferred until the FY2020 per capita grant amount is determined. The total impacts of the above increases are approximately \$117,000 for salaries and \$13,000 for other personnel expenditures.
- The budget includes the additions of a programmer to develop a route tracking application to improve delivery efficiencies, as well as a cataloger and a member services user interface coordinator to increase RSA services to its members. These three positions are budgeted to add approximately \$182,000 in total salary and \$40,000 for other personnel expenditures.

General fund salary expenditures of \$4,542,661 are budgeted to increase by \$446,069, or 10.9%, from the prior year budget. The above noted salary increases and personnel additions account for

approximately \$299,000 of the increase. In addition, during FY2019 RAILS increased its minimum base wage to \$14.00 an hour, which increased salaries by approximately \$60,000 on an annual basis. In addition, RAILS in FY2019 established two new unbudgeted positions to provide additional analytic and administrative support, which added approximately \$101,000 to its base payroll. Partially offsetting these increases were efficiencies gained from department restructurings, which allowed the replacement of certain personnel at a lower cost.

The general fund FY2020 budget for social security taxes increased \$34,570, or 11.1% from the similar increase in budgeted salaries. Unemployment insurance decreased \$3,227, or 12.7%, from the full year impact of a 50% decrease in the rate assessed, which became effective on January 1, 2018. Worker's compensation expenditures are budgeted to increase \$7,874, or 7.7%, due to increased salaries and wages.

Retirement benefits are budgeted to decrease substantially (\$65,143, or 59.0%) from the FY2019 budget. The contribution rate for 2020 will be 0.91% of salary expenditures in the first half and 1.01% in the second half of the fiscal year. In FY2019, the contribution rate was 4.69% in the first half and 0.91% in the second half. RAILS pension obligations are funded in excess of 100%, resulting in the low funding obligations for FY2019 and FY2020.

Health, dental and life insurance expenditures of \$576,756 are budgeted to increase \$38,796, or 7.2% from the FY2019 budget due to increases in costs and enrollments. This account budget is constructed on a departmental and location basis based on the current expenditure levels, and adjusted for future cost increases. Therefore, changes in enrollment and coverage plans chosen affect this budget. RAILS is continuing in FY2020 its Health Reimbursement Account (HRA) program, which was first implemented in FY2017, in which employees who participated in the low deductible Preferred Provider (PPO) program were enrolled in the higher deductible PPO, which carries lower premium rates. RAILS then established an account that would reimburse each employee for any additional deductible incurred. As a result, total health insurance expenditures decreased due to this program.

Other fringe benefits of \$28,250 are budgeted to decrease by \$16,350, or 36.7% from the FY2019 budget. This account includes provisions to reimburse employees for additional deductible expenses incurred under the HRA program (\$11,000), the tuition reimbursement program (\$10,000) and various administrative fees. The provision for the HRA program reimbursement was reduced \$16,500 from the prior year budget as amounts required have been well below those provided in past budgets.

The FY2020 budget of \$11,600 for temporary help increased \$3,600 from the FY2019 budget, due to an additional provision made in the FY 2020 budget for an anticipated absence. Recruiting expenditures are budgeted to decrease \$8,000 from the FY2019 budget due to lowered needs for administrative position recruiting.

Collectively, FY2020 general fund personnel expenditures are budgeted to increase \$441,189, or 8.4% from the FY2019 budget. This is due primarily to administrative personnel additions made in both FY 2019 and anticipated in FY2020, the full year impacts of the FY2019 increase in RAILS minimum base wage, FY2020 3% salary increases, higher social security taxes and health, dental and life insurance costs, partially offset by reduced retirement benefits and other fringe benefit costs.

Special revenue funds expenditures consist primarily of contractual service expenditures (\$166,538) related to the L2 replacement grant project and \$28,710 for the MARC of Quality/OCLC batchloading grant.

Expenditures—Operating

The following is a discussion of FY2020 budgeted General Fund Expenditures.

Library Materials

The major expenditure item of this category, E-resources (\$1,338,500), is budgeted to increase \$4,900 from the FY2019 budget. Group purchase E-Resources expenditures of \$1,022,200 are budgeted, compared to \$997,500 budgeted for FY2019. These expenditures are offset by reimbursement revenues and will have no impact on fund balances. In addition, the budget provides that RAILS will use the proceeds of its eRead Illinois membership fees (\$310,000), or \$20,000 below the FY2019 budget, to purchase e-books for the eRead Illinois Axis 360 shared collection. Finally, the budget provides for the group purchase (\$6,200) of the Public Web Browser for member libraries.

Buildings and Grounds

Total buildings and grounds expenditures of \$549,072 are budgeted to decrease \$30,218, or 5.2% from the FY2019 budget due primarily to budgeted decreases in rent/lease expenditures. The prior year budget included contingencies to pay rent on possible new facilities in the Coal Valley, Rockford and East Peoria locations while preparing the sites for occupancy. The FY2020 budget does not contain such provisions.

Vehicle Expense

Total vehicle expenditures of \$501,015 are budgeted to increase \$11,235, or 2.4% from the FY2019 budget, primarily from increases in fuel (\$2,970) and vehicle repairs and maintenance expenditures (\$7,100). The FY2020 budget for fuel expenditures is based upon RAILS fuel usage over the past year, which approximated 8,400 gallons/month, at a market rate of \$3.10/gallon. The prior year budget assumed average fuel usage of 8,500 gallons/month at a market rate of \$3.00/gallon. Actual results in FY 2019 have been below the budgeted market rate but recently have increased to approximate the FY 2020 budget market prices. The FY2020 vehicle repairs and maintenance budget is based on current year experience, which has been well above the FY2019 budget and reflects the aging and heavy usage of RAILS' fleet. The FY2019 purchases of new box truck vehicles along with the FY2020 budgeted purchase of seven new delivery vans should begin to reduce these expenditures.

Travel, Meetings and Continuing Education

Total expenditures of \$316,219 for this category are budgeted to increase \$17,259, or 5.8% from the FY2019 budget. Both In-state (\$22,361) and out-of-state (\$4,015) travel expenses increase from the FY 2019 budget. In-state travel expenses increase as the annual ALA conference will be held in Chicago, rather than out-of-state, and increased travel is also planned for the RAILS in-service day, board meetings, and conferences. Out-of-state travel increases \$4,015 from the FY2019 budget as the Public Library Association Conference, which is held biennially, will be in FY2020. The LLSAP (RSA) related portion of the travel expenses budget is \$20,300, or 16.3% of the total RAILS travel budget.

Registrations and meetings (\$68,615) expenses are budgeted to decrease \$4,117 from the FY2019 budget. These expenditures include registration fees and sponsorships, if applicable, for all conferences and courses, costs of the annual staff in-service day, and various board meeting and hospitality

expenses. The reduced FY2020 budgeted expenditures are primarily staff training and in-service day related.

The FY2020 continuing education budget of \$123,200, a decrease of \$5,000 from the FY2019 budget, supports the RAILS strategic plan goal to provide continuing education (CE) and consulting on general resource sharing issues, interlibrary loan (ILL) and the ILLINET Interlibrary Loan Code, reciprocal access, reciprocal borrowing, nonresident services, etc.. The program primarily relies on outside, paid trainers and consulting sources to satisfy these needs. Costs include speaker fees and travel, facility, hospitality and other associated costs. The budget provides for continuing education in the following categories:

- *General* — \$75,000 — Continued offerings of workshops, webinars, HR Source, Trustee Academy and other events
- *CE event grants* — \$35,000 — Continued support of RAILS libraries, networking groups, and consortia seeking to organize a CE event that is made available to RAILS members. Will focus on the strategic plan goal of telling the story in FY 2020
- *Training developed for system membership standards* — \$10,000
- *RAILS subscription to Lynda.com* — \$3,200

Public Relations

Public Relations expenses of \$70,500 are budgeted to increase \$51,000 from the FY2019 budget due primarily to promotion of new strategic plan goals and programs. The FY 2020 budget includes \$25,000 of expenditures to produce a video related to “Telling the Story,” \$25,000 for the RAILS “My Library Is” campaign, \$5,000 to promote the Find More Illinois Program, and \$15,000 for RAILS promotional items and other exhibit costs at appropriate conferences to spread the word about RAILS programs and services.

Supplies, Postage and Printing

Total expenditures of \$156,655 for this category are budgeted to decrease \$19,620 from the FY2019 budget, primarily from a \$23,500 decrease in computers, software and supplies, which during FY2019 have been well below the current year budget. We base the budgets for the accounts within this category on the current year actual experience and adjust for anticipated needs.

Telephone and Telecommunications

FY2020 budgeted expenditures of \$136,305, which incorporate existing contracts, are \$1,005 below the FY2019 budget.

Equipment Rental, Repair & Maintenance

Total expenditures of \$120,910 for this category are budgeted to decrease \$11,093 from the FY2019 budget, primarily due to reduced copier lease costs. The budget primarily includes existing contracts, which include those for HVAC maintenance, copier equipment, and annual maintenance expenditures on various equipment and software, including Polycom.

Professional Services

Total expenditures of \$221,140 for this category are budgeted to decrease \$2,810 from the FY2019 budget, primarily from a \$10,450 decrease in legal expenses, partially offset by a \$10,000 increase in consulting expenses. RAILS typically has a legal expense budget of \$50,000, which has not occurred in any fiscal year. Therefore, we reduced the budget to more approximate actual experience.

The \$120,000 budget for Consulting consists of:

- FOIA/OMA Hotline — \$10,000
- HR Source (Formerly MAI) discount membership program — \$30,000
- Statewide Delivery Consultant — \$40,000
- IT lines, technical consulting — \$25,000
- Consulting assistance to member libraries - \$10,000
- HR Source salary/wage level consulting - \$5,000

We are continuing to develop contracts with consultants in a variety of areas for which libraries and RAILS have needs. These needs and priorities change from year to year, as will the amounts budgeted. We have not hired permanent staff to provide consulting services, as that service model limits our ability to respond to changing financial conditions and the needs of members. The FY2020 budget provision for delivery system consulting is to work with a consultant to determine whether outsourcing or providing delivery in-house will provide more efficient and cost-effective service to system members.

Contractual Services

Total expenditures of \$3,179,000 for this category are budgeted to decrease \$290,612 from the FY 2019 budget, due primarily to decreases in other contractual services (\$232,686) and contractual agreements with systems, member libraries and other cooperatives (\$51,340).

Other contractual services within the Delivery operation are budgeted to decrease \$265,000, primarily from the FY2020 deletion of the Illinois Heartland Library System (IHLS) as a subcontractor on the ILDS contract. Beginning in FY 2020, RAILS and IHLS will operate under separate contracts for statewide delivery. The elimination of IHLS contract costs reduced the FY 2020 budget by \$250,325. We also reduced the FY 2020 costs of Continental Transportation Solutions, RAILS primary subcontractor, by \$14,675, despite an expected October 2019 price increase, to incorporate savings due to not delivering on holidays and other library closing days.

The FY 2020 other contractual services budget provides for Administration expenses of \$402,878, an increase of \$32,314 from the FY2019 budget. These expenditures include:

- Find More Illinois expenditures of \$172,378, or \$5,314 above the FY2019 budget
- BiblioLabs platform expenditures of \$175,000, a \$25,000 increase, to support the statewide BiblioLabs platform
- A \$25,000 (unchanged from the FY2019 budget) RAILS' investment to continue the GALE Career Online High School group purchase offer
- \$17,000, a decrease of \$8,000, to maintain Explore More Illinois, which connects library patrons to deals and discounts from museums and other cultural attractions.
- A provision of \$10,000 of contractual support for the SimplyE program, which RAILS intends to support during FY2020

The FY2020 budget for agreements with systems, member libraries and other cooperatives expenditures (\$1,804,227) is \$51,340 below the FY 2019 budget due to decreases in administration expenditures (\$271,900), partially offset by increases in support payments to LLSAPs (\$220,560).

Administration expenses decreased primarily due to reduced support for LLSAP catalog membership grants, the budget of which declined from \$615,000 to \$320,000. The FY2020 budget assumes support for all libraries that have expressed interest in the catalog membership grants. The FY2020 administration budget for contractual agreements with systems, member libraries and other cooperatives also includes incentives (\$20,000) for members to join Find More Illinois, a provision to fund partnership grants (\$25,000) and a provision to support SimplyE (\$10,000).

LLSAP direct support expenses increased \$220,560 from the FY2019 budget, as RAILS will add three entities (CCS, Rock River and Pinnacle) to which it provides support payments. In addition, RSA, which in FY2019 remitted a quarterly fee to RAILS as a partial reimbursement of RAILS' costs, will begin to receive a quarterly payment from RAILS, although RSA personnel will continue to be RAILS employees. The FY 2020 and FY2019 support payments are shown below:

	<u>FY 2020</u>	<u>FY 2019</u>
CCS	\$ 167,319	\$ 0
Pinnacle	53,571	0
PrairieCat	559,731	588,542
RRLC	50,775	0
RSA	52,012	0
SWAN	524,679	598,985
 Total Direct LLSAP Support	 \$ 1,408,087	 \$ 1,187,527

Capital Outlays

Expenditures of \$214,500 are budgeted \$317,500 below the FY2019 budget, which included expenditures of \$270,000 for buildings and improvements.

The capital outlays budget includes seven delivery vehicle purchases and added equipment totaling \$179,500 and \$35,000 of storage server expenditures.

The FY2020 budget provides for the purchase of seven delivery vans. The Rockford, East Peoria and Bolingbrook operations would receive two, three and two vans, respectively. RAILS continuously needs new vehicles to replace a number of high mileage vehicles currently in service and requiring expensive repair and maintenance.

Budgeted Expenditures Per Strategic Plan Goal

The percentage allocation of budgeted fiscal year 2020 expenditures by strategic plan goal continue to be primarily directed to resource sharing, as shown below. These allocations are best estimates, as they include allocations of staff time. Most RAILS staff have multiple responsibilities that support various goals, often at the same time, so time allocations are approximates.

Strategic Plan Goal	FY2020
Promote, support, and expand resource sharing	71
Work with libraries of all types to tell the library story	4
Help libraries be the best they can be	7
Prepare libraries for the future	3
Aim to be the best library system in the country	15

RAILS allocation to resource sharing goals as contained in the new strategic plan is 71%, compared to the prior year budget allocation of 76%. Facilitating library resource sharing remains a primary goal of RAILS, while the other budget allocations reflect RAILS' role in helping libraries serve their communities.

Conclusion

General fund revenues of \$12,345,343 are budgeted to increase \$189,655 from the FY2019 budget, primarily due to increases in investment income (\$211,800) and APC grant revenues (\$106,420), partially offset by no LLSAP contract revenues (\$147,303 in FY 2019).

Budgeted general fund expenditures of \$12,324,849 are \$173,902 above the FY2019 budgeted amounts, primarily due to increased personnel expenditures (\$441,189), partially offset by lower contractual services (\$290,612).

For the general fund, we are budgeting that total estimated revenues would be above estimated expenditures by \$20,494. We also are budgeting \$214,500 of expenditures from the Capital Projects fund, which has no budgeted revenues. The Illinois State Library requested that we budget area and per capita grant revenues (\$9,985,530) at the FY2019 award amount. If a lesser amount is awarded, we may have to reduce expenditures and cut back on services. The recommended strategy is to use some reserve funds, cut some services in FY2020 and work to find ways to economize even more in FY2021 if necessary.

This budget meets goal five, objective 7 of the RAILS strategic plan: “Aim to be the best library system in the country” and “Provide excellent stewardship of RAILS financial resources to ensure maximum benefit to member libraries, library users, and Illinois taxpayers.” In short, this is both a forward-looking and financially sound budget that will enable RAILS to work toward meeting the goals in its strategic plan and the activities identified by the Illinois State Library.

**Reaching Across Illinois Library System
Budget - General Fund
Year Ending June 30, 2020**

		Administrati on	Delivery	LLSAP Support	Total General Fund Budget
REVENUES					
State grants					
Area and per Capita	4000	9,985,530	0	0	9,985,530
Blind and Physically Handicapped	4010	0	0	0	0
System Automation and Technology	4020	0	0	0	0
Other State Grants	4030	0	0	0	0
Federal grants	4040	0	0	0	0
Other grants	4050	0	0	0	0
Fees for services and materials	4060	358,650	520,463	0	879,113
Reimbursements	4070	1,022,200	0	0	1,022,200
Investment income	4080	431,000	0	0	431,000
Rental Income	4085	500	0	0	500
E-Rate Reimbursement	4090	17,500	0	0	17,500
Other Revenue	4090	9,500	0	0	9,500
Other Financing Sources	4093	0	0	0	0
Estimated Total Revenue		11,824,880	520,463	0	12,345,343

EXPENDITURES

Personnel

Salaries and wages

Library professionals	5000	1,023,676	0	171,282	1,194,958
Other professionals	5010	852,414	314,501	402,996	1,569,911
Support services	5020	341,877	1,305,645	130,270	1,777,792

Payroll taxes and fringe benefits

Social security taxes	5030	168,132	123,951	53,898	345,981
Unemployment insurance	5040	7,590	11,945	2,760	22,295
Worker's compensation	5050	3,383	106,589	922	110,894
Retirement benefits	5060	22,207	15,969	7,113	45,289
Health, dental and life insurance	5070	206,331	284,145	86,280	576,756
Other Fringe Benefits	5080	28,250	0	28,250	0
Temporary help	5090	3,600	8,000	0	11,600
Recruiting	5100	7,000	0	0	7,000
Other	5105	0	0	0	0

Total Personnel

2,664,460 2,170,745 855,521 5,690,726

Library Materials

Print materials	5110	6,250	0	0	6,250
Non-Print materials	5120	0	0	0	0
E Resources	5130	1,338,400	0	0	1,338,400

Total Library Materials

1,344,650 0 0 1,344,650

Buildings and Grounds

Rent/Lease	5140	127,380	133,089	0	260,469
Utilities	5150	102,980	6,520	0	109,500
Property Insurance	5160	10,805	980	0	11,785
Repairs And Maintenance	5170	70,300	3,200	0	73,500
Custodial/Janitorial Service And Supplies	5180	50,400	4,500	0	54,900
Other Buildings and Grounds	5190	37,188	1,730	0	38,918

Total Buildings and Grounds

399,053 150,019 0 549,072

Vehicle Expenses

Fuel	5200	4,700	268,000	1,080	273,780
Repairs and maintenance	5210	6,500	122,300	400	129,200
Vehicle insurance	5220	11,143	72,427	3,715	87,285

**Reaching Across Illinois Library System
Budget - General Fund
Year Ending June 30, 2019**

	Administrati on	Delivery	LLSAP Support	Total General Fund Budget		Administrati on	Delivery	LLSAP Support	Total General Fund Budget		Administrati on	Delivery	LLSAP Support	Total General Fund Budget	
REVENUES															
State grants															
Area and per Capita	9,879,110	-	-	9,879,110	106,420	-	-	-	106,420	-	-	-	-	-	-
Blind and Physically Handicapped	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
System Automation and Technology	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other State Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fees for services and materials	347,000	555,575	147,303	1,049,878	11,650	(35,112)	(147,303)	(170,765)	11,650	(35,112)	(147,303)	(170,765)			
Reimbursements	997,500	-	-	997,500	24,700	-	-	24,700	997,500	-	-	-	24,700		
Investment income	219,200	-	-	219,200	211,800	-	-	211,800	219,200	-	-	-	211,800		
Rental Income	500	-	-	500	-	-	-	-	500	-	-	-	-		
E-Rate Reimbursement	-	-	-	-	17,500	-	-	-	-	17,500	-	-	-	17,500	
Other Revenue	9,500	-	-	9,500	-	-	-	-	9,500	-	-	-	-		
Other Financing Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Estimated Total Revenue	11,452,810	555,575	147,303	12,155,688	372,070	(35,112)	(147,303)	189,655							

FY 20 INC/(DEC) VS FY 19

**Reaching Across Illinois Library System
Budget - General Fund
Year Ending June 30, 2020**

		Administrati on	Delivery	LLSAP Support	Total General Fund Budget
Vehicles leasing and rent	5230	0	0	0	0
Other	5240	500	10,250	0	10,750
Total Vehicle Expenses		22,843	472,977	5,195	501,015
Travel and Continuing Education for Staff and Board					
Board Member Travel - In State	5246	7,500	0	0	7,500
Staff Milage & Tolls - In State	5247	12,803	4,638	900	18,341
Meals - In State	5248	7,367	300	4,560	12,227
Lodging - In State	5249	10,507	600	11,250	22,357
In State Travel	5250	2,061	0	400	2,461
Airfare - Out of State	5257	11,025	0	5,600	16,625
Meals - Out of State	5258	7,247	0	2,320	9,567
Lodging - Out of State	5259	23,777	0	7,425	31,202
Out of State Travel	5260	3,774	0	350	4,124
Registrations and meeting, other fees	5270	62,615	2,700	3,300	68,615
Strategic Planning & Development	5271	0	0	0	0
Conferences and Continuing Education Meetings	5280	123,200	0	0	123,200
Total Travel and Continuing Education		271,876	8,238	36,105	316,219
Public Relations	5290	70,500	0	0	70,500
Liability Insurance	5300	21,339	1,708	0	23,047
Supplies, Postage and Printing					
Computers, Software and Supplies	5310	45,000	0	200	45,200
General office supplies and equipment	5320	36,030	1,150	1,700	38,880
Postage	5330	7,675	9,275	100	17,050
Library supplies	5350	480	0	0	480
Delivery supplies	5360	0	54,925	0	54,925
Other	5370	120	0	0	120
Total Supplies, Postage and Printing		89,305	65,350	2,000	156,655
Telephone and telecommunications	5380	95,905	16,600	23,800	136,305
Equipment rental, repair and maintenance					
Equipment rental	5390	14,860	1,200	0	16,060
Equipment repair and maintenance agreements	5400	104,600	250	0	104,850
Total Equipment rental, repair and maintenance		119,460	1,450	0	120,910
Professional Services					
Legal	5410	40,000	500	0	40,500
Accounting	5420	25,000	0	0	25,000
Consulting	5430	80,000	40,000	0	120,000
Payroll Service Fees	5435	35,640	0	0	35,640
Contractual staff	5440	0	0	0	0
Total Professional Services		180,640	40,500	0	221,140
Contractual Services					
Information service costs	5450	30,555	0	800	31,355
Contractual agreements with systems, member libraries and other cooperatives	5460	396,140	0	1,408,087	1,804,227
Outside printing services	5470	540	0	0	540
Other contractual services	5480	402,878	940,000	0	1,342,878
Total Contractual Services		830,113	940,000	1,408,887	3,179,000
Depreciation					
Professional association membership dues	5500	9,495	275	0	9,770
Miscellaneous	5510	4,590	650	600	5,840
Overhead Expenses Transferred to Talking Books		0	0	0	0
Debt Service				0	0

**Reaching Across Illinois Library System
Budget - General Fund
Year Ending June 30, 2019**

FY 20 INC/(DEC) VS FY 19

	Administrati on	Delivery	LLSAP Support	Total General Fund Budget	Administrati on	Delivery	LLSAP Support	Total General Fund Budget
	-	-	-	-	-	-	-	-
	500	10,250	-	10,750	-	-	-	-
Total	26,690	451,900	11,190	489,780	(3,847)	21,077	(5,995)	11,235
Travel and Continuing Education for Staff and Board								
Board Member Travel - In State	5,000	-	-	5,000	2,500	-	-	2,500
Staff Milage & Tolls - In State	8,891	2,195	1,150	12,236	3,912	2,443	(250)	6,105
Meals - In State	4,425	250	1,080	5,755	2,942	50	3,480	6,472
Lodging - In State	11,678	700	3,600	15,978	(1,171)	(100)	7,650	6,379
In State Travel	1,481	25	50	1,556	580	(25)	350	905
Airfare - Out of State	10,315	-	4,800	15,115	710	-	800	1,510
Meals - Out of State	6,227	-	2,220	8,447	1,020	-	100	1,120
Lodging - Out of State	23,951	-	7,400	31,351	(174)	-	25	(149)
Out of State Travel	2,590	-	-	2,590	1,184	-	350	1,534
Registrations and meeting, other fees	65,457	4,700	2,575	72,732	(2,842)	(2,000)	725	(4,117)
Strategic Planning & Development	-	-	-	-	-	-	-	-
Conferences and Continuing Education Meetings	128,200	-	-	128,200	(5,000)	-	-	(5,000)
Total Travel and Continuing Education	268,215	7,870	22,875	298,960	3,661	368	13,230	17,259
Public Relations	19,500	-	-	19,500	51,000	-	-	51,000
Liability Insurance	15,430	1,770	-	17,200	5,909	(62)	-	5,847
Supplies, Postage and Printing								
Computers, Software and Supplies	68,500	-	200	68,700	(23,500)	-	-	(23,500)
General office supplies and equipment	31,900	1,450	1,500	34,850	4,130	(300)	200	4,030
Postage	7,675	9,325	200	17,200	-	(50)	(100)	(150)
Library supplies	500	-	-	500	(20)	-	-	(20)
Delivery supplies	-	54,925	-	54,925	-	-	-	-
Other	100	-	-	100	20	-	-	20
Total Supplies, Postage and Printing	108,675	65,700	1,900	176,275	(19,370)	(350)	100	(19,620)
Telephone and telecommunications	101,495	12,915	22,900	137,310	(5,590)	3,685	900	(1,005)
Equipment rental, repair and maintenance								
Equipment rental	28,450	2,130	-	30,580	(13,590)	(930)	-	(14,520)
Equipment repair and maintenance agreements	100,673	750	-	101,423	3,927	(500)	-	3,427
Total Equipment rental, repair and maintenance	129,123	2,880	0	132,003	(9,663)	(1,430)	-	(11,093)
Professional Services								
Legal	50,450	500	-	50,950	(10,450)	-	-	(10,450)
Accounting	25,000	-	-	25,000	-	-	-	-
Consulting	85,000	25,000	-	110,000	(5,000)	15,000	-	10,000
Payroll Service Fees	38,000	-	-	38,000	(2,360)	-	-	(2,360)
Contractual staff	-	-	-	-	-	-	-	-
Total Professional Services	198,450	25,500	0	223,950	(17,810)	15,000	-	(2,810)
Contractual Services								
Information service costs	37,981	-	-	37,981	(7,426)	-	800	(6,626)
Contractual agreements with systems, member libraries and other cooperatives	668,040	-	1,187,527	1,855,567	(271,900)	-	220,560	(51,340)
Outside printing services	500	-	-	500	40	-	-	40
Other contractual services	370,564	1,205,000	-	1,575,564	32,314	(265,000)	-	(232,686)
Total Contractual Services	1,077,085	1,205,000	1,187,527	3,469,612	(246,972)	(265,000)	221,360	(290,612)
Depreciation								
Professional association membership dues	8,875	275	-	9,150	620	-	-	620
Miscellaneous	4,890	800	1,260	6,950	(300)	(150)	(660)	(1,110)
Overhead Expenses Transferred to Talking Books	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-

**Reaching Across Illinois Library System
Budget - General Fund
Year Ending June 30, 2020**

		Administrati on	Delivery	LLSAP Support	Total General Fund Budget
Principal	5600	0	0	0	0
Interest	5590	0	0	0	0
Total Debt Service		0	0	0	0
Estimated total expenditures		6,124,229	3,868,512	2,332,108	12,324,849
Estimated Excess (Deficiency) of Revenue Over Expenditures		5,700,651	(3,348,049)	(2,332,108)	20,494

**Reaching Across Illinois Library System
Budget - General Fund
Year Ending June 30, 2019**

Administrati on	Delivery	LLSAP Support	Total General Fund Budget	FY 20 INC/(DEC) VS FY 19			
Administrati on	Delivery	LLSAP Support	Total General Fund Budget	Administrati on	Delivery	LLSAP Support	Total General Fund Budget
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
6,202,770	3,985,497	1,962,680	12,150,947	(78,541)	(116,985)	369,428	173,902
5,250,040	(3,429,922)	(1,815,377)	4,741	450,611	81,873	(2,332,108)	15,753

RAILS FY 2020 System Area and Per Capita Grant Application

3.0 System Operational Plan

This document presents the Reaching Across Illinois Library System’s (RAILS) operational plan for FY 2020. Our overarching goal in implementing this plan will be to ensure that we are providing the best possible service to RAILS member libraries and helping them to provide the best possible service to their customers.

This plan was developed with a great deal of input from RAILS member libraries as is required by the administrative rules. It follows the arrangement of the revised RAILS strategic plan approved by the RAILS Board in September 2018. RAILS gathered a tremendous amount of feedback from member libraries of all sizes and types (academic, public, school, and special) during the revision process. That feedback is reflected below. All activities are also aligned with and support statutory priorities for Illinois library systems.

Strategic Plan Goal One: Promote, support, and expand resource sharing to optimize use of tax dollars and other funding and help libraries share resources to the fullest extent possible

Objectives	Planned Activities	System Standard
Promote, support, and expand resource sharing among RAILS libraries and beyond	Provide continuing education (CE) and consulting on general resource sharing issues, interlibrary loan (ILL) and the ILLINET Interlibrary Loan Code, reciprocal access, reciprocal borrowing, nonresident services, etc. Consult with members to ensure they follow the RAILS Resource Sharing Plan.	23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 b) 3) 23 ILAC 3030.215 b) 4) 23 ILAC 3030.215 d) 1) 23 ILAC 3030.215 f) 1) 23 ILAC 3030.215 f) 2) 23 ILAC 3030.215 f) 3)
	Provide resources and guidance to facilitate successful member completion of the ILLINET ILL Traffic Survey	23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 a) 4) C)
	Provide instructional information on the RAILS website, including ILL training videos and information on intergovernmental agreements	23 ILAC 3030.215 b) 4)
	Offer ILL training/consulting targeted at school libraries. Provide additional information on ILL and delivery at RAILS’ exhibit booth at the Association of Illinois School Library Educators (AISLE) conference.	23 ILAC 3030.215 b) 4)
	Promote/strongly encourage resource sharing via RAILS communication tools and member encounters	23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 4)

Objectives	Planned Activities	System Standard
	<p>Work with the RAILS Resource Sharing Committee to investigate and recommend ways to improve and increase resource sharing in Illinois, particularly among RAILS member libraries</p> <p>Expand and widely publicize the Explore More Illinois program as a way for libraries to work with cultural/recreational organizations to make their resources available and discoverable to Illinois residents, and for libraries to foster community engagement, partnerships, and cultural literacy</p> <p>Collaborate with the Illinois State Library (ISL), Illinois Heartland Library System (IHLS), Chicago Public Library System (CPLS), AISLE, Consortium of Academic and Research Libraries in Illinois (CARLI), Illinois Association of College and Research Libraries (IACRL), Illinois Library Association (ILA), Special Libraries Association-Illinois Chapter (SLA-Illinois), and other stakeholders on resource sharing activities</p>	<p>23 ILAC 3030.215 b) 1)</p> <p>23 ILAC 3030.215 b) 1)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 b) 2)</p>
<p>Lead and work with RAILS-area consortia and standalone libraries to expand resource sharing</p>	<p style="text-align: center;">Promote/Support LLSAP Membership</p> <p>Implement new annual LLSAP support grant program by providing a mix of financial support and in-kind services to six LLSAPs: CCS, Pinnacle, PrairieCat, Rock River Library Consortium, RSA-NFP, and SWAN. Approximately 549 RAILS libraries (individual buildings) participate in one of these LLSAPs.</p> <p>Offer catalog membership grants to encourage libraries to join one of the six RAILS LLSAPs</p> <p>Work with the RAILS Consortia Committee to develop additional ways to enhance resource sharing</p> <p>Promote the value of consortia membership to all types and sizes of RAILS libraries via RAILS communication tools and member encounters</p> <p style="text-align: center;">Expand and Promote Find More Illinois</p> <p>Recruit libraries to join Find More Illinois (FMI). Provide training/consulting. Heavily publicize FMI</p>	<p>23 ILAC 3030.215 c) 1) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 c) 1) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 1)</p> <p>23 ILAC 3030.215 c) 1)</p> <p>23 ILAC 3030.215 c) 2) 23 ILAC 3030.215 c) 8) 23 ILAC 3030.215 c) 9)</p>

Objectives	Planned Activities	System Standard
	<p>via RAILS communication tools and member encounters.</p> <p>Reexamine FMI membership fees to make participation as affordable as possible. Offer assistance with implementation fees to early adopters.</p> <p>Discuss future statewide implementation of FMI with IHLS</p> <p>Work with Auto-Graphics on potential software enhancements, including but not limited to Patron Lookup functionality for easier reciprocal borrowing and OpenAthens compatibility to meet SWAN requirements</p> <p style="text-align: center;">Grow/Enhance SimplyE Partnership</p> <p>Continue to partner with Massachusetts Library System, New York Public Library, and Minitex on Institute of Museum and Library Services (IMLS) SimplyE for Consortia grant project</p> <p>Work with Pinnacle Consortium to pilot test SimplyE for Consortia and widely publicize results of pilot</p> <p>Offer incentives for other consortia to participate in SimplyE for Consortia</p> <p>Promote the SimplyE open source platform to all RAILS libraries as a way to offer universal sign-on to different library e-book collections at no cost</p> <p style="text-align: center;">Support High-Quality Cataloging</p> <p>Develop basic, ongoing cataloging curriculum as recommended by the RAILS Cataloging Working Group. Offer pilot training program and tweak curriculum based on the results of the pilot.</p> <p>Widely promote available cataloging training, including RAILS and Cataloging Maintenance Center (CMC) training</p> <p>Find alternative to TMQ (The MARC of Quality) to clean up substandard catalog records. Work with LLSAPs and the Exposing Consortial Holdings</p>	<p>23 ILAC 3030.215 c) 1) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 2)</p> <p>23 ILAC 3030.215 c) 2)</p> <p>23 ILAC 3030.215 b) 1) and 23 ILAC 3030.215 c) 3) apply to all activities in this section.</p> <p>23 ILAC 3030.215 c) 5) and 23 ILAC 3030.215 c) 6) apply to all activities in this section.</p>

Objectives	Planned Activities	System Standard
	Working Group to investigate alternatives. Present recommendation to the RAILS Consortia Committee.	
Work with the Illinois State Library, Illinois Heartland Library System, and other stakeholders to improve physical delivery services through streamlining and standardizing operations and evaluating alternative methods and best practices	<p>Provide Delivery Service Based on Member Need</p> <p>Work with members to select the most appropriate delivery method to meet their needs</p> <p>Investigate and implement further automation of delivery processes to achieve greater efficiency</p> <p>Continue contracting with Continental Transportation and Comet Messenger Service</p> <p>Work with consultant to determine whether outsourcing or providing delivery in-house will provide more efficient and cost-effective service to system members</p> <p>Develop long term plan to optimize number and locations of RAILS buildings and delivery hubs based on our work with the Laboratory for Applied Spatial Analysis (LASA) (see below)</p> <p>Work with ISL to offer additional delivery points per library agency where needed to offer more equitable delivery service. This includes providing more than one delivery point to the 400+ Chicago Public School libraries.</p> <p>Delivery CE/Consulting</p> <p>Consult with members on delivery issues/concerns. Widely promote use of the delivery ticketing system via RAILS communication tools and member encounters.</p> <p>Widely promote delivery training videos available on the RAILS website</p> <p>Promote availability of RAILS delivery staff to visit member libraries to consult on delivery</p> <p>Find additional ways to ensure that RAILS school libraries know about available delivery options</p>	<p>23 ILAC 3030.215 e) 1) 23 ILAC 3030.215 e) 2) 23 ILAC 3030.215 e) 3)</p> <p>23 ILAC 3030.215 e) 1)</p> <p>23 ILAC 3030.215 e) 2)</p> <p>23 ILAC 3030.215 e) 1) 23 ILAC 3030.215 e) 2)</p> <p>23 ILAC 3030.215 e) 1)</p> <p>23 ILAC 3030.215 e) 1) 23 ILAC 3030.215 e) 4)</p> <p>23 ILAC 3030.215 e) 5) 23 ILAC 3030.215 e) 6)</p> <p>23 ILAC 3030.215 e) 6)</p> <p>23 ILAC 3030.215 e) 6)</p> <p>23 ILAC 3030.215 e) 6)</p>

Objectives	Planned Activities	System Standard
	<p style="text-align: center;">Quarterly Delivery Fine Counts</p> <p>Complete efforts to automate fine count process. Promote counts and consult with libraries on an individual basis as needed. Examine fine count data to determine potential changes to existing delivery routes.</p> <p style="text-align: center;">Statewide Delivery</p> <p>Provide high-quality statewide delivery services through ILDS to CARLI libraries</p> <p>Utilizing LASA data, work with ISL and IHLS on a long-term plan to provide more efficient and cost-effective ILDS service with the goal of implementing the new plan in FY 2021</p> <p>Work with ISL to research capital funding options to help automate different aspects of delivery service</p>	<p>23 ILAC 3030.215 e) 5)</p> <p>23 ILAC 3030.215 e) 4) 23 ILAC 3030.215 e) 5)</p> <p>23 ILAC 3030.215 e) 4) 23 ILAC 3030.215 e) 5)</p> <p>23 ILAC 3030.215 e) 4)</p>
<p>Develop and implement innovative projects to expand access to a wider variety of resources for Illinois residents, including providing access to digital content/e-resources and expertise</p>	<p style="text-align: center;">Grow/Develop eRead Illinois</p> <p>Recruit RAILS libraries and IHLS non-SHARE libraries to join Axis 360 program. Support the training and marketing needs of participants.</p> <p>Redesign eRead support site to update content and to make it more user and mobile-friendly</p> <p>Streamline/update eRead Illinois signup and renewal process</p> <p>Evaluate eRead content to ensure that it continues to meet member needs</p> <p>Continue working with Baker & Taylor to fix issues with the Axis 360 platform. Evaluate the effectiveness of the platform in meeting member needs and develop future plans based on this analysis.</p> <p style="text-align: center;">Grow/Enhance BiblioLabs Partnership</p> <p>Continue to partner with BiblioLabs to offer a wide variety of e-resources via the BiblioBoard platform. Offer new content as appropriate.</p>	<p>23 ILAC 3030.215 b) 1) and 23 ILAC 3030.215 c) 3) apply to all activities in this section.</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)</p>

Objectives	Planned Activities	System Standard
	<p>Widely publicize statewide availability of BiblioBoard offerings</p> <p>Continue offering group purchase pricing on BiblioBoard products for self-published authors</p> <p>Evaluate effectiveness of BiblioBoard platform in meeting member needs</p> <p style="text-align: center;">Expand Member Access to E-Resources</p> <p>Investigate and implement new RAILS e-resources to meet member needs, including potential streaming services</p> <p>Work with ISL and IHLS to develop plan to offer state-funded database(s) to all system members, with the plan to be implemented in FY 2021 (assuming available funding)</p> <p>Work with CARLI to provide more OERs (open educational resources) for academic libraries</p> <p>Provide infrastructure support for the Electronic Content Consortium</p> <p>Work with the American Library Association (ALA) to follow-up on 2018 national E-Book Summit</p> <p>Continue dialogue with publishers on need for better e-book access/pricing for libraries/consortia</p> <p>Provide continued leadership to ALA/Association of Specialized Government and Cooperative Library Agencies (ASGCLA) interest group on consortial e-book platforms</p> <p>Continue participation in Soon to Be Famous Illinois Author project to promote and encourage self-publishing</p>	<p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 a) 6)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 b) 1)</p>
<p>Use economies of scale to provide greater purchasing power for member libraries so they can offer more resources to their customers than</p>	<p>Expand number of cooperative purchasing offers/discounts to better meet member needs</p> <p>Gather member input on desired discounts/group purchases and implement new offerings as appropriate</p>	<p>23 ILAC 3030.215 a) 6) applies to all activities in this section.</p>

Objectives	Planned Activities	System Standard
they would be able to afford on their own	<p>Continue providing scholarships to RAILS libraries to offer online high school diplomas to their communities through the Gale Career Online High School group purchase offer</p> <p>Investigate the possibility of offering a group purchase for movie licensing services (based on numerous member requests in FY 2019)</p> <p>Promote ISL Try-It! Illinois database trial to RAILS members</p> <p>Work with CARLI as it explores brokering e-resources for non-CARLI members to ensure that CARLI and RAILS cooperative purchasing programs meet member needs and do not result in a duplication of efforts</p>	
Offer members a variety of opportunities to build collaborative relationships to share best practices, expertise, and to develop innovative solutions to common issues and challenges	<p>Encourage use of RAILS mailing lists/online forums. Establish new mailing lists/forums as needed.</p> <p>Publicize existing networking groups. Assist in the formation of new networking groups as needed.</p> <p>Schedule RAILS Online Round Tables (online forums hosted by networking groups on specific topics)</p>	23 ILAC 3030.215 a) 3) G) and 23 ILAC 3030.215 b) 1) apply to all activities in this section.
Foster networking and collaboration between staff from all types of libraries (academic, public, school, and special) to create a community of connected peers and to build on the strengths of multitype cooperation	<p>Schedule in person member networking events (member meetups) for staff from all types of libraries and in all areas of the system</p> <p>Schedule virtual networking events as appropriate</p> <p>Offer networking opportunities targeted specifically at staff from academic, school, and special libraries</p> <p>Work with CARLI to extend reach of networking activities for academic libraries and to avoid duplication of effort</p>	23 ILAC 3030.215 a) 3) G) and 23 ILAC 3030.215 b) 1) apply to all activities in this section.

Strategic Plan Goal Two: *Work with libraries of all types to tell the library story*

Objectives	Planned Activities	System Standard
<p>Help member libraries ensure that current/potential customers are aware of all of the programs/services/resources the library has to offer</p>	<p>Expand Campaign to Help All RAILS Libraries Tell Their Stories</p>	
	<p>Create and continuously augment a highly interactive campaign website for RAILS and members to share toolkits, templates, and other materials. Encourage members to contribute and share best practices.</p>	<p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 d) 2)</p>
	<p>Offer a variety of continuing education and consulting opportunities. Include consulting/CE on how to effectively advocate for additional funding, storytelling, developing a basic marketing plan, and additional topics based on member feedback.</p>	<p>23 ILAC 3030.215 a) 2) 23 ILAC 3030.215 d) 2)</p>
	<p>Offer CE/consulting to help members make more effective use of their data and to evaluate their programs/services to show their impact on library customers. Model effective ways to evaluate the impact of RAILS programs/services.</p>	<p>23 ILAC 3030.215 d) 2)</p>
	<p>Work with a consultant(s) to develop materials, templates, videos, etc. to help all types of libraries</p>	<p>23 ILAC 3030.215 d) 2)</p>
	<p>Use social media to promote the campaign and to model ways members can effectively use social media to tell their stories</p>	<p>23 ILAC 3030.215 a) 3) G)</p>
	<p>Schedule networking events for different types of libraries to share best practices related to telling their stories</p>	<p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 b) 1)</p>
	<p>Revise existing CE Event and Partnership grants to focus on awarding grants to projects that help libraries tell their stories and articulate their value more effectively. Promote and ask grant awardees to promote their projects to model best practices.</p>	<p>23 ILAC 3030.215 d) 2) 23 ILAC 3030.215 b) 1)</p>
<p>Highlight campaign activities via RAILS communication tools and member encounters</p>	<p>23 ILAC 3030.215 a) 3) G)</p>	

Objectives	Planned Activities	System Standard
	<p>Present program at ILA conference to help all types of libraries tell their stories</p> <p>Present program at AISLE conference (if accepted) to help school libraries tell their stories</p> <p>Partner with other library-related organizations and stakeholders to avoid duplication of efforts</p> <p>Develop additional campaign activities in direct response to member feedback</p>	<p>23 ILAC 3030.215 d) 2) 23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 d) 2) 23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 b) 1)</p> <p>23 ILAC 3030.215 a) 2)</p>
<p>Help member libraries prove their value to administrative bodies, funders, elected officials, etc.</p>	<p>The activities in the previous section will also help to meet this objective.</p>	<p>23 ILAC 3030.215 d) 2)</p>
<p>Advocate for and help members advocate for all libraries as they face funding and other challenges</p>	<p>Work with the RAILS Board Advocacy Committee to educate the board about issues affecting RAILS and libraries that may require advocacy efforts locally, regionally, or nationally</p> <p>Work with AISLE and other stakeholders on challenges affecting school libraries</p> <p>Help libraries take advantage of the new Illinois minimum wage. Communicate about the issue, work with ILA to help libraries meet any challenges that arise, and teach libraries to advocate more effectively for additional funding as described above.</p> <p>Continue to work with the ILA Public Policy Committee to discuss upcoming legislation of importance to libraries. Keep RAILS libraries informed of important legislative issues.</p> <p>Provide advocacy alerts as needed via the <i>RAILS E-News</i> and website to help members advocate on important issues</p> <p>Encourage members to attend ILA legislative meetups and other events to advocate with legislators re: the importance of libraries</p>	<p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 d) 2)</p>

Strategic Plan Goal Three: *Help libraries be the best they can be*

Objectives	Planned Activities	System Standard
<p>Continue to provide continuing education (CE) to ensure ongoing staff development for all levels of staff at all types of libraries</p>	<p>Offer consulting/CE on resource sharing, library advocacy, management and practice, and other core service areas (see also other sections of this document for information on CE/consulting for specific core system services)</p> <p>Offer CE to help members meet core revised system membership standards (see next section)</p> <p>Partner with AISLE to offer CE to engage school library members, including a possible Administrator’s Academy for school administrators to learn more about the value of the school library</p> <p>Continue to gather member input on CE needs and implement training to meet those needs</p> <p>Continue partnership with HR Source to provide CE and discounted membership</p> <p>Continue partnership with Ancel Glink to offer statewide FOIA/OMA hotline</p> <p>Continue to serve as sponsor for library-related conferences as possible</p>	<p>23 ILAC 3030.215 d) 1) 23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 1)</p> <p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 a) 2)</p> <p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 d) 2)</p>
<p>Ensure that all libraries are able to offer the best possible service to their community of users</p>	<p style="text-align: center;">Certification</p> <p>Work with members throughout FY 2020 to ensure they meet membership standards</p> <p>Consult with members on an ongoing basis about certification requirements. Publicize the need to certify via RAILS communication tools and in-person encounters.</p> <p>Find ways to streamline and improve the certification process</p> <p>Contact/work with libraries that do not certify successfully</p>	<p>23 ILAC 3030.215 a) 4) C) applies to all activities in this section.</p>

Objectives	Planned Activities	System Standard
	<p style="text-align: center;">Revised System Membership Standards</p> <p>Bring revised standards and results of FY 2019 data collection efforts to RAILS Board for review and possible approval of standards</p> <p>Roll out revised core standards as requirements for RAILS membership and provide training and consulting to help members meet the core standards as referenced above</p> <p>Collaborate with ISL, IHLS, and CPLS on possible statewide implementation of revised standards</p> <p>Form system membership standards committee, including representatives from system member libraries, Illinois library systems, and ISL, to oversee compliance with the revised standards</p>	<p>23 ILAC 3030.215 a) 3) D) and 23 ILAC 3030.215 a) 4) D) apply to all activities in this section.</p>
<p>Ensure the ongoing education of library leaders and the development of leadership skills for library staff</p>	<p>Sponsor and help plan/implement Directors University</p> <p>Sponsor and help plan/implement Elevate leadership program. Serve on Elevate Steering Committee.</p> <p>Continue to offer CE workshops to help members to develop leadership skills</p> <p>Continue partnership with United for Libraries to provide statewide online, on-demand trustee training</p> <p>Provide recurring in-person trustee training in selected locations to promote successful trustee onboarding</p> <p>Consult with/attend library board meetings as appropriate to help boards meet legal requirements and to develop leadership skills</p> <p>Partner with ISL, IHLS, and ILA to discuss ways to encourage library trustees to take advantage of existing training opportunities and to avoid a duplication of efforts</p>	<p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 d) 2)</p>

Strategic Plan Goal Four: *Prepare libraries for the future*

Objectives	Planned Activities	System Standard
<p>Help libraries anticipate, understand and respond to changing social issues and customer needs</p>	<p>Identify/monitor issues and trends affecting RAILS members and provide CE/consulting to help members respond to those issues</p> <p>Provide CE/consulting to help libraries maximize participation in the 2020 Census. Maintain a census page on the RAILS website to alert members to the latest developments and to promote training opportunities. Partner with ISL and other stakeholders to “help get out the count.”</p> <p>Plan and participate in CE and consulting-related initiatives/activities to promote equity, diversity, and inclusion (EDI) in libraries</p> <p>Offer CE in conjunction with the campaign to help libraries tell their stories referenced above</p> <p>Produce monthly RAILS <i>Sparks</i> podcast featuring interviews on current issues/trends affecting libraries of all types</p>	<p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 d) 2)</p>
<p>Partner with libraries and other stakeholders to foster an educated, engaged, and civil society</p>	<p>Provide CE on customer/community engagement</p> <p>Offer CE/consulting and find additional ways to promote core library values such as privacy, intellectual freedom, access to information, and net neutrality</p>	<p>23 ILAC 3030.215 d) 2) applies to all activities in this section.</p>
<p>Expand access to library resources and services by addressing issues related to unserved and underserved Illinois residents and continuing to work toward a statewide library card</p>	<p>Continue to work with the RAILS Board Universal Service Committee to explore issues related to the unserved in Illinois</p> <p>Strengthen relationships with community colleges to help extend library services to the unserved</p> <p>Consult with members on issues related to intergovernmental agreements and promote materials available on the RAILS website</p> <p>Promote BiblioBoard platform as a way to deliver e-content to anyone in Illinois, including the unserved</p>	<p>23 ILAC 3030.215 f) 4) and 23 ILAC 3030.215 f) 5) apply to all activities in this section.</p>

Objectives	Planned Activities	System Standard
	<p>Publicize requirement for library boards to vote annually on participation in the nonresident program and for members to update their participation information via L2. Publicize the names of participating/nonparticipating libraries.</p> <p>Partner with ISL, IHLS, and ILA on efforts to issue a statewide library card</p> <p>Continue to work with ISL, IHLS, and other stakeholders to eliminate barriers to unserved Illinois residents completing the 2020 Census</p>	

Strategic Plan Goal Five: *Aim to be the best library system in the country*

Objectives	Planned Activities	System Standard
<p>Fully communicate and engage with members from all types of libraries throughout the RAILS area to ensure they are aware of system programs/ services of benefit to them and to better understand, anticipate, and meet their needs</p>	<p style="text-align: center;">Member Recruitment</p> <p>Consult with libraries interested in RAILS membership. Visit potential members to ensure they meet membership criteria. Work with RAILS Board on new member recommendations for approval by ISL.</p> <p style="text-align: center;">Ensure Accurate Member Information</p> <p>Widely publicize importance of keeping L2 information up-to-date. Consult/provide instructions. Promote availability of L2 Help Desk. Continue to work on grant project to replace L2 (see below).</p> <p style="text-align: center;">General Member Communication/Engagement</p> <p>Promote available programs/services via RAILS communication tools and member encounters</p> <p>Visit as many member libraries throughout the RAILS area as possible, concentrating on those that have not been visited in two years. Offer both in person and online visits.</p> <p>Schedule quarterly RAILS member updates to share the latest RAILS news with members</p> <p>Offer “New Director Welcome” online discussions to promote RAILS programs/services</p>	<p>23 ILAC 3030.215 a) 4) B)</p> <p>23 ILAC 3030.215 a) 4) A)</p> <p>23 ILAC 3030.215 a) 3) G) applies to all activities in this section.</p>

Objectives	Planned Activities	System Standard
	<p>Exhibit at ILA, AISLE, Reaching Forward, ALA (in Chicago) and other conferences as appropriate</p> <p>Experiment with mailing select information about RAILS programs/services to all members</p> <p>Begin planning for FY 2021 redesign of RAILS website</p> <p style="text-align: center;">Multitype Communication/Engagement</p> <p>Publish periodic e-newsletters for academic, school, and special libraries</p> <p>Schedule informational/networking meetings for different library types, including virtual meetings</p> <p>Target nonpublic members for library visits</p> <p>Use available type of library mailing lists to communicate system membership benefits</p> <p>Conduct “school library tune-ups” to acquaint schools with system offerings</p> <p>Present programs/sponsor exhibit booths at conferences for different types of libraries</p> <p style="text-align: center;">Social Media Communication/Engagement</p> <p>Expand/enhance RAILS’ social media tools (Facebook, Twitter, Instagram) to engage members</p> <p>Track social media metrics and make strategy adjustments as necessary</p>	<p>23 ILAC 3030.215 a) 3) G) applies to all activities in this section.</p> <p>23 ILAC 3030.215 a) 3) G) applies to all activities in this section.</p>
<p>Continuously evaluate RAILS programs and services to ensure that they are having an impact and are helping to create the best possible future for all of our libraries</p>	<p>Evaluate RAILS programs/services to show their impact on members. Implement changes to RAILS programs/services as a result of evaluation activities as appropriate.</p> <p>Find additional ways to measure/document how RAILS is achieving the goals/objectives in our revised strategic plan</p> <p>Solicit member feedback via RAILS communication tools and member encounters. Implement</p>	<p>23 ILAC 3030.215 a) 2) applies to all activities in this section.</p>

Objectives	Planned Activities	System Standard
	<p>changes/additions to RAILS programs/services based on member input as appropriate.</p> <p>Research/transition to a more cost-effective platform to produce member surveys</p>	
<p>Recruit and engage a RAILS Board that is representative of the system membership and that creates and models best practices for board leadership</p>	<p>Communicate regularly with board through board mailing list and other means</p> <p>Keep board informed about important issues for RAILS and for libraries of all types</p> <p>Plan/implement orientation session at Burr Ridge service center for all new RAILS Board members. Invite existing board members to attend for a refresher.</p> <p>Schedule board meetings in different parts of the RAILS area as possible so the board can learn about different areas of the system</p> <p>Continue to promote and encourage diversity on the RAILS Board</p> <p>Support board conference/meeting attendance as appropriate</p> <p>Conduct board self-assessment to ensure continued board development</p> <p>Implement board portal on RAILS website</p>	<p>23 ILAC 3030.250 applies to all activities in this section.</p>
<p>Ensure that all aspects of the RAILS organization use and model best practices in all that we do</p>	<p>See other sections of this document for activities related to modeling best practices, including modeling innovative ways for members to share resources (BiblioBoard, SimplyE, Find More Illinois, Explore More Illinois, etc.); modeling effective ways to tell the library story; modeling effective ways to evaluate the impact of programs/services; etc.</p>	<p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)</p>
<p>Deliver on the promise of organizational excellence by being agile, innovative, future-oriented, and member-focused</p>	<p style="text-align: center;">Support & Develop RAILS Staff</p> <p>Recruit RAILS staff as needed to meet roles specified in administrative rules and to support strategic plan goals and objectives</p>	<p>23 ILAC 3030.215 a) 3) A-H) apply to all activities in this section.</p>

Objectives	Planned Activities	System Standard
	<p>Finalize revised RAILS Employee Handbook and discuss major changes with staff</p> <p>Encourage/support professional development for staff</p> <p>Investigate and possibly implement a staff wellness program</p> <p>Continue work of RAILS Employee Committee to develop collaborative activities for all staff</p> <p>Coordinate annual all-staff retreat</p> <p>Introduce internal RAILS branding handbook to help staff promote RAILS and the RAILS brand</p> <p style="text-align: center;">Lead Statewide Efforts to Replace L2</p> <p>Gather information on L2 needs from all stakeholders</p> <p>Issue an RFP. Hire and work with a vendor to implement a solution.</p> <p>Encourage members to update their L2 information. Complete data cleanup and migration.</p> <p>Implement new L2 platform for statewide use and provide training</p> <p>Communicate with members and all other stakeholders throughout duration of project</p> <p style="text-align: center;">Maintain Robust Technology Infrastructure</p> <p>Hire developer to meet software development needs associated with RAILS initiatives</p> <p>Replace most or all GoToMeeting accounts with Zoom to increase member participation in RAILS events</p> <p>Investigate possible replacement of RAILS videoconference locations with Zoom in FY 2021</p>	<p>23 ILAC 3030.215 a) 4) A) and 23 ILAC 3030.215 a) 5) apply to all activities in this section.</p> <p>23 ILAC 3030.215 a) 5 applies to all activities in this section.</p>

Objectives	Planned Activities	System Standard
	Continue providing subsidized conference calling accounts to appropriate RAILS member groups	
Engage in innovative projects on a statewide, national, and international level and help RAILS members model these projects for their community of users	<p>Grow/Expand Digital Public Library of America</p> <p>Provide ongoing support for the Digital Public Library of America (DPLA) and Illinois Digital Heritage Hub, including RAILS Executive Director serving on Illinois Digital Heritage Hub Board</p> <p>Promote DPLAfest</p>	23 ILAC 3030.215 b) 1) and 23 ILAC 3030.215 c) 3) apply to all activities in this section.
Provide excellent stewardship of RAILS financial resources to ensure maximum benefit to member libraries, library users, and Illinois taxpayers	<p>Closely monitor RAILS investments and make changes as appropriate</p> <p>Investigate and find efficiencies and cost savings for RAILS operations wherever possible</p>	3030.250 o) 4) applies to all activities in this section.
Maintain a research and development role to provide leadership and innovation to help members provide the best possible service to their customers	See other sections of this document for activities related to research and development, including a variety of resource sharing initiatives (SimplyE, LASA/delivery research, etc.)	23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)

3.1 Unmet Core Services

To the best of our knowledge, RAILS currently meets all core service standards.

3.2 Statewide Service Collaboration

RAILS collaborates with other systems on the following services and activities:

- RAILS collaborates with IHLS on the contract to provide statewide delivery service through ILDS.
- RAILS manages and provides technical support for the statewide delivery ticketing system.
- RAILS is working with the Laboratory for Applied Spatial Analysis (LASA), IHLS, and ISL to provide greater efficiencies, service improvements, and cost savings for statewide delivery service.
- RAILS extends continuing education offerings to other library systems when possible, including the opportunity to view many of the webinars in the CE Archives on the RAILS website.
- RAILS manages and provides technical support for Library Learning (L2), including hosting/maintaining the L2 statewide continuing education calendar, and provides server access to IHLS so they can use the L2 database for authentication and to populate library staff email lists.
- RAILS is taking the lead on the grant project to replace the current L2 platform and is providing stakeholders statewide with many opportunities to provide feedback on the new platform.
- RAILS works with IHLS and ISL to ensure that the annual certification process runs smoothly.
- The vendor contract for Find More Illinois allows statewide participation.
- RAILS will host the third annual Consortial Staff In-service Day, open to staff from all ILS consortia in Illinois (CCS, I-SHARE, Pinnacle, PrairieCat, Rock River Library Consortium, RSA, SHARE, and SWAN), and featuring topical discussions and presentations of projects of specific interest to them.
- RAILS provides a statewide FOIA/OMA hotline.
- RAILS offers a statewide trustee training program, including Short Takes for Trustees and the Trustee Academy.
- RAILS provides a wide variety of e-resources through the BiblioBoard platform to anyone in the state of Illinois.
- RAILS makes the eRead Illinois Axis 360 shared collection available to IHLS members who do not participate in the SHARE catalog.
- Some vendor discounts and group purchases coordinated by RAILS are also open to IHLS members.
- RAILS recently launched Explore More Illinois, and we hope to offer it widely to IHLS libraries in the future.
- RAILS regularly promotes services available through the Cataloging Maintenance Center (CMC), including training.
- RAILS works with other statewide partners on the Directors University and Elevate statewide leadership programs.
- RAILS will participate in quarterly meetings with ISL and IHLS staff to discuss collaborative efforts.
- RAILS participates in statewide discussions with ISL, IHLS, and other stakeholders to help resolve issues related to the unserved in Illinois.
- RAILS and IHLS staff serve as ex officio members of ILA's Public Policy Committee.
- RAILS is a sponsor of the Soon To Be Famous Illinois Author Project to promote independent Illinois authors, and collaborates with IHLS, CPL, and other stakeholders on project activities and initiatives.
- IHLS and CPLS members are welcome to post available job listings on the RAILS Jobs Board.

- RAILS invites IHLS to participate in RAILS projects/committees as possible, including the revised system membership standards project, the Resource Sharing Committee, the Consortia Committee, and the Exposing Consortial Holdings Working Group.
- RAILS makes our Polycom bridge available to IHLS, CPLS, and ISL for meetings.
- RAILS IT staff regularly collaborates with IHLS staff to share information and experiences re: common initiatives, including videoconferencing and web conferencing platforms, and the development of a mobile app for delivery route tracking.
- RAILS will promote and make the website we are developing in connection with our campaign to help libraries tell their stories available to all Illinois libraries.
- RAILS staff members have served with IHLS staff and others on the committee to revise the Illinois Library Association's *Serving Our Public* standards.

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3.3 Operational Plan – Proposed Fees for Service

Fee Description	Who Fee Impacts	Amount of Fee	Estimate of Annual Revenue Generated
<p>Libraries participating in the eRead Illinois project pay an annual fee (billed quarterly) to assist with adding content and to make the project sustainable past the grant period. The statewide eRead Illinois advisory committee approved the fee structure, and RAILS began to bill these fees during FY2014.</p>	<p>Libraries participating in eRead Illinois</p>	<p>Variable based on several factors. The fee includes a \$250 base fee, a component (ranging from \$0 to \$1,000) based on population served, plus an additional amount equal to 0.5% of the library's collection budget.</p>	<p>\$310,000</p>
<p>Contract fees from CARLI for the provision of statewide delivery services to academic institutions. Assuming the proposed base contract price for FY 2020. In addition, 2 fees of \$3,795/year to members for branch delivery.</p>	<p>Participating academic institutions</p>	<p>Contractual amounts</p>	<p>\$520,463</p>

Fee Description	Who Fee Impacts	Amount of Fee	Estimate of Annual Revenue Generated
Human resource consulting for qualifying libraries	<p>Available to public libraries with operating budgets less than \$1,000,000.</p> <p>Management Association of Illinois will charge RAILS \$500/library/year. To extend the service to as many libraries as possible and to ensure that libraries that sign up for the service are motivated to use it, RAILS will charge for this based on a sliding scale, with the smallest libraries getting the highest percentage of financial support from RAILS.</p> <p>This service is offered to public libraries, as other types of libraries typically have access to their organization's HR department.</p>	<p>Libraries with an operating budget of \$50,000 or less will be charged \$50/year.</p> <p>Budget of \$50,001–100,000 will be charged \$125/year.</p> <p>Budget of \$100,001–\$250,000 will be charged \$200/year.</p> <p>Budget of \$250,001–\$500,000 will be charged \$275/year.</p> <p>Budget of \$500,001 to \$1,000,000 will be charged \$350/year.</p>	\$15,000
Continuing Education Session Fees	Employers of Attendees	Modest per user - \$25 range	\$2,000

Fee Description	Who Fee Impacts	Amount of Fee	Estimate of Annual Revenue Generated																																																		
<p>Find More Illinois annual fee</p> <p>This fee will make the project sustainable by helping to offset RAILS expenditures on vendor fees for Find More Illinois (Auto-Graphics' fees for the SHAREit software and Baker & Taylor's fee for Content Café).</p>	<p>Libraries participating in Find More Illinois.</p>	<p>The proposed fees, which are based upon the participants annual collection expenditures, are as follows:</p> <table border="0"> <tr><td>Under \$10K</td><td>\$150</td></tr> <tr><td>\$10K - \$24,999</td><td>\$250</td></tr> <tr><td>\$25K - \$49,999</td><td>\$400</td></tr> <tr><td>\$50K - \$74,999</td><td>\$600</td></tr> <tr><td>\$75K - \$99,999</td><td>\$800</td></tr> <tr><td>\$100K-124,999</td><td>\$1,000</td></tr> <tr><td>\$125K-149,999</td><td>\$1,250</td></tr> <tr><td>\$150K-199,999</td><td>\$1,500</td></tr> <tr><td>\$200K-249,999</td><td>\$1,750</td></tr> <tr><td>\$250K-299,999</td><td>\$2,000</td></tr> <tr><td>\$300K-349,999</td><td>\$2,250</td></tr> <tr><td>\$350K-399,999</td><td>\$2,500</td></tr> <tr><td>\$400K-449,999</td><td>\$2,750</td></tr> <tr><td>\$450K-499,999</td><td>\$3,000</td></tr> <tr><td>\$500K-549,999</td><td>\$3,500</td></tr> <tr><td>\$550K-599,999</td><td>\$4,000</td></tr> <tr><td>\$600K-649,000</td><td>\$4,500</td></tr> <tr><td>\$650K-699,999</td><td>\$5,000</td></tr> <tr><td>\$700K-749,999</td><td>\$5,500</td></tr> <tr><td>\$750K-799,999</td><td>\$6,000</td></tr> <tr><td>\$800K-849,999</td><td>\$6,500</td></tr> <tr><td>\$850K-899,999</td><td>\$7,000</td></tr> <tr><td>\$900K-949,999</td><td>\$7,500</td></tr> <tr><td>\$950K-999,999</td><td>\$8,000</td></tr> <tr><td>\$1MM & Over</td><td>\$8,500</td></tr> </table>	Under \$10K	\$150	\$10K - \$24,999	\$250	\$25K - \$49,999	\$400	\$50K - \$74,999	\$600	\$75K - \$99,999	\$800	\$100K-124,999	\$1,000	\$125K-149,999	\$1,250	\$150K-199,999	\$1,500	\$200K-249,999	\$1,750	\$250K-299,999	\$2,000	\$300K-349,999	\$2,250	\$350K-399,999	\$2,500	\$400K-449,999	\$2,750	\$450K-499,999	\$3,000	\$500K-549,999	\$3,500	\$550K-599,999	\$4,000	\$600K-649,000	\$4,500	\$650K-699,999	\$5,000	\$700K-749,999	\$5,500	\$750K-799,999	\$6,000	\$800K-849,999	\$6,500	\$850K-899,999	\$7,000	\$900K-949,999	\$7,500	\$950K-999,999	\$8,000	\$1MM & Over	\$8,500	<p>\$31,650</p>
Under \$10K	\$150																																																				
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\$1MM & Over	\$8,500																																																				

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4. Exhibit 1.a: List of Position Titles Including the Budget Line Item, Salary, and Fund Type

Position/Title	General Fund	Special Revenue Fund	Capital Projects Fund	Proprietary Fund	Fiduciary Fund
Executive Director	X				
Assoc. Exec. Dir.	X				
Member Engagement Specialist	X				
Data Coordinator & Research Analyst	X				
Executive Assistant	X				
Administrative Assistant	X				
Administrative Assistant	X				
Administrative Assistant	X				
Administrative Assistant	X				
Director of Finance & HR	X				
Staff Accountant	X				
Staff Accountant	X				
Accounting Specialist	X				
Accounting Specialist	X				
Director of Technology Svc.	X				

Network Administrator	X				
Cataloging Services Coord.	X				
System Administrator	X				
IT Manager	X				
Sr. Support Specialist	X				
Technology Spec. Projects Coord.	X				
HR Generalist	X				
HR Coordinator	X				
Library Resource Sharing Program Mgr.	X				
E-Content Specialist	X				
Director Communications	X				
Application & Web Developer	X				
Member Engagement Manager	X				
Marketing & PR Specialist	X				
Consulting/Cont. Ed Specialist	X				
Consulting/Cont. Ed Specialist	X				
Director Consulting/Cont. Education	X				
LLSAP Services Manager	X				
Cataloging/DB Supervisor	X				
Cataloging & DB Coordinator	X				

Cataloging & DB Coordinator	X				
Member Services Coordinator	X				
System Supervisor	X				
System Coordinator	X				
Member Services Supervisor	X				
Sr. Member Services Spec.	X				
Sr. Cataloging & DB Specialist	X				
Director, Facilities & Delivery	X				
Delivery Facility Associate	X				
Delivery Manager	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Floater/Shuttle	X				
Delivery Manager	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				

Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Sorter	X				
Delivery Sorter	X				
Delivery Sorter	X				
Delivery Manager	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Sorter	X				
Facility Manager	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				

Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver – Floater	X				
Delivery Driver - Floater	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Driver	X				
Delivery Sorter	X				
Delivery Sorter	X				
Delivery Sorter	X				
Delivery Sorter	X				
Delivery Sorter	X				
Total					

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4. Exhibit 1.b: List of Vacancies to be filled during the budget year with position title, funding priority, and fund source

Position/Title	Funding Priority	Annualized Salary	General Fund	Special Revenue Fund	Capital Projects Fund	Proprietary Fund	Fiduciary Fund
Programmer	Information Technology	\$ 72,655	X				
Cataloger	RSA Position	\$49,820	X				
Member Services User Interface Coordinator	RSA Position	\$59,539	X				
Total		\$182,014					

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4. Exhibit 4.2 Planned Motor Vehicle Purchases during FY2020

Addition/Replacement	Type of Use	Budget Cost
Replacement	Delivery (van)	\$26,500.00
Replacement	Delivery (van)	\$26,500.00
Replacement	Delivery (van)	\$26,500.00
Replacement	Delivery (van)	\$26,500.00
Replacement	Delivery (van)	\$26,500.00
Replacement	Delivery (van)	\$26,500.00
Replacement	Delivery (van)	\$26,500.00

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Exhibit 4.3: Summary of budget year estimated out-of-state travel information

Number of Travelers	Month of Travel	Budget Year Estimated Expenses	Reason for Travel Destination & Duration
5	January, 2020	\$8,830	ALA Midwinter –Philadelphia, PA, 5 days
1	Spring, 2020	\$1,050	National Library Legislative Day, Washington, D.C.
1	TBD	\$1,800	LITA Conference, TBD Location
5	April, 2020	\$11,675	COSUGI Conference – Provo, Utah, 5 days
3	August, 2019	\$4,000	DefCon Forum – Las Vegas, NV, 4 days
5	Feb., 2020	\$9,440	Public Lib. Assn. Biennial Conf., Nashville, TN, 5 days
1	Spring, 2020	\$2,200	Code4lib, TBD Location, 3 days
1	May, 2020	\$1,300	Government Finance Officers Assn. Conf., New Orleans, LA, 4 days
1	August, 2019	\$1,200	ASAE Conference, Columbus, OH, 4 days
1	TBD, 2020	\$1,845	ICOLC Spring Meeting – TBD Location, 4 days
1	March, 2020	\$1,425	Electronic Resources & Libraries, Austin, TX, 3 days
1	June, 2020	\$1,200	SLA Conference, Charlotte, NC, 5 days
2	Nov., 2019	\$2,700	AASL Annual Conference, Louisville, KY, 5 days
1	Sept., 2019	\$1,558	Content Marketing World Conference., Cleveland, OH, 3 days
1	TBD	\$2,275	API Training, TBD, 5 days
1	Sept., 2019	\$1,745	Sirsi Consortial Conference, Cleveland, OH, 4 days
1	May, 2020	\$1,755	Book Expo America, New York, NY, 3 days
1	October, 2019	\$1,800	Internet Librarian, Monterey, CA, 3 days
1	August, 2019	\$1,500	Con Ex (content Experience), Toronto, Canada, 3 days
1	July 2019	\$1,050	Drupal Conference, Bethesda, MD, 3 days
1	TBD	\$1,170	OLAC Conference, Date & Location TBD
Total		\$61,518	