

**ILLINOIS STATE LIBRARY  
SYSTEM AREA AND PER CAPITA GRANT APPLICATION  
FY 23 BUDGET SHEET**

	General Fund	Special Revenue Funds	Capital Projects Funds	Proprietary Funds	Fiduciary Funds	Total Budget
<b>Revenues</b>						
<b>State Grants</b>						
Area & Per Capita	\$11,870,000.	\$0.	\$0.	\$0.	\$0.	\$11,870,000.
Blind & Physically Handicapped	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
System Automation & Technology	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Other	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Federal Grants	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Other Grants	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Fees for Services & Materials	\$1,091,237.	\$0.	\$0.	\$0.	\$0.	\$1,091,237.
Reimbursements	\$2,100,000.	\$0.	\$0.	\$0.	\$0.	\$2,100,000.
Investment Income	\$77,769.	\$0.	\$0.	\$0.	\$0.	\$77,769.
Other Revenue	\$22,100.	\$0.	\$0.	\$0.	\$0.	\$22,100.
Estimated Total Revenue	\$15,161,106.	\$0.	\$0.	\$0.	\$0.	\$15,161,106.

	General Fund	Special Revenue Funds	Capital Projects Funds	Proprietary Funds	Fiduciary Funds	Total Budget
<b>Expenditures</b>						
<b>Personnel</b>						
<b>Salaries</b>						
Library Professionals	\$1,572,628.	\$0.	\$0.	\$0.	\$0.	\$1,572,628.
Other Professionals	\$1,737,998.	\$0.	\$0.	\$0.	\$0.	\$1,737,998.
Support Services	\$1,963,751.	\$0.	\$0.	\$0.	\$0.	\$1,963,751.
<b>Payroll Taxes &amp; Benefits</b>						
Social Security Taxes	\$403,472.	\$0.	\$0.	\$0.	\$0.	\$403,472.
Unemployment Insurance	\$19,176.	\$0.	\$0.	\$0.	\$0.	\$19,176.
Workmen's Compensation	\$104,483.	\$0.	\$0.	\$0.	\$0.	\$104,483.
Retirement Benefits	\$53,890.	\$0.	\$0.	\$0.	\$0.	\$53,890.
Health, Dental & Life Insurance	\$706,960.	\$0.	\$0.	\$0.	\$0.	\$706,960.
Other	\$17,500.	\$0.	\$0.	\$0.	\$0.	\$17,500.
Temporary Help	\$25,500.	\$0.	\$0.	\$0.	\$0.	\$25,500.
Recruiting	\$15,000.	\$0.	\$0.	\$0.	\$0.	\$15,000.
<b>Library Materials</b>						
Printed Materials	\$2,900.	\$0.	\$0.	\$0.	\$0.	\$2,900.
Non-Printed Materials	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
E-Resources	\$2,456,200.	\$0.	\$0.	\$0.	\$0.	\$2,456,200.

	General Fund	Special Revenue Funds	Capital Projects Funds	Proprietary Funds	Fiduciary Funds	Total Budget
<b>Buildings &amp; Grounds</b>						
Rent	\$237,220.	\$0.	\$0.	\$0.	\$0.	\$237,220.
Utilities	\$97,360.	\$0.	\$0.	\$0.	\$0.	\$97,360.
Property Insurance	\$27,564.	\$0.	\$0.	\$0.	\$0.	\$27,564.
Repairs & Maintenance	\$50,790.	\$0.	\$0.	\$0.	\$0.	\$50,790.
Custodial and Janitorial Service & Supplies	\$57,280.	\$0.	\$0.	\$0.	\$0.	\$57,280.
Other	\$14,940.	\$0.	\$0.	\$0.	\$0.	\$14,940.
<b>Vehicle Expense</b>						
Fuel	\$426,844.	\$0.	\$0.	\$0.	\$0.	\$426,844.
Repairs & Maintenance	\$124,800.	\$0.	\$0.	\$0.	\$0.	\$124,800.
Vehicle Insurance	\$128,984.	\$0.	\$0.	\$0.	\$0.	\$128,984.
Vehicle Leasing & Rent	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Other	\$6,850.	\$0.	\$0.	\$0.	\$0.	\$6,850.
<b>Travel, Meetings and Continuing Education for Staff &amp; Board</b>						
In-state Travel	\$40,948.	\$0.	\$0.	\$0.	\$0.	\$40,948.
Out-of-State Travel	\$50,357.	\$0.	\$0.	\$0.	\$0.	\$50,357.
Registrations, Meetings and Other Fees	\$76,117.	\$0.	\$0.	\$0.	\$0.	\$76,117.
Conferences and Continuing Education Meetings	\$68,280.	\$0.	\$0.	\$0.	\$0.	\$68,280.
Public Relations	\$16,100.	\$0.	\$0.	\$0.	\$0.	\$16,100.

	General Fund	Special Revenue Funds	Capital Projects Funds	Proprietary Funds	Fiduciary Funds	Total Budget
Liability Insurance	\$47,300.	\$0.	\$0.	\$0.	\$0.	\$47,300.
<b>Supplies, Postage and Printing</b>						
Computer Software and Supplies	\$54,656.	\$0.	\$0.	\$0.	\$0.	\$54,656.
General Office Supplies and Equipment	\$40,140.	\$0.	\$0.	\$0.	\$0.	\$40,140.
Postage	\$10,530.	\$0.	\$0.	\$0.	\$0.	\$10,530.
Binding	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Library Supplies	\$200.	\$0.	\$0.	\$0.	\$0.	\$200.
Delivery Supplies	\$41,800.	\$0.	\$0.	\$0.	\$0.	\$41,800.
Other	\$120.	\$0.	\$0.	\$0.	\$0.	\$120.
Telephone and Telecommunications	\$105,678.	\$0.	\$0.	\$0.	\$0.	\$105,678.
<b>Equipment Rental, Repair &amp; Maintenance</b>						
Equipment Rental	\$12,376.	\$0.	\$0.	\$0.	\$0.	\$12,376.
Equipment Repair and Maintenance Agreements	\$156,573.	\$0.	\$0.	\$0.	\$0.	\$156,573.
<b>Professional Services</b>						
Legal	\$40,500.	\$0.	\$0.	\$0.	\$0.	\$40,500.
Accounting	\$58,500.	\$0.	\$0.	\$0.	\$0.	\$58,500.
Consulting	\$214,000.	\$0.	\$0.	\$0.	\$0.	\$214,000.
Contractual Staff	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
<b>Contractual Services</b>						
Information Service Costs	\$27,114.	\$0.	\$0.	\$0.	\$0.	\$27,114.

Agreements with systems, member libraries and other cooperatives	\$1,638,012.	\$0.	\$0.	\$0.	\$0.	\$1,638,012.
Outside Printing Services	\$540.	\$0.	\$0.	\$0.	\$0.	\$540.
Other	\$1,630,871.	\$0.	\$0.	\$0.	\$0.	\$1,630,871.
Depreciation	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Professional Association Membership Dues	\$9,305.	\$0.	\$0.	\$0.	\$0.	\$9,305.
Miscellaneous	\$12,230.	\$0.	\$0.	\$0.	\$0.	\$12,230.
<b>Capital Outlays</b>						
Equipment	\$0.	\$0.	\$50,000.	\$0.	\$0.	\$50,000.
Computer hardware and software	\$0.	\$0.	\$70,000.	\$0.	\$0.	\$70,000.
Furniture & Fixtures	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Building and Improvements	\$0.	\$0.	\$125,000.	\$0.	\$0.	\$125,000.
Land	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Vehicles	\$0.	\$0.	\$190,000.	\$0.	\$0.	\$190,000.
<b>Debt Service</b>						
Principal	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Interest	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Estimated Total Expenditures	\$14,604,337.	\$0.	\$435,000.	\$0.	\$0.	\$15,039,337.
Excess of Estimated Revenues Over (Under) Estimated Expenditures	\$556,769.	\$0.	\$-435,000.	\$0.	\$0.	\$121,769.

**2.1 Delivery Budget Supplement for FY2023:**

**Breakout Between State Funds and Federal (LSTA) Funds as it Relates to Library System Delivery (not ILDS)**

<b>DELIVERY REVENUE SOURCE</b>		<b>State Funds</b>	<b>Federal (LSTA) Funds</b>
	Area & Per Capita Grant		\$ 1,936,143.79
	Other State Grants		
	Federal Grants		
	Other Grants		
	Fees	\$ 7,590.00	
	Reimbursements		
	Investment Income		
	Other Revenue		
<b>Delivery</b>		<b>\$ 7,590.00</b>	<b>\$ 1,936,143.79</b>
<b>DELIVERY EXPENDITURES</b>		<b>State Funds</b>	<b>Federal (LSTA) Funds</b>
<b>Delivery Personnel:</b>			
	Library Professionals		
	Other Professional	\$ 57,541.21	\$ 240,000.79
	Support Services	\$ 60,901.00	\$ 850,000.00
	Social Security Taxes (FICA)	\$ 42,447.00	\$ 50,000.00
	Unemployment Insurance	\$ 6,381.00	
	Workmen's Compensation	\$ 69,693.00	
	Retirement Benefits	\$ 12,331.00	
	Health, Dental & Life Insurance	\$ 230,911.00	
	Other Professional		
	Temporary Help	\$ 16,871.00	
	Recruitment		
	<b>Total</b>	<b>\$ 497,076.21</b>	<b>\$ 1,140,000.79</b>
<b>Delivery Buildings and Grounds:</b>			
	Rent	\$ 132,832.00	
	Utilities	\$ 8,676.00	
	Property Insurance	\$ 1,891.00	
	Repairs & Maintenance	\$ 17,683.00	
	Custodial and Janitorial Service & Supplies	\$ 5,436.00	
	Other	\$ 1,483.00	
	<b>Total</b>	<b>\$ 168,001.00</b>	<b>\$ -</b>

<b>Delivery Vehicle Expense:</b>			
	Fuel	\$	266,780.00
	Repairs & Maintenance	\$	96,277.00
	Vehicle Insurance	\$	87,397.00
	Vehicle Leasing & Rent	\$	-
	Other	\$	6,273.00
	<b>Total</b>	\$	456,727.00
		\$	-
<b>Travel, Meetings and CE for Delivery Staff</b>			
	In-State Travel	\$	4,567.00
	Out-of-State Travel	\$	-
	Registrations, Meetings and Fees	\$	1,550.00
	Conferences and Continuing Education Meetings	\$	-
	<b>Total</b>	\$	6,117.00
		\$	-
<b>Delivery Liability Insurance:</b>			
	<b>Total</b>	\$	3,348.00
		\$	-
<b>Supplies, Postage and Printing:</b>			
	Computer Software and Supplies	\$	-
	General Office Supplies & Equipment	\$	1,729.00
	Postage	\$	373.00
	Binding	\$	-
	Library Supplies	\$	-
	Delivery Supplies	\$	34,299.00
	<b>Total</b>	\$	36,401.00
		\$	-
<b>Delivery Telephone &amp; Telecomm</b>			
	Local/Long Distance - Voice	\$	18,001.00
	Telecomm - Data & Fax	\$	-
	<b>Total</b>	\$	18,001.00
		\$	-
<b>Delivery Equipment Rental, Repair and Maintenance:</b>			
	Equipment Rental	\$	1,279.00
	Equipment Repair and Maintenance	\$	-
	Maintenance Agreement	\$	-
	Computer Hardware Insurance	\$	-
	<b>Total</b>	\$	1,279.00
		\$	-

<b>Delivery Professional Services:</b>			
	Legal	\$	500.00
	Accounting	\$	-
	Consulting	\$	12,285.00
	Contractual Staff	\$	-
	<b>Total</b>	\$	12,785.00
		\$	-
<b>Delivery Contractual Services:</b>			
	Contractual Agreements with commercial carriers	\$	453,534.00
		\$	796,143.00
	<b>Total</b>	\$	453,534.00
		\$	796,143.00
<b>Delivery Capital Outlays:</b>			
	Equipment		
	Computer hardware and software		
	Furniture & Fixtures		
	Building and Improvements		
	Land		
	Vehicles		
	<b>Total</b>	\$	-
		\$	-
<b>Total Expenditures Budgeted to Support Library System Delivery</b>			
		\$	1,653,269.21
		\$	1,936,143.79



## 2.2 System Budget for FY2023

# RAILS FY2023 System Area and Per Capita Grant Application

## Detailed Budget Narrative

This budget narrative for the FY2023 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 FY2022 budget. We have included as an attachment a spreadsheet showing line-item details of the FY2023 budget and FY2022 budget, with a breakdown by administration, delivery and LLSAP support revenues and expenditures, and a comparison of the two.

Due to the additional funding requested by the Secretary of State and the Illinois State Library for the FY2023 System Area and Per Capita grant program, the FY2023 budget and plan of service are presented including a \$1,884,470 increase in funding. This increase will allow us to cover increased expenses, enhance current services, and pursue new programs and initiatives for our members in support of our plan of service and our strategic plan goals. RAILS is extremely grateful for these extra funds to help us continue to meet the ever-changing needs of our members, especially in a time of increasing costs for most of our services and materials. These extra funds will assist with keeping our salaries competitive given the increases in the consumer price index, meeting expected increases in health insurance costs for calendar year 2023, meeting increased vendor costs for our contractual delivery services, as well as increased fuel costs. In addition to continuing to support the multiple state-wide projects including the ILDS delivery, L2 website and maintenance, Find More Illinois (FMI), FOIA/OMA hotline, BiblioBoard E-resources, eRead Illinois, and the “My Library Is” program, RAILS is planning to add substantially to its support for Find More Illinois, consortia, EDI initiatives for the member libraries, promotional support for RAILS programs and templates for member libraries, and additional administrative support for these increased initiatives. The General Fund is budgeted to have a surplus of \$556,769. The budget that we are presenting includes all the services that RAILS believes we should be providing to our members to meet the plan of service and our strategic plan goals while keeping RAILS’ newly added services for the member libraries sustainable for the long term.

RAILS is in the process of evaluating an RFP for possible additional outsourcing of delivery. All delivery vehicle purchases at affected locations will be deferred until these evaluations are finished and decisions are made. If we implement additional outsourcing, actual expenditures in several categories that directly or indirectly support delivery would vary from budgeted amounts.

## Summary

The proposed FY2023 plan of service continues its support of programs and activities included in the RAILS strategic plan approved by the RAILS Board in January 2022. Major activities include:

- Support for libraries to join LLSAPs/consortia (including the VERSO consortia for non-automated and under-automated libraries)
- System delivery and ILDS
- Find More Illinois

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## 2.2 System Budget for FY2023

- Maintenance and continued development of the L2 platform
- Continuing education and training for members, including public library trustees
- Data collection for system membership standards and other projects
- Support for eRead Illinois and BiblioBoard
- Explore More Illinois
- Re-imagining our services through an EDI focus and leading EDI efforts with member libraries
- Cooperative purchases
- Grants to members for continuing education events with an EDI focus and to help show the value of school libraries through My Library Is
- Campaign to help all RAILS libraries advocate for themselves

As in past years, we used zero-based budgeting, meaning we developed the FY2023 budget from the ground up. We included all activities that we believe are necessary to support our strategic plan.

### Revenues

General fund revenues of \$15,161,106 are budgeted to increase \$2,839,605 from the FY2022 budget. This increase is primarily due to the increase in the APC award (\$1,884,470), increases in reimbursements (\$793,150), fees for services and materials (\$112,703) and increased investment income (\$48,982).

No special revenue funds activity is budgeted for FY2023. An application for grant funds was submitted for the continued development and maintenance of the L2 platform, but the grant funds are not yet approved. The expenses for this project are budgeted in the general fund. The FY2022 grant for specialized cataloging will be extended into FY2023, with revenues and expenses to be recorded in the general fund.

### Expenditures

Budgeted general fund expenditures of \$14,604,337 are \$1,802,669 above the FY2022 budgeted amounts. Lower than prior year expenditures are budgeted in supplies, postage, and printing; telephone and telecommunications; buildings and grounds, and professional services. Budgeted expenditures increased in all other categories, with the largest increases in library materials, personnel, contractual services, and vehicle expenses.

For the general fund, we are budgeting total estimated revenues exceeding estimated expenditures by \$556,769. We also are budgeting \$435,000 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 \$11,870,000, the FY2022 anticipated award amount.

Certain budgeted expenditures are tentative and may not be incurred. RAILS is currently evaluating the results of an RFP to examine whether additional outsourcing of delivery services would be more cost-effective. Delivery expenditures are budgeted assuming operations at current levels. Operating decisions resulting from the RFP reviews likely will not be made and implemented until well into FY2023.

## 2.2 System Budget for FY2023

### Revenue Details

FY2023 estimated total revenues of \$15,161,106 consist entirely of general fund revenues.

APC grant revenues (\$11,870,000) are budgeted at the increased amount provided to us by the Illinois State Library. The APC amount awarded accounts for 78.29% of the general fund revenue budget. Excluding reimbursement revenues, the percentage increases to 90.88%.

General fund fees for services and materials of \$1,091,237 are budgeted to increase \$112,703 from the FY2022 budget primarily due to a budgeted increase in payments from RSA (\$87,198), resulting from the LLSAP support calculation, increases in ILDS contract fees (\$20,655) for statewide delivery, and modest increases in HR Source membership fees and eRead Illinois membership fees. Fees included in the budget include eRead Illinois membership fees (\$350,000), which support purchases of additional content; fees to member libraries (\$19,400), billed on a sliding scale that partially offset RAILS' expenditures for HR consulting; and charges (\$2,000) for select continuing education programs. We have restructured the budgeted FMI membership fees to make participation as affordable as possible and to reflect changes in the vendor's contract for an incentive program that will be in effect until early March 2023.

Additional general fund revenues consist of reimbursements (\$2,100,000), which is a \$793,150 increase from the FY2022 budget. This program is significantly expanding this year and has significantly expanded over the past several years (as a comparison, FY2015 reimbursement revenues were \$565,742). Significant increases include \$320,000 for EBSCO databases due to increased anticipated participation, \$89,050 for Gale Career Online High School for anticipated increased usage of this program, and \$50,000 for Communico Cloud participation. The addition of four new products (Nackin-Comics Plus, Homeless Training Institute, OrangeBoy Savannah, and BookBrowse) are budgeted in FY2023 along with two product reintroductions (Brain HQ and Sign Up). Major group purchase programs budgeted are for EBSCO databases (\$900,000), Communico Cloud (\$425,000), several Gale products (\$184,200) and Press Reader (\$90,000). 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.

We have also included in the budget E-rate reimbursements amounting to \$12,100. This amount increased \$300 from the FY2022 budgeted amount of \$11,800 due to modest service cost increases. In past years, before FY2020, we had not included these revenues in the budget because of uncertainties in the billing and approval process. We, however, have been successful in securing these revenues and are confident of their pending realization.

Investment income of \$77,769 is budgeted for FY2023, an increase of \$48,982 from the \$28,787 budgeted for the prior year. Interest rates on money market funds, such as Illinois Funds, have increased to a current level of just over .80%, due to the Federal Reserve implementing the first of several interest rate increases to decrease inflation. This increase in investment income is also due to RAILS purchasing a series of Treasury Notes with laddered maturities to attempt to stabilize returns during periods of lower interest. We are conservatively assuming that FY2023 investment yields will rise to an average of .423% as the Federal Reserve attempts to balance inflation with interest rates while avoiding throwing

## 2.2 System Budget for FY2023

the country into a recession, and that we will receive APC funding in a pattern sufficient to maintain our current average investment balances.

Other revenues are budgeted at \$9,500, unchanged from the FY2021 and FY2022 budgets. These are primarily amounts received for the sale of Illinois Library Law and Serving Our Public books that RAILS purchases at a discount for members, as well as credit card rebates. The revenue from these book sales has no impact upon fund balances as they offset corresponding expenditures for print materials.

In summary, general fund revenues of \$15,161,106 are budgeted to increase \$2,839,605 from the FY2022 budget, primarily due to an increase in APC grant funds (\$1,884,470), reimbursements (\$793,150), fees for services and materials (\$112,703) as well as investment income (\$48,982).

No special revenue fund revenues are budgeted for FY2023 due to the uncertainty of the grant revenues in support of developing and maintaining L2 as well as the continuation of the unbudgeted FY2022 grant to support specialized cataloging.

### Expenditure Details

#### Expenditures—Personnel

Personnel-related expenditures, budgeted to account for 45.28% of total expenditures, compared to 45.67% in the FY2022 budget, comprise the largest single category of total RAILS expenditures. The FY2023 budget for salary expenditures incorporates the following highlights and assumptions:

- The FY2023 budget incorporates a system-wide 5.9% salary increase, except for personnel whose salaries would reach the maximum amounts within their position grade, who instead would receive increases to the maximum amounts. We also have incorporated the current starting wage of \$17.00 per hour for delivery personnel. The total impact of the above increases is approximately \$430,700 for salaries and \$52,480 for other personnel expenditures. In addition, we have also incorporated the 15% anticipated increase in health insurance costs for the second half of FY2023 for an increase of \$92,805 compared to the FY2022 budget.
- The budget includes the addition of a Consortial Services Supervisor to support and lead the rapid growth of Find More Illinois and work with the LLSAPs to provide financial support and support libraries joining the consortia. With the increases in member outreach centered around promoting group purchases, Find More Illinois, eRead Illinois, Explore More Illinois, and My Library Is, the budget also incorporates the addition of a Digital Communications Specialist to work on member outreach and social media. Lastly, the budget incorporates the addition of another Administrative Assistant to float between departments that will need more support because of increasing our activities for the members.
- Other changes incorporated into the administrative personnel budget include the savings achieved from restructuring the finance and human resource departments due to retirements. This resulted in an estimated savings of \$10,500 for FY2023. With the increased need for data analysis, this budget also incorporates the addition of a full-time Data Research Assistant.
- The delivery budget incorporates the deletion of one part-time delivery driver position and one full-time delivery driver position in East Peoria due to rerouting that saved 40 hours of

## 2.2 System Budget for FY2023

personnel time per week, the deletion of one part-time sorter position in Coal Valley due to the Delivery Service Manager assuming those duties, and the addition of two full-time delivery driver/floater positions in Bolingbrook to better cover routes. These delivery position changes eliminated approximately \$21,750 in total salary and \$15,600 for other personnel expenditures.

General fund salary expenditures of \$6,620,358 are budgeted to increase by \$773,325, or 11.68%, from the prior year budget. Administrative salaries account for \$424,647, LLSAP support (RSA) salaries account for \$66,086 and Delivery accounts for \$282,592 of the total increase. Due to difficulties with recruitment and retention of delivery positions during FY2022, a \$17 hourly starting wage was implemented mid-fiscal year. In addition, RAILS restructured the finance and human resource departments with an estimated \$10,500 in savings.

The general fund FY2023 budget for social security taxes increased \$45,996, or 11.40% from the similar increase in budgeted salaries. Unemployment insurance increased \$612, or 3.19%, due to level rates from FY2022, but FY2022 had seen a 69.20% increase in the rate and FY2021 had seen a 50.80% decrease in the rate. Since the rate is based on the last three years' experience, it can fluctuate. Worker's compensation expenditures are budgeted to increase \$6,027, or 5.77%, due to the increase in budgeted salaries.

Retirement benefits are budgeted to increase \$3,908, or 7.25% from the FY2022 budget due to increased salaries and wages. The calendar year 2021 contribution rate, which applies to the first half of FY2023, is .96% and will remain the same in the second half of the fiscal year. RAILS pension obligations are funded in excess of 100%, resulting in the low funding obligations for FY2023 as well as FY2022.

Health, dental, and life insurance expenditures of \$706,960 are budgeted to increase \$94,658, or 13.39% from the FY2022 budget due to an expected 15% increase in health insurance rates for the second half of the year as well as the four added administrative positions, partially offset by a favorable change in enrollment and coverage plans chosen by staff. RAILS experienced no rate increase in FY2021 due to the decision of the insurance cooperative that we participate in to change insurance providers from Blue Cross Blue Shield to Aetna, but we did experience an increase in FY2022 of 8.31% for medical premiums and 4.92% increase for dental premiums. This account budget is constructed on a departmental and location basis based on the current expenditure levels and adjusted for future cost increases. RAILS is continuing in FY2023 its Health Reimbursement Account (HRA) program, which was first implemented in FY2017, in which employees participate in a higher deductible (\$1,500) PPO program, at lower premiums, but retain the low deductible (\$500) benefit.

Other fringe benefits of \$17,500 are budgeted to remain stable. This account includes provisions to reimburse employees for additional deductible expenses incurred under the HRA program (\$5,500), the tuition reimbursement program (\$5,000) and various administrative fees. We reduced tuition expense reimbursement expenditures by \$5,000 in FY2022, as the amounts required in FY2022 and FY2023 are expected to be lower than in previous years.

The FY2023 budget of \$25,500 for temporary help, most of which are budgeted for the delivery department (\$21,000), increased \$8,000 from the FY2022 budget. Actual expenditures incurred during FY2022, due to replacement needs from position vacancies and replacement needs for time-off have been well more than budget. In addition, the budget incorporates \$4,500 for temporary help for human resources to cover some expected time off. Recruiting expenditures of \$15,000 are budgeted to

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increase \$5,000 from the FY2022 budget primarily due to additional search efforts anticipated for administrative personnel, including our anticipated Executive Director search.

Collectively, FY2023 general fund personnel expenditures are budgeted to increase \$773,325, or 11.68% from the FY2022 budget, due primarily to budgeted increases for cost-of-living increases, the four additional administrative positions, and the expected increase in health, dental, and life insurance rates for the second half of the year.

No FY2023 special revenue funds expenditures are budgeted due to the uncertainty of the grant revenues in support of developing and maintaining L2 as well as the continuation of the unbudgeted FY2022 grant to support specialized cataloging. The expenditures for both activities are budgeted as a part of the general fund.

### Expenditures—Operating

**The following is a discussion of FY2023 budgeted General Fund Expenditures.**

#### Library Materials

The major expenditure item of this category, E-resources (\$2,456,200), is budgeted to increase \$810,150, or 32.98% from the FY2022 budget. Group purchase e-Resources expenditures of \$2,100,000 are budgeted, compared to \$1,306,850 budgeted for FY2022. 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 (\$350,000), or \$20,000 above the FY2022 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. This purchase is provided at no cost to the membership.

#### Buildings and Grounds

Total buildings and grounds expenditures of \$485,154 are budgeted to decrease \$27,477, or 5.66% from the FY2022 budget due primarily to a budgeted decrease in building repairs and other building and grounds expenses for the Burr Ridge facility based on actual FY2022 expenditures, partially offset by an increase in anticipated utilities expense for the East Peoria facility (FY2022 expense was estimated for the new facility).

#### Vehicle Expense

Total vehicle expenditures of \$687,478 are budgeted to increase \$157,355, or 22.89% from the FY2022 budget, primarily from increases in fuel (\$143,044), vehicle insurance (\$12,311) and maintenance expenditures (\$2,000). The FY2022 budget assumed fuel usage of approximately 8,333 gallons/month, at a market rate of \$3.20/gallon. The FY2023 budget assumes level fuel usage of 8,333 gallons/month and a market price of \$4.25/gallon. Given the market increases in prices that have remained uncontrolled despite the President's efforts to release fuel reserves, this market price approximates the budget average that we expect to see for most of FY2023.

The FY2023 vehicle insurance expenditures (\$128,984) are budgeted to increase \$12,311 due to premium increases experienced in 2022 and anticipated in 2023.

## 2.2 System Budget for FY2023

The FY2023 vehicle repairs and maintenance budget reflects the aging and heavy usage of RAILS' fleet. RAILS has not purchased new vehicles since FY2020. The RAILS delivery fleet includes eighteen vehicles that have over 200,000 miles, and annual repair costs on these vehicles, in particular, can be extremely high. We have budgeted the purchase of seven delivery vehicles in FY2023 but will not make purchases at any locations that might be affected by the outsourcing RFP. until we finalize our decision.

### **Travel, Meetings and Continuing Education**

Total expenditures of \$235,702 for this category are budgeted to increase \$14,638, or 6.21%. In-state and out-of-state travel expenses increased \$26,146 and \$2,382, respectively from the FY2022 budget. FY2022 actual expenditures were reduced due to pandemic restrictions on travel to the member libraries and to conferences. We expect FY2023 expenditures to increase due to the re-opening of conferences for in-person attendance and the return to at least hybrid in-person meetings.

Registrations and meetings (\$76,117) expenses are budgeted to increase \$28,330 from the FY2022 budget. These expenditures primarily include registration fees and sponsorships, if applicable, for all conferences and courses as well as various board meeting and hospitality expenses. We increased these expenditures from the prior year budget as we plan to return to sponsoring conferences and promoting services for members in fulfillment of our collaborative leadership goal in our plan of service.

The FY2023 continuing education budget of \$68,280, a decrease of \$42,220 from the FY2022 budget, supports the RAILS strategic plan goal to provide continuing education (CE) and consulting on the topic of and through the viewpoint of equity, diversity, and inclusion; My Library IS funding toolkit resources; 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. This line also includes reduced (\$15,000) CE event expenditures and a \$5,000 reduction in CE event grants. The budget provides for continuing education in the following categories:

- *General* — \$50,000 — Continued offerings of workshops, webinars, HR Source, Trustee Academy, and other events
- *CE event grants* — \$15,000 — 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 EDI and My Library Is in FY2023, but may revert back to general CE grants if interest in EDI and My Library Is is not sustained
- *RAILS subscription to LinkedIn Learning* — \$3,280

### **Public Relations**

Public Relations expenses of \$16,100 are budgeted to remain the same from the FY2022 budget due primarily to the continued need for promotional material and conference booth expenses (\$11,100) to spread the word about RAILS programs and services as well as promotional materials for Find More Illinois (\$5,000).

### **Supplies, Postage and Printing**

Total expenditures of \$147,446 for this category are budgeted to decrease \$59,209 from the FY2022 budget, primarily from a \$40,444 decrease in computers, software, and supplies expenditures. The FY2022 budget included the replacement of desktop phones and headsets (\$65,000) as well as a

## 2.2 System Budget for FY2023

reduction of Adobe expenses and other software and supplies expenditures (\$14,076). The FY2023 budget includes a new Wi-Fi access point, cloud backup, and multi-factor authentication fobs totaling \$15,000 as well as several software subscriptions. Delivery supplies expenditures of \$41,800 decreased \$21,600 due primarily to an anticipated reduction in the number of delivery labels, based on FY2022 actual expenditures.

### **Telephone and Telecommunications**

FY2022 budgeted expenditures of \$105,678, which incorporate existing contracts, are \$33,122 below the FY2022 budget primarily due to reduced budgeted Zoom expenditures since actual FY2022 expenditures have been well below budgeted amounts.

### **Equipment Rental, Repair & Maintenance**

Total expenditures of \$168,949 for this category are budgeted to increase \$5,259 from the FY2022 budget, primarily due to increased equipment repair and maintenance agreements. The budget primarily includes existing contracts, which include those for HVAC maintenance, copier equipment, and annual maintenance expenditures on various equipment and software, including Zoom. The largest portion of this increase is due to the addition of a multi-factor authentication management platform as a part of our cyber liability insurance renewal requirements for FY2023.

### **Professional Services**

Total expenditures of \$313,000 for this category are budgeted to decrease \$17,300 from the FY2022 budget, primarily from a \$19,000 decrease in consulting expenses related to the completion of RAILS' new strategic plan. FY2023 budgeted consulting expenditures include \$50,000 for website redesign services since the current platform is becoming obsolete, \$45,000 for the HR Source membership for the members, \$36,000 for cataloging services consulting for the member libraries, \$35,000 for equity, diversity and inclusion (EDI) for the organization and the membership in support of the goal to model best practices of EDI, \$15,000 for routing review and consulting from GeoMark, and \$10,000 to develop My Library Is campaign templates.

The \$214,000 budget for Consulting consists of:

- Website redesign and ongoing support - \$50,000
- HR Source (Formerly MAI) discount membership program — \$45,000
- Cataloging services consulting for member libraries - \$36,000
- Equity, diversity, and inclusion (EDI) consulting — \$35,000
- Delivery routing and consulting - \$15,000
- Facilities/equipment assessment for Burr Ridge facility - \$15,000
- My Library Is campaign templates - \$10,000
- FOIA/OMA hotline — \$6,000
- HR Source salary/wage level consulting - \$2,000

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 that we have 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 FY2023 budget provision of \$15,000 for delivery consulting is for possible route mapping assistance.

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## 2.2 System Budget for FY2023

### **Contractual Services**

Total expenditures of \$3,296,537 for this category are budgeted to increase \$168,343 from the FY2022 budget, due primarily to an increase in other contractual services for delivery (\$272,532) partially offset by a decrease in other contractual services for the administrative department (\$107,500). This amount is also increased by the contractual agreements with systems, member libraries and other cooperatives which increased overall by \$2,882. This increase includes a \$21,132 increase in LLSAP support partially offset by a \$18,250 decrease in administrative.

Other contractual services within the Delivery operation are budgeted to increase \$272,532, due to a 22% increase in the delivery services contract with Continental Transportation Logistics (CTL) RAILS' primary subcontractor. CTL is also proposing an increase in the fuel surcharge from 9% to between 12% and 21%, but we have assumed, for budget purposes, that we will remain at 9%. These increases stem from increased labor, overhead, and fuel costs that are similar to the increases RAILS is experiencing. Negotiations between RAILS and CTL are ongoing, so the actual costs remain uncertain, but we feel the budgeted amounts are adequate.

The FY2023 other contractual services budget provides for Administration expenses of \$381,194, a decrease of \$107,500 from the FY2022 budget. These expenditures include:

- Find More Illinois expenditures of \$144,194, or \$50,500 below the FY2022 budget.
- BiblioLabs platform expenditures of \$45,000, a decrease of \$125,000 from the FY2022 budget, to support the statewide BiblioLabs platform for Inkie.org which promotes local self-published author materials.
- Explore More Illinois expenditures of \$50,000 to expand the program, which connects library patrons to deals and discounts from museums and other cultural attractions. This has increased \$10,000 from the FY2022 budget.
- Additional expenditures of \$70,000 related to the continued development and maintenance of the L2 website, an increase of \$35,000 from the FY2022 budget.
- A provision of \$25,000, an increase of \$7,000 from the FY2022 budget, which is RAILS' investment to continue the Smart Horizons Career Online High School group purchase offer.
- A provision of \$22,000 to implement Consortia Manager, which will provide an infrastructure for managing member library group purchases and discounts as well as create the opportunity for the expansion of group purchase programs and process efficiencies.
- A provision of \$15,000, an increase of \$3,000 from the FY2022 budget, of Open-Gov contractual support, which will provide for additional RAILS transparency to its members and other interested parties.
- A provision of \$7,000 for the Public Web Browser for member.
- A provision of \$2,000 for the Backstage Library Works bibliographic MARC records processing for eRead Illinois.

The FY2023 budget for agreements with systems, member libraries, and other cooperatives expenditures (\$1,638,012) is \$2,882 above the FY2022 budget due to an increase in support payments to LLSAPs (\$21,132), partially offset by decreases in administration expenditures (\$18,250).

## 2.2 System Budget for FY2023

LLSAP direct support expenses increased \$21,132 from the FY2022 budget, as RSA in FY2023 will continue to make a payment to RAILS compared to receiving payments from RAILS. RAILS intends to continue its support payments to six entities, three of which (CCS, Rock River and Pinnacle) were added in FY2020. The FY2023 and FY2022 support payments are shown below:

	<u>FY 2023</u>	<u>FY 2022</u>
CCS	\$ 197,698	\$ 187,966
Pinnacle	55,107	53,887
PrairieCat	564,277	559,218
RRLC	69,549	69,118
RSA	0	0
SWAN	527,381	522,691
Total Direct LLSAP Support	\$ 1,414,012	\$ 1,392,880

The FY2023 support allocation to RSA is \$836,008. Since budgeted RSA personnel expenses (\$940,019) exceed this amount, RSA would make payments to RAILS of \$104,011.

Administration expenses decreased primarily due to decreased LLSAP catalog membership grants, the budget of which decreased from \$141,000 to \$80,000. The FY2023 budget assumes support for all libraries that have expressed interest in the catalog membership grants. This decrease is partially offset by an additional \$40,000 to fund supplies for the planned VERSO consortium which will provide an ILS platform for non-automated and under-automated libraries. The FY2023 administration budget for contractual agreements with systems, member libraries, and other cooperatives also includes incentives (\$30,000) for members to join Find More Illinois.

### Capital Outlays

Expenditures of \$435,000 are budgeted \$160,500 above the FY2022 budget. The budget includes \$50,000 to purchase replacements for RAILS' Polycom equipment and \$70,000 for server and core switch replacements.

A provision of \$105,000 for parking lot resurfacing and drainage as well as landscaping for our Burr Ridge facility is incorporated into the budget in addition to \$20,000 for carpet replacement at our East Peoria and Coal Valley facilities.

The FY2023 budget also includes \$190,000 for the purchase of seven delivery vehicles to replace our aging fleet. RAILS will defer these purchases until we evaluate any possible additional outsourcing of delivery services.

### Conclusion

General fund revenues of \$15,161,106 are budgeted to increase \$2,839,605 from the FY2022 budget, primarily due to increases in APC grant revenues (\$1,884,470), reimbursements (\$793,150), fees for services and materials (\$112,703), and investment income (\$48,982).

## 2.2 System Budget for FY2023

Budgeted general fund expenditures of \$14,604,337 are \$1,802,669 above the FY2022 budgeted amounts. Lower than prior year expenditures are budgeted in four expenditure categories: supplies, postage, and printing; telephone and telecommunications; buildings and grounds; and professional services. Budgeted expenditures increased in all other categories, primarily library materials, personnel, vehicle expenses, and contractual services.

For the general fund, we are budgeting that total estimated revenues will exceed estimated expenditures by \$556,769. We also are budgeting \$435,000 of expenditures from the Capital Projects fund, which has no budgeted revenues.

The budget and plan of service are based on a \$1,884,470 increase in APC funding. We requested additional funding (\$103,638) to support the L2 program, and the unbudgeted FY2022 grant funds to support the world language and specialized format cataloging consulting services were extended into FY2023. We have budgeted to procure technology upgrades including the replacement of the Polycom system and the website redesign services, and library needs, and usage also continue to increase along with costs. The budget we are presenting includes the services that RAILS believes we should be providing to our members.

**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 with enough flexibility to allow for additional activity growth and cost increases for the future.**

# RAILS FY 2023 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 2023. Our overarching goal in implementing this plan will be to ensure that we are providing the best possible service to all levels of library staff at RAILS member libraries of all types and sizes across our 27,000 square mile area and helping them to provide the best possible service to their customers.

The additional funding requested by the Secretary of State for the FY 2023 System Area and Per Capita Grant program represents the first increase to this program in over 25 years. This funding will greatly increase RAILS’ ability to cover increased expenses, enhance current services, and add new services to help us achieve this goal. RAILS greatly appreciates the efforts of Secretary White and the Illinois State Library (ISL) to make this increase a reality.

This plan was developed with a great deal of input from RAILS members as is required by the administrative rules for library systems, including feedback received from over 1,000 members from all types of libraries via town halls, focus groups, member updates, and other encounters during RAILS’ FY 2022 strategic planning process. This document follows the arrangement of the new RAILS strategic plan approved by the RAILS Board on January 28, 2022.

While the new RAILS strategic plan highlights many major initiatives for FY 2023, it does not cover all the day-to-day work that is required to keep RAILS operational and to meet all statutory priorities. These activities are included in the “Other Administrative Activities” section at the end of this document.

All activities included in this plan are aligned with and support statutory priorities for Illinois library systems as noted.

### ***Strategic Plan Goal One: RAILS provides leadership in ensuring sustainable, equitable resource sharing for all member libraries.***

Objectives	Planned Activities	System Standard
Enhance the sharing of knowledge and best practices through member networking and communications between all types of libraries	Plan/schedule virtual and in-person networking opportunities for staff at all levels at all sizes and types of libraries (academic, public, school, and specialized) to share best practices on a variety of topics	23 ILAC 3030.215 b) 1
	Work with statewide partners, including the Association of Illinois School Library Educators (AISLE), Illinois Association of College & Research Libraries (IACRL), Illinois Heartland Library System (IHLS), Illinois Library Association (ILA), Special Libraries Association-Illinois Community (SLA-IL), and others to plan networking opportunities for	23 ILAC 3030.215 b) 1

Objectives	Planned Activities	System Standard
	<p>staff from different types of libraries and for trustees from public libraries</p> <p>Publicize existing RAILS networking groups and the benefits of belonging to a networking group to all levels of staff at all types and sizes of libraries</p> <p>Assist in the formation of new RAILS networking groups as needed</p> <p>Continue to build and strengthen relationships and engagement with RAILS networking groups. Offer to have a RAILS staff member attend a meeting of each RAILS networking group to share the latest RAILS news and gather feedback on RAILS programs/services.</p> <p>Continue providing subsidized Zoom and conference calling accounts to qualified RAILS networking groups</p> <p>Implement and transition to the Listserv electronic mailing list software application, utilizing the Library Directory &amp; Learning Calendar (L2) API for member authentication on RAILS-managed email lists to the extent possible. Communicate resulting changes in RAILS email list procedures to all members to ensure a smooth transition.</p> <p>Encourage use of RAILS mailing lists, including lists geared toward different library types and sizes, and staff at all levels</p> <p>Establish new mailing lists/forums as needed. Sunset lists that aren't being used.</p>	<p>23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 b) 1</p> <p>23 ILAC 3030.215 b) 1 23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 a) 5</p> <p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 a) 5</p> <p>23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 a) 3) G)</p>
<p>Leverage economies of scale to provide greater purchasing power for member libraries so they can offer more resources to their users than libraries would be able to afford on their own</p>	<p>Expand the RAILS discount and group purchase program by offering new deals for member libraries of all sizes and types as possible. Target publicity to help ensure that staff from different types of libraries know about specific offers available to their library type.</p> <p>Gather input from members at all types and sizes of libraries on desired discounts/group purchases</p>	<p>23 ILAC 3030.215 a) 6) 23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 a) 6)</p>

Objectives	Planned Activities	System Standard
	<p>Implement new offerings in response to this feedback as possible</p>	<p>23 ILAC 3030.215 a) 6)</p>
	<p>Investigate potential revenue-generating opportunities through the RAILS discount and group purchase program, including the possibility of charging administrative fees for cooperative purchases</p>	<p>23 ILAC 3030.215 a) 6)</p>
	<p>Continue to work with statewide partners to advocate for additional funding for a statewide database package to provide better economies of scale. Through the power of numbers, we could negotiate better pricing than an individual library could on its own and avoid unnecessary duplication in purchasing and managing key resources throughout the state. Libraries could use local dollars on other critical programs/resources.</p> <ul style="list-style-type: none"> <li>• Encourage staff from all types of libraries to advocate with elected officials for a statewide database program. Provide talking points.</li> </ul>	<p>23 ILAC 3030.215 a) 6)  23 ILAC 3030.215 b) 1  23 ILAC 3030.215 f) 5)  23 ILAC 3030.215 a) 3) G)</p>
	<p>Complete set up of Consortia Manager (CM) platform. Use CM to manage RAILS group purchases and discounts, streamline work processes, provide a platform for member participation, and compile evaluative statistics on member savings.</p>	<p>23 ILAC 3030.215 a) 6)  23 ILAC 3030.215 a) 5</p>
	<p>Widely publicize member savings realized through RAILS discounts and group purchases to demonstrate the impact of the program</p>	<p>23 ILAC 3030.215 a) 6)</p>
	<p>Redesign Deals &amp; Discounts webpage as part of overall RAILS website redesign (see below)</p>	<p>23 ILAC 3030.215 a) 6)</p>
	<p>Promote ISL Try-It! Illinois database trial to RAILS members as a way for them to try new databases before purchase</p>	<p>23 ILAC 3030.215 a) 3) G)</p>
	<p>Network with group purchasing managers nationwide to explore new opportunities and solutions, and to develop best practices</p>	<p>23 ILAC 3030.215 a) 6)</p>
	<p><b>Career Online High School Program (COHS)</b></p>	<p>23 ILAC 3030.215 a) 6)  Applies to entire section</p>

Objectives	Planned Activities	System Standard
	<p>Continue to subsidize the cost and management of the COHS platform to enable libraries to offer adult learners accredited high school diplomas and career certificates</p> <p>Heavily promote COHS program</p> <ul style="list-style-type: none"> <li>• Target libraries not yet participating in the program with large populations of adults who have not received a high school diploma</li> <li>• Target youth services library staff to help them promote the program to young parents without a high school diploma</li> <li>• Continue to meet with networking group of COHS library staff participants to develop and promote the program</li> </ul>	<p>23 ILAC 3030.215 a) 3) G)</p>
<p>RAILS will continue to seek greater efficiencies, innovations, and enhancements to delivery services.</p>	<p>Work with RAILS members of all sizes and types to determine the most appropriate delivery method to meet their needs</p> <p>Consult with members on delivery issues/concerns on an ongoing basis. Widely promote the use of the delivery help desk ticketing system.</p> <p>Continue evaluating the response to the FY 2021 delivery RFP to provide the highest quality and most cost-effective delivery services. Explore additional outsourcing of delivery services as appropriate based on RFP results.</p> <p>Purchase additional delivery vehicles if needed based on outcome of FY 2021 RFP</p> <p>Promote the need to complete quarterly delivery volume counts to RAILS members. Consult with libraries on an individual basis as needed.</p> <p>Develop strategies to improve and achieve total compliance with quarterly delivery counts to get more accurate information on delivery volume Examine count data to determine potential changes to existing delivery routes and best practices.</p> <p>Continue to test and implement an iPad app for drivers to track delivery volume and other delivery functions</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) 6)</p> <p>23 ILAC 3030.215 e) 2)</p> <p>23 ILAC 3030.215 e) 2)</p> <p>23 ILAC 3030.215 e) 5) H)</p> <p>23 ILAC 3030.215 e) 5) H)</p> <p>23 ILAC 3030.215 e) 5) H)</p>

Objectives	Planned Activities	System Standard
	<p>Continue providing high-quality statewide delivery services to Consortium of Academic &amp; Research Libraries in Illinois (CARLI) via ILDS (Illinois Library Delivery Service). Evaluate ILDS data to analyze changes in volume and respond with necessary and appropriate service changes.</p> <p>Continue to explore possibilities to automate delivery processes to streamline services and improve efficiency. Monitor progress with automation made by IHLS and SHARE and apply lessons learned to our efforts. Work with ISL to research capital funding options for large-scale automation projects.</p> <p>Continue working with GeoMARC (formerly Laboratory for Applied Spatial Analysis) on potential future improvements to RAILS delivery service, including delivery route efficiencies</p>	<p>23 ILAC 3030.215 e) 2)</p> <p>23 ILAC 3030.215 e) 2 23 ILAC 3030.215 e) 1</p> <p>23 ILAC 3030.215 e) 1</p>
<p>Work collaboratively with members, the Illinois Heartland Library System, and the Illinois State Library to identify and support appropriate and affordable shared catalog solutions and expand resource sharing to all libraries and residents</p>	<p style="text-align: center;"><b>General</b></p> <p>Continue to work with the RAILS Resource Sharing Committee to investigate and recommend ways to improve and increase resource sharing in Illinois. Address the shared focus of this committee and the Universal Services Committee on working toward universal service in Illinois.</p> <p>Collaborate with ISL, IHLS, Chicago Public Library System (CPLS), AISLE, CARLI, IACRL, ILA, SLA-Illinois, and other stakeholders to expand resource sharing in Illinois</p> <p>Collaborate with and support the work of the International Coalition of Library Consortia (ICOLC)</p> <p style="text-align: center;"><b>Promote/Support LLSAP Membership</b></p> <p>Provide a mix of financial support and in-kind services to six RAILS LLSAPs: CCS, Pinnacle, PrairieCat, Rock River Library Consortium, RSA-NFP, and SWAN. Approximately 413 library agencies (518 individual buildings) participate in one of these LLSAPs.</p>	<p>23 ILAC 3030.215 b) 1 23 ILAC 3030.215 f) 5)</p> <p>23 ILAC 3030.215 b) 1</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 c) 1) 23 ILAC 3030.215 c) 3)</p>



Objectives	Planned Activities	System Standard
	<p>Continue to provide financial support to LLSAPs via the LLSAP Support Grant. If the LLSAP Sustainability Working Group completes its work during FY 2023, begin to implement the group’s recommendations, including possible restructuring of LLSAP financial support.</p> <p>Offer catalog membership grants to encourage libraries to join a RAILS LLSAP and to make LLSAP membership more affordable</p> <p>Help members make their holding available via a shared collection. Publicize Find More Illinois as an option for meeting this requirement.</p> <p>Plan/conduct in-service day for all consortia staff to help them exchange news, ideas, and best practices</p> <p>Promote the value of consortium membership to all types and sizes of RAILS libraries via RAILS communication tools, committee work, and member encounters</p> <p>Continue to work with RAILS Consortia Committee to investigate and recommend ways to improve and increase consortial services in Illinois</p> <p>Continue to work with Consortia Committee’s LLSAP Sustainability Working Group on plans to ensure that all RAILS LLSAPs are financially self-sustaining</p> <ul style="list-style-type: none"> <li>• Continue to investigate a statewide ILS (integrated library system) platform</li> <li>• Develop tools to help libraries assess their automation options and the suitability and affordability of LLSAP membership</li> </ul> <p>Continue to talk with statewide partners including ISL, IHLS, CARLI, CPLS, and all LLSAP managers about the possible development of a statewide ILS and the future of statewide resource sharing</p> <p style="text-align: center;"><b>Expand and Promote Find More Illinois (FMI)</b></p> <p>Recruit libraries to join FMI</p> <ul style="list-style-type: none"> <li>• Develop/update FMI promotional plan</li> </ul>	<p>23 ILAC 3030.215 c) 1)</p> <p>23 ILAC 3030.215 c) 1)</p> <p>23 ILAC 3030.215 c) 1) 23 ILAC 3030.215 c) 3) 23 ILAC 3030.215 c) 8) 23 ILAC 3030.215 c) 9)</p> <p>23 ILAC 3030.215 c) 1)</p> <p>23 ILAC 3030.215 c) 1)</p> <p>23 ILAC 3030.215 c) 1)</p> <p>23 ILAC 3030.215 c) 1) 23 ILAC 3030.215 c) 2)</p> <p>23 ILAC 3030.215 c) 2)</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
	Provide current information on available resources to IHLS to share with their member libraries	23 ILAC 3030.215 a) 3) G)
	<b>Explore More Illinois (EMI)</b>	
	Publicize EMI to all Illinois public libraries and encourage them to participate	23 ILAC 3030.215 a) 3) G)
	Continue to work with IHLS to recruit IHLS libraries and set them up in the program	23 ILAC 3030.215 b) 1)
	Continue to grow/expand the number and types of participating attractions, including attractions in other midwestern states. (See also EDI section below.)	23 ILAC 3030.215 b) 1)
	Continue to work with Illinois Central College (ICC) on implementing a community college pilot program. Promote program to other community colleges based on results of ICC pilot.	23 ILAC 3030.215 b) 1)
	Explore the possibility of making EMI available to users of academic, school, and specialized libraries	23 ILAC 3030.215 b) 1)
	Change program name and branding as appropriate to reflect multistate participation	23 ILAC 3030.215 a) 3) G)
	Redesign EMI website as part of overall RAILS website redesign (see below)	23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 a) 3) G)
	Network with ePass (EMI’s software) administrators nationwide to explore new opportunities and solutions	23 ILAC 3030.215 b) 1)
	<b>Other E-Resources Initiatives</b>	
	Continue to participate as a partner in the CARLI Open Textbook grant	23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)
	Continue to develop RAILS Vendor Privacy Policies and VPAT (Vendor Product Accessibility Template) web pages with links to policies and VPATs for third-party vendors providing e-resources to public libraries. The content of these pages is managed by member libraries, with RAILS providing website design and hosting, as well as procedural standards.	23 ILAC 3030.215 b) 1)

Objectives	Planned Activities	System Standard
	<ul style="list-style-type: none"> <li>Based on member feedback and participation, determine whether to expand the project to include academic, school, and specialized libraries</li> </ul> <p>Provide ongoing support for the Digital Public Library of America (DPLA) and Illinois Digital Heritage Hub</p> <p>Partner with other library organizations to continue dialogue with publishers on need for better e-book access/pricing for libraries/consortia</p>	<p>23 ILAC 3030.215 b) 1)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)</p>

**Strategic Plan Goal Two: *RAILS models best practices in equity, diversity, accessibility, and inclusion.***

Objectives	Planned Activities	System Standard
<p>RAILS will provide leadership in developing and providing resources that will support member libraries' efforts to provide equitable, diverse, and inclusive services.</p>	<p>Implement projects planned by the RAILS Board EDI Committee and subcommittees:</p> <ul style="list-style-type: none"> <li>Launch learning cohort to train 50-60 members on EDI best practices</li> <li>Further develop EDI presenters' database based on focus group feedback</li> <li>Research job descriptions and job ads and develop web page with links to templates, checklists, and a rubric for job descriptions and interview questions</li> <li>Focus on offering bystander intervention training, EDI training for boards and administrators, and training on implementing EDI principles in marketing and messaging</li> </ul> <p>Offer additional EDI-related continuing education (CE) to RAILS members based on member feedback. Collaborate with other Illinois stakeholders offering EDI-related CE to avoid duplication of effort.</p> <p>Continue offering World Language Cataloging Services grant program statewide, providing quality MARC records via an outsourced vendor and/or performing cataloging services in-house, depending on language</p>	<p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2) 23 ILAC 3030.215 c) 5)</p>

Objectives	Planned Activities	System Standard
	<ul style="list-style-type: none"> <li>• Continue seeking grant funds from ISL to fund the program</li> <li>• Continue publicizing the program to libraries statewide</li> </ul> <p>Continue to develop/promote an eRead Illinois collection and Inkie.org Library resources that address the needs of an ethnically and culturally diverse audience. Encourage libraries to promote these resources to their communities and provide talking points to help them with this effort. Regularly evaluate the collection using industry respected tools to identify potential gaps.</p> <p>Recruit attractions for Explore More Illinois of interest to an ethnically and culturally diverse audience</p> <p>Promote the Career Online High School Program (see above) as addressing the needs of a culturally, economically, and ethnically diverse audience</p> <p>Add additional My Library Is... (see below) activities and resources to help libraries showcase their impact/value in promoting EDI and in welcoming all to the library, no matter what their race, age, ethnicity, economic background, etc.</p> <p>Plan/conduct <i>Sparks</i> podcast interviews highlighting successful strategies libraries have used to provide EDI-related programs and services</p> <p>Provide/promote opportunities for members from all types and sizes of libraries to share best practices and collaborate on EDI-related challenges through the RAILS EDI mailing list, EDI Pulse Page, and other activities</p> <p>Promote and provide administrative support as applicable for RAILS EDI-related networking groups, including the Black, Indigenous, and/or People of Color Group; the Diversity, Equity, and Inclusion in Metadata Group; the Equity, Diversity, and Inclusion Team in Youth Services; and others</p>	<p>23 ILAC 3030.215 c) 3) 23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 a) 3) G)</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 d) 2) 23 ILAC 3030.215 b) 1)</p> <p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 d) 2)</p>

Objectives	Planned Activities	System Standard
	<p>Include EDI elements in RAILS grants for members (CE Event grants, My Library Is... grants, etc.) when possible, to encourage applicants to provide equitable, diverse, and inclusive programs/services and to publicize these offerings to their communities</p>	<p>23 ILAC 3030.215 d) 2)</p>
<p>Examine all aspects of RAILS policies, procedures, and core services through an equity lens and make needed improvements</p>	<p>Continue to grow and develop RAILS' external and internal EDI strategies and initiatives</p> <p>Conduct an equity analysis of all RAILS programs, services, and communication tools, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Reviewing the current RAILS website and the redesigned website (see below) for accessibility</li> <li>• Investigating providing interpreters for RAILS meetings with a large attendance, including CE events</li> <li>• Continuing with transcription service for <i>Sparks</i> podcast and exploring the need for additional transcription services</li> </ul> <p>Regularly evaluate RAILS Employee Handbook to ensure that all language and policies meet our EDI goals</p> <p>Establish a new employee connection plan as a component of onboarding RAILS staff to help build an inclusive culture and improve employee retention</p> <p>Continue the work of the RAILS Climate Team to identify and implement internal best practices and initiatives for RAILS staff, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Create database of current RAILS partners/vendors and assess how they align with our EDI goals</li> <li>• Create a rubric RAILS staff can use when selecting partners/vendors. Share rubric with membership as appropriate.</li> <li>• Continue holding regular EDI training sessions for RAILS staff</li> </ul>	<p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2) 23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 a) 3)</p> <p>23 ILAC 3030.215 a) 3)</p> <p>23 ILAC 3030.215 a) 3)</p>

Objectives	Planned Activities	System Standard
<p>Work with RAILS members of all types to identify and implement ways to diversify library governing bodies and staff to increase representation and better reflect the communities they serve</p>	<p>Work with RAILS Board Policy Committee to change RAILS Board election policies and procedures to attract a more diverse board</p>	<p>23 ILAC 3030.250</p>
	<ul style="list-style-type: none"> <li>• Review sample policies and procedures from HR Source and peer organizations and adapt as appropriate for RAILS</li> <li>• Develop promotional plan to acquaint members with new policy/procedures, to continue to attract diverse candidates, and to encourage members to vote with EDI principles in mind</li> </ul>	<p>23 ILAC 3030.215 a) 3) G)</p>
	<p>Share strategies RAILS develops to recruit a diverse board with member libraries</p>	<p>23 ILAC 3030.215 a) 3) G)</p>
	<p>Provide training/consulting/guidance for member libraries of all types to help them develop a more diverse and representative board</p>	<p>23 ILAC 3030.215 d) 2)</p>
	<p>Provide opportunities for libraries of all types to share best practices and strategies they have used to diversify their governing boards, including via the RAILS EDI Pulse Page and mailing list</p>	<p>23 ILAC 3030.215 b) 1)</p>
	<p>Provide training/consulting for RAILS members to help them diversify their hiring and recruitment practices</p>	<p>23 ILAC 3030.215 d) 2)</p>
	<p>Share strategies RAILS has used to recruit and maintain a diverse staff with members</p>	<p>23 ILAC 3030.215 a) 3) G)</p>
<p>Provide opportunities/tools for members to share strategies they have used to recruit a more diverse staff, including the EDI mailing list and the EDI Pulse Page</p>	<p>23 ILAC 3030.215 b) 1)</p>	

**Strategic Plan Goal Three: *RAILS assists member libraries in preparing for the future.***

Objectives	Planned Activities	System Standard
<p>Leveraging RAILS' power and influence in the Illinois library community, work collaboratively for additional funding for all types of</p>	<p>Provide CE/consulting to help libraries with fundraising, including information on finding funding partners and opportunities, and how to advocate for additional/continued funding from library administrators, funders, etc.</p>	<p>23 ILAC 3030.215 d) 2)</p>



Objectives	Planned Activities	System Standard
<p>libraries to ensure that libraries have the staffing, technology, and infrastructure needed to offer essential and cutting-edge services to their communities</p>	<p>Continue to schedule regular meetings with AISLE, IHLS, and ILA to discuss collaborative projects to help school libraries deal with funding challenges</p>	<p>23 ILAC 3030.215 d) 2)</p>
	<p>Participate in a wide variety of efforts to help advocate for continued/increased funding for all types of libraries, including:</p> <ul style="list-style-type: none"> <li>• ILA Legislative Meetups</li> <li>• Responding to ALA (American Library Association) calls to actions</li> <li>• Continuing to work with ILA Public Policy Committee to discuss legislation of importance to libraries</li> </ul>	<p>23 ILAC 3030.215 d) 2)</p>
	<p>Keep RAILS libraries informed of important legislative developments affecting libraries</p>	<p>23 ILAC 3030.215 a) 3) G)</p>
	<p>Publicize opportunities for staff from member libraries to advocate for continued/increased funding for libraries as appropriate, including:</p> <ul style="list-style-type: none"> <li>• Encouraging members to attend ILA Legislative Meetups</li> <li>• Encouraging members to respond to ALA calls to action</li> <li>• Encouraging library staff to use talking points and other resources on the My Library Is... website</li> </ul>	<p>23 ILAC 3030.215 d) 2) 23 ILAC 3030.215 a) 3) G)</p>
	<p>Develop professional quality video(s) through the My Library Is... initiative to demonstrate the importance of continued/increased funding for all types of libraries. Publicize the video(s) widely and encourage libraries of all types to use them to publicize the importance of library funding.</p>	<p>23 ILAC 3030.215 d) 2)</p>
	<p>Develop a “funding toolkit” on the My Library Is... website with resources to help libraries advocate for additional/continued funding, including talking points, continuing education opportunities, templates, and other instructional material</p>	<p>23 ILAC 3030.215 d) 2)</p>
	<p>Work with the RAILS Board Advocacy Committee to educate the board about issues</p>	<p>23 ILAC 3030.215 d) 2)</p>

Objectives	Planned Activities	System Standard
	affecting RAILS and libraries that may require their advocacy efforts locally, regionally, or nationally	
Help member libraries of all types and sizes demonstrate their value to their different stakeholders	<p>Offer “data office hours” to consult with members and to answer their questions about how to use data more effectively.</p> <p style="text-align: center;"><b>My Library Is... (MLI) Initiative</b></p> <p>Plan strategies/activities to address needs identified on FY 2022 individualized MLI surveys of the four types of RAILS libraries (academic, public, school, and specialized)</p> <p>Continue to work with MLI Advisory Group (consisting of staff from all types of libraries) to publicize the initiative and to develop new activities to help respond to FY 2022 MLI survey feedback</p> <p>Redesign MLI website as part of overall RAILS website redesign (see below)</p> <ul style="list-style-type: none"> <li>• Add BiblioBoard Recovering the Classics book covers and promotional materials to MLI website as part of redesign</li> </ul> <p>In addition to the funding toolkit mentioned above, develop additional toolkits on the MLI site to respond to challenges all types of library respondents identified on the 2022 MLI surveys</p> <p>Use weekly <i>RAILS E-News</i> to publicize different MLI website resources</p> <p>Work with a consultant to develop templates to include on the MLI website for libraries to customize for their own use</p> <p>Continue targeting MLI grant program at school libraries to help with the growing and dire need for school libraries to tell their stories more effectively</p> <p>Examine talking points available on MLI website and revise/expand them as necessary to make</p>	<p>23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 d) 2) 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 d) 2) 23 ILAC 3030.215 a) 2)</p> <p>23 ILAC 3030.215 a) 3) G)</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>

Objectives	Planned Activities	System Standard
	<p>sure they help staff at all sizes and types of libraries to demonstrate their value to different stakeholders</p> <p>Continue to work with IHLS to further expand and publicize the initiative to staff at all types and sizes of libraries statewide</p> <p>Continue to work with AISLE, IACRL, ILA, SLA-IL, and other stakeholders on common goals/ activities re to the MLI initiative to avoid duplication of efforts</p> <p>(See additional campaign activities in previous section)</p>	<p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 b) 1)</p>
<p>Professional development and member engagement efforts are future-focused, crossing library types and specific to individual library type needs</p>	<p>Provide CE/consulting on general resource sharing issues identified in the administrative rules, including interlibrary loan, the ILLNET Interlibrary Loan Code, nonresident service, the RAILS Resource Sharing Policy, etc. Provide information and training resources related to these topics on the RAILS website.</p> <p>Provide CE/consulting on library advocacy, management and practice, and other core service areas identified in the administrative rules</p> <p>Provide CE/ to help libraries meet per capita grant requirements and standards for their type of library</p> <p>Identify/monitor issues, trends, and challenges affecting libraries of all types and sizes and provide CE/consulting to help libraries respond to these issues and challenges</p> <ul style="list-style-type: none"> <li>• Help libraries respond to any remaining challenges related to COVID-19</li> </ul> <p>Offer CE/consulting assistance and other resources to help libraries of all types and sizes to develop/maintain a current strategic plan</p>	<p>23 ILAC 3030.215 d) 1)</p> <p>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 d) 1)</p>

Objectives	Planned Activities	System Standard
	Continue to develop Library Pulse pages on the RAILS website to help members respond to current issues, challenges, and trends	23 ILAC 3030.215 d) 2)
	Produce regular RAILS <i>Sparks</i> podcasts on current issues/trends affecting libraries of all types and sizes	23 ILAC 3030.215 d) 2)
	Continue to gather member input on CE needs from all sizes and types of RAILS libraries and implement training to meet those needs	23 ILAC 3030.215 a) 2) 23 ILAC 3030.215 d) 2)
	Based on member input, continue to offer CE Event Grants to help libraries, networking groups, and library consortia plan/offer training events of interest to library staff <ul style="list-style-type: none"> <li>• Give priority to grant projects targeting training events at staff from academic, school, and specialized libraries</li> </ul>	23 ILAC 3030.215 d) 2)
	Continue to partner with AISLE to identify training needs for school library staff and to offer joint CE opportunities based on that feedback	23 ILAC 3030.215 d) 2)
	Continue to work jointly with the Illinois State Library and AISLE to offer school library staff PDH credit for RAILS-organized CE opportunities	23 ILAC 3030.215 d) 2)
	Work with statewide stakeholders to develop Directors University, the statewide training initiative for new public library directors. Publicize widely.	23 ILAC 3030.215 d) 1) 23 ILAC 3030.215 d) 2)
	Work with statewide stakeholders to develop Directors 2.0 to offer intermediate-level training for library directors. Publicize widely.	23 ILAC 3030.215 d) 1) 23 ILAC 3030.215 d) 2)
	Work with statewide stakeholders to develop Elevate Illinois Libraries Leadership Program to recruit and nurture future Illinois library leaders. Publicize widely.	23 ILAC 3030.215 d) 2)
	Continue partnership with United for Libraries to provide statewide, online, on-demand trustee training. Publicize training widely.	23 ILAC 3030.215 d) 2)

Objectives	Planned Activities	System Standard
	Develop a comprehensive trustee orientation toolkit on the RAILS website	23 ILAC 3030.215 d) 2)
	Consult with/attend library board meetings as appropriate to help boards meet legal requirements and to develop leadership skills	23 ILAC 3030.215 d) 2)
	Continue partnership with HR Source to provide CE and discounted membership. Publicize widely.	23 ILAC 3030.215 d) 2)
	Continue partnership with Ancel Glink to offer statewide FOIA/OMA hotline. Publicize widely.	23 ILAC 3030.215 d) 2)

**Strategic Plan Goal Four: *RAILS leads alongside member libraries to develop and strengthen the Illinois library community and expand services to all.***

Objectives	Planned Activities	System Standard
RAILS will continue to strengthen collaborative relationships with partner library organizations, including the Association of Illinois School Library Educators, the Chicago Public Library, the Consortium of Academic and Research Libraries in Illinois, the Illinois Association of College & Research Libraries, the Illinois Heartland Library System, the Illinois Library Association, the Illinois State Library, and the Special Libraries Association – Illinois Community.	<b>Service Standards</b>	
	Work with ISL, IHLS, and other partners to revive conversation about revising system membership standards to help libraries of all types provide better service to their communities	23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 d) 1)
	Work with partners to plan a public library trustee training initiative, to ensure that public library trustees are aware of their roles and responsibilities, and the roles/responsibilities of the library director and staff	23 ILAC 3030.215 d) 2)
	<b>L2 (Library Directory and Learning Calendar)</b>	23 ILAC 3030.215 a) 4) A)
	Continue to provide statewide leadership for L2 <ul style="list-style-type: none"> <li>• Host, maintain, and develop additional features for L2</li> <li>• Provide ongoing user help and support</li> <li>• Continue to contract with Aten Design Group for L2 support and development</li> <li>• Ask ISL to continue to provide additional grant funding to support L2</li> </ul>	Applies to entire L2 section

Objectives	Planned Activities	System Standard
	<ul style="list-style-type: none"> <li>Provide a robust API that allows IHLS and LLSAPs to pull library and event data from L2 into their own websites</li> </ul> <p>Continue working with statewide L2 Governing Group on long-term goals for L2, implementation of major new projects, and quality assurance</p> <ul style="list-style-type: none"> <li>Explore possibility of completing IPLAR reports through L2</li> </ul> <p style="text-align: center;"><b>Certification</b></p> <p>Work with ISL, IHLS, and other appropriate partners to improve and enhance the annual certification process</p> <p>Work with RAILS members to ensure that they complete the certification process</p> <p style="text-align: center;"><b>Other Collaborative Initiatives</b></p> <p>Continue to schedule regular meetings with AISLE, IHLS, and ILA to discuss collaborative projects as referenced above</p> <p>Continue providing leadership and support to SLA-IL via the RAILS Member Engagement Manager serving as President of that group, publicizing SLA-IL activities and events, and other means</p> <p>Continue regular meetings with the Commissioner of the Chicago Public Library to discuss collaboration possibilities</p> <p>Continue to serve as sponsor for library-related conferences as possible, including conferences aimed at libraries of all types and different staff levels</p> <p>Partner on grant initiatives with library-related organizations to improve library service in Illinois and to help demonstrate the value of all types of libraries</p>	<p>23 ILAC 3030.215 a) 4) C)</p> <p>23 ILAC 3030.215 a) 4) C)</p> <p>23 ILAC 3030.215 b) 1)</p> <p>23 ILAC 3030.215 b) 1)</p> <p>23 ILAC 3030.215 b) 1)</p> <p>23 ILAC 3030.215 b) 1)</p> <p>23 ILAC 3030.215 b) 1)</p>
RAILS will continually seek to understand member	Conduct research on what RAILS academic, school, and specialized libraries know about the services	23 ILAC 3030.215 a) 2)

Objectives	Planned Activities	System Standard
<p>perceptions of inequities in system services to better support academic, school, and specialized libraries, as well as public libraries of all sizes.</p>	<p>available to them, whether they use those services, and what additional services RAILS might offer of benefit to them</p> <p>Develop targeted RAILS programs/services guides for academic, school, and specialized member libraries to ensure they are aware of the services available to them. Mail guides to individual libraries (approximately 853 locations).</p> <p>Develop regular, targeted email communications for academic, school, and specialized libraries to ensure that they are aware of specific RAILS programs/ services of benefit to them and the latest RAILS news of possible interest to their library type</p> <p>Enhance/expand type of library sections on RAILS website with website redesign</p> <p>Continue to work with AISLE, IHLS, ILA, ISL, and Dominican University to gather data on Illinois school libraries to get a better picture of school library needs in Illinois and how we might collaboratively address those needs</p> <ul style="list-style-type: none"> <li>• Analyze additional data gathered from school libraries during the 2022 certification process</li> <li>• Develop and maintain school library database of useful information. Eventually expand the database to include unique data for academic and specialized libraries.</li> </ul> <p>Present program at 2022 ILA Annual Conference with a panel of speakers addressing the specialized library crisis</p> <p>Attend Association for Rural and Small Libraries (ARSL) conference to stay aware of issues and challenges facing small and/or rural libraries</p> <p>(See also Communications section below)</p>	<p>23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 a) 3) G)</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>Continuously evaluate RAILS programs and services to ensure that they are having an impact and are helping to create</p>	<p>Develop and regularly update an action plan for the new RAILS strategic plan with measurable objectives</p>	<p>23 ILAC 3030.215 a) 2) Applies to entire section</p>

Objectives	Planned Activities	System Standard
<p>the best possible future for all member libraries</p>	<p>Develop and conduct annual member satisfaction survey of all types of RAILS libraries</p> <p>Continue to solicit member feedback via RAILS communication tools, surveys, and member encounters. Implement changes/additions to RAILS programs/services based on member input as appropriate. Ensure that we are getting feedback from libraries of all types and sizes in all geographic areas of the system.</p> <p>Make use of internal data and information to improve and optimize programs and services</p> <p>(See other sections of this document for plans to gather and respond to member feedback on specific RAILS programs/services)</p>	
<p>Collaborate with the Illinois State Library, the Illinois Heartland Library System, and other partners to develop a plan and timeline for achieving universal service</p>	<p>Continue to work with the RAILS Board Universal Service Committee to find and implement solutions to challenges related to the unserved in Illinois</p> <ul style="list-style-type: none"> <li>• Continue to work with members to identify obstacles to libraries adopting the extended Cards for Kids Act legislation. Encourage all libraries to extend service to all children in unserved areas.</li> <li>• Continue with efforts to have public libraries added to real estate listings</li> </ul> <p>Work with the Resource Sharing Committee to increase awareness within the library community to the significant number of Illinois unserved</p> <p>Continue to work with statewide partners to seek legislative support for statewide database access for all Illinois residents, including the unserved (see further details above)</p> <p>Work with ISL and other stakeholders to simplify nonresident card laws and rules</p> <ul style="list-style-type: none"> <li>• Work with ISL on an FAQ with answers to frequently asked questions on nonresident laws and rules</li> </ul> <p>Continue to publicize Inkie.org Library resources as being available to all Illinois residents, including</p>	<p>23 ILAC 3030.215 f) 5)</p> <p>23 ILAC 3030.215 f) 5)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 f) 5)</p> <p>23 ILAC 3030.215 f) 5)</p> <p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 f) 5)</p>



Objectives	Planned Activities	System Standard
	<p>those without access to public library service. (See additional details above.)</p> <p>Based on the outcome of the Explore More Illinois community college pilot (see above), give those without access to library service the option of using Explore More through participating community colleges</p> <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 and share with the Illinois State Library per our statutory requirement.</p>	<p>23 ILAC 3030.215 f) 5)</p> <p>23 ILAC 3030.215 f) 4)</p>

**Other Administrative Activities**

The following section details RAILS’ planned FY 2023 activities to meet statutory priorities for Illinois library systems not included in the sections above.

Objectives	Planned Activities	System Standard
<p>Engage and communicate with members and potential 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;"><b>Member Recruitment</b></p> <p>Engage with libraries of all types that express an interest in RAILS membership</p> <p>Visit potential members to ensure they meet membership criteria</p> <p>Work with RAILS Board on new member recommendations for approval by ISL</p> <p style="text-align: center;"><b>General Member Communication/Engagement</b></p> <p>Promote available programs/services via RAILS communication tools and member encounters, including:</p> <ul style="list-style-type: none"> <li>• RAILS website</li> <li>• Weekly <i>RAILS E-News</i></li> </ul>	<p>23 ILAC 3030.215 a) 4) B) Applies to entire section</p> <p>23 ILAC 3030.215 a) 3) G)</p>

Objectives	Planned Activities	System Standard
	<ul style="list-style-type: none"> <li>• Visiting as many members as possible, either virtually or in person, concentrating on libraries that RAILS has not visited or had any correspondence with in the past two years</li> <li>• Offering to attend a meeting of all RAILS networking groups as specified above</li> <li>• Scheduling regular member updates</li> <li>• Using available type of library mailing lists and lists for different levels of staff to communicate about specific programs/services of interest</li> <li>• Offering “New Director Welcome” online discussions</li> <li>• Sending all new RAILS library directors a welcome communication to acquaint them with system programs/services</li> <li>• Offering an online “RAILS Refresher” to any interested library</li> <li>• Continuing to feature “RAILS Minute” videos with the RAILS Executive Director highlighting the latest system news</li> <li>• Exhibiting at library conferences, including conferences for different types of libraries and different levels of staff</li> <li>• Presenting program at library-related conferences to promote RAILS programs/services</li> </ul> <p>Redesign RAILS website to replace outdated version of Drupal</p> <ul style="list-style-type: none"> <li>• Continue work with outside designer/developer</li> <li>• Continue gathering feedback from all types of libraries, including via usability testing and auditing/evaluating use of current website content</li> <li>• Ensure that new website is fully accessible to those with disabilities as referenced above</li> <li>• Complete the migration of the RAILS website and project sites (eRead Illinois, Explore More Illinois, Find More Illinois, My Library Is...) to the latest version of the Drupal content management system as a part of the redesign</li> <li>• Launch new website on railslibraries.org domain, communicate address change</li> </ul>	<p>23 ILAC 3030.215 a) 3) G)</p>

Objectives	Planned Activities	System Standard
	<p>widely, and implement appropriate redirects from other domains</p> <p>Coordinate with RAILS IT to change RAILS email domain to @railslibraries.org to coincide with change in website address</p> <p>Continue to make improvements to the weekly <i>RAILS E-News</i> based on the results of the FY 2022 <i>RAILS E-News</i> survey and other member feedback</p> <p>Gather feedback from different levels of staff (including non-librarians) on how RAILS can communicate with them more effectively. Develop strategies to respond to this feedback.</p> <p>Expand use of digital communication strategies as possible to promote RAILS programs/services to different audiences and to help members promote RAILS programs/services available to the public</p> <p>Expand/enhance RAILS' social media tools (Facebook, Twitter, Instagram, LinkedIn) as possible to engage and communicate with members</p> <ul style="list-style-type: none"> <li>• Track social media metrics and make strategy adjustments as necessary</li> <li>• Determine what additional social media tools RAILS might use to engage with members at all types and sizes of libraries and with all levels of staff at different RAILS libraries</li> </ul>	<p>23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 a) 2)</p> <p>23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 a) 3) G)</p>
<p>Engage and communicate with the RAILS Board of Directors to ensure that they are aware of RAILS programs and services, that they can serve as ambassadors for RAILS, and that their service on the board is as rewarding as possible</p>	<p>Communicate regularly with the board through board mailing list and other means</p> <p>Keep board informed about important issues for RAILS and for libraries of all types. Provide talking points for communicating with members about RAILS programs/services.</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>23 ILAC 3030.250 Applies to entire section</p>

Objectives	Planned Activities	System Standard
	<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 as referenced above</p> <p>Support board conference/meeting attendance as appropriate</p>	
<p>Recruit RAILS staff as needed to meet roles specified in administrative rules and to support strategic plan goals and objectives. Actively seek a diverse staff in terms of race, ethnicity, sexual orientation, gender identify, and other factors.</p>	<p>Encourage/support professional development for staff</p> <p>Continue to hold regular staff meetings to keep all staff informed of the latest RAILS developments and to help staff at different service centers engage with each other</p> <p>Continue work of RAILS Employee Committee to develop collaborative activities for all staff</p> <ul style="list-style-type: none"> <li>• Evaluate possibility of in-person staff in-service day in FY 2023</li> </ul> <p>Continue to prioritize EDI-related staff activities and initiatives as referenced above</p>	<p>23 ILAC 3030.215 a) 3) Applies to entire section</p>
<p>Maintain robust technology infrastructure needed to carry out all RAILS programs/services</p>	<p>Replace servers at remote locations</p> <p>Replace core switch at Burr Ridge</p> <p>Replace Wi-Fi access points at all RAILS locations</p> <p>Implement cloud backup for all RAILS services</p> <p>Implement necessary changes to meet new cybersecurity requirements, such as multi-factor authentication</p> <p>Begin looking into replacing online ticketing system for possible completion in FY 2024</p> <p>Replace Polycom units and TVs at RAILS locations</p>	<p>23 ILAC 3030.215 a) 5 Applies to entire section</p>