

**ILLINOIS STATE LIBRARY
SYSTEM AREA AND PER CAPITA GRANT APPLICATION
FY 2,021 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.	\$0.	\$0.	\$0.	\$0.	\$0.
Other	\$0.	\$176,000.	\$0.	\$0.	\$0.	\$176,000.
Federal Grants	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Other Grants	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Fees for Services & Materials	\$918,716.	\$0.	\$0.	\$0.	\$0.	\$918,716.
Reimbursements	\$1,142,200.	\$0.	\$0.	\$0.	\$0.	\$1,142,200.
Investment Income	\$172,000.	\$0.	\$0.	\$0.	\$0.	\$172,000.
Other Revenue	\$10,000.	\$0.	\$0.	\$0.	\$0.	\$10,000.
Estimated Total Revenue	\$12,228,446.	\$176,000.	\$0.	\$0.	\$0.	\$12,404,446.

	General Fund	Special Revenue Funds	Capital Projects Funds	Proprietary Funds	Fiduciary Funds	Total Budget
Expenditures						
Personnel						
Salaries						
Library Professionals	\$1,301,584.	\$0.	\$0.	\$0.	\$0.	\$1,301,584.
Other Professionals	\$1,440,500.	\$0.	\$0.	\$0.	\$0.	\$1,440,500.
Support Services	\$1,631,032.	\$0.	\$0.	\$0.	\$0.	\$1,631,032.
Payroll Taxes & Benefits						
Social Security Taxes	\$333,037.	\$0.	\$0.	\$0.	\$0.	\$333,037.
Unemployment Insurance	\$10,974.	\$0.	\$0.	\$0.	\$0.	\$10,974.
Workmen's Compensation	\$102,005.	\$0.	\$0.	\$0.	\$0.	\$102,005.
Retirement Benefits	\$43,852.	\$0.	\$0.	\$0.	\$0.	\$43,852.
Health, Dental & Life Insurance	\$648,760.	\$0.	\$0.	\$0.	\$0.	\$648,760.
Other	\$21,500.	\$0.	\$0.	\$0.	\$0.	\$21,500.
Temporary Help	\$16,000.	\$0.	\$0.	\$0.	\$0.	\$16,000.
Recruiting	\$5,000.	\$0.	\$0.	\$0.	\$0.	\$5,000.
Library Materials						
Printed Materials	\$6,650.	\$0.	\$0.	\$0.	\$0.	\$6,650.
Non-Printed Materials	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
E-Resources	\$1,460,900.	\$0.	\$0.	\$0.	\$0.	\$1,460,900.

	General Fund	Special Revenue Funds	Capital Projects Funds	Proprietary Funds	Fiduciary Funds	Total Budget
Buildings & Grounds						
Rent	\$268,800.	\$0.	\$0.	\$0.	\$0.	\$268,800.
Utilities	\$85,500.	\$0.	\$0.	\$0.	\$0.	\$85,500.
Property Insurance	\$16,506.	\$0.	\$0.	\$0.	\$0.	\$16,506.
Repairs & Maintenance	\$71,100.	\$0.	\$0.	\$0.	\$0.	\$71,100.
Custodial and Janitorial Service & Supplies	\$58,500.	\$0.	\$0.	\$0.	\$0.	\$58,500.
Other	\$42,300.	\$0.	\$0.	\$0.	\$0.	\$42,300.
Vehicle Expense						
Fuel	\$246,320.	\$0.	\$0.	\$0.	\$0.	\$246,320.
Repairs & Maintenance	\$114,600.	\$0.	\$0.	\$0.	\$0.	\$114,600.
Vehicle Insurance	\$90,872.	\$0.	\$0.	\$0.	\$0.	\$90,872.
Vehicle Leasing & Rent	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Other	\$7,750.	\$0.	\$0.	\$0.	\$0.	\$7,750.
Travel, Meetings and Continuing Education for Staff & Board						
In-state Travel	\$55,196.	\$0.	\$0.	\$0.	\$0.	\$55,196.
Out-of-State Travel	\$54,880.	\$0.	\$0.	\$0.	\$0.	\$54,880.
Registrations, Meetings and Other Fees	\$59,352.	\$0.	\$0.	\$0.	\$0.	\$59,352.
Conferences and Continuing Education Meetings	\$103,900.	\$0.	\$0.	\$0.	\$0.	\$103,900.
Public Relations	\$31,100.	\$0.	\$0.	\$0.	\$0.	\$31,100.

	General Fund	Special Revenue Funds	Capital Projects Funds	Proprietary Funds	Fiduciary Funds	Total Budget
Liability Insurance	\$24,570.	\$0.	\$0.	\$0.	\$0.	\$24,570.
Supplies, Postage and Printing						
Computer Software and Supplies	\$167,876.	\$0.	\$0.	\$0.	\$0.	\$167,876.
General Office Supplies and Equipment	\$38,780.	\$0.	\$0.	\$0.	\$0.	\$38,780.
Postage	\$12,875.	\$0.	\$0.	\$0.	\$0.	\$12,875.
Binding	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Library Supplies	\$200.	\$0.	\$0.	\$0.	\$0.	\$200.
Delivery Supplies	\$63,700.	\$0.	\$0.	\$0.	\$0.	\$63,700.
Other	\$120.	\$0.	\$0.	\$0.	\$0.	\$120.
Telephone and Telecommunications	\$148,374.	\$0.	\$0.	\$0.	\$0.	\$148,374.
Equipment Rental, Repair & Maintenance						
Equipment Rental	\$18,214.	\$0.	\$0.	\$0.	\$0.	\$18,214.
Equipment Repair and Maintenance Agreements	\$178,350.	\$0.	\$0.	\$0.	\$0.	\$178,350.
Professional Services						
Legal	\$40,500.	\$0.	\$0.	\$0.	\$0.	\$40,500.
Accounting	\$55,500.	\$0.	\$0.	\$0.	\$0.	\$55,500.
Consulting	\$100,000.	\$0.	\$0.	\$0.	\$0.	\$100,000.
Contractual Staff	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Contractual Services						
Information Service Costs	\$28,425.	\$0.	\$0.	\$0.	\$0.	\$28,425.

Agreements with systems, member libraries and other cooperatives	\$1,551,791.	\$16,000.	\$0.	\$0.	\$0.	\$1,567,791.
Outside Printing Services	\$540.	\$0.	\$0.	\$0.	\$0.	\$540.
Other	\$1,434,694.	\$160,000.	\$0.	\$0.	\$0.	\$1,594,694.
Depreciation	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Professional Association Membership Dues	\$10,080.	\$0.	\$0.	\$0.	\$0.	\$10,080.
Miscellaneous	\$7,950.	\$0.	\$0.	\$0.	\$0.	\$7,950.
Capital Outlays						
Equipment	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Computer hardware and software	\$0.	\$0.	\$50,000.	\$0.	\$0.	\$50,000.
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.	\$0.	\$0.	\$0.	\$0.
Debt Service						
Principal	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Interest	\$0.	\$0.	\$0.	\$0.	\$0.	\$0.
Estimated Total Expenditures	\$12,211,009.	\$176,000.	\$50,000.	\$0.	\$0.	\$12,437,009.
Excess of Estimated Revenues Over (Under) Estimated Expenditures	\$17,437.	\$0.	\$-50,000.	\$0.	\$0.	\$-32,563.

2.1 Delivery Budget Supplement for FY2022:

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

DELIVERY REVENUE SOURCE		State Funds	Federal (LSTA) Funds
	Area & Per Capita Grant		\$ 1,936,143.79
	Other State Grants		
	Federal Grants		
	Other Grants		
	Fees	\$ 7,590.00	
	Reimbursements		
	Investment Income		
	Other Revenue		
Delivery		\$ 7,590.00	\$ 1,936,143.79
DELIVERY EXPENDITURES		State Funds	Federal (LSTA) Funds
Delivery Personnel:			
	Library Professionals		
	Other Professional	\$ 41,611.21	\$ 240,000.79
	Support Services	\$ 95,960.00	\$ 850,000.00
	Social Security Taxes (FICA)	\$ 45,454.00	\$ 50,000.00
	Unemployment Insurance	\$ 7,644.00	
	Workmen's Compensation	\$ 78,997.00	
	Retirement Benefits	\$ 13,335.00	
	Health, Dental & Life Insurance	\$ 215,743.00	
	Other Professional		
	Temporary Help	\$ 14,870.00	
	Recruitment		
Total		\$ 513,614.21	\$ 1,140,000.79
Delivery Buildings and Grounds:			
	Rent	\$ 113,037.00	
	Utilities	\$ 5,831.00	
	Property Insurance	\$ 1,827.00	
	Repairs & Maintenance	\$ 7,896.00	
	Custodial and Janitorial Service & Supplies	\$ 4,897.00	
	Other	\$ 1,467.00	
Total		\$ 134,955.00	\$ -

Delivery Vehicle Expense:			
	Fuel	\$	173,829.00
	Repairs & Maintenance	\$	94,436.00
	Vehicle Insurance	\$	78,723.00
	Vehicle Leasing & Rent	\$	-
	Other	\$	6,272.00
	Total	\$	353,260.00
		\$	-
Travel, Meetings and CE for Delivery Staff			
	In-State Travel	\$	-
	Out-of-State Travel	\$	-
	Registrations, Meetings and Other Fees	\$	1,000.00
	Conferences and Continuing Education Meetings	\$	-
	Total	\$	1,000.00
		\$	-
Delivery Liability Insurance:			
	Total	\$	2,486.00
		\$	-
Supplies, Postage and Printing:			
	Computer Software and Supplies		
	General Office Supplies & Equipment	\$	1,286.00
	Postage	\$	707.00
	Binding		
	Library Supplies		
	Delivery Supplies	\$	51,751.00
	Total	\$	53,744.00
		\$	-
Delivery Telephone & Telecomm			
	Local/Long Distance - Voice	\$	17,468.00
	Telecomm - Data & Fax		
	Total	\$	17,468.00
		\$	-
Delivery Equipment Rental, Repair and Maintenance:			
	Equipment Rental	\$	1,415.00
	Equipment Repair and Maintenance		
	Maintenance Agreement		
	Computer Hardware Insurance		
	Total	\$	1,415.00
		\$	-

Delivery Professional Services:			
	Legal	\$	500.00
	Accounting	\$	-
	Consulting	\$	16,380.00
	Contractual Staff		
	Total	\$	16,880.00
		\$	-
Delivery Contractual Services:			
	Contractual Agreements with commercial carriers	\$	181,002.00
		\$	796,143.00
	Total	\$	181,002.00
		\$	796,143.00
Delivery Capital Outlays:			
	Equipment		
	Computer hardware and software		
	Furniture & Fixtures		
	Building and Improvements		
	Land		
	Vehicles		
	Total	\$	-
		\$	-
Total Expenditures Budgeted to Support Library System Delivery			
		\$	1,275,824.21
		\$	1,936,143.79

RAILS FY2022 System Area and Per Capita Grant Application

Detailed Budget Narrative

This budget narrative for the FY2022 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 FY2021 budget. We have included as an attachment a spreadsheet showing line item details of the FY2022 budget and FY2021 budget, with a breakdown by administration, delivery and LLSAP support revenues and expenditures, and a comparison of the two.

After carefully considering the growing needs of the member libraries and the support that RAILS provides for 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, the budget and plan of service are presented with a deficit that assumes level funding, but with the intention to request additional funding. These requests for funding would focus on L2 website maintenance and continued development as well as additional member cataloging assistance for items in other languages and unique formats not covered by the Cataloging Maintenance Center (CMC). The total budgeted General Fund deficit of \$480,167 would only reduce current RAILS reserves coverage by about two weeks. The budget that we are presenting includes all of the services that RAILS believes we should be providing to our members to meet the plan of service and our strategic plan goals.

RAILS is in the process of issuing an RFP for possible additional outsourcing of delivery. All delivery vehicle purchases will be deferred until these RFP responses are evaluated 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 FY2022 plan of service continues its support of programs and activities included in 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
- 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
- Cooperative purchases
- Grants to members for continuing education events and to help show the value of school libraries
- Campaign to help all RAILS libraries tell their stories

As in past years, we used zero-based budgeting, meaning we developed the FY2022 budget from the ground up. We included all activities we believe necessary to support our strategic plan. As of April 30, 2021, which included receipt of the entire FY2021 Area and Per Capita Grant (APC) award, RAILS had 23.8 months of operating reserves to fund revenue shortfalls.

General fund revenues of \$12,321,501 are budgeted to increase \$93,055 from the FY2021 budget. This increase is primarily due to increases in reimbursements (\$182,150) and fees for services and materials (\$59,818), partially offset by decreases in investment income (\$143,213) and E-rate reimbursements (\$5,700). Decreased investment income is due primarily to lower investment yields, as we assumed a .14% rate of return compared to the 1% return assumed in the prior year budget.

No special revenue funds activity is budgeted for FY2022, which is a \$176,000 decrease from the prior year's budget. This decrease is due to non-recurrence of the 2020 Census Grant, the FY2021 portion of which was unbudgeted, and the completion of the L2 replacement project budgeted for FY2021 (\$176,000).

Budgeted general fund expenditures of \$12,801,668 are \$590,659 above the FY2021 budgeted amounts. Lower than prior year expenditures are budgeted in four expenditure categories: buildings and grounds; travel and continuing education; supplies, postage, and printing; and equipment repair and maintenance. Budgeted expenditures increased in all other categories, primarily personnel, library materials, vehicle expenses, professional services and contractual services.

For the general fund, we are budgeting that total estimated expenditures will exceed estimated revenues by \$480,167. We also are budgeting \$274,500 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 FY2021 award amount.

Certain budgeted expenditures are tentative and may not be incurred. RAILS is currently issuing an RFP to evaluate whether additional outsourcing of delivery services or increased automation 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 FY2022.

Revenues

FY2022 estimated total revenues of \$12,321,501 consist entirely of general fund revenues.

APC grant revenues (\$9,985,530) are budgeted at the FY2021 budget amount. The APC amount awarded accounts for 81.0% of the general fund revenue budget. Excluding reimbursement revenues, the percentage increases to 90.7%.

General fund fees for services and materials of \$978,534 are budgeted to increase \$59,818 from the FY2021 budget primarily due to \$42,890 budgeted payments from RSA, resulting from the LLSAP support calculation, increases in ILDS contract fees (\$11,928) 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 (\$333,000), which purchase additional program content; FMI membership fees (\$33,750); 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 structured the budgeted FMI membership fees 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 (\$1,306,850), which is an \$182,150 increase from the FY2021 budget. This program has significantly expanded over the past several years (FY2015 reimbursement revenues were \$565,742). The addition of one new product (Gale Small Business Builder) is budgeted in FY2022 along with three product discontinuations due to vendor closures and lack of member participation (MARC Report, Brain HQ and Sign Up). Major group purchase programs budgeted are for EBSCO databases (\$580,000), Communico Cloud (\$375,000), several Gale products (\$95,550) and Press Reader (\$85,000). 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 \$11,800. This amount decreased \$5,700 from the FY2021 budgeted amount of \$17,500 due to the conversion of the Illinois Century Network from an eligible service provider to an applicant. 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 \$28,787 is budgeted for FY2022, a decrease of \$143,213 from the \$172,000 budgeted for the prior year. Interest rates on money market funds, such as Illinois Funds, have decreased to a current level of just over .04%, due to Federal Reserve actions in response to the pandemic. Prior year interest rates at this time of year were just over 1.0%. We are conservatively assuming that FY2022 investment yields will rise to an average of .14% as we emerge from the pandemic 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 budget. 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 have no impact upon fund balances as they offset corresponding expenditures for print materials.

In summary, general fund revenues of \$12,321,501 are budgeted to increase \$93,055 from the FY2021 budget, primarily due to an increase in reimbursements (\$182,150) as well as fees for services and materials (\$59,818), partially offset by decreases in investment income (\$143,213) and E-rate reimbursements (\$5,700).

No special revenue fund revenues are budgeted for FY2022 due to the expected completion of the E-book grant at the end of FY2021, as well as the non-recurrence of the 2020 Census Grant and the grant in support of replacing L2 (\$176,000). The only grant incorporated in the FY2021 special revenues fund budget was the grant for \$176,000 in support of replacing L2.

Expenditures—Personnel

Personnel-related expenditures, budgeted to account for 45.7% of total expenditures, compared to 45.4% in the FY2021 budget, comprise the largest single category of total RAILS expenditures. The FY2022 budget for salary expenditures incorporates the following highlights and assumptions:

- The FY2022 budget incorporates a system-wide 3% 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 a starting wage of \$15.00 per hour for delivery personnel. The current rate is \$14.00. The total impact of the above increases are approximately \$142,000 for salaries and \$14,000 for other personnel expenditures.
- The budget includes the deletion of one part-time delivery sorter position in Coal Valley due to combining two routes for efficiency, the deletion of two delivery sorter positions in Bolingbrook, and the addition of one part-time delivery driver position in Bolingbrook. These delivery position changes eliminated approximately \$44,495 in total salary and \$17,737 for other personnel expenditures.

General fund salary expenditures of \$4,665,253 are budgeted to increase by \$292,137, or 6.7%, from the prior year budget. Administrative salaries account for \$193,864, LLSAP support (RSA) salaries account for \$51,403 and Delivery accounts for \$46,870 of the total increase. Due to COVID-19 funding uncertainties, 3% salary increases were not budgeted for FY2021 but were later implemented retroactively to the beginning of FY2021 once funding became more certain. In addition, RAILS granted selective increases as a result of a FY2021 benchmarking study to a small number of staff members. The delivery department driver and sorter headcount of 40 employees is budgeted two persons below the FY2021 budget, which partially offsets the salary increases. Budgeted headcount for both Administrative and LLSAP support personnel is unchanged from the prior year budget.

The general fund FY2022 budget for social security taxes increased \$24,439, or 7.3% from the similar increase in budgeted salaries. Unemployment insurance increased \$7,590, or 69.2%, due to an increase in the rate assessed, but FY2021 had seen a 50.8% 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 decrease \$3,622, or 3.6%, due to decreased delivery personnel, which carry the highest premiums.

Retirement benefits are budgeted to increase \$6,130, or 14.0% from the FY2021 budget due to increased salaries and wages. The CY2021 contribution rate, which applies to the first half of FY2022, is 1.08% and will decrease to 0.96% in the second half (CY2022) of the fiscal year. RAILS pension obligations are funded in excess of 100%, resulting in the low funding obligations for FY2021 and FY2022.

Health, dental, and life insurance expenditures of \$612,302 are budgeted to decrease \$36,458, or 5.6% from the FY2021 budget due to 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. 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 FY2022 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 decrease by \$4,000, or 18.6% from the FY2021 budget. 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, as the amounts required in FY2022 are expected to be lower than in previous years.

The FY2022 budget of \$17,500 for temporary help, all of which are budgeted for the delivery department, increased \$1,500 from the FY2021 budget. Actual expenditures incurred during FY2021, due to replacement needs due to position vacancies and replacement needs during vacations, have been well in excess of budget. Recruiting expenditures of \$10,000 are budgeted to increase \$5,000 from the FY2021 budget primarily due to additional search efforts anticipated for both delivery and administrative personnel.

Collectively, FY2022 general fund personnel expenditures are budgeted to increase \$292,789, or 5.3% from the FY2021 budget, due primarily to budgeted increases in salary and related expenditures, partially offset by a decrease in health, dental, and life insurance.

No FY2022 special revenue funds expenditures are budgeted due to the expected completion of the E-book grant at the end of FY2021, as well as the non-recurrence of the 2020 Census Grant and the grant in support of replacing L2. Budgeted special revenue fund expenditures decreased \$176,000 from the FY2021 budget due to the non-recurrence of the grant for \$176,000 in support of replacing L2.

Expenditures—Operating

The following is a discussion of FY2021 budgeted General Fund Expenditures.

Library Materials

The major expenditure item of this category, E-resources (\$1,646,050), is budgeted to increase \$185,150, or 12.7% from the FY2021 budget. Group purchase e-Resources expenditures of \$1,306,850 are budgeted, compared to \$1,124,700 budgeted for FY2021. 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 (\$330,000), or \$3,000 above the FY2021 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 \$512,631 are budgeted to decrease \$30,075, or 5.5% from the FY2021 budget due primarily to a budgeted decrease in lease expenditures, partially offset by increases in property insurance expenditures. The RAILS lease for the East Peoria facility, which consisted of both office space, primarily used by RSA, and a delivery hub was on a month-to-month basis. The owner recently terminated the lease, effective June 30, 2021. RAILS has located another nearby property and has signed a letter of intent to lease the property. Under the initial terms, the lease costs would be below those of the prior lease, particularly for the office space. We incorporated these costs into the FY2022

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budget, as well as anticipated build out costs, which could vary considerably from the budget. Property insurance expenditures increase \$10,659 due to industry wide insurance cost increases due to a number of natural disasters over the past several years.

Vehicle Expense

Total vehicle expenditures of \$530,123 are budgeted to increase \$70,581, or 15.4% from the FY2021 budget, primarily from increases in fuel (\$37,480), vehicle insurance (\$25,801) and maintenance expenditures (\$8,200). The FY2022 budget assumes fuel usage of approximately 8,333 gallons/month, at a market rate of \$3.20/gallon. The prior year budget assumed fuel usage of 8,500 gallons/month and a market price of \$2.70/gallon. Current market prices approximate the budget average, but in the past have been volatile.

The FY2021 vehicle insurance expenditures (\$116,673) are budgeted to increase \$25,801 due to premium increases experienced in 2021 and anticipated in 2022.

The FY2022 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 fifteen 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 five delivery vehicles in FY2022, but will not make these until we review the delivery service RFP responses.

Travel, Meetings and Continuing Education

Total expenditures of \$221,064 for this category are budgeted to decrease \$52,264, or 19.1%. In-state and out-of-state travel expenses decreased \$40,394 and \$6,905, respectively from the FY2021 budget. FY2021 actual expenditures were minimal due to pandemic restrictions on travel to the member libraries and to conferences. We expect FY2022 expenditures to remain lower due to limited planned in-person meetings during the first half of FY2022.

Registrations and meetings (\$47,787) expenses are budgeted to decrease \$11,565 from the FY2021 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 reduced these expenditures from the prior year budget as we assumed that in-person events most likely will not be held until the beginning of CY2022.

The FY2022 continuing education budget of \$110,500, an increase of \$6,600 from the FY2021 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. Also included in this line are \$22,000 of Equity, Diversity and Inclusion (EDI) training expenses for the board and RAILS staff, which is in support of the strategic plan goal to help libraries anticipate, understand, and respond to changing social issues and customer needs. The budget increase is primarily due to the addition of this EDI training, partially offset by reduced (\$15,000) CE event expenditures including a \$5,000 reduction due to the continuation of Director's University as a virtual event that requires no hospitality expenditures. The budget provides for continuing education in the following categories:

- *General* — \$65,000 — Continued offerings of workshops, webinars, HR Source, Trustee Academy, and other events
- *CE event grants* — \$20,000 — 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 in FY2022, but may revert back to general CE grants if interest in EDI is not sustained
- *EDI Cohort Model Training* - \$12,000
- *EDI Board Committee/Subcommittee Projects* - \$10,000
- *RAILS subscription to LinkedIn Learning* — \$3,500

Public Relations

Public Relations expenses of \$16,100 are budgeted to decrease \$15,000 from the FY2021 budget due primarily to no planned promotional mailings expenditures for the “My Library Is” campaign (\$20,000). The FY2021 budget included \$20,000 of expenditures for promotional mailings for the “My Library Is” campaign and \$10,000 for RAILS promotional items and other exhibit costs at appropriate conferences to spread the word about RAILS programs and services. The FY2022 budget contains \$11,100 for RAILS promotional and booth items and \$5,000 for Explore More Illinois re-branding, if necessary.

Supplies, Postage and Printing

Total expenditures of \$206,655 for this category are budgeted to decrease \$76,896 from the FY2021 budget, primarily from a \$72,776 decrease in computers, software, and supplies expenditures. The FY2021 budget included the replacement purchases (\$123,500) of 95 new laptop computers. The FY2022 budget includes the replacement of desktop phones and headsets (\$65,000) as well as the reduction of Adobe expenses and other software and supplies expenditures (\$14,076).

Telephone and Telecommunications

FY2022 budgeted expenditures of \$138,800, which incorporate existing contracts, are \$9,574 below the FY2021 budget primarily due to reduced budgeted Zoom expenditures since actual FY2021 expenditures have been well below budgeted amounts.

Equipment Rental, Repair & Maintenance

Total expenditures of \$163,690 for this category are budgeted to decrease \$32,874 from the FY2021 budget, primarily due to decreased 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 decrease is due to reduced Zoom expenditures as actual FY2021 expenditures have been well below budgeted amounts.

Professional Services

Total expenditures of \$330,300 for this category are budgeted to increase \$134,300 from the FY2021 budget, primarily from a \$133,000 increase in consulting expenses. FY2022 budgeted expenses include \$50,000 for website redesign services since the current platform is becoming obsolete, \$45,000 for cataloging services consulting for member libraries, \$35,000 for strategic plan consulting in support of the goal to deliver on the promise of organizational excellence, and \$20,000 for routing review and consulting from the Laboratory for Applied Spatial Analysis (LASA).

The \$233,000 budget for Consulting consists of:

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- Website redesign - \$50,000
- Cataloging services consulting for member libraries - \$45,000
- HR Source (Formerly MAI) discount membership program — \$35,000
- Strategic plan consulting - \$35,000
- Equity, Diversity, and Inclusion (EDI) consulting — \$28,000
- Delivery routing and consulting - \$20,000
- FOIA/OMA Hotline — \$15,000
- 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 FY2022 budget provision of \$20,000 for delivery consulting is for possible route mapping assistance.

Contractual Services

Total expenditures of \$3,128,194 for this category are budgeted to increase \$112,744 from the FY2021 budget, due primarily to increases in contractual agreements with systems, member libraries and other cooperatives (\$83,339) as well as other contractual services (\$31,145).

Other contractual services within the Delivery operation are budgeted to increase \$7,145, due to a continuation of the contracted October 2020 price increase to Continental Transportation Solutions, RAILS primary subcontractor.

The FY2022 other contractual services budget provides for Administration expenses of \$488,694, an increase of \$24,000 from the FY2021 budget. These expenditures include:

- Find More Illinois expenditures of \$194,694, or \$26,000 above the FY2021 budget
- BiblioLabs platform expenditures of \$170,000, a decrease of \$5,000 from the FY2021 budget, to support the statewide BiblioLabs platform
- Explore More Illinois expenditures of \$40,000 (unchanged from the FY2021 budget) to expand the program, which connects library patrons to deals and discounts from museums and other cultural attractions.
- Additional expenditures of \$35,000 related to the continued development of the L2 website.
- A provision of \$18,000, a decrease of \$7,000 from the FY2021 budget, which is RAILS' investment to continue the GALE Career Online High School group purchase offer. We recently changed the vendor for this program to Smart Horizons.
- A newly budgeted provision of \$18,000 to invest in 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 \$12,000, a decrease of \$8,000 from the FY2021 budget, of Open-Gov contractual support, which will provide for additional RAILS transparency to its members and other interested parties.

The FY2022 budget for agreements with systems, member libraries, and other cooperatives expenditures (\$1,635,130) is \$83,339 above the FY2021 budget due to increases in administration expenditures (\$102,000), partially offset by a small decrease in support payments to LLSAPs (\$18,661).

Administration expenses increased primarily due to increased LLSAP catalog membership grants, the budget of which increased from \$70,000 to \$141,000. The FY2022 budget assumes support for all libraries that have expressed interest in the catalog membership grants. The FY2022 administration budget for contractual agreements with systems, member libraries, and other cooperatives also includes incentives (\$30,000) for members to join Find More Illinois.

LLSAP direct support expenses decreased \$18,661 from the FY2021 budget, as RSA in FY2022 would make a small payment to RAILS compared to receiving payments from RAILS in FY2021. RAILS intends to continue its support payments to six entities, three of which (CCS, Rock River and Pinnacle) were added in FY2020. The FY 2022 and FY2021 support payments are shown below:

	<u>FY 2022</u>	<u>FY 2021</u>
CCS	\$ 187,966	\$ 164,088
Pinnacle	53,887	53,038
PrairieCat	559,218	533,081
RRLC	69,118	56,764
RSA	0	42,552
SWAN	522,691	562,018
Total Direct LLSAP Support	\$ 1,392,880	\$ 1,411,541

The FY2022 support allocation to RSA is \$857,170. Since budgeted RSA personnel expenses (\$900,010) exceed this amount, RSA would make payments to RAILS of \$42,890.

Capital Outlays

Expenditures of \$274,500 are budgeted \$224,500 above the FY2021 budget. The budget includes \$115,000 to purchase two storage servers and three host servers.

The FY2022 budget also includes \$159,500 for the purchase of five delivery vehicles to replace our aging fleet. RAILS will defer these purchases until we review the delivery RFP responses and evaluate any possible additional outsourcing of delivery services.

Budgeted Expenditures per Strategic Plan Goal

The percentage allocation of budgeted fiscal year 2022 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	<u>FY2022</u>	<u>FY2021</u>
Promote, support, and expand resource sharing	70	70
Work with libraries of all types to tell the library story	3	3
Help libraries be the best they can be	7	7
Prepare libraries for the future	3	3
Aim to be the best library system in the country	17	17

RAILS’ allocation to its five strategic plan goals are unchanged compared to the prior year budget, as the additional expenditures contemplated in the FY2022 budget were allocated similar to our previous resource allocations. 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 \$12,321,501 are budgeted to increase \$93,055 from the FY2021 budget, primarily due to increases in reimbursements (\$182,150) and fees for services and materials (\$59,818), partially offset by decreases in investment income (\$143,213) and E-rate reimbursements (\$5,700).

Budgeted general fund expenditures of \$12,801,668 are \$590,659 above the FY2021 budgeted amounts. Lower than prior year expenditures are budgeted in four expenditure categories: buildings and grounds; travel and continuing education; supplies, postage and printing; and equipment repair and maintenance. Budgeted expenditures increased in all other categories, primarily personnel, library materials, vehicle expenses, professional services and contractual services.

For the general fund, we are budgeting that total estimated expenditures will exceed estimated revenues by \$480,167. We also are budgeting \$274,500 of expenditures from the Capital Projects fund, which has no budgeted revenues.

The budget and plan of service are based on level funding. We intend to request additional funding (\$75,000) to support the L2 program plus the support of the world language and specialized format cataloging consulting services (\$50,000) that are not provided by the Cataloging Maintenance Center (CMC) at IHLS. We have budgeted to procure technology upgrades including the replacement of the telephone system and the website redesign services, and library needs and usage also continue to increase. The budget we are presenting includes the services that RAILS believes we should be providing to our members.

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.

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3.0 System Operational Plan

This document presents the Reaching Across Illinois Library System’s (RAILS) operational plan for FY 2022. Our overarching goal in implementing this plan will be to ensure that we are providing the best possible service to 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. We consider all of the activities below as essential in helping us to achieve this goal. For this reason, we also plan to advocate strongly for an increase in the Area and Per Capita grant for library systems in FY 2022 to ensure funding for all of these vital programs/activities.

Equity, diversity, and inclusion (EDI) is a central theme running through this document and through many of our FY 2022 activities. RAILS is deeply committed to promoting and fostering EDI, and offering programs and services that reflect the varied needs of our membership in terms of race, ethnicity, age, geographic location, staff position, and other factors. We are also committed to helping our members further their EDI efforts to meet the needs of all of their customers and potential customers. We continue to hear from member libraries of all types that they have a great need for assistance in this area, and we want to meet this need.

This plan was developed with a great deal of input from RAILS members as is required by the Illinois State Library and administrative rules for library systems. It follows the arrangement of the RAILS strategic plan approved by the RAILS Board in September 2018. All activities included in the plan are aligned with and support statutory priorities for Illinois library systems as noted.

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	Promote/strongly encourage resource sharing via RAILS communication tools and member encounters. Promote RAILS programs/services aimed at helping libraries expand resource sharing efforts as detailed below.	23 ILAC 3030.215 b) 1)
	Help plan and participate in meetings with the Illinois State Library (ISL) and Illinois Heartland Library System (IHLS) to discuss issues of mutual interest	23 ILAC 3030.215 b) 1 23 ILAC 3030.215 b) 2)
	Work with the RAILS Resource Sharing Committee to investigate and recommend ways to improve, increase, and promote resource sharing to all types of Illinois libraries. Goals include increasing the statewide culture of resource sharing, improving	23 ILAC 3030.215 b) 1)

Objectives	Planned Activities	System Standard
	<p>awareness of resource sharing, and providing services for the unserved.</p> <p>Collaborate with ISL, IHLS, Chicago Public Library System (CPLS), Association of Illinois School Library Educators (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-IL), and other stakeholders to expand resource sharing. See specific details on proposed collaborative efforts below.</p> <p>Collaborate with and support the work of the International Coalition of Library Consortia (ICOLC). Participate in ICOLC activities that are relevant to RAILS priorities, including the task force investigating OCLC business practices, products, and pricing.</p> <p>Provide ongoing support for the Digital Public Library of America (DPLA) and the Illinois Digital Heritage Hub. Participate in decision making re making changes to DPLA’s SimplyE Community Advisory Group.</p>	<p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 b) 2)</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>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>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 383 RAILS library agencies (539 individual buildings) participate in one of these LLSAPs.</p> <p>Work with RAILS LLSAPs to develop ways to restructure LLSAP financial support (to take effect in FY 2023) as referenced below</p> <p>Offer catalog membership grants to encourage libraries to join a RAILS LLSAP. These grants help make LLSAP membership more affordable and increase resource sharing by making many more library materials available to more Illinois residents.</p>	<p>23 ILAC 3030.215 c) 1) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 c) 1)</p> <p>23 ILAC 3030.215 c) 1)</p>

Objectives	Planned Activities	System Standard
	<p>Help members meet the new requirement in the Illinois administrative rules to evaluate whether they will make their holdings available via a shared collection</p> <ul style="list-style-type: none"> • Publicize Find More Illinois as an option for meeting this requirement • Pay particular attention to the difficulties school and special libraries may have in meeting this requirement, and discuss possible solutions with ISL <p>Plan/conduct annual in-service day for all consortial staff to help them exchange news, ideas, and best practices</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>Work with the RAILS Consortia Committee to expand resource sharing and promote consortial membership</p> <p style="text-align: center;">Expand and Promote Find More Illinois (FMI)</p> <p>Recruit libraries to join FMI. Provide training/consulting. Heavily publicize FMI benefits to all types of libraries (academic, public, school, and specialized) via RAILS communication tools and member encounters.</p> <p>Continue working with the nine (out of 10) LINKin libraries not currently participating in FMI to encourage them to join. These are large libraries and their participation would greatly enhance the materials available through FMI and encourage other large libraries to join.</p> <p>Heavily promote the benefits of FMI to non-automated libraries, such as making it much more affordable to participate in an online catalog. Encourage these libraries to participate.</p> <p>Heavily promote the benefits of FMI to standalone libraries and encourage them to participate</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) 23 ILAC 3030.215 c) 3)</p> <p>23 ILAC 3030.215 c) 1)</p> <p>23 ILAC 3030.215 b) 1) 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) All apply to entire section</p>

Objectives	Planned Activities	System Standard
	<p>Continue to offer IHLS the opportunity to participate in FMI</p> <p style="text-align: center;">Support High-Quality Cataloging</p> <p>Continue and expand basic cataloging training implemented in FY 2020 and FY 2021</p> <p>Offer additional cataloging training in response to member feedback</p> <p>Offer new cataloging services to RAILS libraries in response to member feedback on cataloging needs that are not currently met within their own libraries or by the Cataloging Maintenance Center. To aid with our EDI efforts, these new services will include the cataloging of non-Latin and Asian languages.</p>	<p>23 ILAC 3030.215 c) 5) 23 ILAC 3030.215 c) 6) Both apply to entire section</p>
<p>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>	<p style="text-align: center;">Providing Delivery Service Based on Need</p> <p>Work with RAILS members of all types (academic, public, school, and special) to determine the most appropriate delivery method to meet their needs</p> <p>Evaluate responses to the delivery RFP, including current contract with CTL, in order to provide the best and most cost effective delivery services, and explore additional outsourcing</p> <p>Continue providing high-quality statewide delivery services to CARLI libraries via ILDS</p> <p>Evaluate data from ILDS to analyze changes in volume and respond with necessary and appropriate changes to service</p> <p>Discontinue contract with Comet Messenger service to provide delivery to RAILS special libraries in the Chicago area and bring this service “in house.” RAILS can conduct this service more efficiently and economically. Communicate changes to all libraries eligible for this service and ensure their smooth transition to RAILS Delivery service.</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) 2)</p> <p>23 ILAC 3030.215 e) 2)</p> <p>23 ILAC 3030.215 e) 2)</p> <p>23 ILAC 3030.215 e) 2)</p>

Objectives	Planned Activities	System Standard
	<p>Promote the need to complete quarterly delivery volume counts to RAILS members. Consult with libraries on an individual basis as needed. Examine delivery count data to determine potential changes to existing delivery routes.</p> <p>Continue to seek guidance/assistance from 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>Request additional funding from ISL to purchase additional delivery vehicles</p> <p>Work with statewide delivery partners to move forward on delivery improvements, including exploring the possibility of purchasing label-less sorting equipment to save time and money for member libraries</p> <p>Continue working with the Laboratory for Applied Spatial Analysis (LASA) on potential future improvements to RAILS delivery service</p> <p style="text-align: center;">Delivery CE/Consulting</p> <p>Consult with members on delivery issues/concerns. Widely promote the use of the delivery help desk ticketing system via RAILS communication tools and member encounters.</p> <p>Promote delivery training videos available on the RAILS website. Determine whether additional videos are needed.</p> <p>Find additional ways to ensure that RAILS school libraries know about available delivery options, including heavily promoting these options at the in-person 2021 AISLE conference</p>	<p>23 ILAC 3030.215 e) 5) H)</p> <p>23 ILAC 3030.215 e) 4) F) 23 ILAC 3030.215 e) 4) G)</p> <p>23 ILAC 3030.215 e) 1)</p> <p>23 ILAC 3030.215 e) 1</p> <p>23 ILAC 3030.215 e) 1)</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>
Develop and implement innovative projects to expand access to a wider variety of resources for	eRead Illinois Axis 360	<p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3) 23 ILAC 3030.215 c) 4) All apply to entire section</p>

Objectives	Planned Activities	System Standard
<p>Illinois residents, including providing access to digital content/e-resources and expertise</p>	<p>Explore alternative vendor options for eRead Illinois to ensure optimal user experience and potential growth</p> <p>Recruit RAILS libraries and IHLS non-SHARE libraries to join eRead Illinois. Support the training and marketing needs of participants.</p> <p>Evaluate eRead content to ensure that it continues to meet member needs. Add resources that reflect EDI principles as appropriate and that address the needs of a wide, culturally diverse audience.</p> <p>Complete final evaluation of ISL e-book grant activities and submit required paperwork to ISL. Publicize benefits and impact of grant project to RAILS member libraries and other stakeholders. Use findings of these data gathering efforts to develop a more robust collection strategy for eRead Illinois in FY 2022.</p> <p style="text-align: center;">BiblioBoard/inkie.org</p> <p>Analyze BiblioBoard usage data to evaluate its effectiveness in serving member libraries. Work with BiblioLabs to ensure cost effectiveness of program.</p> <p>Publicize BiblioBoard/inkie.org resources as being free to all Illinois libraries courtesy of RAILS. Promote BiblioBoard resources that reflect EDI principles and address the needs of a culturally diverse audience. Find ways to target promotions at unserved areas as mentioned below.</p> <p>Evaluate DPLA Amazon partnership to provide Amazon e-books to libraries via the DPLA exchange</p> <p>Examine current marketing strategy to achieve deeper knowledge and use of all BiblioBoard and inkie.org resources by Illinois libraries</p> <p>Develop/design templates for materials libraries can use to promote BiblioBoard resources directly to their customers</p>	<p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3) 23 ILAC 3030.215 c) 4) All apply to entire section</p>

Objectives	Planned Activities	System Standard
	<p>party vendors providing e-resources to public libraries. Based on member feedback, determine whether to expand the project to include academic, school, and specialized libraries.</p> <p>Continue dialogue with publishers on need for better e-book access/pricing for libraries/consortia</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 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 they would be able to afford on their own</p>	<p>Explore new and advantageous deals for member libraries</p> <p>Gather member input on desired discounts/group purchases and implement new offerings as appropriate</p> <p>Use Consortia Manager to provide an infrastructure for managing RAILS group purchases and discounted resources</p> <ul style="list-style-type: none"> • Streamline related work processes • Provide platform for member participation • Compile statistics for savings and usage for value-add narratives <p>Promote ISL Try-It! Illinois database trial to RAILS members as a way for them to try new databases before purchase</p> <p style="text-align: center;">Career Online High School Program (COHS)</p> <p>Heavily promote availability of scholarships through COHS program via RAILS communication tools</p> <p>Use penetration map developed in FY 2021 to identify gaps where there are high numbers of adults without a high school diploma and publicize program to libraries in those areas</p> <p>Promote the program as addressing the needs of a wide range of culturally, economically, and ethnically diverse audiences</p>	<p>23 ILAC 3030.215 a) 6) Applies to entire section</p> <p>23 ILAC 3030.215 a) 6) Applies to entire section</p>

Objectives	Planned Activities	System Standard
	<p>Publicize program to youth services staff to help reach the many potential program participants who are young parents</p> <p>Conduct <i>Sparks</i> podcast interviews with Smart Horizons staff, library staff, program participants, etc.</p> <p>Continue to meet with networking group of COHS library staff participants to develop and promote the program</p> <p>Issue press release on program and encourage interested library patrons to check with their libraries for more information. This might encourage additional libraries to participate.</p>	
<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>	<p>Encourage use of RAILS mailing lists/online forums, including lists focusing on EDI in general, and lists geared toward different library types, staff at all levels at all libraries, and library staff of different cultures and ethnicities</p> <p>Establish new mailing lists/forums as needed</p> <p>Implement new email list software system and communicate resulting changes in RAILS email lists as detailed below</p> <p>Publicize existing networking groups, including groups focusing on EDI, and groups geared toward different library types, staff at all levels at all libraries, and library staff of different cultures and ethnicities. Assist in the formation of new networking groups as needed.</p> <p>Regularly publicize the benefits of belonging to a RAILS networking group</p> <p>Continue to build and strengthen relationships and engagement with RAILS networking groups. RAILS began this effort in earnest with virtual visits to networking groups during the pandemic and our efforts have paid off thus far.</p>	<p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 b) 1) Both apply to entire section</p>

Objectives	Planned Activities	System Standard
	<p>Initiate networking group recruitment project/ series of events to help encourage new staff at member libraries to join networking groups</p> <p>Schedule RAILS Online Roundtables (online forums hosted by networking groups) on a variety of topics of interest to RAILS member libraries of all types</p> <p>Continue to promote opportunities for members from all types and sizes of libraries to collaborate on EDI-related challenges by offering a number of peer-to-peer learning and networking opportunities</p>	
<p>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>	<p>Plan/schedule virtual networking opportunities for staff from all types of libraries. Schedule in-person opportunities as appropriate. Offer opportunities focused on how all types of libraries can address EDI-related issues as mentioned above.</p> <p>Work with other library organizations (AISLE, IACRL, SLA-Illinois, etc.) to plan/organize networking events and opportunities to exchange best practices. Publicize events/opportunities to the appropriate library types.</p> <p>Continue providing leadership and support to SLA-IL via the RAILS Member Engagement Manager serving as President of that group</p>	<p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 b) 1) Both apply to entire section</p>

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 My Library Is... Initiative</p> <p>Conduct individualized surveys of the four types of RAILS libraries (academic, public, school, and specialized) to determine needs not currently being met by the initiative</p> <ul style="list-style-type: none"> • Analyze and implement survey findings and develop activities/resources to meet unmet needs as appropriate • Work with RAILS CE Team to plan/offer CE in response to needs identified via the surveys 	<p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 d) 2)</p>

Objectives	Planned Activities	System Standard
	<p>Continue to work with My Library Is... Advisory Group (consisting of staff from all types of libraries) to publicize the initiative and to develop new activities to help libraries prove their value and tell their stories</p> <p>Expand My Library Is... grant program for school libraries to help with the growing and dire need for school libraries to tell their stories more effectively.</p> <ul style="list-style-type: none"> • Promote grant offering to as diverse an array of school libraries as possible, including libraries of different sizes and in different parts of the RAILS area • Ask applicants to specify how their proposal will help advance EDI and meet the diverse needs of the students they serve • Ask applicants to describe the audience that will be served by their grant project in terms of race, ethnic background, and other factors • Ask applicants to identify how their project will help promote the value of their school library <p>Add additional campaign activities and resources to help libraries showcase their impact/value in promoting EDI and in welcoming all, no matter what their race, age, ethnicity, economic background, etc.</p> <p>Analyze use of My Library Is... website to determine which resources are used the most. Try to determine reasons why other resources are not being used as heavily and make changes to the website as appropriate.</p> <ul style="list-style-type: none"> • Continue to heavily publicize key website resources/sections, including the <i>Elders of the Internet</i> video and media kit, talking points for all types of libraries, the blog, etc. <p>Continue to work with IHLS to further expand the initiative statewide</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>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 d) 2)</p>

Objectives	Planned Activities	System Standard
	<p>Continue to work with ILA, AISLE, IACRL, SLA-IL, and other stakeholders on common goals/ activities re to the initiative to avoid duplication of efforts</p> <p style="text-align: center;">Other</p> <p>Utilize media monitoring software to track and report on coverage of RAILS and our member libraries by different media sources. Promote appropriate coverage via RAILS social media. Target RAILS and member library promotions at sources that cover library-related stories.</p>	<p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 d) 2)</p> <p>23 ILAC 3030.215 a) 3) G) 23 ILAC 3030.215 d) 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>Initiate and participate in a wide variety of advocacy efforts to help all types of libraries to respond to any lingering effects/results of the COVID-19 pandemic, including funding 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. Work with committee on initiatives/activities to help advocate for different types of libraries.</p> <p>Continue to schedule regular meetings with the AISLE Board, IHLS, and ILA to discuss collaborative projects to help school libraries deal with the challenges affecting them</p> <p>Continue with efforts to gather and analyze data on Illinois school libraries to get a better picture of school library needs in Illinois</p> <ul style="list-style-type: none"> • Recruit volunteer or paid intern to help with data collection • Investigate whether we can utilize FY 2022 certification process to help with data gathering efforts 	<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>

Objectives	Planned Activities	System Standard
	<ul style="list-style-type: none"> Develop standards for school libraries and incorporate into annual certification in 2022 as appropriate <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 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 identified in the administrative rules. (See also other sections of this document for information on CE/consulting for specific core system services.)</p> <p>Offer CE focused on the standards in <i>Serving Our Public</i> to help libraries meet per capita grant requirements</p> <ul style="list-style-type: none"> Explore expanding support for strategic planning through development of a toolkit or more structured consulting support for members <p>Offer training and consulting in other mandated areas as needed, including harassment training</p> <p>Continue to gather member input on CE needs and implement training to meet those needs. Begin using a revised assessment tool to capture impacts/outcomes of RAILS-sponsored CE.</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 a) 2)</p>

Objectives	Planned Activities	System Standard
	<p>Continue to partner with AISLE to identify training needs for school librarians and to offer joint CE opportunities based on that feedback</p> <p>Apply to become a PDH (professional development hours) provider to make it easier and faster to deliver CE to schools</p> <p>Investigate and possibly implement a learning management system for RAILS members</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, including conferences aimed at libraries of all types and different staff levels</p>	<p>23 ILAC 3030.215 a) 2) 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) 23 ILAC 3030.215 a) 6)</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;">L2 – Library Directory & Learning Calendar</p> <p>Continue to provide statewide leadership for L2. Host and maintain L2, make updates, provide user help and support.</p> <p>Continue development work on the “new L2” to implement additional features requested by users (including ISL, RAILS, IHLS, LLSAPs, and others) and to improve the user experience</p> <p>Continue to contract with Aten Design Group for L2 support</p> <p style="text-align: center;">Certification</p> <p>Work with RAILS members to ensure that they complete the certification process</p> <ul style="list-style-type: none"> • Work with all RAILS members to ensure that they complete a strategic plan for their library. Provide CE and consulting to help with this effort as referenced above. 	<p>23 ILAC 3030.215 a) 4) A)</p> <p>23 ILAC 3030.215 a) 4) A)</p> <p>23 ILAC 3030.215 a) 4) A)</p> <p>23 ILAC 3030.215 a) 4) A) Applies to entire section</p>

Objectives	Planned Activities	System Standard
	<ul style="list-style-type: none"> • Develop school library standards and incorporate them into certification in 2022 as referenced above • Evaluate data gained from 2021 certification process and make any necessary changes • Work with ISL and other partners to evaluate requirements/process for school libraries to better align with their current situation and operations 	
<p>Ensure the ongoing education of library leaders and the development of leadership skills for library staff</p>	<p>Work with other stakeholders to plan/implement Directors University, the statewide training initiative for new public library directors. Determine what changes should be made to make program more effective.</p> <p>Work with other stakeholders to plan/implement the Elevate statewide initiative to recruit and nurture future Illinois library leaders. Determine what changes should be made to make the event more effective and to benefit as many library staff members as possible.</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. Publicize training widely.</p> <p>Provide networking opportunities for RAILS-area trustees, including Zoom meetings with an educational element and an opportunity for trustees to share best practices</p> <p>Consult with/attend library board meetings as appropriate to help boards meet legal requirements and to develop leadership skills</p>	<p>23 ILAC 3030.215 d) 2) Applies to entire section</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 style="text-align: center;">General</p> <p>Continue to provide leadership to help libraries respond to challenges in the outside world affecting library service</p> <p>Identify/monitor additional issues and trends affecting RAILS members and provide CE/consulting to help members respond to those issues</p> <p>Continue to develop Library Pulse pages on the RAILS website to help members respond to current issues and trends</p> <p>Produce monthly RAILS <i>Sparks</i> podcast featuring interviews on current issues/trends affecting libraries of all types</p> <ul style="list-style-type: none"> • Determine effective way to gather feedback from <i>Sparks</i> listeners and respond to this feedback as appropriate • Focus different episodes on different library types, different levels of library staff, and other EDI-related issues <p style="text-align: center;">COVID-19 Related Issues</p> <p>Continue providing information and leadership to RAILS members via the COVID-19 Pulse Page, RAILS CE events, the RAILS Executive Director’s continued service on the REALM Steering Committee, and other activities</p> <p>Help members with advocacy efforts related to lingering effects of the pandemic, including funding challenges; and health, safety and other issues that will evolve over the course of time. Support library involvement in vaccine distribution and education.</p> <p style="text-align: center;">Equity, Diversity, and Inclusion Initiatives</p> <p>Work with the RAILS Board EDI Committee and subcommittees to promote and foster EDI</p> <ul style="list-style-type: none"> • Investigate and possibly launch a cohort-model training for members on EDI best practices/competencies 	<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) 3) G)</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> <p>23 ILAC 3030.215 d) 2) Applies to entire section</p>

Objectives	Planned Activities	System Standard
	<ul style="list-style-type: none"> • Explore possible grants that would support development of multiple library cohorts and provide financial sustainability for EDI work in general • Develop a directory of EDI presenters for member libraries to help increase diversity of presenters and broaden perspectives • Encourage incorporation of EDI principles into training initiatives such as Directors University <p>Continue the work of the RAILS Climate Team to identify and implement internal best practices and initiatives for RAILS staff</p> <ul style="list-style-type: none"> • Create database of current RAILS partners/vendors and assess how our partners align with our expectations related to EDI. Create a targeted goal to increase representation/diversity of the organizations and people we work with. • Create a rubric RAILS staff can use as a guide when selecting partners/vendors and evaluating grant applications. The rubric would incorporate EDI principles expected of partner organizations. • Create a boilerplate EDI statement that communicates RAILS' expectations around EDI <p>Plan and participate in CE and consulting initiatives to promote EDI in libraries. Offer EDI-related CE to RAILS members based on the recommendations of the board EDI committee and member feedback.</p> <p>Based on member input, continue to offer CE Event grants to help libraries, networking groups, and library consortia plan/offer EDI-focused training events of interest to library staff.</p> <ul style="list-style-type: none"> • Promote grant offering to as diverse an array of libraries as possible, including libraries of different sizes and in different parts of the RAILS area • Ask applicants to specify how their proposal will help advance EDI • Ask applicants to describe the audience that will be served by their grant project in terms of race, ethnic background, and other factors 	

Objectives	Planned Activities	System Standard
	<p>Identify potential partners to expand the reach of our work and to avoid duplication of effort, including ILA, IHLS, ISL and CARLI</p> <p>(See other sections of this document for additional EDI activities RAILS is planning for FY 2022)</p>	
<p>Partner with libraries and other stakeholders to foster an educated, engaged, and civil society</p>	<p>Activities related to helping members with advocacy efforts specified under Goal Two and the EDI items throughout this document also apply to this objective</p>	<p>23 ILAC 3030.215 d) 2)</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 find and implement solutions to challenges related to the unserved in Illinois</p> <p>Work with ISL and other stakeholders to simplify nonresident card laws and rules and to expand the law to include innovative practices select RAILS libraries have already implemented</p> <ul style="list-style-type: none"> • Work with ISL on an FAQ with answers to frequently asked questions on nonresident laws and rules <p>Work with the Resource Sharing Committee to increase awareness within the library community to the significant number of Illinois unserved</p> <p>Work on obtaining statewide funding for a core suite of electronic databases that would be available to all system member libraries and unserved residents as specified above</p> <p>Promote BiblioBoard platform as a way to deliver e-content to anyone in Illinois, including the unserved. Target these promotions at unserved areas.</p> <p>Provide more information on intergovernmental agreements (IGA) in response to member feedback</p> <ul style="list-style-type: none"> • Provide consulting and CE on IGA's • Expand IGA information on the RAILS website. Include example IGAs from member libraries. • Promote available IGA materials 	<p>23 ILAC 3030.215 f) 5)</p> <p>23 ILAC 3030.215 f) 5) 23 ILAC 3030.215 f) 6)</p> <p>23 ILAC 3030.215 f) 5)</p> <p>23 ILAC 3030.215 f) 5) 23 ILAC 3030.215 f) 6)</p> <p>23 ILAC 3030.215 f) 5) 23 ILAC 3030.215 f) 6)</p> <p>23 ILAC 3030.215 f) 5) 23 ILAC 3030.215 f) 6)</p>

Objectives	Planned Activities	System Standard
	<p>Promote the value of extending library services to the unserved to member libraries and help libraries promote services available to the unserved</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.</p> <p>Partner with ISL, IHLS, and ILA on efforts to issue a statewide library card and to lead efforts to achieve universal library service in Illinois</p>	<p>23 ILAC 3030.215 f) 6)</p> <p>23 ILAC 3030.215 f) 5) 23 ILAC 3030.215 a) 3) H)</p> <p>23 ILAC 3030.215 f) 6)</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>Engage 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;">General Member Communication/Engagement</p> <p>Promote available programs/services via RAILS communication tools and member encounters</p> <p>Redesign RAILS website to replace outdated version of Drupal</p> <ul style="list-style-type: none"> • Contract with designer/developer for special features • Gather feedback from all types of libraries, including via usability testing, and add more content that is needed/useful to members • Audit and evaluate use of current website content • Focus new homepage and menu structure in response to member feedback • Keeping appropriate EDI principles in mind, ensure that new website is fully accessible to those with disabilities 	<p>23 ILAC 3030.215 a) 4) B)</p> <p>23 ILAC 3030.215 a) 3) G) Applies to entire section</p>

Objectives	Planned Activities	System Standard
	<ul style="list-style-type: none"> • Include content pages dealing with current issues, trends, and challenges faced by RAILS libraries of all types (Pulse Pages), including EDI • Migrate the RAILS website and project sites (as subsites of the RAILS site where appropriate) to the latest version of the Drupal content management system as a part of the redesign • Launch new website on railslibraries.org domain, communicate address change widely, and implement appropriate redirects from other domains <p>Implement new email list software system (Listserv or other product to replace Mailman), utilizing L2 API for member authentication on RAILS-managed email lists. Communicate resulting changes in RAILS email lists to all members to ensure a smooth transition and uninterrupted use of all mailing lists.</p> <p>Coordinate with RAILS IT to change RAILS email domain to @railslibraries.org to coincide with change in website address</p> <p>Continue with project to evaluate/analyze <i>RAILS E-News</i>. Implement changes to weekly <i>RAILS E-News</i> based on results of project and feedback from members.</p> <p>To reflect EDI principles, develop new communication strategies to ensure that all levels of staff at all RAILS member libraries are aware of the programs/services RAILS offers of direct benefit to them</p> <ul style="list-style-type: none"> • Gather feedback from different levels of staff on how RAILS can communicate with them more effectively. Initiate activities in response to this feedback. <p>Expand use of video to promote RAILS programs/services to different audiences</p> <ul style="list-style-type: none"> • Develop video series to capture more stories from member libraries. Feature interviews, 	

Objectives	Planned Activities	System Standard
	<p>news, and updates, as well as best practices/tips for libraries</p> <ul style="list-style-type: none"> • Create more short orientation videos for staff from member libraries of all types, including videos with information on how to use different RAILS services and the benefits of those services to members. Video series will correspond to printed materials which will be available to all members. <p>Visit as many member libraries throughout the RAILS area as possible either in person or virtually. Concentrate on libraries that have not been visited in two years and nonpublic libraries.</p> <p>Schedule regular 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>Send all new RAILS library directors a welcome communication to acquaint them with system programs/services</p> <p>Exhibit at library conferences as appropriate, including conferences for different types of libraries and different levels of library staff</p> <p>Present programs at library-related conferences as appropriate to promote RAILS programs/services and the benefits of those programs/services for different types of RAILS libraries and different levels of RAILS staff</p> <p style="text-align: center;">Multitype Communication/Engagement</p> <p>Schedule informational/networking meetings for different library types, including virtual meetings</p> <p>Target nonpublic members for library visits, either in person or virtual</p> <p>Use available type of library mailing lists to communicate system membership benefits</p>	<p>23 ILAC 3030.215 a) 3) G) Applies to entire section</p>

Objectives	Planned Activities	System Standard
	<p>Investigate/implement more efficient way of producing e-newsletters targeted at academic, school, and specialized libraries</p> <p>Conduct online school library meetings to acquaint schools with system offerings</p> <p>Present programs/sponsor exhibit booths at conferences for different types of libraries</p> <p>Continue to work on issues/challenges affecting specialized libraries via RAILS staff service on the SLA-IL Board of Directors</p> <p style="text-align: center;">Social Media Communication/Engagement</p> <p>Expand/enhance RAILS' social media tools (Facebook, Twitter, Instagram, LinkedIn) to engage members</p> <p>Use social media to channels to promote our libraries to the general public</p> <p>Use social media to promote RAILS benefits and services to our member libraries</p> <p>Use social media to amplify library advocacy activities</p> <p>Use social media to engage in conversations about current issues, member needs, and RAILS resources/initiatives</p> <p>Track social media metrics and make strategy adjustments as necessary</p>	<p>23 ILAC 3030.215 a) 3) G) Applies to entire 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>Continue to develop and foster a data culture at RAILS</p> <p>Continue to evaluate RAILS' programs/services to show their effectiveness and impact on members. Implement changes to RAILS programs/services as a result of these activities as appropriate.</p> <p>Evaluate all EDI-related activities by the end of the fiscal year to determine their effectiveness and to</p>	<p>23 ILAC 3030.215 a) 2) Applies to entire section</p>

Objectives	Planned Activities	System Standard
	<p>plan next steps to continue to achieve RAILS' goal to promote and foster EDI</p> <p>Experiment with new methods of engaging members with data literacy training</p> <p>Create survey to assess performance of RAILS CE events as referenced above</p> <p>Build up GIS mapping tools of RAILS's service area for members and internal use</p> <p>Continue to grow and develop Data in Libraries Pulse Page</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. See other sections of this document for specific examples.</p> <p>Other data-related priorities are described elsewhere in this document and include:</p> <ul style="list-style-type: none"> • Developing a new strategic plan with measureable objectives • Membership standards work • Continued development of L2 • Evaluation and analysis of e-book grant project • Continued evaluation/analysis of weekly <i>RAILS E-News</i> 	
<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>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. Analyze/evaluate efforts to recruit a more diverse slate of board candidates in FY 2021 to determine how we might further enhance them to encourage members to vote with diversity in mind.</p> <p>Support board conference/meeting attendance as appropriate</p> <p>Continue to implement results of March 2021 Board Engagement & Communications Survey</p> <p>Evaluate board portal on RAILS website to determine what changes can be made to make it a more useful tool for board members</p>	
<p>Ensure that all aspects of the RAILS organization use and model best practices in all that we do</p>	<p>Model effective EDI practices for members by sharing information on the RAILS’ activities detailed in other sections of this document</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, 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 a) 3) G) 23 ILAC 3030.215 d) 2</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;">New RAILS Strategic Plan</p> <p>Develop a new RAILS Strategic Plan to replace the plan passed by the RAILS Board in 2018</p> <ul style="list-style-type: none"> • Re-envision RAILS’ role and services to members in light of the vast changes brought to society and the role of libraries by the pandemic • Hire a consultant to help us with the process • Gather input from as many libraries of all types as possible throughout the RAILS area during all phases of the process 	<p>23 ILAC 3030.215 a) 2)</p>

Objectives	Planned Activities	System Standard
	<p>Investigate and implement new telephone system</p> <p>Move forward on development of a delivery app, and roll out iPads and app use to delivery staff</p> <p>Continue providing subsidized Zoom and conference calling accounts to appropriate RAILS member groups</p> <p>Complete the development of an internal Human Resources application to take in and track job applicants through the hiring process</p>	
<p>Engage in innovative projects on a statewide, national, and international level and help RAILS members model these projects for their community of users</p>	<p>See other sections of this document for additional information on innovative projects, including BiblioBoard and inkie.org, Explore More Illinois, MyLibraryIs..., L2, online roundtables, RAILS' EDI initiatives, etc.</p>	<p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 c) 3) 23 ILAC 3030.215 d) 2)</p>
<p>Provide excellent stewardship of RAILS financial resources to ensure maximum benefit to member libraries, library users, and Illinois taxpayers</p>	<p>Identify and implement structural changes, expense reductions, and revenue increases to eliminate a deficit budget by June 30, 2022.</p> <ul style="list-style-type: none"> • Work with other partners/stakeholders to advocate for an increase in the Area and Per Capita grant • Identify RAILS budget items/projects that we can ask ISL to fund, including L2 and providing assistance in cataloging foreign language materials • Identify possible internal restructuring to reduce expenditures, including in the HR/Finance Department • Work with LLSAPs to develop ways to restructure LLSAP financial support (to take effect in FY 2023) • Identify additional revenue streams, including charging administrative fees for cooperative purchases • Monitor FY 2022 expenses very closely with the goal of ending the year under budget • Review Delivery Outsourcing RFP responses and the potential impact of our decisions on facility and other costs 	<p>3030.250 o) 4) Applies to entire section</p>

Objectives	Planned Activities	System Standard
	<p>Closely monitor RAILS investments and make changes as appropriate</p> <p>Continue to investigate and find efficiencies and cost savings, primarily through the budgeting and financial reporting processes, for RAILS operations</p>	
<p>Maintain a research and development role to provide leadership and innovation to help members provide the best possible service to their customers</p>	<p>See other sections of this document for activities related to research and development, including our work with LASA, evaluation/data activities, etc.</p>	<p>23 ILAC 3030.215 b) 1) 23 ILAC 3030.215 a) 2)</p>