

## **FY2012 Plan of Service**

### **Long Range Program / Strategic Plan**

#### **Introduction**

Illinois Library Systems are charged by the Illinois Library System Act to support the policy of the state to encourage the improvement of free public libraries and to encourage cooperation among all types of libraries in promoting the sharing of library resources. Creating sustainable System services and operations, especially in this time of delay in grant payments, require the evolution of Illinois Library Systems and their services. The merger of the five Systems in northern Illinois is the primary first step in that essential evolution.

The Reaching Across Illinois Library System (RAILS) must provide leadership and engage in open dialogue with its stakeholders, including the member libraries and the Illinois State Library (ISL). Services to member libraries must be nimble, sustainable, and scalable. Services must reflect funding availability and the priorities of member and the Illinois State Library.

This Long Range Plan is predicated on the availability of funding for implementation of the goals set forth. Activities undertaken in pursuit of these goals should utilize best practices at the time of implementation. The goals are prioritized according to the directives of the Secretary of State and the Illinois State Library, the needs of members, and the Illinois Library Association (ILA) Future of Illinois Library Cooperation (FILC) Action Plan.

A requirement for the System Long Range Plan is member input. The Long Range Plan recommendations for Fiscal Years 2013-2015 are written as part of the overall merger effort of the five northern Systems. The Merger Design Team's Subcommittee on the Future of Library Systems, composed of representative from ALS, DLS, MLS, NSLS, and PALS, reviewed considerable information about System member needs at both the individual System level as well as statewide. The report of the Subcommittee, which included review of ILA FILC summary report which reflects statewide needs of all types of libraries as well as the additional input of groups representing library constituencies (such as Illinois School Library Media Association/ISLMA), was used to develop the RAILS Long Range Plan.

#### **Administration - Funding**

Rationale: For more than forty years, the State of Illinois, through the Illinois State Library, has funded cooperative services for libraries and library patrons because of the demonstrated benefits of library services for citizens and the economies of scale achieved through statewide and regional cooperative programs.

The Illinois State Library continues to demonstrate its commitment to regional and statewide programs through its stated priorities of resource sharing, delivery, and talking book services. The Illinois Library Association's work on the FILC initiative reiterated the importance of delivery and shared catalogs to libraries of all types and their patrons, and further found that

group purchasing arrangements, continuing education, and consulting are valued services that are best supplied cooperatively at the statewide and regional level.

As the Systems merge, new ways of providing services will be designed and implemented; and new services needed by 21st century libraries and library users will be added.

Short Term Goals:

- Ensure that the identified priority services are provided without interruption. Review current funding levels, develop a program budget for each service, and determine the most cost-effective way to provide the services, reallocating funds as necessary.

Long Term Goals:

- Work with other stakeholders in Illinois (ISL, ILA, Consortium of Academic and Research Libraries in Illinois/CARLI, Chicago Public Library/CPL, etc.) to support an appropriate level of state funding for the prioritized services.
- Propose alternative sources of funding such as grants or corporate underwriting. Explore transitioning to member supported services. Develop new services with input from libraries and end users. Be agile in reallocating funds as new needs arise.

### **Administration - Corporate Culture**

Rationale: Prior to merging, each of the individual Systems had distinct corporate cultures and values. As the Systems merged, elements of all cultures and values have been brought to RAILS. An important element of organizational success is a clear and stated set of organizational values as well as a healthy corporate culture.

Short Term Goals:

- Identify, understand, and appreciate the various corporate cultures and values brought to RAILS.
- Establish a set of shared values and to create a supportive working environment that encourages openness, innovation, collaboration, and mutual respect.

Long Term Goals:

- Support the development of a single corporate culture and a set of shared values.

### **Delivery**

Rationale: Resource sharing ensures that patrons of all types of Illinois libraries are able to procure resources they could not obtain in a single library. Physical delivery of materials is the primary means by which libraries are able to share their materials. RAILS will make delivery of materials a priority to safeguard the state goal of access for all. The State of Illinois has had a long standing tradition of support for delivery services, which is a stated priority of the Secretary of State and State Librarian.

Short Term Goals:

- Provide delivery of materials between libraries in the manner that meets state standards, works best for each geographic area of RAILS, and serves the best interest of all RAILS members.
- Assist in clarifying the goals of library resource sharing in the State of Illinois.
- Assist in the revision of the Standards for the Services of Illinois Library Systems regarding delivery services.

Long Term Goals:

- Strive to streamline the delivery of materials across boundaries, using new technologies and methods to provide seamless delivery in the most cost effective manner.
- Seek cost effective ways to bridge delivery service with other Illinois Systems and CARLI.

### **Local Library System Automation Programs**

Rationale: Local Library System Automation Programs (LLSAPs) allow direct access to the bibliographic information of multiple libraries for both patron and staff initiated loans. The State of Illinois has had a long standing tradition of support for LLSAPs, which is a stated priority of the Secretary of State and State Librarian.

Short Term Goals:

- Operate LLSAPs through contracts with members.
- Maximize the impact of shared materials by balancing benefit and expense.
- Assist in clarifying the goals of library resource sharing in the State of Illinois.
- Assist in the revision of the Standards for the Services of Illinois Library Systems regarding LLSAPs and independent library automation consortia.
- Explore contractual agreements for support services to LLSAPs and independent library automation consortia.

Long Term Goals:

- Support collaborative and seamless resource sharing through the interconnection of LLSAPs and other shared library catalogs throughout Illinois.
- Explore and design a group purchase program and/or contractual agreements that balance benefit and expense for LLSAP maintenance and support, catalog maintenance and purchase or upgrade of integrated library system software.

### **Library Services for the Blind and Physically Handicapped/Talking Book Services**

Rationale: Library services for the Blind and Physically Handicapped (BPH) provide access to Illinois residents unable to read or use conventional print material due to a visual or physical disability. The State of Illinois has had a long standing tradition of support for Talking Book Services, which is a stated priority of the Secretary of State and State Librarian.

Short term goals:

- Provide talking book services through contract with the Illinois State Library.
- Review the current and proposed contracts and agreements for talking book services to ensure services reflect the needs of the patrons as well as the agreements among partnering agencies.

Long term goals:

- Work with the Illinois State Library and other stakeholders to determine the future goals of the talking book service ensuring that the various elements of services are coordinated to provide seamless, quality service to eligible Illinois residents.

## Description of System Programs

### LLSAPs, Interlibrary Loan, and Reciprocal Borrowing

Services provided to system members:

Local Library System Automation Programs, commonly referred to as LLSAPs, is a resource-sharing consortium that is directly supported by an Illinois Library System. MAGIC, PrairieCat, RSA, and SWAN will be Local Library System Automation Programs of RAILS.

Through the LLSAP organizations, which are funded through a combination of member fees and System Area and Per Capita Grant funding, RAILS will provide automated library services to participating member libraries. Within each LLSAP service is the responsibility for bibliographic access activities that include maintenance of the quality of the database, monitoring of bibliographic records standards, and exercising authority control standards. LLSAPs also provide member training on topics such as bibliographic access and Intergrated Library System-specific software. Some LLSAPs also provide collection management administration within the service for both intra- and inter-system members.

RAILS will establish and maintain Resource Sharing policies that address the areas of Interlibrary Loan, Reciprocal Access, and Reciprocal Borrowing. During FY12 the multiple policies of the five former systems will need to be reviewed, revised, consolidated, and approved. RAILS will communicate the policies to member libraries, collect statistics, and monitor the resource sharing program. RAILS will provide the assistance LLSAPs members need in order to provide LLSAP services to library patrons.

Descriptions and estimates of sources of income other than the System Area and Per Capita Grant that are used to support services in this area:

Funding for the LLSAP's are largely provided through member fees, but some salary, administrative, and overhead support is supplemented by System Area and Per Capita Grant funds.

Any services provided or offered to non-members:

None.

Any contractual or informal partnerships with not-for-profit or charitable organizations, e.g. LLSAPS, or service and benefit providers:

RAILS has a contractual partnership to support and maintain the four multitype LLSAPs that are currently serving their respective area libraries during FY12. These four are currently named MAGIC, PrairieCat, RSA, and SWAN. RAILS' support for LLSAPs includes providing administrative services (e.g., finance and human resources), housing LLSAPs in RAILS facilities, and providing technical and help desk support.

The contracts between RAILS and each of the four LLSAPs are available as an appendix to the FY12 System Area and Per Capita Grant application, and include budget detail.

## Delivery

Services provided to system members:

Tens of millions of items each year are moved between member libraries through numerous delivery hubs to meet the increasing demand of patrons and allow for efficient sharing of resources between member libraries.

RAILS will provide material delivery service to all library types through one or more of the following schedules:

- Daily Monday through Friday
- On-Demand (request as needed)
- Indirect (partnering with a daily stop)

RAILS will use a variety of methods for the delivery of materials, including but are not limited to: vehicular delivery, fax, e-mail, mailing lists, blogs, the system website, and US Mail/UPS. During FY12, RAILS intends to sustain the current levels of service for the five merging systems.

RAILS will initially maintain the five former systems' vehicular delivery plans into FY12 and then evaluate the existing hubs and schedules for efficiency. While maintained as an in-house service, RAILS will continue to provide full-time and part-time drivers and sorters as well as vehicles and supplies during days the system is open.

Descriptions and estimates of sources of income other than the System Area and Per Capita Grant that are used to support services in this area:

Material delivery service is offered to affiliate libraries in Iowa on a cost-recovery basis, approximately \$40,000 in FY11. RAILS anticipates service changes for the Iowa affiliate libraries during FY12 that may change the income. RAILS will notify the Illinois State Library as appropriate.

Any services provided or offered to non-members:

A non-member may return material at a member library, thus utilizing the delivery system.

Any contractual or informal partnerships with not-for-profit or charitable organizations, e.g. LLSAPS, or service and benefit providers:

None.

## Talking Book Service

Services provided to system members:

The RAILS Talking Book Service is available to qualifying residents of 102 Illinois counties. The service will be provided through two service centers, the Mid-Illinois Talking Book Center (MITBC) and the Voices of Vision Talking Book Center (VOV). The Talking Book Service is funded by a contract with the Illinois State Library and not through the System Area and Per Capita Grant. Services provided are outlined in the Talking Book Service Plans of Service submitted to the Illinois State Library, so details are not included here.

RAILS will support and provide this service in FY12 at the level contracted with the Illinois State Library. RAILS will evaluate the two service centers during FY12, reporting to the Illinois State Library on the benefits and challenges of consolidating services at a single location.

Descriptions and estimates of sources of income other than the System Area and Per Capita Grant that are used to support services in this area:

RAILS will receive a 10% administrative fee included in the Talking Book Service grant from the Illinois State Library.

Any services provided or offered to non-members:

The RAILS Talking Book Service will provide services to qualifying residents of 102 Illinois counties.

Any contractual or informal partnerships with not-for-profit or charitable organizations, e.g. LLSAPS, or service and benefit providers:

The RAILS Talking Book Service is funded through a contract with the Illinois State Library.

### **Expenditures related to administrative costs**

Services provided to system members:

Administrative services in most cases are not direct services to members, but rather support the priority services of LLSAPs/Interlibrary Loan/Reciprocal Borrowing, Delivery, and the Talking Book Service. Expenditures related to administrative costs include the areas of human resources, finance/accounting, information technology, facility provision and management, and administrative staff.

A major task for FY12 will be to fully complete the merger, both from an internal administrative perspective as well as the member services. This will include activities and expenditures that would not occur during normal system operations, such as the sale and consolidation of system property, physical moves of staff and services, consolidating information technology, and consolidating internal processes and procedures. There will also be a significant amount of fiscal and contract management and consolidation during FY12.

Some required administrative activities that are not specially stated priority member services include Board of Director management and support, compiling and managing membership data, providing required reports and applications to the Illinois State Library, managing and processing new member applications, monitoring and ensuring compliance to membership criteria, and participating in statewide projects such as the creation of a single statewide set of membership criteria and the ILA FILC committee.

Some administrative activities that are more member-focused include distributing information from the Illinois State Library, maintaining non-resident card information, and keeping communication channels between member libraries and the system open and functioning.

Descriptions and estimates of sources of income other than the System Area and Per Capita Grant that are used to support services in this area:

RAILS anticipates receiving a limited amount of income other than the System Area and Per Capita Grant, primarily from interest income and rental income. Rental income comes from a facility in Rockford that is leased to a third party and generates an estimated profit of \$120,000 annually. Interest income varies greatly depending on the amount and timing of funding.

See the Description of System Programs for LLSAP's and Talking Book programs for more detail regarding income associated with those services.

Any services provided or offered to non-members:

None.

Any contractual or informal partnerships with not-for-profit or charitable organizations, e.g. LLSAPS, or service and benefit providers:

None.

### **Maintenance of a system website containing timely information and pertinent content reflecting areas over which you exercise administrative review**

Services provided to system members:

All members will have access to one or more websites, including L2, which will include, but are not limited to:

- Service-specific information relating to Resource Sharing, Delivery, and Talking Book Centers
- Board and governance information
- Non-Resident card information
- Membership data
- Event and meeting information
- Communication lists and modules
- Staff listings
- News and general announcements

Descriptions and estimates of sources of income other than the System Area and Per Capita Grant that are used to support services in this area:

None.

Any services provided or offered to non-members:

The system websites will be public, so non-members would be able to view unprotected areas. Protected areas of the websites will require members to log in.

Any contractual or informal partnerships with not-for-profit or charitable organizations, e.g. LLSAPS, or service and benefit providers:

None.