

## FY2022 Budget and Operational Plan Review for Library System Services during COVID-19

At this point in FY2022, we estimate considerable movement toward reducing our budgeted General Fund deficit. Paired with internal operational planning for FY2023 and beyond, this gives IHLS a better roadmap for the years ahead.

Fiscal Impact/Comment	Member Service Impact
FY2022 General Fund Budget -- + \$355K v. approved budget. The approved budget was approx. -\$505K revenue <b>under</b> expenditures. If we continue in this direction, we will end the fiscal year with <b>revenue under expenditures</b> of conservatively -\$150K – and possibly lower than that.	Internally, this reminds us that we can continue to find efficiencies albeit smaller in money. Quite a bit of savings this year is from travel. Members and staff are impacted as we find alternate ways to network and interact. <ul style="list-style-type: none"> <li>• What recently adopted changes in how we network with other agencies do we want to retain going forward?</li> <li>• Have we found efficiencies or savings in other areas of the organization that we can implement in FY2023 and beyond?</li> </ul>
<b>REVENUE</b>	
Positive variance of approx. \$20K in revenues this year.	
<b>EXPENDITURES</b>	
<b><i>Personnel – overall savings will be significant on June 30 (end of fiscal year).</i></b>	
Professional staff: Delays in filling second membership position significant.	We are very pleased to find the right person for the school coordinator position. Having the right staff in the right roles in the organization is always a positive development for our members.
Health insurance: Budgeted 9% increase in December—ended up at 6% increase. NO increase in dental, vision, and life insurance.	
Staff Training & Development: Budgeted for in-person staff training day and various staff development trainings that were postponed due to COVID protocols.	IHLS utilized existing resources at no additional cost for staff training and development where possible.
<b><i>Vehicles – another area of savings.</i></b>	
Fuel: We have seen savings to date, due to differences in budgeted miles driven vs. actual miles driven. The increase in fuel cost per gallon over the past month will have an impact on the overall savings in this line.	The pandemic reduced miles on the road for delivery over the past two years. <ul style="list-style-type: none"> <li>• If this should occur in future years, might we reallocate funds originally</li> </ul>

	intended for fuel to additional e-resources for members?
Leasing delivery fleet has incurred less expense to date than anticipated in budget. All budgeted vehicles were not ordered due to termination of the partnership with Enterprise; lease costs were lower due to applied gains from the sale of vehicles.	
<b><i>Travel – In-State and Out-of-State</i></b>	
For both roll-up categories we have incurred lower costs. In fact, this year we anticipate little out-of-state travel due to the pandemic.	
<b><i>Registrations and Meetings, Board/Staff</i></b>	
Reduced spending on registrations for conferences due to the pandemic.	
<b><i>Conferences and Continuing Education/Meetings</i></b>	
While planning on continuing education for trustees and another human resource training series for members in FY2022, this budget area will see an approx. 70% reduction due to no in-person gatherings.	IHLS utilized existing resources at no additional cost for staff training and development where possible.
<b><i>Public Relations</i></b>	
We anticipate this account line will have a minor reduction in anticipated costs due to no in-person gatherings.	
<b><i>Supplies</i></b>	
Right now, we anticipate this entire budget area to be approx. \$100K under budget due to delays in the second floor Edwardsville remodel. These expenditures will be allocated in the FY2023 budget.	
<b><i>Information Services Costs &amp; Other Contractual Services</i></b>	
We anticipate savings in this area of the budget as well. A large portion of these savings are due to the Customer Relationship Management (CRM) software project that was developed in-house rather than spending the funds with a consultant.	

<b>Op Plan Changes/Comment</b>	<b>Member Impact</b>
<b>Administration</b>	
<b>Communication</b>	
IHLS LinkedIn account developed.	While LinkedIn has a business-to-business focus for organizations, we can take advantage of paid ads in the platform as well as

	announcements to share current position openings.
SHARE mobile app marketing materials available in hard copy and via social media.	Allows members to better promote the new service to their patrons in multiple ways.
Increased IHLS visibility through soft branding opportunities.	It is easier to increase support than increase visibility, and we can advocate for members at the same time through participation in: WSIU library advocacy spot; hosting COVID-19 vaccination clinics; and accessibility sponsorship of Illinois Libraries Present.
<b>Board Support</b>	
In FY2022, we did not host an Annual Meeting or board networking events.	We miss the opportunity to interact with our members and should reassess goals in this regard going forward.
<b>Human Resources</b>	
New employees complete a 90-day evaluation on IHLS benefits, communication, and the onboarding process.	Our staff are better trained when we understand the impact of our procedures. Better trained staff offer better service to member libraries.
Staff training is ongoing for personal development including Respect at Work (Summer 2021), Gallagher Core 360 Sexual Harassment Training (Fall 2021), Driver Safety and Back Injury Prevention (Winter 2022). Sensitivity Basics: Creating Positive Working Relationships (Spring 2022), Conflict Management in the Workplace, and Diversity (Managers/Supervisors) (Summer 2022).	Through our current insurance broker, we can take advantage of the Gallagher 360 Training Suite at no additional cost. We also offered conflict, sensitivity, and diversity training through our employee assistance program.
Celebrated staff on Employee Appreciation Day (March 4, 2022).	This was popular with staff who commented that it was an unexpected treat.
<b>Accounting Operations</b>	
Three major time-saving procedures implemented: Microix timekeeping system, emailing accounts receivable invoices, and digital signatures on accounts payable checks.	Staff are continually finding new ways to optimize our processes.
Delayed implementation of working with members on financial management practices.	We will achieve similar goals with the office hours concept staff are currently developing for increased and improved member interaction.
<b>Information Technology</b>	
IT staff offered non-stop service to member libraries during transition to work-from-home mode as they relied heavily on technology not previously used as frequently.	Software such as TeamViewer allows remote access to computers and is key to the support of member libraries.
Website migration completion on track for FY2022.	We continue to be on schedule for completion this fiscal year. The project has potential for

	significant impact on members and the public who refer to the website.
Drivers' iPad software updated and upgraded to newer iOS versions.	The Operations Department can implement additional features for item tracking and statistical management.
<b>Bibliographic Access</b>	
<b><i>Catalog Training for SHARE Members</i></b>	
Cataloger required courses (Book Cataloging, Authority Records/Subject Analysis, and Dewey Decimal Classification) are all available in online format.	Allows member cataloging staff to receive training in a safe manner and on their individual schedules. Flexibility provides ability to repeat training if desired.
<b><i>Cataloging Maintenance Center (CMC)</i></b>	
Increased focus on foreign language cataloging (particularly Arabic materials) and digital cataloging projects for public libraries.	With a statewide focus, the CMC provides free and timely services for libraries of all types.
<b>Delivery</b>	
<b><i>Delivery Services</i></b>	
Delivery On the Go Service was reinvigorated with new tools and will reach members next month.	The service was well-used by libraries served via our Carbondale and Champaign hubs. We believe all members should have access to the same benefits, and new marketing materials should aid in acceptance.
Continued participation in American Library Association (ALA) Physical Delivery Group.	IHLS approaches library delivery with a lens that is access driven. Our involvement on the state and national level provides our staff with different perspectives and thinking for new ideas.
<b>Resource Sharing</b>	
<b><i>LLSAP (SHARE)</i></b>	
SHARE mobile library app goes live following several years of evaluation, feedback, and planning.	A game changer for SHARE member libraries who can select a customized version of the app for \$250, or utilize the base version included in SHARE membership.
Evaluated several group purchases: McNaughton book leasing, Aspen/Vega discovery layer, and Baker & Taylor Collection HQ.	Membership in the largest consortium of North America has its benefits! The McNaughton book leasing program could make additional copies of titles more reasonable. Collection HQ provides diversity, equity, and inclusion analysis of a library's collection.
<b><i>e-resources</i></b>	
Continued partnership with cloudLibrary highlighted in recent peer analysis.	In 2021, compared to 4 other peer libraries/groups, SHARE had: <ul style="list-style-type: none"> <li>• Second highest average downloads per user (23)</li> <li>• Highest number of circs (404,068)</li> <li>• Highest number of unique users (17,043)</li> <li>• Circs per copy (41)</li> </ul>

	<ul style="list-style-type: none"> <li>• Lowest cost per circ (\$0.57)</li> </ul>
<b>Membership</b>	
<b><i>Member Support</i></b>	
Public libraries and their trustees received individualized support as they were faced with specific challenges during FY2022.	IHLS was able to provide support to public library trustees and library directors as they faced some very challenging issues.
<b><i>Continuing Education</i></b>	
Annual Member Day 2021 was virtual with new features for member engagement.	Our second virtual member day had a record number of attendees—251 (239 live and 12 additional on-demand). It featured 12 sessions (including 2 keynotes), 4 sessions to engage public library trustees, and 5 sessions with Professional Development Hours (PDH) for school librarians.
Members Matter continues in a virtual environment with a monthly continuing education focus.	<p>Sessions in FY2022 include focus on diversity, equity, and inclusion:</p> <ul style="list-style-type: none"> <li>• Think forward, not straight: Understanding the LGBTQ+ spectrum</li> <li>• Equity, diversity, and inclusion (Part one and two)</li> <li>• The impact of building inclusive communities in rural Illinois</li> </ul>