

1.1 Significant Accomplishments

Administration/Fiscal Responsibilities IMPACT– the financial ability to provide services to member libraries

The System continued to meet its duty to assume a general leadership role that covers all aspects of library development.¹ Monthly financials were reviewed by the Board Treasurer and checks were signed by the Board Treasurer (or other authorized Board member in the absence of the Board Treasurer) and the Executive Director. Financial obligations were approved by the legally established Board of Directors, which is responsible for all aspects of the System.

The System continued to identify expenditure areas to reevaluate and alternate sources of funding. By reevaluating insurance policies, the costs of property insurance were reduced while improving overall protection. We switched vendors for the procurement of office supplies (from Office Depot to Staples) resulting in a savings. The System benefited from a donation from National City Bank which funded the addition of automatic push buttons on the front entrance doors making the System building completely handicapped accessible.

The *budgeted* deficit in the General Fund was decreased from \$180,673 in FY2008 to \$139,328 in FY2009, a difference of \$41,345. The Area & Per Capita Grant funds do not cover Lewis & Clark Library System (LCLS) expenses necessary to provide minimal member services.

Staffing/Personnel Development IMPACT– the physical and intellectual ability to provide services to member libraries

Staffing was fairly steady this year, with all positions filled by talented people who are dedicated to advancing and improving the level of library service available to Illinois residents.

The System was able to continue to meet Standard G.2.2 outlining the minimum number of consulting staff required. LCLS has 132 member libraries, which then requires 4 full time equivalent (FTE) consultants, excluding the executive director. The Area and Per Capita Grant receipts covered 4 FTE consultants: the full-time Consultant Manager, the full-time Business Manager and Workforce Development Consultant, the part-time Marketing Consultant, the part-time Youth Services and Advocacy Consultant, and the Technology Development Manager.

In the second half of the year we determined that there no longer was a need for an Information Resources Consultant and so changed that half-time position in order to create a new half-time Web Services Specialist position to meet member needs.

We continue to reevaluate positions and functions to maximize productivity and meet the changing needs of our library members.

Core Service Standards IMPACT– the philosophical ability to provide member services, as well as expectations for member services

Through several surveys, all System members had opportunities for input into or comment on planning and evaluation activities (D.4.1). These surveys included:

- ♦ Automation/Technology (Database Storage Interests) (E)
- ♦ Automation/Technology (LCLS Downloadable Audio Book Group) (E)
- ♦ Automation/Technology (GateNet Membership Survey) (E)
- ♦ Bibliographic Access (Print Templates and Millennium) (F)
- ♦ Continuing Education (Librarians Bus Tour) (H.1.3)
- ♦ Electronic Resources (EBSCO/Gale 2009 survey) (E)

¹ Standards for the Services of Illinois Multitype Library Systems, Section D: General Administrative Standards

- ♦ Public Library Employee Benefits Survey
- ♦ Surveying Potential Project Participation

Automation/Technology (E) and Bibliographic Access (F):

The System Area & Per Capita Grant funding does not cover the staff or resources required to run the Local Library System Automation Program (LLSAP) known as GateNet. The GateNet membership (60 of the 132 LCLS member libraries) grew.

Technology continues to be a growing area of interest and concern for the System and its members. To respond to the growing need for consulting in technology areas and the lack of a need for information resources consulting, the System changed the half-time Information Resources Consultant position to create a new half-time Web Services Specialist position – this change was supported by Area & Per Capita Grant funds. Technology needs are not necessarily tied to the automation program.

Bibliographic access is handled through the LLSAP and the GateNet staff; expenses for those functions are not covered by the Area & Per Capita Grant. The System provides access to bibliographic records of all member libraries via WorldCat. We encourage all System members to add their holdings to this worldwide database. When the System received a special device for distribution to member libraries we ensured that an OCLC record was available for member libraries to attach their holdings.

Consulting (G) and Continuing Education (H):

All consultants funded by the Area & Per Capita grant award met their contact hours requirements (G.2.3) attending workshops, seminars, classes, etc. They also all spent at least five days, paid by the Area and Per Capita Grant receipts, at regional, state, or national professional meetings (G.2.4). No-one attended any international events.

System staff continued to actively participate in the new statewide electronic continuing education calendaring database, known as L2, which allows the System to maintain a continuing education calendar (H.1.2).

Delivery (I), Interlibrary Loan (J), and Reciprocal Access (K):

LCLS maintained a minimum of twice weekly direct delivery to those member libraries that need and request such delivery (I.1.4). Delivery frequency was based on volume; the System used the same volume levels to determine frequency of delivery as it has used for more than fifteen years.

While no longer providing direct interlibrary loan for member libraries, as this is a service that has not been required by the LCLS membership for many years, the System continued to work with member libraries to improve local interlibrary loan service (J.1.2) by facilitating the participation of LCLS member libraries that do not participate in the GateNet consortia to be Associate members of that consortia.

The System continued to facilitate reciprocal borrowing for member libraries.

Reference (L)

While no longer providing “back-up” reference for member libraries, the System answered questions from the general public, and other interested parties, regarding library issues and topics. The general public was directed to member libraries on a regular basis. The System did not receive any requests for “back-up” reference or any reference questions that would point to the need for “back-up” reference. System staff answered member library questions regarding library laws, management of libraries, HR, collection development, etc.

1.2 Challenges the System Faced

The biggest overall challenge is in regards to the expectations for System services and the continuing decline of the System's ability to financially meet those expectations. There is a growing chasm between the amount of work that remains to be done and the amount of resources (time, staff, and money) needed to be most effective and efficient in meeting System Standards. According to 75 ILCS 10/8 c 1, if the System were fully funded at the level outlined, LCLS should in fact receive \$1,227,749 annually. LCLS Area and Per Capita funding from the Office of the Illinois Secretary of State has been appropriated at \$1,082,923 annually since July 1, 2004, resulting in ever decreasing purchasing power. Unless this trend is reversed, or Systems find a means to bill members for more services, or earn income, Library System services will continue to constrict.

Another challenge has been to continue to address those System Standards that remain relevant while maintaining a *commitment to quality and a readiness to pursue new avenues of development.*² It all comes back to the money; without increasing revenue we have been unable to consider those new avenues. Because of our budgetary constraints we did not do several things that would advance our ability to serve the LCLS member libraries. Our list includes:

- Reduced consultants from 4.5 FTE to 4 FTE
- Reduced the number of days the building is cleaned
- Reduced lawn maintenance
- Eliminated irrigation of lawn to reduce water and sewer costs
- Reduced the weekly pick up of trash and recycling resulting in a lower rate
- Eliminated two telephone lines to reduce costs
- Purchased fewer materials for the LCLS collection which focuses on how to run/administer/manage libraries of all types
- Declined to purchase any new vehicles, whether for courier or consulting services
- Continued the vehicle replacement schedule to 300,000 miles (we have not purchased a new vehicle since June 2005)
- Made minimal member visits

1.3 Description of Inter-System Cooperative Programs and Services

Inter-system cooperation is such a part of what we do on a daily basis that it takes real effort to extrapolate those programs and services to highlight them separately. Working cooperatively and collaboratively with other Systems, agencies, and organizations is how we do business. By working in this manner we are able to benefit our membership by bringing experts and information to our area as needed. We are also able to oftentimes lower individual costs by incorporating economies of scale. A few of the cooperative programs and services that we have participated in are:

- Cataloging Maintenance Center—provides database cleanup for Library Systems across Illinois and provides contract cataloging services state-wide
- Illinois Library Association—participation on ILA committees

² Standards for the Services of Illinois Multitype Library Systems, Section D: General Administrative Standards

- Library Learning—online learning events calendar allowing the ability to see all events being held by both Illinois Library Systems and the Illinois State Library and the ability to register for most of these events
- Library Partnership Trust—a North Suburban Library System cooperative project to negotiate best pricing structures for Illinois libraries from electronic resources vendors
- Membership Criteria for Illinois Library Systems—a task force was created with representation from all Library Systems to formulate recommendations for creating basic membership criteria for all Illinois Library System members
- Plinkit—a Rolling Prairie cooperative project to deliver the ability to easily create and update library Web sites to Illinois libraries
- Putting Illinois on the Map—combines demographic information from the 2000 Federal Census with various geo-political boundaries across the State of Illinois
- Statistics—monthly collection of standardized statistics, including contacts with members, continuing education events, LLSAP data, and delivery
- WebJunction Illinois—an Illinois State Library project to develop a statewide Web site specifically for Illinois librarians
- Wilson Select Plus—participated in promoting this special offer provided through Illinois Library Systems
- WorldCat Local—a Lincoln Trail Libraries System cooperative project to investigate the feasibility of utilizing OCLC's World Cat Discovery project for Illinois libraries
- We have continued to share staff expertise throughout the state with and from the regional multitype Library Systems

All of the above projects expand the tools, knowledge, skills, and abilities of member libraries staffs to provide quality library services to their communities.

We welcome and anticipate future collaborative projects that are beneficial for Illinois libraries.

1.4 Chart of Significant Changes in system Services, Internal Operations, or Budget Lines

General Fund

For the year ended June 30, 2009

	FY09 Budget	FY09 Expended	
Receipts:			
Grant Revenue:			
Area & Per Capita	\$ 1,082,923	\$ 1,082,923	
Other	-	1,200	
Reimbursements	101,416	99,539	
Charges for Services	12,000	14,397	
Investment Earnings	20,400	9,145	Lower than budgeted interest rates
Miscellaneous	-	23,559	Primarily WorldCat project, OCLC cataloging, Accessibility grant, and proceeds from sale of fully depreciated surplus equipment.
Total Receipts	1,216,739	1,230,763	
Disbursements:			
Personnel:			
Salaries & Wages:			
Library Professional	288,825	247,946	Reclassification of staff between Library Professional, Other Professional and Support Services; Fewer hours needed for hourly staff
Other Professional	72,607	135,952	
Support Services	338,354	274,061	

Payroll Taxes and Fringe Benefits:			
Social Security Taxes	50,902	47,204	
Unemployment Insurance	3,126	6,006	
Workers' Compensation	18,341	19,233	
Retirement Benefits	109,327	105,165	
Health, Dental, and Life Insurance	129,480	100,469	More competitive process resulted in better rates
Other Taxes or Fringes	-	1,890	
Temporary Help	-	-	
Recruiting	-	816	
Library Materials - Print Materials	1,985	1,947	
Building and Grounds:			
Utilities	31,400	29,472	
Property Insurance	6,614	7,150	Reclassification of expenses from Equipment Repair & Maintenance; Higher HVAC repair expenses
Repairs and Maintenance	23,719	31,136	
Custodial/Janitorial Services and Supplies	17,230	18,623	
Other Building and Grounds	3,704	4,674	
Vehicle Expenses:			
Gas and Oil	37,797	30,562	Lower average fuel prices
Repairs and Maintenance	15,000	12,773	
Vehicle Insurance	17,203	15,134	
Other Vehicle Expense	100	-	
Travel and Continuing Education:			
In-State Travel	19,697	11,469	More economical means of traveling to conferences
Out-of-State Travel	7,040	2,622	Reduced out-of state travel
Registration and Other Fees	6,720	9,692	Increased inhouse training and meetings to reduce travel

CE and Meetings Non-Staff and Board	10,425	10,407	
Public Relations	3,000	1,624	
Liability Insurance	12,100	9,529	
Supplies, Postage and Printing:			
Computer Supplies	9,950	8,022	
General Office Supplies and Equipment	6,970	12,813	One time purchase of two UPS units
Postage	4,100	2,107	
Binding	100	-	
Delivery Supplies	750	1,047	
Other Supplies	500	236	
Telephone and Telecommunications	10,944	11,165	
Equipment Rental, Repair and Maintenance			
Equipment Rental	14,748	14,414	
Equipment Repair and Maintenance	5,831	854	Reclassification of expenses to Building Repair & Maintenance
Professional Services:			
Legal	2,200	526	
Accounting	5,746	5,746	
Consulting	12,000	2,975	
Contractual Staff	-	3,284	WorldCat Local project (offset with revenues)
Contractual Services:			
Information Service Costs	200	674	
Contractual Agreements	14,388	11,989	
Outside Printing Services	1,000	853	
Other Contractual Services	11,470	8,723	
Professional Association Membership Dues	6,474	5,792	
Miscellaneous	2,000	7,415	Refund paid to retirees due to lower health insurance premiums
Capital Outlays:			

Equipment	22,000	22,790
Computers	-	-
Furniture and Fixtures	-	-
Building Improvements	-	-
Vehicles	-	-
Total Disbursements	1,356,067	1,256,981
Excess (Deficiency) of Receipts Over Disbursements	\$ (139,328)	\$ (26,218)

2.1 FY2009 System Audit

Separate Document

2.2 System Member Fees and Revenue

The General Fund contains the following fees or revenue that was collected from system members:

Continuing Education Workshop fees	\$4,610.00
Laminating	\$20.00
Room Rental	\$100.00

GateNet (LLSAP) charges its member libraries for the services it provides. Fees charged are as follows:

FY 2008-2009 LLSAP Fees for members	\$627,240.00
FY 2008-2009 LLSAP Fees for associate members	\$10,767.00
Estimated FY 2009-2010 Fees for members	\$577,141.00
Estimated FY 2009-2010 Fees for associate members	\$11,000.00

2.3 System Non-Member Fees and Revenue

Continuing Education Workshop fees	\$1,435.00
Delivery fees (non-member)	\$2,000.00
Room Rental	\$2,640.00

2.4 Fund Balances

Fund Balance as of June 30, 2009:

General Fund Balance	\$675,323.00
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2.5 Description of Intended Use of Existing Fund Balances

The General Fund Balance will be used as working capital for expenses incurred before the incremental receipt of Area and Per Capita Funds and to pay for any unplanned but emergency expenditures. Additionally, the Area and Per Capita Funds are not sufficient to cover the total annual operating costs incurred by LCLS to fulfill requirements. During FY 2008-2009, management had to use approximately \$27,000 of the fund balance (which is almost \$10,000 less than was used in FY08). Every year, since 2005, management has steadily decreased the annual expenditure of the fund balance.

On August 12, 2009, the Illinois State Library notified the Library System that the Area and Per Capita funding from the Office of the Illinois Secretary of State decreased 16.5% as of July 1, 2009, resulting in a funding net loss of \$178,682.27. Discussion on the possibility of a funding reduction had already taken place at the July 2009 Board of Directors meeting and it was agreed that time would be needed to involve member libraries in determining future direction. The Library System will need to spend more of its reserves in order to have the necessary time and resources to effectively and proactively plan for the future. Member input will be actively pursued to help determine service priorities and the future direction of the Library System. Due to the funding reduction, approximately \$300,000 is budgeted from the fund balance to cover LCLS operating costs in FY10. The use of this amount of the fund balance is of great concern since it represents the possible depletion of the fund balance within two fiscal years. Management will continue to reduce costs where possible, to identify and pursue alternate revenue sources, and to evaluate staffing levels, positions, and services. We will strive to hold fund balance expenditure to the most minimal amount possible while continuing to provide required member services.

The clear focus for FY10 will be continued cost containment and the development of other financial alternatives to supplement governmental funding. Equally important is the provision of quality services to our member libraries which will be continually monitored via surveys and ongoing dialog.

2.6 Outstanding Liabilities/Encumbrances

Outstanding liabilities for the General Fund include \$38,836.00 for accrued compensated absences (which are not reported as a liability on the General Fund Balance Sheet). Additional accounts payables totaling \$21,387.00 represent invoices for utilities and other minor expenses which were incurred by LCLS as of June 30, 2009. The invoices were received and paid after FY 2008-2009.

Accrued compensated absences for GateNet (LLSAP) staff totaled \$11,422.00. In keeping with accounting practices for proprietary funds, this liability was reported on the GateNet Statement of Net Assets. Additional accounts payables totaled \$4,260.00.

2.7 Capital Expenditures In Excess of \$5,000

LCLS had two capital expenditures in FY 2008-2009 in excess of \$5,000. A color digital copier was purchased for \$10,492.00 and a new fire and security alarm system was purchased and installed for \$12,298.00.

2.8 Loans

LCLS had no loans during FY 2008-2009

2.9 Treasurer's Surety Bond

Included in the notebook is a photocopy of the surety bond

3.1.1 Report of Changes in System Membership

One change was made in membership during FY2009:
 Washington Park Public Library membership was suspended
 at the November 18, 2008 Board meeting

3.1.2 Summary of System Membership

Library Type	Full Members	Developmental Members	Institutions	All Libraries
Academics	9	0	9	9
Publics	55	0	55	55
Schools	60	1	61	61
Special	8	0	8	8
Total	132	1	133	133

3.1.3 Continuing Education

Types of CE Offerings:	Number	Total Participants	Total Contact Hours
Acquisitions	0	0	0
Advocacy	2	26	91
Board/Trustee Development/Governance	3	18	39
Cataloging	16	97	500
Circulation	0	0	0
Collection Development/Management	7	17	37
Customer Service	1	26	182
Delivery	0	0	0
Discussion Groups/SIGS	48	541	1025
Diversity	1	3	8
Electronic Resources	0	0	0
Facilities/Equipment	0	0	0
Friends Groups	0	0	0
Grantsmanship or Grant Writing	10	71	156
Human Resources	3	46	310
Interlibrary Loan	5	13	39

Literacy	1	18	36
LLSAP	146	1121	2461
Management Skills/Administration	6	13	60
Marketing	0	0	0
OCLC	2	17	23
Public Relations	0	0	0
Readers Advisory	7	48	144
Reference	0	0	0
Serials	1	8	24
Services to Special Populations	0	0	0
System Orientation Services	5	128	128
Technical Services	0	0	0
Technology	18	72	153
Youth, Young Adult and School Services	16	226	631
Total	298	2509	6047

3.1.4 Delivery

Total number of items transported	2,072,024		
Average number of delivery miles traveled per week	3,547	(for a total of)	184,431
Average number of direct delivery stops per week	281	(for a total of)	14,616

3.1.5 Member Site Visits

Public	82
School	43
Academic	3
Special	0
Total	128

3.2.1 Workweek Hours, Salary Schedule, Staffing Summary

September 1, 2009

Staff Person () indicates degree	Date of Hire	Full Time Annual Salary (week = 40 hours)	Part Time Hourly Salary / Hours Per Week
Donald Allen	11/5/2007		\$8.00 / 16
Vincent Andrzejewski (MLS)	2/3/2009		\$12.50 / 16
Charles Barkman	8/3/2006		\$8.00 / 16
Kevin Becker	7/1/2008	\$43,000.00	
Leslie Bednar (MLS)	3/18/2002	\$61,800.00	
Nicholas Bennyhoff (MLS)	12/4/2006	\$40,783.75	
Janice Bienemann	1/22/2004		\$8.72 / 16
Henry Brake	11/30/2004		\$8.47 / 16
Sam Cline	12/15/2003		\$8.72 / 16
Chris Dawdy	7/23/2008		\$12.50 / 16
Orlanda Dickey	5/7/2001		\$9.16 / 16
Juliette Douglas (MHR, MLS)	1/10/2006	\$60,000.00	
Horst Driesner	8/8/2006		\$8.00 / 16
James Early	1/14/1994		\$11.54 / 16
JR Eilers	10/29/2008		\$8.00 / 16
Edie Elliott	10/2/2000	\$33,827.00	
Bruce Gates	11/7/1988	\$31,952.50	
Sarah Heuertz (MLS, DDS)	4/2/1990	\$50,339.52	
Sherry Highley	6/1/1979	\$33,389.21	
James Hubbard	10/30/2008		\$8.00 / 16
Athena Hubert (MLS, MPA)	11/16/2001	\$89,610.00	
John Johnson	7/14/1998		\$9.61 / 16
Larry Jones	1/30/2006		\$8.22 / 16
Bonnie Kilmurray	8/19/1969	\$47,895.47	
Dale Landolt	1/3/2008		\$8.00 / 16
Amanda McKay (MA, MLIS)	7/2/2007	\$41,200.00	
Mary Mang	8/19/2009		\$8.00 / 16
Harry Munson	11/20/2006		\$8.00 / 16
Sue Pearson	1/2/2007	\$32,827.00	
Julia Pernicka	2/1/2005	\$32,000.00	
Judith Rake	1/8/2001		\$30.67 / 16
Gary Rickert	10/25/2007		\$8.00 / 16
Charm Ruhnke (MLS)	9/9/1991	\$70,455.24	
Tom Schipkowski	4/24/2009		\$8.00 / 16
SarahFae Stuehlmeier	8/12/2008	\$37,000.00	
Cheri Schuler-Faust	7/21/2008		\$12.50 / 16
Randy Thompson	3/26/2009		\$8.00 / 16
Donna Vesper	4/2/1990	\$37,876.72	
Brook Weber	2/25/2004		\$8.16 / 10

Staff Person () indicates degree	Date of Hire	Full Time Annual Salary (week = 40 hours)	Part Time Hourly Salary / Hours Per Week
All positions are filled.		Total Staff = 39	
No positions have been eliminated.		FTE = 25.95	

3.2.2 Staff Fringe Benefits

- Social Security
- Pension (IMRF) *
- Tax-sheltered Annuities
- Deferred Compensation Plan
- Medical, Dental and Eye Care Insurance *
- Worker's Compensation Insurance
- Employee Assistance Program
- Group Decreasing Term Life Insurance (NCPERS)*

*Covers employees working over 1,000 hours

Attached is a copy of the Executive Director's employment contract.

3.2.3 System Staff Directory

Title	Staff Person	Phone # (618) 656-3216 Ext	E-mail Address	Responsibilities and Standards Citations
Staff Fully Funded by Area and Per Capita Grant				
Executive Director	Tina Hubert	120	tinah@icls.org	Responsible for all internal operations as well as the implementation of board policy and the administration of service to the member libraries. Stays focused on statewide library development issues and needs. Hires enough technical and professional personnel as are required to operate the System. Provides required training when appropriate. (D.2.2, D.2.3) Provides the System Board of Directors with information needed for policy decisions. (D.3.1) Ensures that all System members have opportunities for input into or comment on planning and evaluation activities, such as system plans of service, plans of cooperation, long-range plans and program designs, including budgetary information, before such plans are finally adopted. (D.4.1) Fosters awareness of current library developments and management trends. (D.6.1) Explores the most cost-effective approaches to services and administration. (D.6.2) Supervises managers and executive assistant.
Business Manager/ Workforce Development Consultant	Juliette Douglas	108	juliettedouglas@icls.org	Ensures publication of information that affects all types of libraries. (D.3.2) Fosters awareness of current library developments and management trends. (D.6.1) Explores the most cost-effective approaches to services and administration. (D.6.2) Provides professional advice on a wide range of topics that affect the day-to-day and long-term operation of libraries. (G Introduction) Assists in developing solutions that are appropriate for local situations. (G Introduction) Provides consulting services in core service areas and collection management, library and personnel administration, planning and budgeting, grants development, and interlibrary cooperation activities. (G.1.2) Acknowledges requests for consulting within two working days and negotiates a satisfactory time period for results. (G.1.3, G.1.5) Satisfies at least 90 percent of consulting requests. (G.1.4) Spends at least 30 contact hours attending workshops, seminars, classes, etc to improve specific skills. (G.2.3) Spends at least five days at regional, state, or national profession meetings. (G.2.4) Supervises Business Office and staff.

Title	Staff Person	Phone # (618) 656-3216 <i>Ext</i>	E-mail Address	Responsibilities and Standards Citations
Consultant Manager	Charm Ruhmke	121	chamrruhmke@clis.org	Ensures publication of information that affects all types of libraries. (D.3.2) Reviews progress made toward providing library service to all residents in the LCLS geographic area. (D.4.4) Fosters awareness of current library developments and management trends. (D.6.1) Provides professional advice on a wide range of topics that affect the day-to-day and long-term operation of libraries. (G Introduction) Assists in developing solutions that are appropriate for local situations. (G Introduction) Works with community groups and public library boards to support the expansion of tax-supported library service. (G Introduction) Responsible for the System consulting operational plan. (G.1.1) Provides consulting services in core service areas and collection management, establishment, expansion and development of library service, grants development, interlibrary cooperation activities, and legislation/law. (G.1.2) Acknowledges requests for consulting within two working days and negotiates a satisfactory time period for results. (G.1.3, G.1.5) Satisfies at least 90 percent of consulting requests. (G.1.4) Spends at least 30 contact hours attending workshops, seminars, classes, etc to improve specific skills. (G.2.3) Spends at least five days at regional, state, or national profession meetings. (G.2.4) Responsible for the System continuing education operational plan. (H.1.1) Acts as System continuing education coordinator. (H.2.1) Responsible for the System delivery operational plan. (I.1.1) Maintains uniform procedures to govern problems related to delivery services. (I.1.2) Responsible for the System interlibrary loan operational plan. (J.1.1) Responsible for the System reciprocal access operational plan. (K.1.1) Coordinates and oversees reciprocal borrowing activities. (K.1.2-4, K.2.1) Responsible for the System reference services operational plan. (L.1.1-3) Supervises consulting staff.
Technology Development Manager	Kevin Becker	106	kevinbecker@clis.org	Ensures publication of information that affects all types of libraries. (D.3.2) Responsible for the System technology/automation operational plan. (E.1.1) Advises member libraries on evaluating the use of automation/technology in improving library service and in addressing the System automation plan. (E.2.1) Provides demonstrations of technological advances. (E.1.3) Provides professional advice on a wide range of topics that affect the day-to-day and long-term operation of libraries. (G Introduction) Assists in developing solutions that are appropriate for local situations. (G Introduction) Acknowledges requests for consulting within two working days and negotiates a satisfactory time period for results. (G.1.3, G.1.5) Satisfies at least 90 percent of consulting requests. (G.1.4) Spends at least 30 contact hours attending workshops, seminars, classes, etc to improve specific skills. (G.2.3) Spends at least five days at regional, state, or national profession meetings. (G.2.4) Supervises technology support staff.

Title	Staff Person	Phone # (618) 656-3216 Ext	E-mail Address	Responsibilities and Standards Citations
Web Services Specialist (part time)	Nicholas Bennyhoff	107	nicholas.bennyhoff@icls.org	Ensures publication of information that affects all types of libraries. (D.3.2) Provides professional advice on a wide range of topics that affect the day-to-day and long-term operation of libraries. (G Introduction) Assists in developing solutions that are appropriate for local situations. (G Introduction) Spends at least 15 contact hours attending workshops, seminars, classes, etc to improve specific skills. (G.2.3) Spends at least five days at regional, state, or national profession meetings. (G.2.4)
Youth Services & Advocacy Consultant	Judith Rake	110	judyr@icls.org	Ensures publication of information that affects all types of libraries. (D.3.2) Provides professional advice on a wide range of topics that affect the day-to-day and long-term operation of libraries. (G Introduction) Assists in developing solutions that are appropriate for local situations. (G Introduction) Provides consulting services in core service areas and collection management, grants development, and interlibrary cooperation activities. (G.1.2) Acknowledges requests for consulting within two working days and negotiates a satisfactory time period for results. (G.1.3, G.1.5) Satisfies at least 90 percent of consulting requests. (G.1.4) Spends at least 10 contact hours attending workshops, seminars, classes, etc to improve specific skills. (G.2.3) Spends at least five days at regional, state, or national profession meetings. (G.2.4)
Marketing Consultant (part time)	Amanda McKay	143	amandamckay@icls.org	Ensures publication of information that affects all types of libraries. (D.3.2) Provides professional advice on a wide range of topics that affect the day-to-day and long-term operation of libraries. (G Introduction) Assists in developing solutions that are appropriate for local situations. (G Introduction) Provides consulting services in core service areas and collection management, grants development, interlibrary cooperation activities, and marketing of library service. (G.1.2) Acknowledges requests for consulting within two working days and negotiates a satisfactory time period for results. (G.1.3, G.1.5) Satisfies at least 90 percent of consulting requests. (G.1.4) Spends at least 15 contact hours attending workshops, seminars, classes, etc to improve specific skills. (G.2.3) Spends at least five days at regional, state, or national profession meetings. (G.2.4)
Accountant	SarahFae Stuehlmeier	101	sarahfae.stuehlmeier@icls.org	Prepares financial reports to determine and/or maintain records of assets, liabilities, profit and loss, payroll and payroll tax liability; provides financial reports to Executive Director, Board of Directors, Illinois State Library, and governmental agencies; tracks grants; assists in developing the budget and monitors expenditures against the budget; conducts financial analysis; administers insurance and other personnel benefits. (D.2.3, D.6.2)

Title	Staff Person	Phone # (618) 656-3216 Ext	E-mail Address	Responsibilities and Standards Citations
Executive Assistant	Bonnie Kimurray	100	bonniek@cls.org	Assists the Executive Director and performs administrative and secretarial duties (including preparing for Board meetings); serves as Recording Secretary to the Board; publishes the LCLS weekly electronic newsletter; purchases office supplies; assists the Business Office by preparing payroll, leave reports; and accounts receivables for GateNet and other member libraries, and performs bank reconciliations. Keeps statistics measuring services (D.4.3).
Consultant Assistant	Julia Perricka	142	juliaperricka@cls.org	Assists the Consultant Manager and other LCLS staff in the development, production and distribution of various documents; serves as receptionist for LCLS; assists with special projects; assists with maintaining information on the LCLS website; assists in the maintenance of CE database and its information; performs other administrative and secretarial duties. Maintains the System continuing education calendar. (H.1.2)
Technical Support	Bruce Gates	119	bruceg@cls.org	Analyzes, prioritizes, and initiates support of laptops and desktop computers, as well as peripheral equipment; maintains records on computing and networking equipment at LCLS; provides support for videoconference services; provides technical assistance on the LCLS' network; assists staff with set-up for continuous learning training. (H.2.2)
Circulation Services Supervisor	Sherry Highley	112	sherryh@cls.org	Supervises the delivery services including all work performed by the courier drivers and pages; oversees ILDS; provides interlibrary loan via OCLC to LCLS staff; provides circulation service to LCLS and library members; prepares materials for delivery; acts as backup driver. Carries out the day-to-day operations of the delivery service. (I.2.1) Suggests uniform procedures to govern problems related to delivery services. (I.1.2) Working with the consultant manager, determines delivery points based on criteria including volume of use. (I.1.5) Handles any requests for interlibrary loan. (J.1.3-7)
Courier Drivers (part time)	Don Allan Charles Barkman Janice Bienemann Henry Brake Samuel Cline Orlanda Dickey Horst Driesner James Early J.R. Ellers James Hubbard John Johnson			Sorts and loads books and other library materials; delivers library material to member libraries by driving vehicles on predetermined schedules. (I.1.3-4, I.2.1-2)

Title	Staff Person	Phone # (618) 656-3216 <i>Ext</i>	E-mail Address	Responsibilities and Standards Citations
	Larry Jones Dale Landolt Harry Munson Gary Rickert Tom Schipkowski Randy Thompson			
Library Page (part time)	Brook Weber Mary Mang			Assists in the daily sorting of books and other library materials; shelves LCLS books and periodicals; performs some automated circulation tasks such as the charge and discharge of library materials; assists LCLS staff with other special projects. (1.2.1-2)
Staff Fully Funded by GateNet Member Libraries				
GateNet Manager	Leslie Bednar	145	lesliebednar@cls.org	Ensures publication of information that affects all types of libraries. (D.3.2) Responsible for the System bibliographic access operational plan. (F.1.1) Responsible for the System cooperative collection operational plan. (F.1.2) Develops protocols or use of the members' bibliographic databases. (F.1.5) Responsible for bibliographic access activities. (F.2.1) Works with member libraries in promoting the cataloging of library materials in MARC format. (F.2.3) Supervises LLSAP staff and services. Manages and implements the CMC grant.
Cataloger (part time)	Sarah Heuertz	209	sarahh@cls.org	Performs original cataloging based on current standards.
LLSAP Support Specialist	Donna Vesper Sue Pearson	140 118	donna@cls.org suepearson@cls.org	Develops curriculum and delivers LLSAP training to member library staff; monitors the LLSAP technology help desk and responds to inquiries; creates and maintains LLSAP loan rules and tables policy files; provides support and advice to LLSAP consortia members.
Cataloging Assistant	Edith Elliott	124	ediee@cls.org	Performs original and copy cataloging based on current standards; performs database maintenance and authority control; provides training and inventory support for new LLSAP members; assists in the resolution of cataloging problems; aids in the maintenance of the online catalog
Database Assistant (part time)	Christine Dawdy Cheryl Schuler-Faust	147 147	chrisdawdy@cls.org cheriffaust@cls.org	Provides data entry into the LLSAP; assists in the resolution of database issues; assists with database tables and rules; provides cataloging assistance.

Title	Staff Person	Phone # (618) 656-3216 Ext	E-mail Address	Responsibilities and Standards Citations
Staff Fully Funded by CMC Grant				
CMC Cataloger (part time)	Nicholas Bennyhoff	107	nicholas.bennyhoff@lcls.org	Performs original and copy cataloging of all formats of library material for CMC customers; consults with CMC customers in order to resolve cataloging and database problems; answers questions, transmits information and discusses options for handling library material.
CMC Cataloger (part time)	Sarah Heuertz	209	sarah@lcls.org	Performs original and copy cataloging of all formats of library material for CMC customers; consults with CMC customers in order to resolve cataloging and database problems; answers questions, transmits information and discusses options for handling library material.
CMC Cataloging Assistant	Vincenc Andzejewski	130	vincenc.andzejewski@lcls.org	Performs original and copy cataloging of all formats of library material for CMC customers; consults with CMC customers in order to resolve cataloging and database problems; answers questions, transmits information and discusses options for handling library material.

No staff is contractual.

All staff ensure awareness of advantages of System membership by non-member libraries; encourage System membership. (D.6.3)

FY2009 Board Meetings Held

July 15, 2008

September 16, 2008

October 21, 2008

November 18, 2008

January 20, 2009

February 17, 2009

March 17, 2009

April 21, 2009

May 19, 2009

June 16, 2009

All meetings were held at the Lewis & Clark Library System.

3.3.2 System Board Members

FY 2009-2010

President	Elaine Steingrubey (6/30/2010) 201 Hoener Waterloo, IL 62298 Public Library Representative	(618) 939-8232 (H) (618) 939-2950 (O) (314) 601-5077 (C) email: elaines@waterloolibrary.org
Vice President	Pat Wandling (6/30/2010) 650 Western Avenue Collinsville, IL 62234 Special Library Representative	(618) 344-1140 (H) (618) 692-6200x6476 (O) (618) 520-9043 (C) email: schlibrarian@yahoo.com
Secretary	Linda McDonnell (6/30/2011) 3201 Newel Drive Granite City, IL 62040 Public Library Trustee Member at Large	(618) 452-3201 (H) (618) 616-1822 (C) email: llmcdonnell@excite.com
Treasurer	JoAnn Nabe (6/30/2011) 1026 Grand Avenue Edwardsville, IL 62025 Public Library Trustee Member-at-Large	(618) 656-7229 (H) (618) 363-3361 (C) email: jcnabe@empowering.com
	Ronald Coleman (6/30/2012) 40 Shannon Court Highland, IL 62249 Public Library Trustee Member at Large	(618) 651-0102 (H) (618) 363-9865 (C) email: r.coleman@hometel.com
	Beth Hauser (6/30/2012) 329 Timberwood Bethalto, IL 62010 Public Library Trustee Over 15,000 Pop.	(618) 377-0827 (H) (618) 696-5115 (C) email: eahauser@yahoo.com

Susan Mendelsohn (6/30/2012)
302 Sierra Court
Glen Carbon, IL 62034
Public Library Trustee Under 15,000 Pop.

(618) 288-5863 (H)
(618) 920-3641 (C)
mendelsohn323@gmail.com

Matthew Paris (6/30/2010)
918 Grand Avenue
Edwardsville, IL 62025
Academic Library Representative

(618) 655-1698 (H)
(618) 650-2906 (O)
email: mparis@siue.edu

Joyce Reid (6/30/2011)
156 East Haller Drive
East Alton, IL 62024
School Library Representative

(618) 259-6573 (H)
(618) 251-7029x7530 (O)
(618) 830-0358 (C)
email: joycer@lcls.org

Elections were held in May 2009, and seated in July 2009.

3.3.3 System Ethics Officer

The Ethics Officer for the Lewis & Clark Library System shall be
Charm Ruhnke, LCLS Consulting Manager.

3.4.1 System Attorneys

Dean E. Sweet (Governmental Law)
Attorney at Law
576 Crestview Avenue
East Alton, IL 62024
618-254-7456

Phillip B. Lenzini (Library Law)
Kavanagh, Scully, Sudow, White & Frederick, P.C.
301 S.W. Adams
Suite 700
Peoria, IL 61602
309-676-1381

John L. Gilbert (Employer Law)
Hinshaw & Culbertson LLP
Suite 300, FD-6
222 North LaSalle Street
Chicago, IL 60601
618-655-0342

3.4.2 System OCLC Activity

During FY2009 the Lewis & Clark Library System continued to encourage member libraries to join OCLC under the statewide group pricing. The System discussed potential benefits of OCLC membership with members during meetings, workshops, and general discussions. However, few additional LCLS members have chosen to join OCLC. The non-OCLC members are the ones with minimal to non-existent interlibrary loan activity.

3.4.3 System-Owned Interactive Videoconferencing Equipment

Videoconferences during the past 12 months included:

- ILA – Public Policy Committee
- ILA – Executive Board Meeting
- ILLINET – Interim Planning Meeting
- INAC
- ISL – Construction Grant Review
- ISL – Delivery Update
- ISL – IPLAR / Bibliostat Meeting
- ISL – OCLC Pricing Meeting
- ISL – System Consultants Per Capita Grant Requirements Meeting
- ISL – Advisory Committee
- LSTA Grant Announcements
- Revision of the Illinois Public Library Standards
- Youth Services Consultants Meeting

Outside Group Use:

Heyt, Royster, Voelker and Allen Law Firm

Month / Year	Hours of Use
July 2008	0
August 2008	6
September 2008	4
October 2008	6
November 2008	3
December 2008	5
January 2009	11
February 2009	13
March 2009	8
April 2009	8
May 2009	5
June 2009	9

The videoconferencing policy has not changed.

4.1 LLSAP – Adaptation of Appendix F of the zILLANE Study

This is a separate document

Lewis & Clark Library System
Area & Per Capita Fund and Sustainability Fund
FY 2009 - 2010 Budget

	FY '09 - '10: ORIGINAL BUDGET		FY '09 - '10: AMENDED BUDGET		Change
	Area & Per Capita Fund	Sustainability Fund	Area & Per Capita Fund	Sustainability Fund	
REVENUES					
GRANTS					
STATE GRANTS					
01-411110 Area & Per Capita			904,241		(178,682)
01-411120 System Automation & Technology Grants	1,082,923	1,082,923			0
01-411140 Other State Grants	0	0			0
TOTAL STATE GRANTS	1,082,923	1,082,923	904,241	0	(178,682)
01-411200 Federal Grants	0	0			0
01-411300 Other Grants	0	0			0
TOTAL GRANTS	1,082,923	1,082,923	904,241	0	(178,682)
GENERATED REVENUE					
01-421000 Fees for Services & Materials	0	16,657	0	16,657	0
01-422000 Reimbursements	0	81,303	0	86,945	5,642
TOTAL GENERATED REVENUE	0	97,960	0	103,602	5,642
OTHER REVENUE					
01-431000 Investment Income	0	13,500	0	13,500	0
01-432000 Other Revenue	0	600	0	600	0
01-433000 Gains/(Losses) on Disposition of Capital Assets	0	0	0	0	0
TOTAL OTHER REVENUE	0	14,100	0	14,100	0
TOTAL REVENUES	1,082,923	1,194,983	904,241	117,702	(173,040)
TOTAL COMBINED REVENUE	1,194,983	1,194,983	1,021,943	1,021,943	(173,040)
EXPENSES					
PERSONNEL					
01-511010 Library Professional (*R*)	273,810	21,218	261,057	20,600	(13,371)
01-511020 Other Professional	110,831	110,831	106,070		(4,761)
01-511025 Support Services	305,401	305,401	281,556		(23,845)
01-511040 Social Security Taxes	52,788	1,623	49,624	1,576	(3,211)
01-511050 Unemployment	7,569	160	7,062	160	(507)
01-511060 Workers' Compensation	17,304	67	17,304	67	0
01-511070 Retirement Benefits	94,864	3,979	84,299	3,571	(10,973)

FY '09 - '10: ORIGINAL BUDGET

FY '09 - '10: AMENDED BUDGET

	Area & Per Capita Fund	Sustainability Fund	Total	Area & Per Capita Fund	Sustainability Fund	Total	Change
01-511080	71,760	40,223	111,983	71,760	40,223	111,983	0
01-511090	1,860	30	1,890	1,860	30	1,890	0
01-511100	0	0	0	0	0	0	0
01-511110	0	0	0	0	0	0	0
TOTAL PERSONNEL	936,187	67,300	1,003,487	880,592	66,227	946,819	(56,668)
LIBRARY MATERIALS							
01-520100	1,500	0	1,500	1,000	0	1,000	(500)
01-520500	0	0	0	0	0	0	0
01-520700	0	0	0	0	0	0	0
TOTAL LIBRARY MATERIALS	1,500	0	1,500	1,000	0	1,000	(500)
BUILDING & GROUNDS							
01-540100	0	0	0	0	0	0	0
01-540200	34,000	0	34,000	34,000	0	34,000	0
01-540300	7,430	0	7,430	7,430	0	7,430	0
01-540400	27,575	0	27,575	27,575	0	27,575	0
01-540500	17,140	0	17,140	11,440	0	11,440	(5,700)
01-540600	4,370	0	4,370	3,083	0	3,083	(1,287)
TOTAL BUILDING & GROUNDS	90,515	0	90,515	83,528	0	83,528	(6,987)
VEHICLES							
01-550100	35,000	0	35,000	35,000	0	35,000	0
01-550200	15,000	0	15,000	15,000	0	15,000	0
01-550300	16,649	0	16,649	16,649	0	16,649	0
01-550400	0	0	0	0	0	0	0
01-550500	100	0	100	100	0	100	0
TOTAL VEHICLES	66,749	0	66,749	66,749	0	66,749	0
TRAVEL, MEETINGS, AND CONTINUING EDUCATION FOR STAFF & BOARD							
01-560100	11,360	0	11,360	11,360	0	11,360	0
01-560200	4,956	2,441	7,397	4,956	2,441	7,397	0
01-560300	11,840	0	11,840	0	0	0	(11,840)
01-560400	2,409	1,186	3,595	0	0	0	(3,595)
01-560500	6,990	0	6,750	5,450	0	5,450	(1,300)
01-560600	1,709	231	1,940	1,508	132	1,640	(300)
TOTAL TRAVEL, MEETINGS, AND CE FOR STAFF & BOARD	39,264	3,858	42,882	23,274	2,573	25,847	(16,795)
01-560710	2,400	8,025	10,425	2,000	8,025	10,025	(400)
01-560800	2,500	0	2,500	2,500	0	2,500	0
01-560900	11,029	0	11,029	11,029	0	11,029	0
SUPPLIES, POSTAGE, AND PRINTING							
01-561000	8,200	0	8,200	6,000	0	6,000	(2,200)
01-561100	6,215	0	6,215	6,215	0	6,215	0

	FY '09 - '10: ORIGINAL BUDGET		FY '09 - '10: AMENDED BUDGET				
	Area & Per Capita Fund	Sustainability Fund	Total	Area & Per Capita Fund	Sustainability Fund	Total	Change
TOTAL EXPENSES	1,234,093	82,819	1,316,673	1,133,787	80,461	1,214,248	(102,425)
NET SURPLUS/(DEFICIT)	(151,170)	29,241	(121,690)	(229,546)	37,241	(192,305)	(70,615)

Lewis & Clark Library System

**Plan of Service
Fiscal Year 2009-2010 Revised**

Lewis & Clark Library System: Possibilities

Mission

We advance libraries in successfully serving the evolving needs of their communities.

Introduction

This Plan of Service acts as an annual to-do list for the System staff and board. The Plan is based on the System's long-range plan, discussion with the Librarians Advisory Council, comments from the membership, trend forecasting by the consultants, and the System's anticipated funding. The Plan of Service is envisioned to serve as a mechanism that enables the membership to grow and to assist libraries in better meeting the needs of their communities.

Unless otherwise noted, the following applies:

- The System's services are available to all eligible system members.
- LCLS libraries must be full members to participate in automation, bibliographic access, interlibrary loan, reciprocal access, and delivery. Full and developmental members participate in consulting, continuous learning, and communication.
- Non-member non-LCLS libraries may participate in continuing education and interlibrary loan.
- Compensation from libraries that are not members of an Illinois Library System and other organizations is being pursued during ~~FY2008~~FY/200910.
- Libraries in the GateNet consortium (LLSAP) will pay an estimated total of \$577,141.00 in fees.
- Member libraries not part of the GateNet consortium will pay an estimated total of \$11,000.00 in fees to place holds directly into the database.
- The System reserves the right to charge cost-recovery fees.
- Delivery will be provided at the FY09 volume frequencies at no cost to member libraries; delivery stops will be adjusted based on the same volume levels utilized in FY09. Other institutions will be charged for delivery services.
- Support for the GateNet consortium from Area & Per Capita grant funds will remain at the FY09 level.
- LCLS will participate in cooperative programs as directed and funded by the Illinois State Library.
- LCLS activities and programs will be supported beyond the Area & Per Capita grant funds by reserves in order to proactively plan for the future.

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Trends Expected to Impact Libraries

The following trends are adapted from The Horizon Report, 2007 edition (http://www.nmc.org/pdf/2007_Horizon_Report.pdf):

- The library environment is ever-changing. Costs are rising, budgets are shrinking, and the demand for both traditional and new services is growing. Libraries face competition from the for-profit sector and the Internet. Patrons increasingly demand instant access to information.
- Globalization is changing the way we work, collaborate, and communicate.
- Information literacy should not be considered a given. "Contrary to the conventional wisdom, the information literacy skills of younger people are not improving. At the same time, in a sea of user-created content, collaborative work, and instant access to information of varying quality, the skills of critical thinking, research, and evaluation are increasingly required to make sense of the world."
- The public's expectation of library services is being impacted by continually changing technology.

The trends below summarize the Librarians Advisory Council (LAC) and LCLS Board strategic planning sessions on July 17, 2007:

- Politicians will continue to develop new governmental regulations that libraries must meet, often without additional funding.
- The economic divide continues to widen with the "haves" having more, including expectations, and the "have nots" facing multiple challenges to access needed information and services.
- The area is transitioning from mostly agricultural to more suburban. However, a large portion of the LCLS service area remains rural.
- Rapid population fluctuations put stress on many libraries' resources.
- Demographic diversity impacts collections, services, programs, etc.
- The tension between those who embrace technological change and those who don't may begin to weaken, but does continue in the short run to remain strong.

Lewis & Clark Library System
Plan of Service 2009 – 2010

Expectations

1. Focus on continuous improvement
2. Continually assess trends impacting libraries
3. Identify and implement added value for member libraries, as funds allow
4. Embrace transformation of System and library services
5. Ensure communication
6. Remain agile

Assessment

1. Document results through monthly reporting structures
2. Highlight outcomes over outputs
3. Address tasks in the Annual Plan of Service

GOAL A: Support organizational stewardship and sustainability

STRATEGIES:

1. Invest in the resources necessary to recruit and retain quality employees; update equipment; ensure System staff competence as responsibilities evolve
2. Evaluate programs and services to increase efficiency and effectiveness; assess policies and procedures and revise as appropriate
3. Research, identify, and implement supplemental funding sources for LCLS
4. Identify and implement methods of reducing costs
5. Innovate to proactively manage change

TARGETS AND TASKS

1. Provide staff training
 - ~~a. Develop outcome-based assessment~~
 - ~~b. Create objectives and measurable outcomes~~
 - ~~c. Develop and prioritize staff project list~~
 - ~~d. Provide training on Library Learning (L2)~~
 - ~~e. Develop online instruction with Moodle or other appropriate software~~
 - a. Envision the future of regional multitype Library Systems
 - f.b. Market and promote LCLS
 - c. Provide advanced training on Financial Edge accounting software
 - g.d. Initiate a new Employee Performance Management process
2. Pursue opportunities to adapt and strengthen the System's infrastructure
 - ~~a. Maintain an equipment upgrade schedule and upgrade equipment~~
 - ~~i. Replace or deactivate servers~~
 - b.a. Develop and maintain a master contract schedule
 - e.b. Pursue opportunities to revamp the building and grounds using high-energy-efficiency equipment and strategies
 - i. Replace HVAC system if funding can be obtained

3. ~~Assess System services/programs in comparison to new statewide standards and rules~~ Envision the future of regional multitype Library Systems
 - a. ~~Revise System policies and procedures to reflect new standards and rules~~ Initiate member feedback regarding System service priorities
 - a.b. Develop an action plan based on findings from member feedback
4. Pursue and market supplemental funding sources
 - a. Seek sponsors for the item bands
 - b. Recruit sponsors for ads on our Web site
 - c. Seek sponsors for vehicle donation
 - d. ~~Locate subscribers for illinoismap.info~~ Research, develop, and initiate alternative funding for illinoismap.info
 - e. Seek other revenue-generating opportunities
5. Strengthen and update business office procedures
 - a. Complete the documentation for business office activities
 - b. Implement a reporting system for managing financial projects
 - c. Investigate and consider implementing online bill paying
 - d. Investigate and consider implementing a process to accept credit cards for payment
 - e. Review financial manual

GOAL B: Orient members to new and evolving opportunities and challenges impacting library services

STRATEGIES:

1. Provide relevant consulting to share discoveries and assist members in improving the effectiveness of library services
2. Increase the outreach of consulting
3. Support staff development of libraries through professional development programs and consulting services
4. Provide professional development beyond traditional delivery methods
5. Partner with educational organizations, consortia, and library organizations to enhance professional development opportunities
6. Share new information, ideas, and trends obtained via conferences, training, and the reading of professional and trade literature

TARGETS AND TASKS

1. Regularly post to the Conduit blog concerning new trends, professional development ideas, and other issues impacting library services
2. Identify specific needs of members to proactively deliver timely information
 - a. Share research findings on specific library-related topics with appropriate members
 - b. Assist member library boards/governing bodies with director searches
3. Contact members regularly to touch base, especially those members rarely in contact with LCLS staff

- a. Continue site visits to members (year two of the three-year cycle)
- b. Continue the Executive Director's welcome ~~letters~~ packets to new member librarians
- c. Visit member boards/governing authorities to convey what services the System provides
- d. Initiate phone calls by Executive Director ~~phone calls~~ to members: ~~one member daily when in the office.~~
- e. Implement e-list management of member contact information
- f. Continue statistical analysis to determine under-represented members

- 4. Implement findings and recommendations from the Continuing Education Survey
 - ~~a. Host **Library Bus Trip**~~
 - ~~b. Explore development of online courses~~
 - e.a. Explore implementing **CE2Me** project, to provide direct on-demand staff training at member libraries
 - d.b. Develop core CE classes
 - i. Present core classes internally for development and feedback
 - ii. Develop and implement peer-presenter-evaluation forms LCLS staff presenter process to provide peer feedback
 - e.c. Deliver instruction and materials to members unable to attend events
 - ~~f. Extend training on outcome development to members~~
 - g.d. Institute a minimum charge for all LCLS events (other than GateNet and core classes); ~~R~~recover actual costs for events with outside presenters

GOAL C: Enhance resource sharing among LCLS members

STRATEGIES:

- 1. Provide courier services to deliver materials
- 2. Act as legal authority for the Local Library System Automation Project (LLSAP), known as GateNet
- 3. Investigate larger units of shared resources

TARGETS AND TASKS

- 1. Continue seeking efficiencies and best practices about resource sharing
 - a. Encourage growing use of WebJunction Illinois capabilities
 - b. Seek out and promote use of OCLC tutorials on a wide variety of topics relevant to members
 - e. ~~Continue to promote the use of WorldCat.org, where members and patrons can use social networking, list creating, tagging, RSS feeds, and more~~
- 2. Continue exploring and developing group discount offers for the members
 - a. Coordinate with Library Partnership Trust whenever possible
 - b. ~~Pursue and update~~ Update appropriate direct vendor discounts as needed
- 3. Continue evaluating courier services for efficiency and effectiveness

- a. Deliver material using USPS as warranted
- b. Use FY09 volume levels to make delivery adjustments
- a.c. Develop and administer charges for any additional delivery services beyond those required by the State Library

- 4. Continue expanding the LLSAP capabilities
 - a. ~~Develop a password-protected area on the Web site to deliver Millennium proprietary content to GateNet members~~
 - b.a. Investigate and test a discovery layer for GateNet with possible implementation by others
 - e.b. Continue efforts to increase LLSAP membership

GOAL D: Strengthen alliances and partnerships

STRATEGIES:

- 1. Encourage member participation in System and statewide initiatives
- 2. Seek projects and/or funding with regional and/or statewide library implications
- 3. Pursue appropriate partnerships with non-library organizations to advocate the value of libraries
- 4. Share resources, expertise, and knowledge among members and with other regional multitype Library Systems
- 5. Represent the System and members in regional, state, and national library and policy forums

TARGETS AND TASKS

- 1. Use the Participation Survey results to encourage member participation in applicable projects
- 2. Develop relationships with legislators that benefit members
 - a. Initiate ~~quarterly~~ semi-annual meetings between local legislators and Executive Director
 - b. Conduct visits to local legislative offices with member libraries' staff
- 3. Share LCLS-developed instruction and programs with other Library Systems
- 4. Widely market findings and recommendations from *Researching Communities to Prepare for the Future* grant project
- 5. Focus efforts more regionally to develop networks and relationships that benefit member libraries
- 6. Continue consultant representation in regional, ~~and state, and national~~ organizations
- 7. Encourage member libraries to share expertise in content-specific workshops
- 8. Continue to promote the Illinois Talking Book and Braille services

Adopted by Lewis & Clark Library System Board ~~Action of Directors~~ 19-May 19, 2009
Revised by Board of Directors September 15, 2009

Lewis & Clark Library System

Plan of Service Fiscal Year 2009-2010 Revised

Lewis & Clark Library System: Possibilities

Mission

We advance libraries in successfully serving the evolving needs of their communities.

Introduction

This Plan of Service acts as an annual to-do list for the System staff and board. The Plan is based on the System's long-range plan, discussion with the Librarians Advisory Council, comments from the membership, trend forecasting by the consultants, and the System's anticipated funding. The Plan of Service is envisioned to serve as a mechanism that enables the membership to grow and to assist libraries in better meeting the needs of their communities.

Unless otherwise noted, the following applies:

- The System's services are available to all eligible system members.
- LCLS libraries must be full members to participate in automation, bibliographic access, interlibrary loan, reciprocal access, and delivery. Full and developmental members participate in consulting, continuous learning, and communication.
- Non-member non-LCLS libraries may participate in continuing education and interlibrary loan.
- Compensation from libraries that are not members of an Illinois Library System and other organizations is being pursued during FY/10.
- Libraries in the GateNet consortium (LLSAP) will pay an estimated total of \$577,141.00 in fees.
- Member libraries not part of the GateNet consortium will pay an estimated total of \$11,000.00 in fees to place holds directly into the database.
- The System reserves the right to charge cost-recovery fees.
- Delivery will be provided at the FY09 volume frequencies at no cost to member libraries; delivery stops will be adjusted based on the same volume levels utilized in FY09. Other institutions will be charged for delivery services.
- Support for the GateNet consortium from Area & Per Capita grant funds will remain at the FY09 level.
- LCLS will participate in cooperative programs as directed and funded by the Illinois State Library.
- LCLS activities and programs will be supported beyond the Area & Per Capita grant funds by reserves in order to proactively plan for the future.

Lewis & Clark Library System
Plan of Service 2009 – 2010

Expectations

1. Focus on continuous improvement
2. Continually assess trends impacting libraries
3. Identify and implement added value for member libraries, as funds allow
4. Embrace transformation of System and library services
5. Ensure communication
6. Remain agile

Assessment

1. Document results through monthly reporting structures
2. Highlight outcomes over outputs
3. Address tasks in the Annual Plan of Service

GOAL A: Support organizational stewardship and sustainability

STRATEGIES:

1. Invest in the resources necessary to recruit and retain quality employees; update equipment; ensure System staff competence as responsibilities evolve
2. Evaluate programs and services to increase efficiency and effectiveness; assess policies and procedures and revise as appropriate
3. Research, identify, and implement supplemental funding sources for LCLS
4. Identify and implement methods of reducing costs
5. Innovate to proactively manage change

TARGETS AND TASKS

1. Provide staff training
 - a. Envision the future of regional multitype Library Systems
 - b. Market and promote LCLS
 - c. Provide advanced training on Financial Edge accounting software
 - d. Initiate a new Employee Performance Management process
2. Pursue opportunities to adapt and strengthen the System's infrastructure
 - a. Develop and maintain a master contract schedule
 - b. Pursue opportunities to revamp the building and grounds using high-energy-efficiency equipment and strategies
 - i. Replace HVAC system if funding can be obtained
3. Envision the future of regional multitype Library Systems
 - a. Initiate member feedback regarding System service priorities
 - b. Develop an action plan based on findings from member feedback
4. Pursue and market supplemental funding sources
 - a. Seek sponsors for the item bands
 - b. Recruit sponsors for ads on our Web site
 - c. Seek sponsors for vehicle donation

- d. Research, develop, and initiate alternative funding for illinoismap.info
 - e. Seek other revenue-generating opportunities
5. Strengthen and update business office procedures
- a. Complete the documentation for business office activities
 - b. Implement a reporting system for managing financial projects
 - c. Investigate and consider implementing online bill paying
 - d. Investigate and consider implementing a process to accept credit cards for payment
 - e. Review financial manual

GOAL B: Orient members to new and evolving opportunities and challenges impacting library services

STRATEGIES:

1. Provide relevant consulting to share discoveries and assist members in improving the effectiveness of library services
2. Increase the outreach of consulting
3. Support staff development of libraries through professional development programs and consulting services
4. Provide professional development beyond traditional delivery methods
5. Partner with educational organizations, consortia, and library organizations to enhance professional development opportunities
6. Share new information, ideas, and trends obtained via conferences, training, and the reading of professional and trade literature

TARGETS AND TASKS

1. Regularly post to the Conduit blog concerning new trends, professional development ideas, and other issues impacting library services
2. Identify specific needs of members to proactively deliver timely information
 - a. Share research findings on specific library-related topics with appropriate members
 - b. Assist member library boards/governing bodies with director searches
3. Contact members regularly to touch base, especially those members rarely in contact with LCLS staff
 - a. Continue site visits to members (year two of the three-year cycle)
 - b. Continue the Executive Director's welcome packets to new member librarians
 - c. Visit member boards/governing authorities to convey what services the System provides
 - d. Initiate phone calls by Executive Director to members
 - e. Implement e-list management of member contact information
 - f. Continue statistical analysis to determine under-represented members
4. Implement findings and recommendations from the Continuing Education Survey

- a. Explore implementing **CE2Me** project, to provide direct on-demand staff training at member libraries
- b. Develop core CE classes
 - i. Present core classes internally for development and feedback
 - ii. Develop and implement LCLS staff presenter process to provide peer feedback
- c. Deliver instruction and materials to members unable to attend events
- d. Institute a minimum charge for all LCLS events (other than GateNet and core classes); recover actual costs for events with outside presenters

GOAL C: Enhance resource sharing among LCLS members

STRATEGIES:

- 1. Provide courier services to deliver materials
- 2. Act as legal authority for the Local Library System Automation Project (LLSAP), known as GateNet
- 3. Investigate larger units of shared resources

TARGETS AND TASKS

- 1. Continue seeking efficiencies and best practices about resource sharing
 - a. Encourage growing use of WebJunction Illinois
 - b. Seek out and promote use of OCLC tutorials on a wide variety of topics relevant to members
- 2. Continue exploring and developing group discount offers for the members
 - a. Coordinate with Library Partnership Trust whenever possible
 - b. Update appropriate direct vendor discounts as needed
- 3. Continue evaluating courier services for efficiency and effectiveness
 - a. Deliver material using USPS as warranted
 - b. Use FY09 volume levels to make delivery adjustments
 - c. Develop and administer charges for any additional delivery services beyond those required by the State Library
- 4. Continue expanding the LLSAP capabilities
 - a. Investigate and test a discovery layer for GateNet with possible implementation by others
 - b. Continue efforts to increase LLSAP membership

GOAL D: Strengthen alliances and partnerships

STRATEGIES:

- 1. Encourage member participation in System and statewide initiatives
- 2. Seek projects and/or funding with regional and/or statewide library implications
- 3. Pursue appropriate partnerships with non-library organizations to advocate the value of libraries
- 4. Share resources, expertise, and knowledge among members and with other regional multitype Library Systems

5. Represent the System and members in regional, and state library and policy forums

TARGETS AND TASKS

1. Use the Participation Survey results to encourage member participation in applicable projects
2. Develop relationships with legislators that benefit members
 - a. Initiate semi-annual meetings between local legislators and Executive Director
 - b. Conduct visits to local legislative offices with member libraries' staff
3. Share LCLS-developed instruction and programs with other Library Systems
4. Widely market findings and recommendations from *Researching Communities to Prepare for the Future* grant project
5. Focus efforts more regionally to develop networks and relationships that benefit member libraries
6. Continue consultant representation in regional and state organizations
7. Encourage member libraries to share expertise in content-specific workshops
8. Continue to promote the Illinois Talking Book and Braille services

Adopted by Lewis & Clark Library System Board of Directors May 19, 2009
Revised by Board of Directors September 15, 2009

3.3. Proposed Fees for Service

Sustainability Fund (All fee revenue is used to help offset the LCLS deficit and expenses in order to fulfill state requirements.)

Fee Description	Whom Will Fee Impact	Existing Fee Y/N	Proposed Fee Y/N	Amount of Fee	Estimate of Annual Revenue Generated	Fee Revenue Will be Used For
Black & White Copies Building Use (Meeting room rental)	Members, non-members, & staff	Y		\$.10/sheet	\$ 2,000.00	Used to pay for estimated cost of paper, toner, and the maintenance of the copier.
	Non-members	Y		\$50 - \$100 per hour	\$ 5,000.00	Used to cover the cost of the additional cleanings, staff time for setup and hostess services, and to help reduce the LCLS deficit while fulfilling State requirements.
Bulk Purchase	Members	Y		Varies based on actual purchase	\$ 1,500.00	Used for the cost of materials, postage to send out material, any remaining income will be used as an offset of staff time.
CE Workshop Fee	Members & non-members	Y		\$10 - \$200	\$ 8,025.00	Used to reimburse the cost of speaker and related fees, additional facility cleanings, and as an offset of staff time. Any remaining revenue will be used to help reduce the LCLS deficit in order to fulfill State requirements.
Color Copies	Members, non-members, & staff	Y		\$.25/sheet	\$ 50.00	Covers the estimated cost of paper, toner, and the maintenance of the copier.
Criminal Background Checks	Member and non-member libraries	Y		\$136+ depending on requested	\$ 1,632.00	Used to pay for the actual cost of providing the service and to offset the LCLS deficit in order to fulfill State requirements.
Delivery Fees	Non-members	Y		Varies based on the amount of service provided	\$ 2,000.00	The fee will be used to pay for the estimated cost of fuel, staff time, maintenance & repair on vehicles, vehicle insurance, and other related costs.
Domain Name	Members	Y		Varies based on actual costs	\$ 1,000.00	Pays out-of-pocket costs for 5-year domain name registration for member libraries.
ICN billing (Filtering)	Members	Y		\$10 - \$950	\$ 2,500.00	Pays for actual costs of filtering service.
Illinoismap.info	Non-members		Y	Undetermined	Undetermined	Fee will be used to fund the Illinoismap.info project.
Invoice Fee	Members & non-members	Y partial			Undetermined	The fee will cover the cost of paper, toner, envelopes, postage, and staff time when LCLS is required to send out multiple invoices for the same occurrence.
ILSDO Shared Personnel	ILSDO	Y		\$4.75/occurrence	\$ 30,665.00	The reimbursement will be used to pay for 50% of shared staff salary and benefits.
Laminating	Members, non-members, & staff	Y		\$1.00+ (Varies by job size)	\$ 25.00	Used to offset the estimated cost of laminating supplies and staff time
Postage	Non-A&PC fund users	Y		\$.44 +	\$ 650.00	The reimbursement pays for the actual postage used by ILSDO, GateNet, and other grant related projects and programs.
Suprlus Sale	Members, non-members, & staff	Y		\$1.00+ (Varies by items purchased)	Undetermined	Sale of Board approved fully depreciated surplus items. This is not an annual event. Income received is used to pay for out-of-pocket expenses in order to fulfill State requirements.
Web Services	Members and non-members		Y	Undetermined	Undetermined	Reimbursement to pay for LCLS hosted web services. Fees will be used to pay for hardware, software, and staff time.

GateNet Fund

(The GateNet Fund is completely separate from the Area & Per Capital Grant Fund)

Fee Description	Whom Will Fee Impact	Existing Fee Y/N	Proposed Fee Y/N	Amount of Fee	Estimate of Annual Revenue Generated		Fee Revenue Will be Used For
GateNet Fees	GateNet members	Y		\$3,000 - \$71,114.13 (Varies by member)	\$	577,141.00	Fees are determined by formula approved by those participating in consortium. Fee revenue used to fund GateNet expenses which includes salaries and benefits for 6.5 GateNet FTE, software, hardware, contractual agreements, required travel, and other expenses. Costs for facilities usage and support services such as that provided by the business office are not included.
GateNet Associate Fees	LCLS members who are not in GateNet consortium	Y		\$100 - 739.50 (Varies by member)	\$	11,000.00	Fee paid to GateNet which enables the library to search, place, and hold materials identified in GateNet database. Fee determined by GateNet consortium and are used to cover GateNet expenses and to add to it's reserves.
License Fees (Millenium - implementation of new GateNet members)	New GateNet members	Y		\$1,500 - \$3,250 (varies by license type)	\$	5,000.00	Used to purchase the initial licenses from Innovative. These fees are paid when new members join GateNet. It is a direct reimbursement for the license cost only.
Barcode Fee	Members	Y		\$40/1000 barcodes	\$	11,000.00	60% of fee is used to pay for the barcodes; an additional 10-15% pays for the shipping/handling & postage. Any remaining fees will be used as an offset of GateNet staff time.