

**Board of Directors, Executive Committee
Tuesday, 5 September 2023, 2:00 – 4:00 PM**

Minutes

Committee Membership:

- **Voting:** Alissa Williams, Jenny Sevier, Genna Buhr, Beth Duttlinger, Richard Young
- **Non-voting:** Kendal Orrison, Antony Deter, Tony Hahn (minutes)

Agenda:

Called to order at 2:02

1. Welcome and Call to Order (A. Williams) 2:02pm

1.1 Review and adoption of agenda

Motion Moved by R YOUNG, seconded by J SEVIER

*THE RSA NFP BOARD OF DIRECTORS, EXECUTIVE COMMITTEE AGENDA
FOR 5 SEPTEMBER 2023 BE APPROVED.*

Motion carried by unanimous vote.

1.2 Review and approve minutes from 11 July 23

Motion Moved by B DUTTLINGER, seconded by J SEVIER

*THE RSA NFP BOARD OF DIRECTORS, EXECUTIVE COMMITTEE MINUTES
FROM DECEMBER 2022 BE APPROVED.*

Motion carried by unanimous vote.

2. Review of current state of the RIP

2.1 Conversation with Amanda Standerfer

Antony, Kendal, and Alissa met with Amanda, who is familiar with RSA since she did the strategic plan prior to 2020. Proposal may be coming soon on improving communication & messaging around the changes to the larger membership of RSA.

2.2 RSA Staff outreach (letters, handouts, emails & direct mailers, surveys)

Postcards have been sent in delivery bins to inform members of who we are and what we do. There is a new page for [Independence Project](#) on our website, includes breakdown of the plan with a timeline. RSA may hire someone to help us with that marketing piece. Mandy Beedie-Powers was suggested as a possible good fit for consulting.

2.3 Timeline of III Conversion Review

Review of the document “RSA Conversion to III Timeline.” Fee structure and bylaws need to get worked on first. In March 2024, directors may need to include III conversion, new bylaws, governance, and new fee structure on their board agendas. Some discussion

whether library board needs sign off on the IGA, or whether it can be director acting on authority of the board.

3. III Cornucopia of Discussions

3.1 Draft Intergovernmental Agreement

Question about non-governmental entities as members such as hospitals, private schools, museum whether they need a different agreement. Question will be brought to the lawyer. Special note that RSA is converting to a III, not dissolving or closing and reforming. This language here so nobody can claim savings after organization dissolves (it converts.)

3.2 Draft Bylaws

Transfers of membership: libraries that have made other IG agreements, it helps RSA to know the populations we help serve. Patron population may be in fee structure, so we may need those statistics.

3.3 Board make-up

Changes improved board representation based on regions (which reflect drive times to a meeting), size and type. Regions make more well-rounded, representative board. Any candidate has 4 seats they are eligible to serve in (region, 2 at-large seats, size/type). There was some refinement of region breakouts. The best maps showed balance of number of libraries and sum of county populations. Would not limit a member to attending in just their region. Ready to send to the full board for approval.

3.4 Draft Decision-making Breakout

RIP committee will need re-established after governance changes in '24, even though likely comprise of same board members.

3.5 Draft Governance Responsibilities document

Board needs to be elected for first FY of new III. We plan for it to not be all new members. First election to possibly have roll-off term, not full term, since we need to stagger when seats are up for election year over year.

4. Fee Structure Discussions

4.1 Review previous meeting agreements

Fee structure models based on different brainstorm and comments by the committee. Metrics considered included service pop., collection, circulation, registered users. Also considered banding by type. Membership fees have a minimum flat rate, and per building rate after the first. These fee models based on required budget forecasts built out to FY 30. RIP committee feedback will shape future models. Model summaries show fee numbers in relation to LLSAP grant per library, pop. ranking, and invoice ranking are currently all over the place. Gives sense of how member libraries compare and let members know where they fit among RSA. Target budget likely a bit higher than in the models shown. Best guess is subject to change over time. Changes will be made to shorten estimated outlook to FY29. Library rates changes phased in by one quarter of the amount required in new structure per year until FY29 horizon. Smaller libraries may get additional grant support. Advocacy help to libraries with budget shortfalls to raise their tax bases and find funding over time. Work with RAILS to help. Use money out of RSA savings to implement shortfall grants.

4.1.1 \$3K or \$3.2K minimum, approve w/ agreement, start FY26, phased in till FY30

There are a lot of discrepancies with overall current fee. Fees changing should be spelled out to each library. There's enough savings to support going off RAILS grants for the upcoming 2 years, and support RSA grants to small library shortfalls.

Discussed eventual need to get libraries with shortfalls off (RSA) grant dependence. Minimum membership fee between \$3-3.2k. A \$3k fee still much lower than every other consortium in IL. Examples shared. Heartland in process of redoing fee structure. Heartland has add-on fees for most things from cataloging to modules.

4.1.2 No tiers, Separate fee structure for Schools

Full vs Basic online no longer a difference nor fee difference. Member library is only level. Tiered structures, in past review, determined not to be possible without artificially limiting system. Some add-on fees will continue for things that generate additional costs and invoices to RSA. Basics have higher fees than now. Smaller, Full Online libraries may not pay much more. Base rate will need to reach higher than \$3k when targeting FY29. Many may drop out based on projected fees increase. New number of libraries staying in RSA will change best-guess budget target. May cut services, staff, etc. to adjust to total actual revenue from fees. Will try to benchmark what other consortia have, but budget comparisons may not show the differences between us. Building fee to be included in base fee. Adding net lender / net borrower to stats weighted may encourage sending and sharing.

4.2 Draft guess at FY30 overall budget

Reviewed estimated and current expense budget numbers. Estimate number is obsolete once we know actual membership figures. Staffing cost may increase faster because of IMRF and increases for other insurances.

4.2.1 Projected costs & staffing vs projected expenses

If changes need to be made, there will be a couple years where budget will reflect a shortfall and RSA will either cut services and/or negotiate vendors to adjust costs.

4.3 Newest fee structure draft formulas

4.3.1 Anything missing from formula we need to consider?

No additional considerations were mentioned.

4.4 Sales pitch? History of RSA fees? Library rankings or size comparisons?

RSA has a history of keeping fees low, and we should mention this to the libraries as part of sales pitch. If we had increased them earlier, we wouldn't have to increase them as much today. Basic Online libraries have been benefiting from the savings since Basic Online began in '06. RSA to soon hire a marketing specialist to bring case to libraries, create tools & messaging for directors to help secure funding with their boards. Marketing around independence and new fee structure to illustrate why it's smart move for the ongoing success of each library. This has been budgeted for and will move onto hiring help once clear on what kind of support RAILS will supply.

5. Chair's Time, Discussions, Adjournment (A. Williams)

No other discussion.

Adjourned at 4:17

Upcoming Meeting Dates: 2 – 4 PM on Zoom unless otherwise noted.

- 3 October
- 5 December
- 9 January (week later due to holiday)
- 12 March (week later due to COSUG conference)
- 2 April
- 4 June

- Note: Additional meetings scheduled as workload requires

Minutes compiled by:

Tony Hahn

RSA Member Services User Experience Coordinator