



Illinois Heartland Library System (IHLS) is guided by an operational plan, which is a primary component of the annual System Area and Per Capita Grant (SAPG). We initiate the draft each January by evaluating progress on the current year's plan. This review informs our work in the second half of the fiscal year and helps us determine which projects and goals will carry forward to the new fiscal year.

As we project for FY2024, our 13th year as a large regional library system, we are cognizant of the outlook expressed by Illinois' new Secretary of State Alexi Giannoulias. Our priority projects for FY2024 reflect the aspirations expressed in Secretary Giannoulias' [Transition Report on Library Enhancements](#) and cross-departmental planning:

- Developing, launching, and promoting iLEAD (leadership, empowerment, accessibility, and development) trustee learning portal.
- Emphasizing equity, diversity, inclusion, and accessibility (EDIA), such as:
 - placing smaller libraries on a level playing field with their larger peers through functional five-day delivery;
 - focusing on EDIA throughout SHARE services, including more accessible trainings and intentional recruitment of diverse staff and committee members;
 - providing grant support for member access to HR Source membership;
 - collaborating with our Illinois and national peers for maximum program reach.
- Making the best of use of tax dollars through project management and process improvements throughout our organization, including succession planning at the staff level and a new multi-year strategic plan initiated by the Board of Directors.
- Expanding our bank of resources focused on advocacy, professional development, and networking support for our multi-type membership.



A. Administration

Illinois Heartland Library System (IHLS) celebrates over a decade of service to libraries in central and southern Illinois and looks to a future of continued collaboration and partnership in the library space. Centralized administrative services allow us to provide cost-effective, innovative solutions to member needs. The focus of our administrative team members in FY2024 includes:

- Member communication focused on advocacy and organization-wide consulting support for member libraries, as well as continued research on the benefits of an Automated Material Handling System (AMHS).
- Support for the IHLS Board of Directors through recruitment, training, and special recognition of board members.
- Accurate financial forecasting, strident adherence to accounting principles, and continued utilization of the OpenGov database for enhanced reporting and transparency.
- Promotion of broadband initiatives, expanded utilization of a Customer Relationship Management (CRM) database, and support of electronic communication with Microsoft Teams.
- Staff development and understanding of how employee efforts connect or align with the organization's purpose through the use of a quarterly evaluation process, planned employee development training to enhance a culture of learning, and the cultivation of the employer-employee relationship.

Communications

Goal: Communicate effectively and efficiently with IHLS stakeholders.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Inform stakeholders on what is happening at the system, statewide, and national levels.	<ul style="list-style-type: none">- Prioritize and share important library-related news from the system, state, and national levels- Communicate with members where they are, including conferences, virtual events, and library visits	23 ILAC 3030.215 a) 3) G)

Continually improve communication with IHLS stakeholders.	<ul style="list-style-type: none"> - Annually review and update the marketing communication plan for IHLS and its divisions - Continually analyze and optimize website user experience, user interface, and content - Continue improving email list hygiene by working with IT to automate the updating of email addresses using the recently developed Customer Relationship Management software - Partner with organizations such as Reaching Across Illinois Library System, Illinois Library Association, and Association for Illinois School Library Educators to cross-promote events or collaborate on initiatives - Strategically utilize IHLS social media as a communication tool 	<p>23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 a) 3) G)</p>
Prioritize communication and promotion of initiatives/events that support the mission of IHLS and the mission and goals of IHLS department leadership.	<ul style="list-style-type: none"> - Prioritize member communication, especially: <ul style="list-style-type: none"> • Equity, diversity, inclusion, and accessibility initiatives • Value of IHLS • Secretary of State Initiatives, including support for broadband, e-resources, and anti-censorship measures - Collaborate with Cataloging Maintenance Center and IT staff on strategically developing a marketing presence - Collaborate with SHARE staff on increasing SHARE's marketing presence - Collaborate with iLEAD staff on launching the brand and recruiting learning portal users - Update and implement an integrated marketing communication plan for Member Day - Update and implement an integrated marketing communication plan for the Automated Material Handling System project 	23 ILAC 3030.215 a)3)G
Communicate in compliance with industry legal standards.	<ul style="list-style-type: none"> - Seek annual communication law and/or accessibility training for communication staff - Annually review the professional-use social media policy and data and privacy policy 	23 ILAC 3030.215 a) 3) G)

Continue to seek member feedback.	<ul style="list-style-type: none"> - Seek input on library needs during Directors' Chats, local library networking events, trustee networking events, and other events - Reimplement post-event surveys 	23 ILAC 3030.215 a)3)G
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Goal: Provide information and assistance to member libraries of all types through consulting and continuing education.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Participate in organization-wide consulting services.	<ul style="list-style-type: none"> - Maintain and promote the organization-wide consulting program with IHLS professional staff - Share Marketing/Communications staff expertise in the IHLS consulting program 	
Contribute to educating members about library marketing communications.	<ul style="list-style-type: none"> - Evaluate Marketing/Communications staff availability for speaking at conferences - Collaborate with librarians and professional experts from IHLS, RAILS, member libraries, and external sources to develop and promote resource guides for issues in librarianship 	23 ILAC 3030.215 a)3)D

Goal: Advocate for IHLS.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Increase visibility in our service area.	<ul style="list-style-type: none"> - Annually review and update the brand-advocacy portion of the the IHLS advocacy plan - Generate brand visibility for IHLS while promoting libraries - Identify and support opportunities for one-on-one and one-to-group brand advocacy 	23 ILAC 2020.215 a)3)D

Goal: Advocate for member libraries.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Promote libraries to the public.	<ul style="list-style-type: none"> - Annually review and update the cause-advocacy portion of the IHLS advocacy plan - Support Illinois Library Association advocacy initiatives - Seek sponsorship opportunities on behalf of the 	23 ILAC 2020.215 a)3)D

	libraries of central and southern Illinois - Identify and support additional opportunities for library advocacy - Continue focus of support and advocacy for school libraries	
Help IHLS libraries advocate for themselves.	- Support Illinois Library Association advocacy initiatives - Identify pressing library issues and develop resource guides and tools to address them - Make IHLS staff available for consultations with members	23 ILAC 3030.215 a) 3) D)

Goal: Facilitate effective internal communication to enable better member service.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Continually improve communication with IHLS employees.	- Annually review and update the IHLS internal communication plan - Continue to work with staff teams to implement internal communication procedures - Collaborate with IT, HR, and other stakeholders to develop strategies for more effective use of the IHLS intranet or other relevant platforms	



Board Support

Goal: Provide support for IHLS board members.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Streamline and improve all aspects of board support.	<ul style="list-style-type: none"> - Provide support for monthly meetings of the board and committees using new and innovative methods - Join a professional board support organization for resources and guidance 	23 ILAC 3030.250 (outside of core standards)
Support communication between board and executive staff.	<ul style="list-style-type: none"> - Provide meeting agenda and supporting documentation to the board and committees - Restructure the activities report 	23 ILAC 3030.250 (outside of core standards)
Ensure compliance with library and local rules and regulations and federal or state laws.	<ul style="list-style-type: none"> - Post meeting packets and approved meeting minutes within timeframes outlined in the Open Meetings Act - Confirm completion of the Open Meetings Act training - Confirm completion of the Statement of Economic Interest - Coordinate and submit the annual System Area & Per Capita Grant application - Coordinate and submit the Annual Report 	23 ILAC 3030.250 (outside of core standards)
Provide training for all board members.	<ul style="list-style-type: none"> - Research options for a variety of board training programs - Provide training at least twice annually 	
Research and implement tools and activities to improve board engagement.	<ul style="list-style-type: none"> - Pair a learning opportunity and dinner with more in-person meetings - Reintroduce Board Networking Events - Schedule an in-person board meeting with RAILS board 	

Improve interest in board membership and increase the number of nominations during board elections.	<ul style="list-style-type: none"> - Research the data behind the motivation to participate in a system board and what methods are available to incentivize potential nominees - Solicit video testimonials from outgoing board members - Assist the Nominating Committee with administrative activities 	
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Goal: Retain and purge materials on an approved schedule.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Ensure all data is handled in compliance with approved records retention policies.	<ul style="list-style-type: none"> - Finalize identification of records eligible for destruction and submit for a certificate of destruction - Organize permanent records for easy reference - Monitor records on a regular basis and submit application for destruction when they become eligible 	23 ILAC 3030.265 (outside of core standards)

Goal: Initiate a process to review the strategic plan.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Evaluate current system services.	<ul style="list-style-type: none"> - Convene an ad hoc planning committee to determine rationale to draft a new strategic plan 	23 ILAC 3030.250

Facilities

Goal: Provide a Safe Working Environment.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Continue to maintain the infrastructure of facilities.	<ul style="list-style-type: none"> - Yearly check of HVAC, roof, fire extinguishers, etc. - Conduct Edwardsville parking lot repairs - Conduct tuckpointing on the Edwardsville building - Continue to provide turf management to Champaign and Edwardsville buildings - Continue to provide landscaping and mowing to Champaign and Edwardsville buildings 	23 ILAC 3030.250 i) (outside of core standards)

Human Resources

Goal: Retain and attract highly qualified IHLS staff whose focus will be to accomplish IHLS goals and objectives, seek continuous professional growth, and maintain a positive team dynamic.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Ensure that IHLS is sufficiently staffed to accomplish statutory priorities established by the Illinois State Library.	<ul style="list-style-type: none"> - Maintain a diverse pool of candidates for staffing purposes - Utilize various job boards and media methods to seek high-quality candidates - Educate new staff on all IHLS policies and procedures upon hiring and communicate changes to existing staff 	23 ILAC 3030.215 a) 3)
Monitor performance evaluation process.	<ul style="list-style-type: none"> - Monitor and modify the performance reviews process as needed to meet the needs of IHLS - Continued management training to ensure consistency with the performance rating of employees for fair and equitable treatment - Facilitate training on completing the performance review, answering questions, and encouraging employees to update goals 	23 ILAC 3030.215 a) 3)
Support and develop IHLS staff.	<ul style="list-style-type: none"> - Monitor staff educational training - Partner with directors to ensure staff training sessions are beneficial to their department - Conduct quarterly staff training focused on personal development - Facilitate development of existing staff skills and assist management with Leadership's direction to foster a culture of continued learning - Implement a Human Resource Information System (HRIS) to give staff access to online tax forms, benefits, and reports and to improve recruiting data accuracy to streamline HR processes 	23 ILAC 3030.215 a) 3)
Enhance organizational culture.	<ul style="list-style-type: none"> - Use the Teamflect recognition module for all employees to show appreciation to staff and encourage and recognize people for their accomplishments - Conduct annual Staff Day - Facilitate Staff Appreciation Day - Establish regular internal communications with staff 	23 ILAC 3030.215 a) 3)

Goal: Explore opportunities to enhance human resources knowledge among member libraries.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Strengthen member libraries' general human resources knowledge.	<ul style="list-style-type: none">- Provide access to Sexual Harassment Prevention Training for members- Participate in job fairs for member libraries by sponsoring a booth, encouraging a library representative to attend to promote current job openings, and educating members on best practices for recruiting- Develop and implement HR Source Grant to assist members with membership costs- Create HR Minute Presentations for the IHLS website to educate members on important HR topics. Offer a Q & A quarterly which will allow members to ask questions and be given guidance on HR topics- Continue to investigate and create opportunities to educate member libraries in human resources administration- Enhance member libraries' human resources management practices via consulting hours	23 ILAC 3030.215 a) 3)

Accounting Operations

Goal: Equip IHLS Administration and Board of Directors with effective reporting of financial transactions to encourage good stewardship through decision-making.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Promote good stewardship of public funds.	<ul style="list-style-type: none"> - Continually assess and optimize internal practices - Research and analyze insurance rates, coverages, and investment options for the organization - Perform cost analysis as needed for decision-making on special projects 	23 ILAC 3030.260 (outside core standards)
Complete and present practical financial reporting in a timely manner.	<ul style="list-style-type: none"> - Present FY2023 Audited Financial Statements to the IHLS Board and submit to the Illinois State Library at the end of September 2023 - Record accurate financial transactions while monitoring account balances including, but not limited to General, CMC, LTT, OCLC, and SHARE - Process payroll biweekly and prepare payroll tax filings - Submit all special revenue grant reports to the Illinois State Library 15 days after each fiscal quarter ends - Produce interim financial reports that show actual versus budget for IHLS Administration and Board of Directors, as well as in agreed-upon formats for select committees - Research appropriate industry forecasts and reflect those projected predictions as necessary in future fiscal year operating budgets - Draft FY2025 Operation Budgets timeline and budget draft for presentation to the board - Utilize the OpenGov software to enhance reporting to stakeholders and the public to promote transparency - Purchase supplies for the staff and the board 	23 ILAC 3030.260 (outside core standards)

Goal: Provide member libraries with tools to enhance their financial literacy to encourage good stewardship of public funds.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Enhance member libraries' financial literacy.	<ul style="list-style-type: none"> - Enhance member libraries' financial management practices through consulting hours 	23 ILAC 3030.215 d) 1)

Information Technology (IT)

Goal: Provide the IT support necessary for IHLS and SHARE to function efficiently.

Objectives	Planned Activities	System Standard
Provide support for core system services.	<ul style="list-style-type: none"> - Provide software and technical assistance for SHARE services - Provide remote support through applicable software to IHLS staff at all office locations - Maintain internal and external web services for IHLS and SHARE - Track and repair problems reported by SHARE membership using SHARE helpdesk software - Support cloud telephone system with Microsoft Business Voice 365 - Expand the use of Intune to support employees working remotely and remote computers (<i>Microsoft Intune is a cloud-based computer management system that allows management of devices not on your physical network. It is included with our Microsoft A5 license at no additional cost.</i>) - Support all internal file servers, cloud services, and other IT services vital to IHLS - Support communication electronically using technologies like Zoom and Teams - Provide more online and onsite opportunities to share information regarding technology issues - Bring on an additional programmer to keep up with all our current projects as we develop new projects in support of the increasing custom programming needs of IHLS and SHARE staff and members 	23 ILAC 3030.215 a) 5)
Develop and research new technology and opportunities for IHLS and member libraries.	<ul style="list-style-type: none"> - Work with other departments to expand and train staff on Pipedrive, our Customer Relationship Management (CRM) software solution - Network in the state and nationally to expand resource sharing - Promote broadband initiatives and opportunities for libraries to be leaders in their communities - Explore the possibility of hiring a data analyst to help IHLS and member libraries visualize the data we have in our databases 	23 ILAC 3030.215 a) 5)
Enable the use of	<ul style="list-style-type: none"> - Expand the use of Microsoft Teams and build Teams 	23 ILAC 3030.215

online communication methods for IHLS and members.	for conversation and collaboration with users outside of IHLS	a) 5)
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<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Support Domain Name Services (DNS) for member libraries.	- Support member libraries with the purchase, renewal, and maintenance of Domain Name Services (DNS) using the Dreamhost account set-up for non-profit libraries	23 ILAC 3030.215 a) 5)
Upgrade the core server environment for SHARE.	- Work with vendors to provide quotes and recommended solutions for the replacement and upgrade of the servers at the colocation facility for SHARE	

B. Bibliographic Access

As a cornerstone of resource sharing, Bibliographic Access allows library patrons and staff to find and request materials. Detailed and consistent descriptive metadata allows library patrons to easily retrieve the information and resources needed. The Ethics in Cataloging Group will continue meeting to discuss equity, diversity, inclusion, and accessibility (EDIA) issues. The focus of bibliographic services provided by IHLS will include:

- Bibliographic support, including cataloging and database maintenance for the SHARE Consortium and cataloging training for SHARE members.
- The Cataloging Maintenance Center (CMC), which provides access to resources and special collections throughout the state, including digitized collections at Illinois Digital Archives (IDA). The CMC will provide information and training on bibliographic cataloging and metadata formation.

Cataloging Services for SHARE

Goal: Provide cataloging services for SHARE member libraries, including transitional libraries, and increase the usability of the SHARE database to ultimately increase resource sharing.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Maintain exceptional database integrity to improve user access to information resources, with minimal duplicate bibliographic/authority records or “less than full level” bibliographic records.	<ul style="list-style-type: none">- Identify and merge duplicate bibliographic and authority records in the SHARE database- Replace substandard local records with full level bibliographic records- Import weekly authority record changes and correct as necessary- Update subject headings as appropriate to reflect EDIA updates provided by the Library of Congress- Upgrade records to reflect current cataloging standards such as RDA (Resource Description and Access)- Create and maintain local series authority records for titles found in the SHARE database	23 ILAC 3030.215 c) 3)
Set OCLC holdings for SHARE members in a timely manner.	<ul style="list-style-type: none">- Work collaboratively with partner automation group to set OCLC holdings for SHARE members- Correct bibliographic records as needed	23 ILAC 3030.215 c) 9)

Catalog Training for SHARE Members

Goal: Maintain rigorous cataloging standards that include continuing education in bibliographic services and cataloging for member libraries. Support member skills necessary for fluency in national, state, and local policies such as RDA (Resource Description and Access), OCLC, and Library of Congress.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Offer member library staff comprehensive training in current bibliographic standards, both local and national, in order to maintain the required 15 hours of continuing education in cataloging per fiscal year.	<ul style="list-style-type: none"> - Provide cataloging training sessions 10 months per year and SHARE Your Cataloging Questions sessions every month - Develop and publish a new training course on Moodle for new and current catalogers that will fulfill the cataloging certification requirements set forth by the SHARE Bibliographic and Cataloging Standards Committee - Keep abreast of changes in cataloging via staff continuing education opportunities to educate member library catalogers. Offer cataloging workdays either online or in person - Coordinate with Marketing/Communications and IT to enhance the webpage for member library staff to find continuing education opportunities (both free and paid) provided by highly qualified outside organizations - Develop and offer a book repair class for member libraries 	23 ILAC 3030.215 c) 6)
Help member library staff correctly search and match to bibliographic records found in the SHARE database based on items in hand or questions from patrons.	<ul style="list-style-type: none"> - Teach classes, including Searching and Matching, Item Records, and Reports - Provide digital and in-person training opportunities to reach the widest possible number of SHARE member library staff - Continue to monitor and update Barcoder Refresher Training as needed, as well as track course completion for all barcoders 	23 ILAC 3030.215 c) 6)

Cataloging Maintenance Center

Goal: Provide cataloging and bibliographic services for libraries in the Reaching Across Illinois Library System (RAILS) and IHLS service areas to increase access and encourage resource sharing of information resources found in Illinois libraries.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Improve user access to information resources in LLSAP (Local Library System Automation Project) databases by removing duplicate bibliographic/authority records or "less than full level" bibliographic records.	<ul style="list-style-type: none"> - Provide full-level OCLC records for substandard local records from library system LLSAP databases - Maintain statistics documenting requesting agency and number of bibliographic records upgraded - Continue enhancing, merging, or deleting items from the Consortium of Academic and Research Libraries (CARLI) database for the I-Share consortium 	23 ILAC 3030.215 c) 3)
Establish user access to Illinois libraries' special collections.	<ul style="list-style-type: none"> - Catalog items and supply RAILS LLSAP staff with the resultant bibliographic records, or import the bibliographic records into the IHLS SHARE database for SHARE members - Transport special collections materials to and from the CMC via library system delivery service - Travel to libraries to catalog materials too fragile or unique for transport via delivery - Publicize CMC services via library systems' newsletters, conference presentations, and networking events - Conduct outreach to libraries who have never used the CMC and provide information about the CMC's free services - Maintain statistics documenting the requesting agency and the number of items cataloged 	23 ILAC 3030.215 c) 8)
Contribute at least 100 name or uniform title authority records annually to the Library of Congress Authority File for improved resource sharing.	<ul style="list-style-type: none"> - Submit new name records to NACO (Name Authority Cooperative Program) - Distribute authority records via OCLC Connexion and, when necessary, supply the resultant records to LLSAP staff for importing - Maintain statistics documenting authority record creation 	23 ILAC 3030.215 c) 3)

Goal: Support access to Illinois digital collections by providing information on the formation and content of metadata.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Establish metadata for items added to the Illinois Digital Archives (IDA) database to increase user access to digitized information.	<ul style="list-style-type: none"> - Work with libraries to determine the information needed for metadata and where metadata and digital images will reside, then create metadata if necessary - Continue to provide metadata creation, including transcription, for various agencies - Develop a mobile memory lab, traveling to libraries and helping patrons scan and digitize local history and genealogy collections and creating digital files to upload to the Illinois Digital Archives (IDA) website - Maintain statistics documenting requesting agency and number of items for which metadata was created 	23 ILAC 3030.215 c) 8)

Goal: Instruct Illinois library staff in the use of resource description, including cataloging and metadata.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Offer Illinois library staff training in generalized bibliographic services, cataloging, and metadata.	<ul style="list-style-type: none"> - Schedule online and/or in-person classes on cataloging and metadata topics - Develop cataloging and metadata presentations - Attend and present at LLSAP member meetings and conferences, offering short discussions on cataloging and metadata - Conduct Online with the CMC webinars throughout the year with brief presentations including a question-and-answer component 	23 ILAC 3030.215 c) 6)

C. Delivery

IHLS Delivery service continues to be a cornerstone of the IHLS services to member libraries. The FY2024 Operational Plan will continue to map out a course to maintain and provide high-quality services. We will continue our focus on operational goals and objectives that provide meaningful data to measure and track delivery efficiencies and areas of improvement with these guidelines:

- Ongoing partnership and compliance with the recommendations of the Illinois Statewide Delivery Committee.
- Continued access to five-day-a-week delivery model.
- Accurate, consistent, and timely delivery to member libraries.
- Efficient sorting of library materials.
- Standardized training for delivery staff across all hubs.

As part of our demonstrated commitment to a service that impacts member libraries throughout the IHLS service area IHLS will review the benefits of an Automated Material Handling System (AMHS). Our AMHS Working Group will research the potential operational efficiencies and cost savings for IHLS and our SHARE member libraries.

IHLS staff will collaborate with the American Library Association (ALA) Reference and User Services Association (RUSA) Physical Delivery Group, to partner with and identify best practices in delivery and sorting procedures.

Delivery Services

Goal: Provide efficient delivery services designed to support resource sharing among IHLS members.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Comply with recommendations of the Statewide Delivery Committee.	- Monitor compliance progress on an ongoing basis	23 ILAC 3030.215 e) 5) E)

Continue to enhance member services.	<ul style="list-style-type: none"> - Provide access to five-day-a-week delivery - Continue to use contactless delivery in order to enhance safety - Provide accurate sorting of library materials - Evaluate routes on an ongoing basis in order to monitor efficiency - Continue developing and monitoring the efficiencies of Delivery on the Go service - Evaluate and implement recommendations for an Automated Materials Handling System (AMHS) received from the AMHS Working Group - Evaluate operations staffing patterns based on full-time staffing positions to reduce turnover and improve retention - Create a project plan for a Mobile Library of Things that would provide items for library events and could be borrowed from the system 	23 ILAC 3030.215 e) 4)
Quantify the impact of the delivery service.	<ul style="list-style-type: none"> - Assess the impact of delivery services for all IHLS member libraries using the Polaris software for SHARE members and the daily counts from the IHLS delivery app for remaining members - Send the IHLS annual delivery survey to all stakeholders and evaluate the results in collaboration with Marketing/Communications and IT - Monitor vehicle replacement availability based on the automotive market and rising MSRP (manufacturer's suggested retail price) values - Purchase vehicles as they become available to replace vehicles IHLS has considered surplus 	23 ILAC 3030.215 e) 5)

Goal: Provide accurate information and educational tools to support delivery.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Provide efficient training and resources for the Operations department.	<ul style="list-style-type: none"> - Work with the IT team to add additional driver resources on the iPads - Revise and update Operations' Standard Operating Procedures - Focus training on risk management and safety for delivery staff 	23 ILAC 3030.215 e) 6)
Advocate delivery services to member	<ul style="list-style-type: none"> - Utilize communication tools such as the IHLS Member Connection newsletter and the SHARE newsletter to 	23 ILAC 3030.215 e) 6)

libraries.	share tips and best practices - Attend relevant networking opportunities, conferences, and trainings - Attend and present at IHLS-sponsored events	
Participate in networking groups.	- Participate in the American Library Association (ALA) Reference and User Services Association (RUSA) Physical Delivery Group - Participate in the quarterly statewide delivery group	23 ILAC 3030.215 e) 3)

D. Resource Sharing

SHARE (Sharing Heartland's Available Resources Equally) will continue working on established goals while adding substance to the original resource sharing plan of service:

- Highlight the focus on full participation in resource sharing as outlined in the Illinois Administrative Code.
- Utilize a variety of tools for communications and training to ensure libraries are familiar with the ILLINET Interlibrary Loan (ILL) Code.
- Develop the SHARE program, promoting membership advantages in the largest library automation consortium in North America, while exploring alternative funding opportunities that would help offset participation costs.
- Respond to member suggestions with a thoughtful review of existing policies and procedures.
- Provide opportunities for increased member engagement in a multitype library environment.
- Remain alert to opportunities for improvement throughout the fiscal year.
- Continue to research and review e-resources that would be beneficial to SHARE and IHLS members.
- Explore ways to promote equity, diversity, inclusion, and accessibility (EDIA) initiatives in the SHARE program.

SHARE

Goal: Provide an innovative resource discovery, sharing, and automation group.

<i>Objective</i>	<i>Planned activities</i>	<i>System Standard</i>
Encourage resource sharing.	<ul style="list-style-type: none"> - Promote member library participation in reciprocal borrowing within the system and throughout the state - Educate members on the variety of resource sharing pathways, including OCLC, ALA, and SHARE - Educate school administrators and technology managers about the multiple advantages of SHARE, so they can provide better access to resources for students - Promote the benefits of SHARE to our school library staff to ensure they are making the best use of their membership - Review the SHARE and IHLS interlibrary loan and resource sharing policies to ensure they are up-to-date and aligned to current Illinois Library Laws & Rules - Facilitate interest groups to participate in shared readers' advisory services, electronic resources, or vendor discount programs to meet the ongoing needs of system members - Offer additional innovative resource sharing 	23 ILAC 3030.215 f) 3) D) i

	opportunities outside of the traditional ILS framework, such as the Kit & Kaboodle program, SHARE Mobile Library App, or McNaughton Book Leasing	
Provide a framework for members to participate in a state-of-the-art integrated library system.	<ul style="list-style-type: none"> - Defer to the legal and financial authority of the IHLS Board of Trustees, including their management of the SHARE investment account, with input from the SHARE Finance & Policy Committee and SHARE Executive Council - Evaluate SHARE's financial health, including cash flow, benchmarks, and long-term goals - Evaluate SHARE fees to ensure they will continue to meet projected financial obligations - Continue to evaluate current SHARE policies with the SHARE Executive Council, the Bibliographic and Cataloging Standards Committee, the Circulation and Resource Committee, the E-Resource Committee, and the Finance and Policy Committee - Analyze trends and build relationships with vendors that offer enhancements to the SHARE catalog and e-resource platforms, as well as other shared technology needs - Migrate members to a discovery system that has better information access and promotion for both collections and events - Offer SHARE committee members information regarding emerging technologies in order to discuss potential upgrades to infrastructure - Provide responsive training to meet member needs, utilizing a variety of instruction methods, in order to reach staff that have difficulty in participating in traditional continuing education opportunities - Maintain a certification program for member library staff, to provide a high level of database accuracy and library efficiency - Provide transition support and cost estimates for data migration (through Clarivate) when member libraries choose to leave the SHARE consortium - Collaborate with IT and Marketing/Communications to enhance the SHARE website to meet the informational and training needs of member libraries 	23 ILAC 3030.215 c) 1)

	<ul style="list-style-type: none"> - Track technical issues through the SHARE help desk and provide support for SHARE members - Maintain all critical SHARE information, including fees, automation settings, and training, while transitioning data to a member-friendly portal for members to review contracts, continuing education, and service fees - Encourage a wide variety of professional development opportunities for SHARE staff to build expertise on different facets of librarianship - Seek out diverse staff and committee members, welcome differences of thought, experience, and culture - Promote equity among members, by evaluating SHARE policies, procedures, and decision-making processes to make sure that they are fair; support equity initiatives of members, especially for those that are addressing underserved and marginalized communities 	
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SHARE Development

Goal: Increase SHARE membership numbers.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Continue to promote the growth of SHARE.	<ul style="list-style-type: none"> - Market the advantages of belonging to the SHARE consortium via formal quotes, networking, and conference participation. Continue to seek ways to assist libraries with migration costs, so they can participate in SHARE - Support members as they strive to meet the benchmarks established by the Illinois State Library to participate in resource sharing and to have a discoverable collection - Assess barriers to SHARE membership beyond financial restraints and consider alternative solutions for collection transition projects 	23 ILAC 3030.215 c) 1)

ILLINET Interlibrary Loan

Goal: Increase familiarity and compliance with the ILLINET Interlibrary Loan Code (ILL Code).

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
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Educate members about the ILL Code.	<ul style="list-style-type: none"> - Work with statewide partners to develop training opportunities - Respond to questions from members about the ILL Code regularly and communicate pertinent issues to the membership via committee meetings and system events, newsletters, email marketing, and social media 	23 ILAC 3030.215 c) 1)
Enforce ILL Code standards.	<ul style="list-style-type: none"> - Maintain regular contact with member libraries to help ensure understanding and compliance with the ILLINET Code - Monitor ILL violation reports and, when necessary, work with member libraries to ensure compliance, while also mediating between member libraries in the event of disputes - Provide instructions and training for members to gather data for annual reporting for the annual ILLINET Interlibrary Loan Traffic Survey 	23 ILAC 3030.215 f) 3) D) i

E-Resources

Goal: Increase e-resource use through increased vendor opportunities, comprehensive library staff training, and marketing support to members.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Pursue shared e-resource opportunities to all multitype member libraries.	<ul style="list-style-type: none"> - Continue developing group purchase opportunities for electronic resources to meet the needs of interested library members and their patrons - Facilitate user focus groups and system networking events to review member library e-resource preferences to meet the ongoing needs of library system members - Work with state partners to explore additional e-resource opportunities - Contact various e-resource providers to obtain information about their services to provide to member libraries - Communicate opportunities by connecting vendors to members; provide information through existing communications channels, such as networking events, committee meetings, product demonstrations events, newsletters, email marketing, and social media 	23 ILAC 3030.215 c)4)

<p>Increase use of e-resources in SHARE member libraries including (but not limited to) downloadable content and databases.</p>	<ul style="list-style-type: none"> - Provide onsite assistance to library staff who will then provide training to their patrons - Create a variety of training materials for member library use - Provide members with marketing support for digital products, either through vendor materials, created content, or the development of shared best practices - Work with the SHARE E-Resource Committee to review products, policies, and practices for each of the platforms, as well as approve member fees for each consortial product - Utilize purchasing power to support a diverse shared digital collection, with diverse authors (culturally diverse, religiously diverse, LGBTQIA+ diverse, ability diverse) so that readers may see themselves reflected in the available items or learn about those that have different experiences - Incorporate collection audit analysis tools to support diversity within the shared digital collection - Utilize discovery tools to promote EDIA and connect readers with a wider world 	<p>23 ILAC 3030.215 b) 1)</p>
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E. Membership

The primary focus of this section of the annual grant application must always be on efficient and effective ways IHLS can reach out to members and provide support to them.

In FY2024, Membership Services hopes to build on the work done in FY2023 and provide:

- A set of standard operating procedures for the department.
- Active support for any member library on compliance with the Administrative Code.
- Expanded support for, and connections among, our school library membership.
- The iLEAD trustee learning portal, which will undergo continued development and promotion.
- A formal welcome to new directors of IHLS libraries.
- A new semiannual continuing education program.
- Increased networking opportunities for libraries of all types.
- Ongoing efforts to identify, offer, and promote professional development opportunities for all members.

Membership Services

Goal: Review membership of all system agencies on an annual basis.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Support the annual statewide certification process.	<ul style="list-style-type: none"> - Monitor library activities during the certification timeframe - Monitor and follow up with libraries experiencing membership challenges 	23 ILAC 3030.215 a) 4)
Maintain timely and accurate information on our membership.	<ul style="list-style-type: none"> - Encourage our members to update their accounts in Library Directory and Learning (L2) on a regular basis - Work within the parameters of our developing membership database to consistently update information - Identify school library staff in each building where they exist, identify district librarians if they exist, and separate school admin contacts from library contacts where possible - Maintain updated non-resident borrower card purchase information on L2 and raise awareness of that resource - Monitor the submission of the annual ILLINET Traffic Survey - Expand background information on the non-resident program on the IHLS website and assist member libraries with questions regarding non-resident laws 	23 ILAC 3030.215 a) 4)

Goal: Support member libraries in their efforts to provide excellent library service to their stakeholders.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Provide support to membership on an ongoing basis.	<ul style="list-style-type: none"> - Conduct site visits at diverse libraries, focusing on libraries with new directors or libraries facing challenges. It is expected that with additional staff, IHLS can be more responsive to our school library membership - Discuss issues with member libraries that pertain to their compliance with the administrative code and library management - Work with membership on annual tasks outside of certification (Per Capita Grants, IPLARs, non-resident fee surveys, etc.) - Prioritize creating a welcome letter to new library directors that lists annual tasks and requirements with perhaps an additional annual reminder letter to all directors - Provide support for networking groups and update lists of groups to determine if additional groups should be formed - Provide mentor opportunities for new public library directors - Work one-on-one with libraries and trustees when they are faced with specific challenges that arise during the year - Visit schools and their administrative offices to learn about those schools' library programs and assess what support they need - Continue the development of a Directors' Chat type of networking opportunity for school librarians at a more convenient time (before or after school) - Maintain a listserv for member school librarians where they can share concerns and other information specific to our region or system - Educate school libraries on the availability and benefits of shared resources 	23 ILAC 3030.215 a) 4)
Provide information and consulting to agencies interested in pursuing system membership.	<ul style="list-style-type: none"> - Work cooperatively with library agencies interested in system membership - Develop specific outreach for school districts that are not currently system members 	23 ILAC 3030.215 a) 4)

Increase outreach to public library trustees and school boards.	<ul style="list-style-type: none"> - Explore in-person and electronic methods of informing and educating trustees of public libraries and school districts - Develop diverse methods of trustee training, communication, and networking. A significant focus of FY2024 will be the roll-out of the iLEAD library trustee learning portal 	23 ILAC 3030.215 a) 3) D)
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Networking

Goal: Continue to develop relationships with and among members.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Provide and participate in networking initiatives throughout the system.	<ul style="list-style-type: none"> - Pursue the creation of an outreach/member engagement committee group - Hold Members Matter meetings in hybrid formats throughout the system on a regular basis - Connect target audiences via regularly scheduled online chats - Participate in regional networking groups - Explore school-library-specific networking opportunities 	23 ILAC 3030.215 a) 2)

Goal: Continue active partnerships in statewide and national initiatives that support enhanced library service.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Encourage professional development and continuing education opportunities for member libraries.	<ul style="list-style-type: none"> - Continue taking advantage of opportunities for shared services in consulting and continuing education - Participate, as appropriate, in committee work that benefits our stakeholders 	23 ILAC 3030.215 d) 1)

Goal: Work with library entities that improve member services.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Attend user group conferences appropriate for our industry and network with fellow colleagues at these conferences.	<ul style="list-style-type: none"> - Attend statewide and national conferences that support IHLS members, and the services offered. This would include, but not be limited to, Illinois Library Association (ILA), Association of Illinois School Library Educators (AISLE), Innovative Users Group (IUG), Online Audiovisual Catalogers (OLAC), Computers in Libraries, Reaching Forward South (RFS), American Library Association (ALA), and the Association for Rural and Small Libraries (ARSL) as funding allows - Grow relationships with organizations worldwide that share our values on resource sharing and innovation 	23 ILAC 3030.215 d) 1)

Continuing Education

Goal: Increase continuing education opportunities as allowed by Illinois State Library (ISL) directive.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Identify ways to educate member libraries on applicable state, federal, and administrative laws.	<ul style="list-style-type: none"> - Include one or more state, federal, or administrative law components at Member Day - Maintain our status as a provider of Professional Development Hours (PDH) for our school library workers and increase our PDH offerings - Provide opportunities for school librarians to learn about state and federal laws applicable to their work - Explore professional development opportunities regarding state, federal, and administrative laws for libraries 	23 ILAC 3030.215 d) 1)

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Identify or provide opportunities for continuing education and professional development on an array of topics.	<ul style="list-style-type: none"> - Continue to develop our annual Member Day event - Explore the development and implementation of an IHLS continuing education calendar - Create professional development opportunities specific to school librarians and which meet their continuing education requirements for the Illinois State Board of Education (ISBE) - Award Professional Development Hours (PDH) to school librarians attending continuing education events - Explore the creation of a calendar of professional development opportunities that PDH for school librarians and promote those opportunities to the school library community - Promote continuing education offered by the Illinois State Library, the Illinois Library Association, and the Association of Illinois School Library Educators - Revise and revamp the Administrator's Academy course "Facilitating Student Learning Through the Library" with RAILS partners and launch it for scheduling in fall 2023 - Share information regarding online continuing education opportunities - Develop equity, diversity, inclusion, and accessibility (EDIA) training opportunities for member libraries - Continue to develop, launch, and promote the iLEAD trustee learning portal - Investigate innovative resources for professional development 	23 ILAC 3030.215 d) 1t

Grants

Goal: Consistent communication of available grants.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Promote awareness of grant opportunities for member libraries.	<ul style="list-style-type: none"> - Work contractually with a grant writer to maximize opportunities for additional funding streams - Develop and submit grant opportunities on behalf of IHLS that support the organization's goals and objectives - Promote grants appropriate to our multi-type member libraries via diverse channels of communication 	23 ILAC 3030.215 d) 1)

	- Present grant writing workshops to member libraries	
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