



Illinois Heartland Library System

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TO: Executive Committee  
FROM: Leslie Bednar  
DATE: March 12, 2018  
RE: Strategic Plan (2015)

Attached please find the IHLS Strategic Plan adopted by the board in October 2015. As we develop the budget and Plan of Service for FY2019 we will include some components of the strategic plan. It may be helpful to review the plan's genesis and intent, as well as other key points in context.

#### Strategic Plan Development

IHLS administration and board crafted the plan with guidance from Nancy Bolt and Liz Bischoff (consultants from Nancy Bolt and Associates). From start to finish the project took approximately one year, and included several opportunities for stakeholder feedback:

- Two board/staff retreats
- Board survey
- Extensive member and staff surveys
- Members-only focus groups
- Member feedback via posted draft plan documents

The plan was approved by board action October 27, 2015.

#### October 2015 – Approval and Next Steps

Specifically, the board approved the following elements of the plan: vision, mission statement, values and goals. We elected not to include operational assumptions at that time, and it was understood IHLS administrative staff would craft the strategic initiatives and activities supporting each goal.

#### Fiscal Climate FY2016 – FY2017

The plan was approved in FY2016 while Illinois experienced a prolonged budget impasse. We learned a few months later our System Area and Per Capita Grant (SAPG) would be funded at 58% for FY2016.

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IMAGINING TOMORROW ~ DELIVERING POSSIBILITIES TODAY!

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The significant reduction of funding for FY2016 and FY2017 did not permit additional activities (beyond our core goals and objectives) to be added to our plans of service.

*Current Feedback to Inform Next Steps*

With the return to “level” funding this fiscal year, we can turn our focus to the plan and use it as it was intended: a lodestar for our organization that sets a direction for the next three years.

You may see from the plan itself that in general there are several goals in common with our SAPG plans of service. Our administrative team is committed to necessary and innovative member services now and in the future. We gathered quite a bit of very helpful member input during the survey and focus group stages in 2015. And, will reach out to members this month and next to gather additional feedback to inform the plan’s strategic initiatives and activities.

The goal for our March board meeting is to begin the conversation about the strategic plan and to continue the discussion at the April meeting.

Thank you for your consideration and input. It is truly appreciated.

# Illinois Heartland Library System Long-range Plan of Service and Commitment to Stakeholders

Approved by the Board of Directors,  
October 27, 2015

## VISION

Illinois Heartland Library System (IHLS) empowers libraries to embrace innovation and collaboration

## MISSION

To support member libraries of all types in providing quality library services. IHLS facilitates access to shared resources, advocates for libraries, promotes innovation and develops community partnerships.

## VALUES

- IHLS staff and board commit to the following values in the management and operation of IHLS:
  - Innovation and leadership
    - We are innovative and creative and exercise leadership in developing programs and services that meet the needs of IHLS diverse multi-type libraries.
  - Engagement
    - We engage members and draw on their expertise in the development and improvement of programs and services.
  - Integrity and Respect
    - We operate IHLS ethically with accountability and transparency.
    - Our diverse staff works together with trust and respect for our individual talents in order to provide the best service possible
  - Collaboration
    - We value collaboration among members with other library organizations and community partners.
  - Communication
    - We practice clear and open communication with members, staff and other stakeholders.

## GOALS:

### GOAL 1: Resource Sharing

- IHLS facilitates, supports and promotes resource sharing to assist member libraries of all types to be of service to their users.

### Goal 2: Member Engagement and Networking

- IHLS communicates with and engages member libraries of all types and promotes member networking to assist libraries in improving their services.

### Goal 3: Consulting and CE

- IHLS provides information and assistance to member libraries of all types through consulting and continuing education to improve the expertise of their staff.

### Goal 4: Leadership and Innovation

- IHLS provides leadership and embraces innovation to assist member libraries of all types to better serve their users.

### Goal 5: Advocacy

- IHLS advocates for the role of libraries and library staff to build strong libraries and strong communities.

### Goal 6: Stewardship Sustainability

- IHLS stewards its resources to ensure maximum benefit to member libraries of all types and to taxpayers.