



TO: IHLS Executive Committee
FROM: Leslie M. Bednar
DATE: April 21, 2021
RE: Draft FY2021 Operational Plan

On the following pages please find a first draft of our FY2021 Operational Plan. This is the product of all departments and involved many staff members in the three-month process of reviewing the FY2020 plan and envisioning next year's plan.

Please understand this is not the final version, and a few areas will need attention before we share with the board as a whole. I can state that last year's overhaul of the document made this year's work much more straightforward.

Following the April 28 board meeting the Draft FY2021 Operational Plan will be posted to our website for member comment. In May there will be opportunities for review and changes at the following meetings:

- May 4: Policy and Membership Committee Meeting
- May 13: Executive Committee Meeting
- May 26: Board Meeting (final approval)

Thank you for your thoughtful consideration.

IMAGINING TOMORROW ~ DELIVERING POSSIBILITIES TODAY!



A. Administration

Administrative Services are the system backbone that supports all internal operations and monitor external connections. The staff of these departments complete tasks that are routine, yet complex, on a regular basis, and those efforts ensure that system services run smoothly for staff and membership.

New initiatives for FY2021 will include:

- In Marketing, Communications, and Advocacy: The launch of Connect with IHLS, live streamed to Facebook; the exploration of other video projects; and the updating of print marketing materials for IHLS
- In HR: The design of a robust employee training program
- In Finance: An outreach effort to provide financial management information for member libraries
- In IT: The redesign of the IHLS website

Communications

Goal: Communicate effectively and efficiently with IHLS stakeholders.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Complete the development of a new website in partnership with IT.	<ul style="list-style-type: none"> - Continually analyze web content for relevancy and timeliness - Create dynamic content and graphics 	23 ILAC 3030.215 a) 3) G)
Improve communication among stakeholders through the utilization of web conferencing tools.	<ul style="list-style-type: none"> - Continue monthly online chats for library directors - Conduct regularly scheduled "Members Matter" meetings throughout the service area to update the membership on regional, state, and library news and developments utilizing Zoom and video teleconferencing to reach a broader audience. In addition to library news and developments, a professional development component will be part of each Members Matter event - Live stream multiple Connect with IHLS presentations - Explore opportunities for the expanded use of video in marketing communications and advocacy - Seek video recording and editing cross-training for IHLS staff 	23 ILAC 3030.215 a) 3) G)

<p>Inform stakeholders on what is happening at the system, statewide and national levels.</p>	<ul style="list-style-type: none"> - In conjunction with Membership, produce and distribute monthly newsletter to members - In conjunction with HR, produce and distribute monthly newsletter to IHLS staff - In conjunction with Membership, continue public library trustee and other stakeholder communication focus - In conjunction with IT, improve access to trustee contact information by automating the updating of trustee email addresses from L2/L2R - In conjunction with Membership, produce a yearly need-to-know newsletter for public library directors and trustees - In conjunction with Membership and SHARE staff, produce a yearly back-to-school newsletter for school library staff 	<p>23 ILAC 3030.215 a) 3) G)</p> <p>23 ILAC 3030.215 d) 1)</p>
<p>Promote consulting and continuing education opportunities for members through cooperation with ISL, RAILS, and other stakeholders.</p>	<ul style="list-style-type: none"> - Support statewide library initiatives as opportunities are presented - Promote IHLS involvement through various communication channels 	<p>23 ILAC 3030.215 d) 1)</p>
<p>Strategically utilize IHLS social media as a communication tool.</p>	<ul style="list-style-type: none"> - Continue strategic and effective use of social media to promote services and informational updates to members - Utilize social media analytics as a guide to effective and stakeholder-desired content 	<p>23 ILAC 3030.215 a) 3) G)</p>
<p>Develop an integrated marketing communications strategy.</p>	<ul style="list-style-type: none"> - Review and update the integrated marketing communication plan - Develop a social media policy 	<p>23 ILAC 3030.215 a) 3) G)</p>

Goal: Advocate for the organization and our members.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Increase visibility and support in our service area.	<ul style="list-style-type: none"> - Work with the Advocacy and Continuing Education Committee to develop a plan for community outreach - Send a yearly return on investment report (ROI) that will reach out to all members - Support advocacy and education by looking for new and innovative means of marketing - Explore the use of video to aid in library advocacy 	23 ILAC 3030.215 a) 3) D)
Advocate for member libraries as resources permit.	<ul style="list-style-type: none"> - Share advocacy resources and opportunities with member libraries - Explore developing tools, including videos, that member libraries can use to advocate for their libraries - Continue to support events that provide opportunities for advocacy (legislative meetups, Chambers of Commerce, etc.) 	23 ILAC 3030.215 a) 3) D)
Advocate for timely library issues.	<ul style="list-style-type: none"> - Share advocacy resources and opportunities with member libraries - Create tools for use by our member libraries 	

Board Support

Goal: Provide support for IHLS board members.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Streamline committee and board meeting processes.	<ul style="list-style-type: none"> - Provide support for monthly meetings of the board and committees 	23 ILAC 3030.250 (outside of core standards)
Support communication between board and executive staff.	<ul style="list-style-type: none"> - Share monthly meeting calendars with the board and appropriate staff - Provide support for monthly meetings of the board and committees 	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 Open Meetings Act - Confirm completion of the Open Meetings Act 	23 ILAC 3030.250 (outside of core standards)

	<p>training</p> <ul style="list-style-type: none"> - 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 	
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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)

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 	23 ILAC 3030.215 a) 3)
Monitor performance evaluation process.	<ul style="list-style-type: none"> -Redesign staff probationary period (90 days) evaluation, which will include a meeting with the manager and human resources -Implement a new staff evaluation process reflective of the IHLS work environment 	23 ILAC 3030.215 a) 3)
Support and develop IHLS staff.	<ul style="list-style-type: none"> -Monitor staff educational training -Suggest staff training sessions beneficial to each department -Conduct quarterly staff training focused on personal development -Provide staff with resources and tools to help them advocate for the system and libraries 	23 ILAC 3030.215 a) 3)
Enhance organizational culture.	<ul style="list-style-type: none"> -Create a recognition process to show appreciation to staff -Conduct annual Staff Day -Establish regular internal communications with staff 	23 ILAC 3030.215 a) 3)

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

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Strengthen member libraries' general human resources knowledge.	-Investigate opportunities to educate member libraries in human resources administration	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"> - Review options and analyze data of establishing a 501(c)(3) to further resource sharing in central and southern Illinois - Consider options for fiscal audit - Research and analyze insurance rates, coverages, and investment options for the organization 	23 ILAC 3030.260 (outside core standards)
Complete and present practical financial reporting in a timely manner.	<ul style="list-style-type: none"> - Present FY2020 Audited Financial Statements to IHLS Board and submit to the Illinois State Library at the end of September 2020 - Record accurate financial transactions while monitoring account balances including, but not limited to: General, CMC, OCLC, and SHARE - Process payroll in-house biweekly and prepare payroll tax filings - Submit all special revenue grant reports to 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 FY2022 Operation Budgets timeline and budget draft for presentation to the board - Arrange registration, transportation, lodging, and purchase supplies for staff and 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"> - Develop tools to empower and equip member libraries for improved financial management practices 	23 ILAC 3030.215 d) 1)

Grants

Goal: Consistent communication of available grants.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Provide awareness of grant opportunities for member libraries.	<ul style="list-style-type: none">- Develop and submit grant opportunities on behalf of IHLS that support the organization's goals and objectives- Promote grants appropriate to our 524 multitype member libraries via diverse channels of communication- Present grant writing workshops to member libraries	23 ILAC 3030.215 d) 1)

Information Technology (IT)

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

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
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 telephone servers, internal file servers, cloud services, and other servers and services vital to IHLS - Support communication electronically using technologies like Zoom and the H.323 bridge hosted by RAILS - Replace firewalls for office locations and SHARE colocation facility 	23 ILAC 3030.215 a) 5)
Develop and research new technology and opportunities for IHLS and member libraries.	<ul style="list-style-type: none"> - Evaluate and audit the current IHLS video conferencing locations and evaluate legacy H.323 equipment vs. Zoom rooms moving forward - Engage in existing continuing education opportunities including LinkedIn Learning, IT-specific training sites (i.e. Stormwind), and Fred Pryor - Work with other departments to evaluate and recommend a Customer Relationship Management (CRM) software solution - Network in the state and nationally to expand resource sharing - Expand Microsoft Azure usage as it makes sense for security and availability - Evaluate platforms for visualizing data from IHLS data sources 	23 ILAC 3030.215 a) 5)
Enable the use of online communication methods for IHLS and members.	<ul style="list-style-type: none"> - Evaluate current Zoom licensing and consider needs for upgrading to Zoom Rooms to move away from legacy videoconferencing technology like Polycom and the RAILS video bridge 	23 ILAC 3030.215 a) 5)

Goal: Implement new design to IHLS website.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Implement outcomes of website RFP (Request for Proposal) results.	- Follow the statement of work outlined in the contract with RedRokk to implement new website	23 ILAC 3030.215 a) 5)
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)

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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 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 record - Import weekly authority record changes and correct as necessary - 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 Monthly Cataloging Sessions - Present classes on Book Cataloging, Authority Records/Subject Analysis, and Dewey Decimal Classification. - Keep abreast of changes in cataloging via staff continuing education opportunities to educate member library catalogers - Offer Cataloging Workdays 	23 ILAC 3030.215 c) 6)
Help member library staff correctly search and match to bibliographic records found in the SHARE database based on item in hand or question from a patron.	<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 	23 ILAC 3030.215 c) 6)

Cataloging Maintenance Center

Goal: Provide cataloging and bibliographic services for libraries in Reaching Across Illinois Library System (RAILS) and IHLS 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 projects) 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 	23 ILAC 3030.215 c) 3)
Establish user access to Illinois libraries' special collections.	<ul style="list-style-type: none"> - Catalog items, set holdings in OCLC WorldCat, 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 - 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 importation - 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 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, where metadata and digital images will reside, then create metadata if necessary - Continue to provide metadata creation, including transcription, for various agencies - 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, monthly office hours program with brief presentation and question and answer component - Provide Cataloging Workdays for libraries who have questions concerning OCLC Connexion and cataloging difficult items 	23 ILAC 3030.215 c) 6)

C. Delivery

IHLS continues to change the face of resource sharing in Illinois libraries--utilizing innovative ways to make more frequent deliveries and forecasting with accurate data retrieval using iPads. Our next step into the future of delivery will expand upon the processes we already have. How do we improve accuracy? How do we save processing time for both member libraries and IHLS delivery? How do we limit human touches per item to move library materials to their ultimate destination?

We believe the future of delivery improvements includes automatic material handlers (AMH). In FY2021, we will pursue the set-up necessary to prepare our three locations for AMH installation.

IHLS continues to set goals, challenging preconceived notions of service. We recently demonstrated five-day access to delivery is possible within the boundaries of our System Area and Per Capita Grant. This change in delivery services further supports sharing between the 524 members of our library system and increases the flow of items to our smaller communities. By setting our sights on an AMH system, the landscape of delivery will experience another positive shift. Quality and quantity of items shared will again increase.

Our state has a reputation of leading in resource sharing. This is simply the next step in that progression.

The focus of delivery in many ways will remain the same:

- Ongoing compliance with the recommendations of the Illinois Statewide Delivery Committee
- Continue access to five-day a week delivery model
- Standard training for delivery staff across all hubs
- Investigating/implementing AMH to provide labelless delivery with more accuracy

Delivery Services

Goal: Provide efficient provision of 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 functional five-day-a-week delivery model.	- Evaluate routes in order to provide the best service possible with the best economic results - Evaluate the cost of having modified routes on Saturdays - Continue to work collaboratively with the Laboratory of Applied Spatial Analysis (LASA) to improve delivery service to member libraries - Saturday Deliveries ...? [PT1]	23 ILAC 3030.215 e) 4) G)

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 other informational tools for remaining members - Send out and evaluate results of IHLS annual delivery survey by June - Hub [IP2] to hub newsletter/brochure/contact cards/ Delivery Welcome Booklet 	23 ILAC 3030.215 e) 5) I)
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Goal: Provide accurate information and educational tools to support delivery.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Revise the delivery section of the IHLS website.	<ul style="list-style-type: none"> - Include training materials created to explain all aspects of delivery, from packing a tub to filling out a label correctly - Add a "Meet the Driver" section - Update web presence 	23 ILAC 3030.215 e) 6)
Provide continuing education on delivery.	<ul style="list-style-type: none"> - Utilize newsletters such as the IHLS Member Connection newsletter and the SHARE newsletter to share tips and best practices. Operations Hub to Hub newsletter - Attend networking events/conferences - Training modules and videos for drivers/sorters offered by insurance company (new goal) - Present at regional, state, and national conferences 	23 ILAC 3030.215 e) 6)
Participate in the ALA ASGCLA Physical Delivery Interest Group.	<ul style="list-style-type: none"> - Participate in the American Library Association (ALA) Association of Specialized, Government & Cooperative Library Agencies (ASGCLA) Physical Delivery Interest Group discussions 	23 ILAC 3030.215 e) 3)

Goal: Provide accurate member library delivery data in L2.

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Review L2 data annually.	<ul style="list-style-type: none"> - Update L2 delivery changes as they occur, and implement the new software for replacement of L2 	23 ILAC 3030.215 a) 4) A-D)
Mine Subsidence.	<ul style="list-style-type: none"> - Start Mine Subsidence -- work with contractor 	

D. Resource Sharing

Sharing Heartland’s Available Resources Equally, or SHARE, 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 Code
- Develop the LLSAP, promoting membership advantages in the largest library automation consortium in North America, while seeking out funding opportunities that would help offset migration costs
- Respond to SHARE member suggestions through thoughtful review of existing policies and procedures
- Provide opportunities for increased member engagement in a multitype library environment
- Remain alert to opportunities for improvement that might present themselves during the fiscal year
- Continue to research and review eResources that would be beneficial to all IHLS members

LLSAP (SHARE)

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

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Encourage resource sharing.	<ul style="list-style-type: none"> - Assist member libraries in promoting their participation in reciprocal borrowing within IHLS and statewide - Maintain non-resident borrower card purchase locations on the IHLS website - Expand background information on the non-resident program on the IHLS website - Educate member libraries on the variety of resource sharing pathways, including OCLC, ALA, and the multiple advantages of SHARE - Educate school library staff and teachers about the multiple advantages of SHARE, so they can better utilize existing resources - Review the SHARE and IHLS interlibrary loan and resource sharing policies to ensure it is up-to-date and aligned to current Illinois Library Laws & Rules - Facilitate consortia groups to participate in shared resources or vendor discount programs to meet the ongoing needs of system members 	23 ILAC 3030.215 f) 3) D) i

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
<p>Provide a framework for members to participate in a state-of-the-art integrated library system.</p>	<ul style="list-style-type: none"> - Act as legal and financial authority for SHARE, including management of the SHARE investment account - Continue to evaluate current SHARE policies with the SHARE Executive Council, the Bibliographic and Cataloging Standards Committee, the Circulation & Resource Committee, the eResource Committee, and the Finance and Policy Committee - Analyze trends and seek out funding for enhancements to the SHARE catalog, eResource platforms, and other shared technology needs - Provide responsive training to meet member needs, utilizing a variety of instruction methods, 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 - Assist with the migration of libraries who do not wish to continue to participate in the SHARE LLSAP - Enhance the SHARE website to meet the informational and training needs of member libraries - 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 continuing to seek out an IHLS-wide member management solution that combines data from various access points 	<p>23 ILAC 3030.215 c) 1)</p>

LLSAP Development

Goal: Increase members participating in SHARE.

<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 funding to assist libraries in offsetting 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, to have a discoverable collection, to have a web presence, and to provide Wi-Fi access for patrons - Assess barriers to SHARE membership beyond financial restraints. Develop strategies to better understand and appreciate member challenges 	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>
Educate members about the ILL Code.	<ul style="list-style-type: none"> - Train staff at the various multitype libraries using both digital and in-person formats - Seek out opportunities to reach member library staff that have difficulty participating in traditional continuing educational opportunities - 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 the newsletters, email blasts, and social media 	23 ILAC 3030.215 f) 3) D) i

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
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 - Monitor the submission of the annual ILLINET Interlibrary Loan Traffic Survey 	23 ILAC 3030.215 f) 3) D) i

eResources

Goal: Increase eResource 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 eResources opportunities to all multitype member libraries.	<ul style="list-style-type: none"> - Continue developing consortia sharing electronic resources, as appropriate to meet the needs of interested library members and their patrons - Facilitate user focus groups to review member library eResource preferences to meet the ongoing needs of library system members - Work with state partners to explore additional eResource opportunities - Contact various eResource providers to obtain information about their services to provide to member libraries. - Communicate opportunities by connecting vendors to members through demos and presentations. - Post offers on the website, listservs, and newsletters 	23 ILAC 3030.215 b) 1)

<p>Increase use of eResources 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 of digital products, either through vendor materials or the development of shared best practices. - Work with the eResource Committee to review products, policies, and practices for each of the platforms, as well as approve member fees for each consortial product 	<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 membership and provide support to them. It is anticipated that a third person will be brought into the membership team with the prime responsibility of reaching out to the school library community. This will be a significant step in enhancing connections with that part of our membership.

In FY2021, Membership Services hopes to build on the work done in FY2020 and provide:

- Continued work with any member library on compliance issues as they relate to those stated in the Administrative Code
- Provide support for and connections among our school library membership with additional staff
- Training for public library trustees in a variety of modalities to determine the most effective methods of reaching that group of stakeholders
- Support for the reboot of L2
- Increased networking opportunities for libraries of all types
- Ongoing efforts to identify, offer, and promote professional development opportunities for all members

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) A-D)
Maintain timely and accurate information on our membership.	<ul style="list-style-type: none"> - Partner with RAILS and the Illinois State Library in the transition from Library Learning (L2) to Library Learning Rebooted (L2R) - Encourage our membership to update their accounts in L2R on a regular basis - Work within the parameters of our developing membership database to consistently update information 	23 ILAC 3030.215 a) 4) A-D)

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 - Provide support for networking groups - Work with membership on annual tasks outside of certification (Per Capita Grants, IPLARs, non-resident fee surveys, etc.) 	23 ILAC 3030.215 a) 4) A-D)
Provide information and consulting to agencies interested in pursuing system membership.	<ul style="list-style-type: none"> - Work cooperatively with agencies interested in system membership 	23 ILAC 3030.215 a) 4) A-D)
Increase outreach to public library trustees.	<ul style="list-style-type: none"> - Explore in-person and electronic methods of informing and educating public library trustees - Develop diverse methods of trustee training, communication, and networking 	23 ILAC 3030.215 a) 3) D)

Networking

Goal: Continue to develop relationships with and among the membership.

<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"> - Hold Members Matter meetings at diverse locations through the system on a bimonthly basis - Connect target audiences via regularly scheduled online chats (in various formats) - Participate in regional networking groups 	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"> - Explore 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 there.	<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 ILA, AISLE, IUG (Innovative Users Group), OLAC (OnLine Audiovisual Catalogers), Computers in Libraries, Reaching Forward South, ALA, and the Association for Rural and Small Libraries 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 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 - Explore professional development opportunities regarding state, federal, and administrative laws for school libraries 	23 ILAC 3030.215 d) 1)
Identify or provide opportunities for continuing education and professional development on an array of topics.	<ul style="list-style-type: none"> - Continue to develop annual Member Day - Explore the development of an IHLS Continuing Education Calendar and proceed to implementation - Promote continuing education offered by the Illinois State Library, the Illinois Library Association, and the Association of Illinois School Library Educators - Share information regarding online continuing education opportunities - Explore professional development opportunities for school members - Investigate possible continuing education opportunities for trustees - Investigate innovative resources for professional development 	23 ILAC 3030.215 d) 1)