



TO: IHLS Board of Directors
 FROM: Leslie M. Bednar
 DATE: May 24, 2021
 RE: Draft FY2022 Operational Plan (Second Reading)

Summary

On the following pages we present the second and final draft of our FY2022 Operational Plan. We are pleased to incorporate member, board and staff input gathered between the first and second public iterations of the plan and believe it represents a fairly accurate view of our activities for the next fiscal year *at this moment in time*. Fifteen months of our shared experiences during the COVID-19 pandemic have reinforced once again the fluidity of the services we provide and work we do.

We fully anticipate the components contained herein may be adjusted to fit member and funding needs next fiscal year. As the Illinois Heartland Library System enters its second decade as a service provider to 500+ multi-type member agencies, we recommit to our core values of innovation and leadership, engagement, integrity and respect, collaboration, and communication.

Our organization's core services and priorities are outlined and supported by general objectives. Supporting activities correspond to library system standards found primarily at 23 ILAC 3030.215 a) 1).

Changes in Second Draft

IHLS staff have made one change to the draft FY2022 Operational Plan since it was shared with the board in advance of the April 27 meeting. That change is detailed below.

A. Administration / Communications

Goal: Advocate for the organization and our members.

- Objective: ~~Help IHLS libraries advocate for themselves~~
 Objective: **Help demonstrate the worth of libraries and librarians of the IHLS service area to Illinois stakeholders.**
- Planned Activity: ~~Explore developing tools (such as infographic templates, videos, etc.) where there are gaps in existing tools~~
 Planned Activity: **Help libraries advocate for themselves by exploring the development of tools (such as infographic templates, videos, etc.) where there are gaps in existing tools**

Required Action

As a primary component of the FY2022 System Area and Per Capita Grant, the Operational Plan must be approved at our meeting on Tuesday.

Thank you for your thoughtful consideration and please reach out via email with any questions.

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A. Administration

Illinois Heartland Library System (IHLS) celebrates its 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 and innovative solutions to member needs. The focus of our administrative team members in FY2022 includes:

- Member communication with a spotlight on post-pandemic services, equity, diversity and inclusion initiatives, and library return on investment
- Continued development of OpenGov software for improved stakeholder transparency
- Implement new website design and functionality
- Enhanced communication with IHLS leadership

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.	- Prioritize and share important library-related news from the system, state, and national levels.	23 ILAC 3030.215 a) 3) G)
Continually improve communication with IHLS stakeholders.	- Annually review and update the marketing and communications plans, including the optimal strategy, frequency, and format for communications (may include text-based chats, virtual or hybrid system meetings, social media, email, video, etc.) - Continually analyze and optimize website user experience, user interface, and content - Improve email hygiene, in cooperation with IT, by working with IT to automate the updating of email addresses from the Library Learning platform to Mailchimp, preferably using a Customer Relationship Manager system - Partner with organizations such as Reaching Across Illinois Library System, Illinois Library Association, and the Association for Illinois School Library Educators to cross-promote events or collaborate on initiatives - Strategically utilize IHLS social media as a communication tool.	23 ILAC 3030.215 a) 3) G)

Prioritize communication and promotion of initiatives/events that supports 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"> • Pandemic and post-pandemic services • Equity, diversity, and inclusion initiatives • Library return on investment / advocacy for IHLS - Develop tools that support both inter-departmental goals and marketing/public relations goals 	
Communicate in compliance with industry legal standards	<ul style="list-style-type: none"> - Develop a social media policy - Develop a privacy policy 	23 ILAC 3030.215 a) 3) G)

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"> - Develop a written IHLS advocacy plan in which we identify opportunities for advocating for IHLS (including media outreach, grants and sponsorships, etc.) - Identify and support opportunities for community involvement (such as participation in local chambers of commerce) 	23 ILAC 3030.215 d)2
Help demonstrate the worth of libraries and librarians of the IHLS service area to Illinois stakeholders.	<ul style="list-style-type: none"> - Partner with Illinois Library Association, and possibly other organizations, to support and share advocacy resources and opportunities - Help libraries advocate for themselves by exploring the development of tools (such as infographic templates, videos, etc.) where there are gaps in existing tools - Identify and support opportunities for library advocacy (such as participation in ILA legislative meetups, local chambers of commerce, etc.) - Support the Advocacy Committee and Membership Staff on their advocacy initiatives 	23 ILAC 3030.215 d)2
Advocate for timely library issues (as needed)	<ul style="list-style-type: none"> - Identify pressing library issues and share or develop relevant advocacy resources, tools, and educational and advocacy opportunities 	23 ILAC 3030.215 d)2

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 meeting agenda and supporting documentation to Board and committees - Create an online board intranet to provide board members with a one stop shop for information. 	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 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)
Continuing education for board members through their tenure.	<ul style="list-style-type: none"> - Support board member participation in statewide conferences such as the Association of Illinois School Library Educators (AISLE) and the Illinois Library Association (ILA) - Quarterly provide an educational component in conjunction with an IHLS board meeting 	23 ILAC 3030.215 d)1

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 	

FACILITIES

Goal: Provide a Safe Working Environment

<i>Objectives</i>	<i>Planned Activities</i>	<i>System Standard</i>
Review current working processes	-Have an ergonomic specialist evaluate workspace and workflow	
Continue to maintain infrastructure of facilities	-Annual check of HVAC, roof, fire extinguishers, etc.	

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.	<ul style="list-style-type: none"> -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"> - Continually access and optimize internal practices - 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 FY2021 Audited Financial Statements to IHLS Board and submit to the Illinois State Library at the end of September 2021 - 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 FY2023 Operation Budgets timeline and budget draft for presentation to the board - Develop the OpenGov software to enhance reporting to stakeholders and public view to promote transparency. - 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"> - Enhance member libraries financial management practices 	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 and expand 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 Phone 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. - 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"> - Engage in existing continuing education opportunities including LinkedIn Learning, and IT-specific training sites (i.e. Pluralsight) - Work with other departments to expand and train on Pipedrive, our Customer Relationship Management (CRM) software solution. Including the ability to sync information from the L2 database with Pipedrive. - Network in the state and nationally to expand resource sharing - Expand Microsoft Azure usage as it makes sense for security and availability of data. <i>(Microsoft Azure is a cloud platform that has over 200 different functions including server and service hosting in the cloud. Some examples are our phone system, Intune, and our online backup storage)</i> - 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 - Evaluate software to enable remote webinars for events like Member Day. Software with scheduling, vendor space, and presenter areas. 	23 ILAC 3030.215 a) 5)
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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 Ameex 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)

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.

Objectives	Planned Activities	System Standard
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 (ResourceDescription 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.

Objectives	Planned Activities	System Standard
Offer member library staff comprehensive training in current bibliographic	<ul style="list-style-type: none">- Provide Monthly Cataloging Sessions excluding July and December- Present classes on Book Cataloging, Authority Records/Subject Analysis, and Dewey Decimal	23 ILAC 3030.215 c) 6)

standards, both local and national, in order to maintain the required 15 hours of continuing education in cataloging per fiscal year.	<p>Classification.</p> <ul style="list-style-type: none"> - Keep abreast of changes in cataloging via staff continuing education opportunities to educate member library catalogers - Offer Cataloging Workdays 	
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 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 	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 - 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)
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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 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, webinars throughout the year with brief presentations including a 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

The IHLS model of pairing interlibrary loan (ILL) with five-day/week delivery gives library patrons service on par with online retailers. Maintenance and growth of this model requires flexibility to respond quickly and creatively to situations that arise. Involvement in regional, statewide and national interest groups allow IHLS staff to stay current on trends in physical delivery and to advocate for a patron-focused resource sharing design.

In FY2022, we will support delivery as a core service by:

- Maintaining compliance with the recommendations of the Illinois Statewide Delivery Committee
- Continuing access to five-day a week delivery model
- Providing standard training for delivery staff across all hubs
- Developing a Delivery website in response to member needs
- Exploring ways to promote Equity, Diversity and Inclusion (EDI) initiatives in the Operations department

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 route to provide the best service possible with the best economic results -Continue to work collaboratively with the Laboratory of Applied Spatial Analysis (LASA) to improve delivery service to member libraries -Create flexible solutions to current and local events affecting service to Member Libraries - Work with the Delivery Working Group (DWG), made of member libraries and IHLS staff, regarding changes IHLS makes and how they affect or work for member libraries as well as getting new ideas	23 ILAC 3030.215 e) 4) G)
Quantify the impact of the delivery service.	- 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 and share with stakeholders the results of IHLS survey	23 ILAC 3030.215 e) 5) I)

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 to provide easy access and user-friendly services for Member Libraries	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- Attend networking events/conferences/trainings- Training modules and videos for drivers/sorters offered by insurance company annually- Present at regional, state, and national conferences- Attend and present at IHLS sponsored events	23 ILAC 3030.215 e) 6)
Actively participate in special interest groups at levels from the state to the national.	<ul style="list-style-type: none">- Participate in the ISL Delivery Group- Engage in the American Library Association (ALA) RUSA (Reference and User Services) Sharing and Transforming Access to Resources Section (STARS) Physical Delivery Group- Share information on the Illinois Resource Sharing/Delivery model and invite discussion with vendors interested in developing tools that would enhance an already efficient and economical delivery system	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- Research and answer member libraries' questions about L2 regarding delivery	23 ILAC 3030.215 a) 4) A

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 (ILL) Code.
- Develop the SHARE program, promoting membership advantages in the largest library automation consortium in North America, while seeking out funding opportunities that would help offset participation costs.
- Respond to SHARE 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 that might present themselves during 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, and Inclusion (EDI) initiatives in the SHARE program.

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">- Promote member library participation in reciprocal borrowing within the system and throughout the state.- Maintain non-resident borrower card purchase locations on the IHLS website.- Expand background information on the non-resident program on the IHLS website and assist member libraries with questions regarding non-resident laws.- 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 consortial 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

<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. - Evaluate SHARE's financial health, including cash flow, benchmarks, and long-term goals. - Evaluate membership 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, e-resource 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. - Evaluate the feasibility of a substitute staff program administered through SHARE. - If a member library does not wish to continue their participation in the SHARE consortium, provide cost estimates for data migration (through Polaris) and provide support as they transition out of the program. - 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 transitioning data an IHLS-wide member management solution that combines data from various access points. - Encourage a wide variety of professional development opportunities for SHARE staff to build expertise on different facets of librarianship. - Seek out diverse staff and committees; 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. 	<p>23 ILAC 3030.215 c) 1)</p>
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SHARE 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 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, 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 a variety of formats.- Develop methods to reach member library staff that have difficulty participating in traditional continuing education 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 committee meetings and system events, newsletters, email blasts, and social media.	23 ILAC 3030.215 f) 3) D) 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.- Provide instructions and training for members to gather data for annual reporting.	23 ILAC 3030.215 f) 3) D) i

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 b) 1)
Increase use of e-resources in SHARE member libraries including (but not limited to) downloadable content and databases.	<ul style="list-style-type: none"> - Provide on-site 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, created content, or the development of shared best practices. - Work with the 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 EDI and connect readers with a wider world. 	23 ILAC 3030.215 b) 1)

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 FY2022, Membership Services hopes to build on the work done in FY2021 and provide:

- Continued work with any member library on compliance issues as they relate to those stated in the Administrative Code
- Expand 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
- Mentoring for new public library directors
- A continuing education program rolled out in a biannual manner.
- 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) A-D)
Maintain timely and accurate information on our membership.	<ul style="list-style-type: none">- 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	23 ILAC 3030.215 a) 4) A-D)

	<p>membership</p> <ul style="list-style-type: none"> - Provide Mentor Opportunities for new public library Directors - 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.) - Work one-on-one with libraries and trustees when they are faced with specific challenges that arise during the course of a year. 	
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)

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 - Provide Mentor Opportunities for new public library Directors - 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)

	Work one-on-one with libraries and trustees when they are faced with specific challenges that arise during the course of a year.	
Provide information and consulting to agencies interested in pursuing system membership.	- Work cooperatively with agencies interested in system membership	23 ILAC 3030.215 a) 4) A-D)
Increase outreach to public library trustees.	- 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.	- Hold Members Matter meetings in hybrid formats through the system on a regular basis - Connect target audiences via regularly scheduled online chats - 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.	- 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.	- 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 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 - Develop EDI training opportunities for member libraries. - Investigate possible continuing education opportunities for trustees - Investigate innovative resources for professional development 	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)