

19 April 2019

TO: RAILS Board of Directors

FROM: Deirdre Brennan

SUBJECT: FY 2020 System area and per capita grant – system operational plan draft

Enclosed in your packet is a draft of the operational plan for FY 2020. This is the narrative part of our area and per capita grant application where we outline the activities that we will undertake in the next fiscal year. The grant application is due to the State Library on June 1. At our April meeting, we will discuss this draft and then staff will make any necessary revisions so that the Board can approve the grant application at the May meeting. Work on the budget to support the operational plan is also underway. At the May meeting, we will provide a detailed narrative of the budget and how it aligns with the operational plan.

As you know from previous discussions, all of our work and projects are based on input from members and on the priorities of the state library and Secretary of State. Many of our projects are ongoing or regular, such as delivery, support for LLSAPs and training and are represented in the goals and objectives of our strategic plan. But, the way we achieve goals changes, as do the specific projects that we undertake to achieve goals. We are always trying to work more efficiently as well as seeking innovations that will enhance services to member libraries and, therefore, end users. I hope this context will help as you read the plan and as we consider the budget and the plan next month.

The operational plan is organized by our strategic plan goals. Here are some highlights/key projects for our discussion:

Goal 1: promote, support and expand resource sharing to optimize use of tax dollars and other funding and help libraries share resources to the fullest extent possible.

In this section, you will find the projects that directly and indirectly are focused on resource sharing including support for LLSAPs, delivery, Explore More Illinois, Find More Illinois, training related to resource sharing, eRead Illinois, and cooperative purchasing.

Goal 2: Work with libraries of all types to tell the library story.

Under this goal, the campaign to tell the library story is the major project and it has many components such as a video, templates, advocacy, the revision of CE grants and partnership

grants to focus on telling the library story, and continuing education and consulting related to marketing. Also, work on analyzing data and assisting libraries with data collection and analysis will be important components of telling the library story.

Goal 3: Help libraries be the best they can be.

This goal focuses on continuing education and consulting projects like Directors University and Elevate, as well as system membership standards and training for trustees.

Goal 4: Prepare libraries for the future.

This goal focuses on providing leadership to member libraries through participation in projects like Simply-e, as well as working with libraries to prepare for future challenges and projects like the 2020 census, and new projects that will benefit members and residents like statewide database access, and universal library service and also involves data collection and analysis.

Goal 5: Aim to be the best library system in the country.

This goal is inwardly focused on how RAILS does its work to provide the best possible services to members. For example, the redo of L2, board engagement, staff professional development, financial accountability and transparency, cost effective and efficient services.

I will be happy to answer any questions in advance of the meeting, and I look forward to a more detailed discussion of these projects and other aspects of our draft plan. At the meeting, I will take the board through each goal and highlight new projects. If you have any questions about the plan, please email me directly this week so I can have the information you need. As always, please do not email all to avoid OMA violations.

Thank you.

RAILS FY 2020 System Area and Per Capita Grant Application - DRAFT

3.0 System Operational Plan

This document presents the Reaching Across Illinois Library System's (RAILS) operational plan for FY 2020. Our overarching goal in implementing this plan will be to ensure that we are providing the best possible service to RAILS member libraries and helping them to provide the best possible service to their customers.

This plan was developed with a great deal of input from RAILS member libraries as is required by the administrative rules. It follows the arrangement of the revised RAILS strategic plan approved by the RAILS Board in September 2018. RAILS gathered a tremendous amount of feedback from member libraries of all sizes and types (academic, public, school, and special) during the revision process. That feedback is reflected below. All activities are also aligned with and support statutory priorities for Illinois library systems.

Strategic Plan Goal One: Promote, support, and expand resource sharing to optimize use of tax dollars and other funding and help libraries share resources to the fullest extent possible

Objectives	Planned Activities	System Standard
Promote, support, and expand resource sharing among RAILS libraries and beyond	<p>Provide continuing education (CE) and consulting on general resource sharing issues, interlibrary loan (ILL) and the ILLINET Interlibrary Loan Code, reciprocal access, reciprocal borrowing, nonresident services, etc. Consult with members to ensure they follow the RAILS Resource Sharing Plan.</p> <p>Provide resources and guidance to facilitate successful member completion of the ILLINET ILL Traffic Survey</p> <p>Provide instructional information on the RAILS website, including ILL training videos and information on intergovernmental agreements</p> <p>Offer ILL training/consulting targeted at school libraries. Provide additional information on ILL and delivery at RAILS' exhibit booth at the Association of Illinois School Library Educators (AISLE) conference.</p> <p>Promote/strongly encourage resource sharing via RAILS communication tools and member encounters.</p>	

Objectives	Planned Activities	System Standard
	<p>Work with the RAILS Resource Sharing Committee to investigate and recommend ways to improve and increase resource sharing in Illinois, particularly among RAILS member libraries</p> <p>Expand and widely publicize Explore More Illinois program as a way for libraries to work with cultural/recreational organizations to make their resources available and discoverable to Illinois residents, and for libraries to foster community engagement, partnerships, and cultural literacy</p> <p>Collaborate with the Illinois State Library (ISL), Illinois Heartland Library System (IHLS), Chicago Public Library System (CPLS), AISLE, Consortium of Academic and Research Libraries in Illinois (CARLI), Illinois Association of College and Research Libraries (IACRL), Illinois Library Association (ILA), Special Libraries Association-Illinois Chapter (SLA-Illinois), and other stakeholders on resource sharing activities</p>	
<p>Lead and work with RAILS-area consortia and standalone libraries to expand resource sharing</p>	<p style="text-align: center;">Promote/Support LLSAP Membership</p> <p>Implement new annual LLSAP support grant program by providing a mix of financial support and in-kind services to six LLSAPs: CCS, Pinnacle, PrairieCat, Rock River Library Consortium, RSA-NFP, and SWAN. Approximately 549 RAILS libraries (individual buildings) participate in one of these LLSAPs.</p> <p>Offer catalog membership grants to encourage libraries to join one of the six RAILS LLSAPs</p> <p>Work with the RAILS Consortia Committee to develop additional ways to enhance resource sharing</p> <p>Promote value of consortia membership to all types and sizes of RAILS libraries via RAILS communication tools and member encounters</p> <p style="text-align: center;">Expand and Promote Find More Illinois</p> <p>Recruit libraries to join Find More Illinois (FMI). Provide training/consulting. Heavily publicize FMI</p>	

Objectives	Planned Activities	System Standard
	<p>via RAILS communication tools and member encounters.</p> <p>Reexamine FMI membership fees to make participation as affordable as possible. Offer assistance with implementation fees to early adopters.</p> <p>Discuss future statewide implementation of FMI with IHLS</p> <p>Work with Auto-Graphics on potential software enhancements, including but not limited to Patron Lookup functionality for easier reciprocal borrowing and OpenAthens compatibility to meet SWAN requirements</p> <p style="text-align: center;">Grow/Enhance SimplyE Partnership</p> <p>Continue to partner with Massachusetts Library System, New York Public Library, and Minitex on Institute of Museum and Library Services (IMLS) SimplyE for Consortia grant project</p> <p>Work with Pinnacle Consortium to pilot test SimplyE for Consortia and widely publicize results of pilot</p> <p>Offer incentives for other consortia to participate in SimplyE for Consortia</p> <p>Promote the SimplyE open source platform to all RAILS libraries as a way to offer universal sign-on to different library e-book collections at no cost</p> <p style="text-align: center;">Support High-Quality Cataloging</p> <p>Develop basic, ongoing cataloging curriculum as recommended by the RAILS Cataloging Working Group. Offer pilot training program and tweak curriculum based on the results of the pilot.</p> <p>Widely promote available cataloging training, including RAILS and Cataloging Maintenance Center (CMC) training</p> <p>Find alternative to TMQ (The MARC of Quality) to clean up substandard catalog records. Work with LLSAPs and the Exposing Consortial Holdings</p>	

Objectives	Planned Activities	System Standard
	Working Group to investigate alternatives. Present recommendation to RAILS Consortia Committee.	
<p>Work with the Illinois State Library, Illinois Heartland Library System, and other stakeholders to improve physical delivery services through streamlining and standardizing operations and evaluating alternative methods and best practices</p>	<p>Provide Delivery Service Based on Member Need</p> <p>Work with members to select the most appropriate delivery method to meet their needs</p> <p>Investigate and implement further automation of delivery processes to achieve greater efficiency</p> <p>Continue contracting with Continental Transportation and Comet Messenger Service</p> <p>Work with consultant to determine whether outsourcing or providing delivery in-house will provide more efficient and cost-effective service to system members</p> <p>Develop long term plan to optimize number and locations of RAILS buildings and delivery hubs based on our work with the Laboratory for Applied Spatial Analysis (LASA) (see below)</p> <p>Work with ISL to offer additional delivery points per library agency where needed to offer more equitable delivery service. This includes providing more than one delivery point to the 400+ Chicago Public School libraries.</p> <p>Delivery CE/Consulting</p> <p>Consult with members on delivery issues/concerns. Widely promote use of the delivery ticketing system via RAILS communication tools and member encounters.</p> <p>Widely promote delivery training videos available on the RAILS website</p> <p>Promote availability of RAILS delivery staff to visit member libraries to consult on delivery</p> <p>Find additional ways to ensure that RAILS school libraries know about available delivery options</p>	

Objectives	Planned Activities	System Standard
	<p style="text-align: center;">Quarterly Delivery Fine Counts</p> <p>Complete efforts to automate fine count process. Promote counts and consult with libraries on an individual basis as needed. Examine fine count data to determine potential changes to existing delivery routes.</p> <p style="text-align: center;">Statewide Delivery</p> <p>Provide high-quality statewide delivery services through ILDS to CARLI libraries</p> <p>Utilizing LASA data, work with ISL and IHLS on a long-term plan to provide more efficient and cost-effective ILDS service with the goal of implementing the new plan in FY 2021</p> <p>Work with ISL to research capital funding options to help automate different aspects of delivery service</p>	
<p>Develop and implement innovative projects to expand access to a wider variety of resources for Illinois residents, including providing access to digital content/e-resources and expertise</p>	<p style="text-align: center;">Grow/Develop eRead Illinois</p> <p>Recruit RAILS libraries and IHLS non-SHARE libraries to join Axis 360 program. Support the training and marketing needs of participants.</p> <p>Redesign eRead support site to update content and to make it more user and mobile-friendly</p> <p>Streamline/update eRead Illinois signup and renewal process</p> <p>Evaluate eRead content to ensure that it continues to meet member needs</p> <p>Continue working with Baker & Taylor to fix issues with the Axis 360 platform. Evaluate the effectiveness of the platform in meeting member needs and develop future plans based on this analysis.</p> <p style="text-align: center;">Grow/Enhance BiblioLabs Partnership</p> <p>Continue to partner with BiblioLabs to offer a wide variety of e-resources via the BiblioBoard platform. Offer new content as appropriate.</p> <p>Widely publicize statewide availability of BiblioBoard offerings</p>	

Objectives	Planned Activities	System Standard
	<p>Continue offering group purchase pricing on BiblioBoard products for self-published authors.</p> <p>Evaluate effectiveness of BiblioBoard platform in meeting member needs.</p> <p style="text-align: center;">Expand Member Access to E-Resources</p> <p>Investigate and implement new RAILS e-resources to meet member needs, including potential streaming services</p> <p>Work with ISL and IHLS to develop plan to offer state-funded database(s) to all system members, with the plan to be implemented in FY 2021 (assuming available funding)</p> <p>Work with CARLI to provide more OERs (open educational resources) for academic libraries</p> <p>Provide infrastructure support for the Electronic Content Consortium</p> <p>Work with the American Library Association (ALA) to follow-up on 2018 national E-Book Summit</p> <p>Continue dialogue with publishers on need for better e-book access/pricing for libraries/consortia</p> <p>Provide continued leadership to ALA/Association of Specialized Government and Cooperative Library Agencies (ASGCLA) interest group on consortial e-book platforms</p> <p>Continue participation in Soon to Be Famous Illinois Author project to promote and encourage self-publishing</p>	
<p>Use economies of scale to provide greater purchasing power for member libraries so they can offer more resources to their customers than they would be able to afford on their own</p>	<p>Expand number of cooperative purchasing offers/discounts to better meet member needs</p> <p>Gather member input on desired discounts/group purchases and implement new offerings as appropriate</p>	

Objectives	Planned Activities	System Standard
	<p>Continue providing scholarships to RAILS libraries to offer online high school diplomas to their communities through the Gale Career Online High School group purchase offer</p> <p>Investigate the possibility of offering a group purchase for movie licensing services (based on numerous member requests in FY 2019)</p> <p>Promote ISL Try-It! Illinois database trial to RAILS members</p> <p>Work with CARLI as it explores brokering e-resources for non-CARLI members to ensure that CARLI and RAILS cooperative purchasing programs meet member needs and do not result in duplication of efforts</p>	
<p>Offer members a variety of opportunities to build collaborative relationships to share best practices, expertise, and to develop innovative solutions to common issues and challenges</p>	<p>Encourage use of RAILS mailing lists/online forums. Establish new mailing lists/forums as needed.</p> <p>Publicize existing networking groups. Assist in the formation of new networking groups as needed.</p> <p>Schedule RAILS Online Round Tables (online forums hosted by networking groups on specific topic)</p>	
<p>Foster networking and collaboration between staff from all types of libraries (academic, public, school, and special) to create a community of connected peers and to build on the strengths of multitype cooperation</p>	<p>Schedule in person member networking events (member meetups) for staff from all types of libraries and in all areas of the system</p> <p>Schedule virtual networking events as appropriate</p> <p>Offer networking opportunities targeted specifically at staff from academic, school, and special libraries</p> <p>Work with CARLI to extend reach of networking activities for academic libraries and to avoid duplication of effort</p>	

Strategic Plan Goal Two: *Work with libraries of all types to tell the library story*

Objectives	Planned Activities	System Standard
<p>Help member libraries ensure that current/potential customers are aware of all of the programs/services/resources the library has to offer</p>	<p>Expand Campaign to Help All RAILS Libraries Tell Their Stories</p> <p>Create and continuously augment a highly interactive campaign website for RAILS and members to share toolkits, templates, and other materials. Encourage members to contribute and share best practices.</p> <p>Offer a variety of continuing education and consulting opportunities. Include consulting/CE on how to effectively advocate for additional funding, storytelling, developing a basic marketing plan, and additional topics based on member feedback.</p> <p>Offer CE/consulting to help members make more effective use of their data and to evaluate their programs/services to show their impact on library customers. Model effective ways to evaluate the impact of RAILS programs/services.</p> <p>Work with a consultant(s) to develop materials, templates, videos, etc. to help all types of libraries</p> <p>Use social media to promote the campaign and to model ways members can effectively use social media to tell their stories</p> <p>Schedule networking events for different types of libraries to share best practices related to telling their stories</p> <p>Revise existing CE Event and Partnership grants to focus on awarding grants to projects that help libraries tell their stories and articulate their value more effectively. Promote and ask grant awardees to promote their projects to model best practices.</p> <p>Highlight campaign activities via RAILS communication tools and member encounters</p>	

Objectives	Planned Activities	System Standard
	<p>Present program at ILA conference (if accepted) to help all types of libraries tell their stories</p> <p>Present program at AISLE conference (if accepted) to help school libraries tell their stories</p> <p>Partner with other library-related organizations and stakeholders to avoid duplication of efforts</p> <p>Develop additional campaign activities in direct response to member feedback</p>	
<p>Help member libraries prove their value to administrative bodies, funders, elected officials, etc.</p>	<p>The activities in the previous section will also help to meet this objective.</p>	
<p>Advocate for and help members advocate for all libraries as they face funding and other challenges</p>	<p>Work with RAILS Board Advocacy Committee to educate board members about issues affecting RAILS and libraries that may require advocacy efforts locally, regionally or nationally</p> <p>Work with AISLE and other stakeholders on challenges affecting school libraries</p> <p>Help libraries take advantage of the new Illinois minimum wage. Communicate about the issue, work with ILA to help libraries meet any challenges that arise, and teach libraries to advocate more effectively for additional funding as described above.</p> <p>Continue to work with the ILA Public Policy Committee to discuss upcoming legislation of importance to libraries. Keep RAILS libraries informed of important legislative issues.</p> <p>Provide advocacy alerts as needed via the <i>RAILS E-News</i> and website to help members advocate on important issues</p> <p>Encourage members to attend ILA legislative meetups and other events to advocate with legislators re: the importance of libraries</p>	

Strategic Plan Goal Three: *Help libraries be the best they can be*

Objectives	Planned Activities	System Standard
<p>Continue to provide continuing education (CE) to ensure ongoing staff development for all levels of staff at all types of libraries</p>	<p>Offer consulting/CE on resource sharing, library advocacy, management and practice, and other core service areas (see also other sections of this document for information on CE/consulting for specific core system services)</p> <p>Offer CE to help members meet core revised system membership standards (see next section)</p> <p>Partner with AISLE to offer CE to engage school library members, including a possible Administrator’s Academy for school administrators to learn more about the value of the school library</p> <p>Continue to gather member input on CE needs and implement training to meet those needs</p> <p>Continue partnership with HR Source to provide CE and discounted membership</p> <p>Continue partnership with Ancel Glink to offer statewide FOIA/OMA hotline</p> <p>Continue to serve as sponsor for library-related conferences as possible</p>	
<p>Ensure that all libraries are able to offer the best possible service to their community of users</p>	<p style="text-align: center;">Certification</p> <p>Work with members throughout FY 2020 to ensure they meet membership standards.</p> <p>Consult with members on ongoing basis about certification requirements. Publicize need to certify via RAILS communication tools and in-person encounters.</p> <p>Find ways to streamline and improve the certification process</p> <p>Contact/work with libraries that do not certify successfully</p>	

Objectives	Planned Activities	System Standard
	<p style="text-align: center;">Revised System Membership Standards</p> <p>Bring revised standards and results of FY 2019 data collection efforts to RAILS Board for review and possible approval of standards</p> <p>Roll out revised core standards as requirements for RAILS membership and provide training and consulting to help members meet the core standards as referenced above</p> <p>Collaborate with ISL, IHLS, and CPLS on possible statewide implementation of revised standards</p> <p>Form system membership standards committee, including representatives from system member libraries, Illinois library systems, and ISL, to oversee compliance with standards</p>	
<p>Ensure the ongoing education of library leaders and the development of leadership skills for library staff</p>	<p>Sponsor and help plan/implement Directors University</p> <p>Sponsor and help plan/implement Elevate leadership program. Serve on Elevate Steering Committee.</p> <p>Continue to offer CE workshops to help members to develop leadership skills</p> <p>Continue partnership with United for Libraries to provide statewide online, on-demand trustee training</p> <p>Provide recurring in-person trustee training in selected locations to promote successful trustee onboarding</p> <p>Consult with/attend library board meetings as appropriate to help boards meet legal requirements and to develop leadership skills</p> <p>Partner with ISL, IHLS, and ILA to discuss ways to encourage library trustees to take advantage of existing training opportunities and to avoid duplication of efforts</p>	

Strategic Plan Goal Four: *Prepare libraries for the future*

Objectives	Planned Activities	System Standard
<p>Help libraries anticipate, understand and respond to changing social issues and customer needs</p>	<p>Identify/monitor issues and trends affecting RAILS members and provide CE/consulting to help members respond to those issues</p> <p>Provide CE/consulting to help libraries maximize participation in the 2020 Census. Maintain a census page on the RAILS website to alert members to latest developments and to promote training opportunities. Partner with ISL and other stakeholders to “help get out the count.”</p> <p>Offer CE in conjunction with the campaign to help libraries tell their stories referenced above</p> <p>Produce monthly RAILS <i>Sparks</i> podcast featuring interviews on current issues/trends affecting libraries of all types</p>	
<p>Partner with libraries and other stakeholders to foster an educated, engaged, and civil society</p>	<p>Provide CE on customer/community engagement</p> <p>Offer CE/consulting and find additional ways to promote core library values such as privacy, intellectual freedom, access to information, and net neutrality</p>	
<p>Expand access to library resources and services by addressing issues related to unserved and underserved Illinois residents and continuing to work toward a statewide library card</p>	<p>Continue to work with the RAILS Board Universal Service Committee to explore issues related to the unserved in Illinois</p> <p>Strengthen relationships with community colleges to help extend library services to the unserved</p> <p>Consult with members on issues related to intergovernmental agreements and promote materials available on the RAILS website</p> <p>Promote BiblioBoard platform as a way to deliver e-content to anyone in Illinois, including the unserved</p> <p>Publicize requirement for library boards to vote annually on participation in nonresident program and for members to update their participation information via L2. Publicize names of participating/nonparticipating libraries.</p>	

Objectives	Planned Activities	System Standard
	<p>Partner with ISL, IHLS, and ILA on efforts to issue a statewide library card</p> <p>Continue to work with ISL, IHLS, and other stakeholders to eliminate barriers to unserved Illinois residents completing the 2020 Census</p>	

Strategic Plan Goal Five: *Aim to be the best library system in the country*

Objectives	Planned Activities	System Standard
Fully communicate and engage with members from all types of libraries throughout the RAILS area to ensure they are aware of system programs/ services of benefit to them and to better understand, anticipate, and meet their needs	<p style="text-align: center;">Member Recruitment</p> <p>Consult with libraries interested in RAILS membership. Visit potential members to ensure they meet membership criteria. Work with RAILS Board on new member recommendations for approval by ISL</p> <p style="text-align: center;">Ensure Accurate Member Information</p> <p>Widely publicize importance of keeping L2 information up-to-date. Consult/provide instructions. Promote availability of L2 Help Desk. Continue to work on grant project to replace L2 (see below).</p> <p style="text-align: center;">General Member Communication/Engagement</p> <p>Promote available programs/services via RAILS communication tools and member encounters</p> <p>Visit as many member libraries throughout the RAILS area as possible, concentrating on those that have not been visited in two years. Offer both in person and online visits.</p> <p>Schedule quarterly RAILS member updates to share the latest RAILS news with members</p> <p>Offer “New Director Welcome” online discussions to promote RAILS programs/services</p> <p>Exhibit at ILA, AISLE, Reaching Forward, ALA (in Chicago) and other conferences as appropriate</p> <p>Experiment with mailing select information about RAILS programs/services to all members</p>	

Objectives	Planned Activities	System Standard
	<p>Begin planning for FY 2021 redesign of RAILS website</p> <p style="text-align: center;">Multitype Communication/Engagement</p> <p>Publish periodic e-newsletters for academic, school, and special libraries</p> <p>Schedule informational/networking meetings for different library types, including virtual meetings</p> <p>Target nonpublic members for library visits</p> <p>Use available type of library mailing lists to communicate system membership benefits</p> <p>Conduct “school library tune-ups” to acquaint schools with system offerings</p> <p>Present programs/sponsor exhibit booths at conferences for different types of libraries</p> <p style="text-align: center;">Social Media Communication/Engagement</p> <p>Expand/enhance RAILS’ social media tools (Facebook, Twitter, Instagram) to engage members</p> <p>Track social media metrics and make strategy adjustments as necessary</p>	
<p>Continuously evaluate RAILS programs and services to ensure that they are having an impact and are helping to create the best possible future for all of our libraries</p>	<p>Evaluate RAILS programs/services to show their impact on members. Implement changes to RAILS programs/services as a result of evaluation activities as appropriate.</p> <p>Find additional ways to measure/document how RAILS is achieving the goals/objectives in our revised strategic plan</p> <p>Solicit member feedback via RAILS communication tools and member encounters. Implement changes/additions to RAILS programs/services based on member input as appropriate.</p> <p>Research/transition to a more cost-effective platform to produce member surveys</p>	

Objectives	Planned Activities	System Standard
<p>Recruit and engage a RAILS Board that is representative of the system membership and that creates and models best practices for board leadership</p>	<p>Communicate regularly with board through board mailing list and other means</p> <p>Keep board informed about important issues for RAILS and for libraries of all types</p> <p>Plan/implement orientation session at Burr Ridge service center for all new RAILS Board members. Invite existing board members to attend for a refresher.</p> <p>Schedule board meetings in different parts of the RAILS area as possible so the board can learn about different areas of the system</p> <p>Continue to promote and encourage diversity on the RAILS Board</p> <p>Support board conference/meeting attendance as appropriate</p> <p>Conduct board self-assessment to ensure continued board development</p> <p>Implement board portal on RAILS website</p>	
<p>Ensure that all aspects of the RAILS organization use and model best practices in all that we do</p>	<p>See other sections of this document for activities related to modeling best practices, including modeling innovative ways for members to share resources (BiblioBoard, SimplyE, Find More Illinois, Explore More Illinois, etc.); modeling effective ways to tell the library story; modeling effective ways to evaluate the impact of programs/services; etc.</p>	
<p>Deliver on the promise of organizational excellence by being agile, innovative, future-oriented, and member-focused</p>	<p>Support & Develop RAILS Staff</p> <p>Recruit RAILS staff as needed to meet roles specified in administrative rules and to support strategic plan goals and objectives</p> <p>Finalize revised RAILS Employee Handbook and discuss major changes with staff</p> <p>Encourage/support professional development for staff</p>	

Objectives	Planned Activities	System Standard
	<p>Investigate and possibly implement a staff wellness program</p> <p>Continue work of RAILS Employee Committee to develop collaborative activities for all staff</p> <p>Coordinate annual all-staff retreat</p> <p>Introduce internal RAILS branding handbook to help staff promote RAILS and the RAILS brand</p> <p style="text-align: center;">Lead Statewide Efforts to Replace L2</p> <p>Gather information on L2 needs from all stakeholders</p> <p>Issue an RFP. Hire and work with a vendor to implement a solution.</p> <p>Encourage members to update their L2 information. Complete data cleanup and migration.</p> <p>Implement new L2 platform for statewide use and provide training</p> <p>Communicate with members and all other stakeholders throughout duration of project</p> <p style="text-align: center;">Maintain Robust Technology Infrastructure</p> <p>Hire developer to meet software development needs associated with RAILS initiatives</p> <p>Replace most or all GoToMeeting accounts with Zoom to increase member participation in RAILS events</p> <p>Investigate possible replacement of RAILS videoconference locations with Zoom in FY 2021</p> <p>Continue providing subsidized conference calling accounts to appropriate RAILS member groups</p>	
Engage in innovative projects on a statewide, national, and international level and	<p style="text-align: center;">Grow/Expand Digital Public Library of America</p> <p>Provide ongoing support for the Digital Public Library of America (DPLA) and Illinois Digital</p>	

Objectives	Planned Activities	System Standard
help RAILS members model these projects for their community of users	Heritage Hub, including RAILS Executive Director serving on Illinois Digital Heritage Hub Board Promote DPLAfest	
Provide excellent stewardship of RAILS financial resources to ensure maximum benefit to member libraries, library users, and Illinois taxpayers	Closely monitor RAILS investments and make changes as appropriate Investigate and find efficiencies and cost savings for RAILS operations wherever possible	
Maintain a research and development role to provide leadership and innovation to help members provide the best possible service to their customers	See other sections of this document for activities related to research and development, including a variety of resource sharing initiatives (SimplyE, LASA/delivery research, etc.)	