

April 21, 2023

TO: RAILS Board of Directors

FROM: Monica Harris

SUBJECT: Executive Director Goals for FY24 - DRAFT

Our RAILS Strategic Plan (2022-2025) has four main strategic goals that read as follows:

- Strategic Goal 1: RAILS provides leadership in ensuring sustainable, equitable resource sharing for all member libraries.
- Strategic Goal 2: RAILS models best practices in equity, diversity, accessibility, and inclusion.
- Strategic Goal 3: RAILS assists member libraries in preparing for the future.
- Strategic Goal 4: RAILS leads alongside member libraries to develop and strengthen the Illinois library community and expand services to all.

I have drafted a list of potential goals for the Executive Director for FY24, based on the RAILS Strategic plan, Draft FY2024 Operational Plan, and organizational need. This list of goals is intended only as a draft, and the RAILS Board of Directors will discuss this list at the April meeting and adjust the goals as they see fit. The Board will approve the finalized list of Executive Director Goals at the May or June 2024 meeting, and the list will be shared with the Board at the July 2024 meeting.

Draft Executive Director Goals for FY24:

1. Continue to implement and report on the progress of the RAILS Strategic Plan (2022-2025) that was approved by the RAILS Board in January 28, 2022.
2. Hire the Associate Executive Director and evaluate the organizational chart and structure to ensure excellent organizational balance and oversight.
3. Work with the RAILS Board Policy Committee to develop a detailed Succession Plan for RAILS, ensuring smooth organizational transitions.
4. Ensure RAILS financial stability, identifying potential areas for increased efficiency while providing valuable services to RAILS members.
5. Continue to introduce myself and engage the RAILS membership through regular virtual and in person meetings with members, requests for feedback, and the completion of the Service Inequities project and potential next steps.
6. Continue to regularly review and bring amended draft RAILS policies to the RAILS Policy Committee and RAILS Board, including a full review of the RAILS Personnel Handbook.

7. Develop growth in partnership with Chicago Public Library and the Illinois Heartland Library System, and other statewide library partners.
8. Continue work on RAILS' Equity, Diversity, Accessibility, and Inclusion initiatives; improve RAILS internal culture, work with the Board EDI Committee to meet the needs of members; Continue new opportunities for EDI focused continuing education, networking, and best practice development.
9. Continue advocacy efforts for all types of libraries, and for multitype collaboration.
10. Continue to modernize delivery, identifying technology, staff training, and potential financial efficiencies that will ensure exemplary service for RAILS members.
11. Continue to grow the cooperative purchasing program, ensuring the use of economies of scale to create added value for RAILS members.
12. Continue work on the School Library Data Project, ensuring the sustainability of the data gathering for the future as well as advocacy tools related to the project that can be used by members.
13. Continue the organizational journey towards data driven decision making, including the identification of data needs for member libraries and improved systems for evaluation of existing programs.