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January 16, 2026

**TO:** RAILS Board of Directors

**FROM:** Monica Harris, Executive Director

**SUBJECT:** 9.2 Strategic Plan 2027-2029

With our current [Strategic Plan](#) coming to a close, it is time for us to begin work on our next strategic planning process. In keeping with past practice, we are anticipating a three-year plan that will be developed with robust input from the Board, membership, staff, and partners.

After a conversation with Cindy Fesemyer of Fesemyer Consulting LLC, a Wisconsin based consultant who worked extensively with us on our last strategic planning process, we would like to recommend a refresh of our current plan and the opportunity to review our Vision Statement. This planning process would continue through most of 2026 with a new plan for the Board to review and potentially approve at the end of this year.

I look forward to a discussion with you about the proposed process, as well as the opportunity for a conversation with you about your hopes for our next RAILS strategic plan.