



## Agenda item 8.4

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**DATE:** August 19, 2026  
**TO:** RAILS Board of Directors  
**FROM:** Joe Filapek, Associate Executive Director  
**SUBJECT:** 8.4 Strategic Plan Update

RAILS Strategic Planning Consultant Cindy Fesemeyer recently shared the initial draft objectives aligned with RAILS' four strategic goals. We are currently reviewing and refining the objectives internally and will use this initial review to prepare for discussion with the Strategic Plan Steering Committee at its September 9 meeting. The Steering Committee's feedback will help us further refine the objectives and ensure they provide a clear and actionable framework for the next strategic plan.

Following the Steering Committee meeting, we plan to share the draft objectives more broadly with both RAILS membership and staff in early October. We are planning to use a combination of digital crowdsourcing to gather feedback and a special member update focused specifically on the strategic plan. This broader input will provide an important opportunity for members and staff to react to the draft objectives and help shape the final plan.

We remain on target to present a draft of the completed strategic plan to the Board at its November meeting. The coming months will focus on incorporating feedback, refining the objectives and other elements of the plan, and preparing the draft for Board review.