



ILLINOIS STATE LIBRARY  
 FY2017 SYSTEM AREA AND PER CAPITA GRANT APPLICATION  
**ILLINOIS HEARTLAND LIBRARY SYSTEM**

**3.1 FY2017 Operational Plan**

**System Operational**

**Plan**

Looking to FY2017 and Year 6 as a large service organization, the uncertainty of state support is ever present. Illinois Heartland Library System (IHLS) has demonstrated a capacity for providing more and better member services for our members regardless of the financial challenge. Placing member needs first allows us to improve current services and develop new services as well. To paraphrase Aristotle Onassis, *"We have freed ourselves of the hope that the sea will ever rest. We have learned to sail in high winds."*

**Administrative:** Administrative Services are necessary to keep our agency running smoothly and able to serve our members. In FY 17, these services will focus on:

- Implementation of three-year plan to improve member services. Assessment and modification of communication paths with all IHLS stakeholders. Continued training and implementation of additional modules in the Abila software.

<b>ADMINISTRATIVE</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>Communications</b>	1. Effective and efficient communication with IHLS stakeholders	A. To support and maintain an interactive website to assist member libraries in the effective utilization of IHLS services	(1). Ensure timely website information by routine updates.
			(2). Review website to enhance visibility and usability
			(3). Receive and post job postings, for internal positions, positions at member libraries, and outside libraries
			(4). Regularly update and maintain the Grant page with current grant opportunities available to members.
			(5). Regularly update and maintain the Vendor Discount page with current discounts available to members.
			(6). Investigate feasibility of membership web portal to consolidate information that is relevant to each member
		B. To support communication among stakeholders through the utilization of Web Conferencing Tools	(1). Continue regularly scheduled activities such as Connect with Leslie, Online Chats for Library Directors and Regularly Scheduled SHARE Chats



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			(2). Conduct bimonthly Members Matter meetings throughout the service area, utilizing video teleconferencing to reach a better audience, to update the membership on regional, state, and library news and developments.
		C. To keep stakeholders informed on what is happening at the system, statewide and national levels	(1). Produce and distribute electronic newsletter on a regular basis to approximately 2,500 subscribers
<b>ADMINISTRATIVE</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>Communications</b>			(2). Produce and distribute a monthly newsletter to IHLS Staff
			(3). Explore various avenues to target specific library types (i.e., schools, trustees, etc.).
			(4). Explore methods to seek feedback and suggestions from the membership on how we are communicating.
		D. To work cooperatively with ISL, RAILS and other stakeholders to provide excellent library services	(1). As possible, support statewide library initiatives
<b>Human Resources /Finance</b>	1. Support and development of IHLS staff	A. Have a diverse pool of qualified candidates	(1). Use resources such as: Monster.com; IHLS; ILA; Illinois JobLink; Non-Profit Network; Craigslist; U of I; Lindenwood University; as well as regional job fairs
		B. Ensure IHLS has a legal workforce	(1). For all final candidates use resources such as: System Award Management, County Court Records; Homeland Security, Office of Attorney General; Transcript Clearinghouse
			(2). Ensure Pre-Employment screening for Drug-Free Work Place through Quest Labs
			(3). Ensure operations staff is qualified with a Fit for Duty Exam



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		C. All new hires have a formal orientation	(1). Introduce new employees to IHLS policies, rules, procedures and staff on their date of hire
		D. IHLS staff will be provided with workplace support	
			(2). Trainings on safety, sexual harassment and diversity will be offered on a regular basis
<b>ADMINISTRATIVE</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>Human Resources/Finance</b>			(3). All staff day will be held
			(4). Trainings will be developed for managers and supervisors
			(5). Staff will be supported and celebrated with wellness and retention activities
			(6). Staff will be encouraged to participate in professional organizations and attend conferences as appropriate
		E. Ensure HR compliance and procedures are up to date with current employment laws	(1) Staff will participate in continuing education opportunities if funding allows
			(2) Utilize external resources such as Management Association membership and counsel for legal concerns



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<b>IT</b>	1. To provide the IT support necessary for IHLS to function efficiently	A. Provide support for Core System Services	(1). Provide software and technical assistance for members of the LLSAP as it relates to the services of SHARE
			(2). Support IHLS staff at all office locations and provide remote support through applications like TeamViewer and Adobe Connect.
			(3). Maintain internal and external web services for IHLS and SHARE
<b>ADMINISTRATIVE</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>IT</b>			(4). Maintain SHARE helpdesk software to track and repair problems reported by SHARE membership
			(5). Work with Operations to implement and maintain the driver counting project utilizing tablets
			(6). Support all internal and external servers and services that relate to the daily functions of IHLS. Including telephone servers, internal file servers, cloud services, finance servers, etc.
<b>Board Support</b>	1.Refine process for future board and committee meetings	A. Work with members to determine what works best for them. Modify processes to improve communication between board and executive staff. Ensure compliance with Open Meetings Act.	(1). Provide support for monthly meetings for the board and six committees
			(2). Share monthly meeting calendars with board and appropriate staff.
			(3). Post meeting packets and approved meeting minutes within timeframes outlined in Open Meetings Act.



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	2. 100% State and Federal compliance for IHLS/Board and appropriate IHLS staff.	A. Ensure all board members are compliant with state and federal law.	(1). Submit all compliance documentation to board members annually and/or when new board members are seated.  (2). Ensure all compliance documentation in board binders is updated as needed.
<b>Record Retention</b>	1. Retain and purge materials on an approved schedule	A. Researching, compiling, assimilating and preparing material (using executive team resources) to ensure that all data is handled in compliance with approved records retention policies	(1). Continue the process begun with the merger of the four legacy systems (On hold due to funding deficit, not enough staff to properly attend to this process)
<b>ADMINISTRATIVE</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>Grant Document Tracking</b>	1. Maintain and track all grant documentation and due dates	A. To create tracking data sheet and notification process	(1). Submit all grants and grant related reports by required deadlines
<b>Membership</b>	1. Membership of all system agencies will be reviewed on an annual basis	A. To support the Annual Certification process supported by IHLS Staff	(1). Staff will monitor and follow-up with libraries having membership challenges, as well as libraries interested in joining the automation consortium
<b>Networking</b>	1. To make IHLS an active partner in statewide and national initiatives that support enhanced library	A. To support the Illinois Service Hub Application to the Digital Public Library of America (DPLA)	(1). The Cataloging Maintenance Center will write metadata and other transcripts as needed  (2). IHLS will disseminate information to all members regarding how they can participate in the DPLA project moving forward



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			(3). IHLS will work with the ISL and other library organizations to promote the DPLA service hub statewide
		B. To support professional development and continuing education opportunities for member libraries	
			(1). Explore opportunities for shared services in consulting and continuing education
			(2). Participate, as asked, in committee work that will benefit our stakeholders
<b>ADMINISTRATIVE</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>Human Resources/Finance</b>	1. On time delivery of financial reports	A. Fiscal year audit completed and submitted to Illinois State Library by September 30, 2016	(1). Audit fieldwork to be done the last week of July 2016
			(2). FY2016 Audit to be presented to IHLS Board at August 2016 meeting
		B. All grant reports submitted to Illinois State Library 15 days after end of fiscal quarter	(1). All transactions for the month prior must be received by the 10th day of the month
		C. Statement of activities, bill list, credit card transaction report and cash flow analysis reports completed middle of following month	(1). All transactions for the month prior must be received by the 10th day of the month
	2. Continued implementation of Abila financial management software	A.	(1). Hours worked will be input into the HR system
			(2). Direct deposit vouchers to be emailed to employees
		B.	(1). Investigate employee self-service information options for the organization



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		C. Appropriate staff have real time access to financial data for budgeting purposes	(1). Department and grant managers set up with executive view rights for their areas of responsibility only on accounting software
	3.	A. In first quarter FY2017 all employees to be using the employee web service fully.	(1). Train staff and rollout of service to be completed by location.
		B. Appropriate staff have real time access to financial data for budgeting purposes.	(1). Department and grant managers set up with executive view rights for their areas of responsibility only on Abila system.
			(2). Finance staff will meet with directors monthly prior to the IHLS Board Meeting, to monitor status.
	4. Effective and efficient communication with IHLS staff	A. Support communication within department.	(1). Department staff meet weekly to establish priorities and review project status.
		B. Support communication with IHLS supervisors.	B. Support communication with IHLS supervisors.
	5. Assist Operations Department	A. Partner with Operations to improve delivery statistics process	(1). Develop an enhanced process for maintaining delivery statistical information on a weekly/monthly basis and monitoring actual statistics against FY2017 budget projections.
	6. Support resource sharing	Objective A. Ensure Adequate SHARE Operating Cash for FY2017	(1). Prepare and mail SHARE FY2017 Annual Billing Invoices early July 2016.
<b>Long Range Planning</b>	1. Three-year plan	A. Develop implementation timeline of long range objectives approved October, 2015.	(1).Administrative staff draft timeline in consideration of current fiscal climate. Utilize cross team methods to gather input from all staff.
			(2).Share timeline with committees and board for further refinement.



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			(3).Board accepts report with or without modifications
			(4).Begin implementation of long range plan components





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**A. Bibliographic Access:** As a cornerstone of resource sharing, Bibliographic Access services in FY17 will promote:

- The availability of bibliographic support in a variety of methods including cataloging and database maintenance for the SHARE Consortium, cataloging training for SHARE members and statewide support through the Cataloging Maintenance Center.
- Access to digitalized information found in Illinois libraries and at IDA by providing information on formation and content of Metadata.

<b>BIBLIOGRAPHIC ACCESS</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>Cataloging Services for SHARE</b>	1. To provide cataloging Services for SHARE member libraries	A. To provide a full level OCLC bibliographic record for the SHARE database	(1). Catalog materials and set holdings in OCLC WorldCat. Import bibliographic records into the SHARE database
			(2). Staff will maintain statistics documenting the number of items cataloged and the libraries for whom they were cataloged
		B. To answer questions concerning searching/matching, item information, how to find, and statistics, etc. for SHARE member libraries	(1). Answer emails, answer help tickets and phone calls
		C. To input "on order" bibliographic records and equipment records for member libraries	(1). Input bibliographic records into SHARE based on information from forms and e-mails
	2. To increase usability of the SHARE database by cleaning up duplicate records and incorrect cataloging and maintaining authority files in the SHARE database	A. User access to information resources will be improved as the result of the SHARE database containing fewer less than full level bibliographic records and fewer duplicate bibliographic and authority records	(1). Identify and merge duplicate bibliographic records found in SHARE database; check for and remove provisional bibliographic records; check for and mark ON THE FLY bibliographic records



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<b>BIBLIOGRAPHIC ACCESS</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>Cataloging Services for SHARE</b>			(2). Import weekly authority record changes and make corrections as necessary
			(3). Create and maintain local serial authority records for titles found in SHARE
<b>Cataloging Training</b>	1.To increase the understanding and skills in bibliographic services and cataloging for members libraries and to stay current with national, state and local policies such as RDA, AACR2, OCLC and Library of Congress	A. For "Cataloging" libraries to maintain 15 hours of cataloging continuing education per fiscal year	(1). Monthly Cataloging Sessions via Adobe Connect; Monograph Cataloging; Authority/Subject Analysis; OCLC Connexion and other classes
		B. For member libraries to correctly search and match to bibliographic records found in the SHARE database based on item in hand or question from patron	(1). Monthly Cataloging Sessions; Monthly Chat session; Reports training; and other as needed training
<b>Cataloging Maintenance Center</b>	1.To provide cataloging and bibliographic services for the libraries in RAILS and IHLS in order to increase access and encourage resource sharing of information resources found in Illinois libraries	A. User access to information resources will be improved as the result of LLSAP databases containing fewer "less than full level" bibliographic records and fewer duplicate bibliographic and authority records	(1). Identify records that lack OCLC accession numbers in the IHLS SHARE database, and coordinate with the holding libraries in order to find full level OCLC records, import into the SHARE database and delete the older record
			(2). Provide full level OCLC records for substandard local records from the RAILS PrairieCat database---requesting physical items when necessary in order to identify or upgrade corresponding OCLC records---to PrairieCat staff for importation into PrairieCat



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<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>Cataloging Maintenance Center</b>			(3). Identify and merge duplicate bibliographic and authority records in the SHARE database
			(4). SHARE will maintain quarterly spreadsheets documenting the number of bibliographic records upgraded and for whom, and the number of duplicate bibliographic and authority records merged in the SHARE database
		B. User access to Illinois libraries' special collections will be established via CMC cataloging of these resources	(1). Continue to publicize this service via the IHLS web site and contacts with Illinois LLSAP staff and current service recipients
			(2). Use system courier service and ILDS for transport of special collections materials to and from the CMC
			(3). Travel to libraries to catalog materials too fragile or unique for transport via courier
			(4). Catalog materials and set holdings in OCLC WorldCat and supply RAILS LLSAP staff with the resultant bibliographic records. CMC staff will import the resultant records into SHARE
			(5). Staff will maintain statistics documenting the number of items cataloged and the libraries for whom they were cataloged
		C. Contribute at least 100 name or uniform title authority records to the Library of Congress Authorities	(1). IHLS catalogers will submit works requiring new name and/or uniform title authority records to NACO trained CMC staff



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<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>Cataloging Maintenance Center</b>			(2). Staff will create and distribute authority records via OCLC Connexion and, when necessary, supply the resultant records to LLSAP staff for importation
			(3). Staff will maintain statistics documenting authority record creation
	2. To support access to digitalized information found in Illinois libraries and at IDA by providing information on formation and content of metadata	A. User access to digitalized information will be established by CMC providing metadata for these items	(1). Publicize this service via the IHLS web site and contacts with Illinois LLSAP staff and current service recipients
			(2). Work with the library to determine what information is needed for metadata, where metadata and digital images will reside, and create the metadata if necessary
			(3). Staff will maintain statistics documenting the number of items for which metadata was created and the library for whom the metadata was created
After requesting our assistance, RAILS staff opted to complete their own cataloging and/or training to their members			



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<b>BIBLIOGRAPHIC ACCESS</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>TMQ (The MARC of Quality)</b>	1. Improve the quality of the SHARE database, thus improving user access to information resources	A. Analyze reports from TMQ and anticipate decreases in error rates	(1). Identify and merge duplicate bibliographic records in the SHARE database
			(2). Make corrections to bibliographic records as found on reports from TMQ
	2. OCLC WorldCat holdings for member libraries are updated in a timely manner, which should increase resource sharing	A. To keep a statistical count of how many holding records are added to and deleted from OCLC	(1). Maintain spreadsheets documenting the number of WorldCat holdings altered, as reported by WorldCat



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**B. Resource Sharing** efforts during FY17 are as follows:

- Highlight the focus on full participation in resource sharing as required by the revised system standards.
- Make a system-wide effort to use multiple channels of communications and formats of continuing education to ensure libraries are familiar with the revised ILLINET Interlibrary Loan Code.
- Continue the development of our LLSAP through the promotion the advantages of membership in SHARE. . Of particular focus will be a concerted effort to raise awareness and participation from any ILLINET member, regardless of library system affiliation. Additionally, the work to bring transitional members to the point of going live on SHARE will involve a significant amount of staff time and attention.
- Continue to enhance and improve services for existing LLSAP members through attention to current practices and policies and being alert to opportunities for improvement that might present themselves during the fiscal year.
- Research and review E-Resources that would be beneficial to our stakeholders. E-Resources that are adopted for system use will be promoted throughout the system with the expectation of increased participation.

<b>RESOURCE SHARING</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>LLSAP (SHARE)</b>	1. Provide an innovative resource discovery, sharing and delivery system	A. Encourage resource sharing	(1). Monitor SHARE policy and protocol compliance and coordinate those policies with IHLS policies regarding resource sharing
			(2). Assist member libraries in promoting their participation in reciprocal borrowing within IHLS and statewide
			(3). Maintain non-resident borrower card purchase locations on the IHLS website
			(4). Promote the resource sharing capabilities of the LLSAP to all member libraries
			(5). Support patron initiated ILLINET interlibrary loan for LLSAP members
			(6). Review the system’s resource sharing policy to ensure it is up to date and well aligned to current Illinois Library Laws & Rules as well as the SHARE Resource Sharing Policy.



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<b>RESOURCE SHARING</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>LLSAP (SHARE)</b>			(6). Provide training on how to effectively use tools for ILLINET interlibrary loan beyond the LLSAP using OCLC WorldShare
			(7). Utilize training on the SHARE Polaris platform for all available modules across a variety of delivery methods. When appropriate, ILLINET interlibrary loan, reciprocal borrowing and reciprocal access as well as copyright will be addressed
			(8). Monitor the progress of member agencies in adopting the recommendations of the revisions in delivery and ILL policies and processes
			(9). Explore the cost and capability of interoperability with libraries independent of the LLSAPs
		B. Provide a framework for members to participate in a state-of-the-art integrated library system	(1). Act as legal and financial authority for SHARE
			(2). Manage the SHARE investment account
			(3). Continue to evaluate current LLSAP policies and the development of uniform policies for SHARE with the SHARE Executive Committee. Analyze trends in data and in the library marketplace to determine opportunities for changes and enhancements of LLSAP services
			(4). Apply for appropriate grants to provide enhancements to the SHARE catalog
<b>RESOURCE SHARING</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>



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<b>LLSAP (SHARE)</b>			(5). Employ a variety of instructional methods to allow SHARE members to work effectively and efficiently with the ILS and other shared databases
			(6). Assist with the migration of libraries who do not wish to continue to participate in the SHARE LLSAP
			(7). Support the SHARE Helpdesk to track concerns and technical issues with the ILS
			(8). Continue the development and enhancement of the SHARE website to meet the informational and training needs of the IHLS libraries. Provide software and technical support for members of the LLSAP
<b>LLSAP Development</b>	1. Increase members participating in SHARE	A. Continue to promote the growth of SHARE	(1). The advantages of belonging to the SHARE consortium and the details on how to join will be provided to ILLINET members in IHLS and RAILS who are not already members of SHARE.
<b>ILLINET Interlibrary Loan Code</b>	1. Increase familiarity and compliance with the ILLINET Interlibrary Loan Code	A. Provide educational opportunities for member agencies to learn the implications of the revised ILL Code	(1). Online and in person formats will be used to reach out and train our multi-type membership
		B. Monitor the progress of member agencies in adopting the recommendations of the revisions in the ILL Code	(1). SHARE Circulation & Resource Sharing staff will maintain regular contact with member libraries to help ensure understanding and compliance with the ILL Code
<b>RESOURCE SHARING</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>eResources</b>	1. Increase familiarity with and utilization of eResources	A. Increase use of eResources in SHARE member libraries including (but not limited to) eRead Illinois, eMagazines and third-party databases	(1). Contact various eResource providers to obtain quotes and information about their services to provide to member libraries, via posting on the SHARE website and email messages





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			(2). Provide on-site assistance to library staff on use of eResources, who will, in turn, provide training to their patrons
			(3). Create training videos and materials for member library use
			(4). Continue working on integrating eResources with Polaris, to facilitate ease of patron use of eResources
			(5). Work with the eResource Committee to review products, policies, and practices. The committee consists of representatives of the SHARE governing organization, SHARE member libraries, and SHARE staff
			(6). Continue developing consortia for the purpose of sharing electronic resources, as appropriate to meet the needs of interested library members and their patrons



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**C. Consulting and CE:** The value of consulting and continuing education opportunities have been voiced loud and clear by our members for the past five years. As these services begin to grow back, efforts will be designed to:

- Hit the target of site visits to 20% of our member libraries (102 agencies). Agencies would include public libraries with new directors, struggling school districts and responses to specific invitations from library agencies who would like assistance with understanding and complying with State Statutes and Administrative Rules as well as system bylaws, policies and services.
- Support training on the revisions of the ILLINET Interlibrary Loan Code.
- Continue the development on an annual IHLS Member Day.
- Craft no-cost or cost-recovery continuing education opportunities for our members that comply with ISL directives.
- Encourage member awareness of and participation in regional, statewide and national professional development opportunities as they present themselves.

<b>CONSULTING AND CE</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>Consulting Services</b>	1. To be responsive to the expressed needs of member libraries for consulting services	A. Visits to 20% of IHLS Libraries. 102 of the 526 IHLS Libraries will be visited in FY16	(1). Priority visits will be to new directors of public libraries, libraries interested in joining the automation consortium and at-risk schools
			(2). Site visits will also be scheduled with libraries that express specific needs, eg: A presentation for a board or administrators on a specific topic
			(3). System Staff will also be available to work with local special interest groups
<b>Continuing Education</b>	1. To provide continuing education opportunities as allowed by ISL directive	A. Provision and identification of opportunities that will assist member libraries in understanding and complying with applicable State statutes and administrative rules; and with the system's bylaws, policies and services	(1). In FY17, IHLS will continue to highlight the revision of system standards and the ILLINET Interlibrary Loan Code. As staffing and funding is available, a variety of educational opportunities will be offered to ensure the information is disseminated as widely as possible.
			(2). If the funding allows, Implementation of Annual Member Day



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<b>CONSULTING AND CE</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>Continuing Education</b>			(3). Continue to partner with the Illinois State Library in an effort to provide professional development hours to school libraries.
			(4). IHLS Staff will actively promote continuing education offered by the Illinois State Library, The Illinois Library Association and the Illinois School Library Media Association
			(5). Through available communication tools, IHLS will share information regarding appropriate continuing education opportunities that would be of interest to our members



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E. **DELIVERY:** The focus of delivery services offered by the Illinois Heartland Library System in FY17 these services will include:

- Compliance with the recommendations of the Illinois Statewide Delivery Committee.
- The availability of 5 day a week delivery using zoned routes and SHARE software.
- A revised web presence.
- A help desk designed to provide responsive customer service.
- Efficient tracking of delivery statistics through the in-house creation of an app that will allow data to be input throughout the day and uploaded on a regular basis.
- Please see the Delivery Revenue table at the end of this document.

<b>DELIVERY</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>Delivery Services</b>	1. Efficient provision of delivery services designed to support resource sharing among IHLS members	A. To comply with recommendations put forth by the Statewide delivery committee	(1). IHLS Staff will monitor compliance progress on an ongoing basis
		B. To make 5 day a week delivery available to our libraries. (SMART Delivery)	(1). Laboratory of Applied Spatial Analysis (LASA) from SIUE utilized GIS software to provide maps for all of IHLS, reflecting the goal of giving functional 5 day per week service.
			(2). Use SHARE software to generate reports that will support SMART Delivery
		C. To ensure the process moves in a timely fashion	(1). Current delivery staff hours will be reconfigured to allow for dedicated drivers and dedicated sorters
		D. To develop Community Concept Partners	(1). Identify and develop 20 Community Concept Partners based on geography
			(2). Solicit early adopters for the project
		E. To support a delivery help desk	(1). Concerns submitted to the help desk will be dealt with by delivery staff in a timely manner



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		F. To evaluate our service and determine areas of improvement and focus	(1). Administer an annual delivery survey
			(2). Have a data pull from L2 given to us annually for review of data and update as necessary.
<b>DELIVERY</b>			
<b>Service Priority</b>	<b>Goal</b>	<b>Objective</b>	<b>Activities</b>
<b>Delivery Services</b>		G. To quantify the impact of the delivery service	(1). Conduct 4 delivery item counts yearly , in conjunction of RAILS / CARLI SHARE software will be used for SHARE members, and manual counts for items from non-SHARE members
	2. Provision of accurate information and educational tools to support delivery	A. To revise the delivery section of the IHLS website	(1). Delivery section will be revised to include training materials that will be created to explain all aspects of delivery--- from packing a tub to filling out a label correctly
		B. To provide continuing education on delivery	(2). Utilize newsletters such as the SHARE newsletter and the Moving Forward Together newsletter to share delivery tips that will be designed to inform members of the practices in delivery
	3. Accurate member library data in L2 (Library Learning)	A. Quarterly review of member library data in L2 (Library Learning)	(1). Verify member data including route information after each counting period



ILLINOIS STATE LIBRARY  
FY2017 SYSTEM AREA AND PER CAPITA GRANT APPLICATION  
**ILLINOIS HEARTLAND LIBRARY SYSTEM**

**3.1 Operational Plan – Unmet Core Services**

At this time, the Illinois Heartland Library System meets all core services as defined by the Illinois State Library through the System Area and Per Capita Grant. We strive to continually improve services to members as funding and technology allows.