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4.1 A Stable Office Infrastructure includes:		
An ILF Employee Handbook that is revised to remove inconsistencies and legal liabilities and to align with the ILF work of the future. Target approval by the October board meeting.		Planned; Cmte met and identified changes; tabled approval until Financial Policies and Procedures are finalized AFTER external financial review by audit firm.
Contracts (conferences, speakers, independent consultants) that are legal, consistent and maintained in files.		Completed fall 2016 for current contracts
Increased staff capacity with regular full-time and part-time staff, temporary part-time staff and consultants, volunteers and student interns within current staffing budget. Capacity includes increased attention to professional development plans for regular staff.	 	Completed <ul style="list-style-type: none"> Added part-time graduate student 9/16 IT and Web/Design consultants fall 2016; Work needed on volunteers; dependent upon staff capacity; staff advancement (PD and hours) is dependent upon closing budget deficit.
Appropriate Information Technology infrastructure for statewide organization, specifically, software updates, contract for ongoing maintenance and security, shared calendar, contacts and document management on internal network.	 	Completed <ul style="list-style-type: none"> IT consulting contract 8/16 Tableau update 11/16 Mobile-enabled and disability-friendly website 12/16 Ongoing – work on security and maintenance
A stable budget , where operations are within budget constraints, cost areas are functionalized, budget deficit is closed by FY 17 yearend, travel and reimbursement policies are clarified, internal controls are present and communicated, Financial Policies and Procedures are updated and aligned with organizing document revisions. The Annual Report and IRS Form 990 are reviewed by the Board. ILF will explore formal review and/or financial audit.	 	Completed <ul style="list-style-type: none"> Internal controls and appropriate approval processes are implemented Phase 1 of Formal Financial Review by Outside Audit Firm, which presented to board 12/16 Ongoing <ul style="list-style-type: none"> Saved funds by not filling Finance Manager position for 2 months and by forgoing certain expenses. Revised Financial Policies & Procedures in process Grant proposals in development
Identification of ILF Core Services where activities, costs and outcomes are tracked and reported. Examples might include Advocacy, Training/Technical Assistance, Professional Development, Marketing/Outreach, Innovations (pilot projects with members).		Completed <ul style="list-style-type: none"> Board adopted 5 areas: Member services, Conferences, Advocacy, Programs, Administration. Staff completed time study for 2015-2016 year to functionalize expenses; implemented for 2016-2017.
OTHER - Miscellaneous administrative tasks may update to state and federal registrations; review office lease that expires in 2017; recycle old office equipment; review of office vendors; explore ways to clear out inventory; revise processes for small-dollar-order processing.		Ongoing <ul style="list-style-type: none"> Submitted grant to support Book Award programs to reduce some small-dollar processing 11/16 Possible teen volunteer group to help w/ equipment review in 1/17
ADDED SINCE WORK PLAN APPROVED		Completed <ul style="list-style-type: none"> Hired new Finance Manager (CPA and attorney) Reviewed data in <i>Your Membership</i> against accounting software Reviewed many contracts and explored ways to save Investment firm presented to board 12/16 Provided staff PD opportunities

















4.2 A Plan for ILF Organizing Documents and Governance Structure includes:

Identification of liability areas, core provisions that must be preserved or that may be changed.		Completed review and identified core inconsistencies needing fixed, as well as areas needing alignment with future needs.
A change the Board meeting format so that Board members receive written reports in advance of meeting where possible. Meeting time is spent on mission-advancing discussion and decisions.		Completed 8/16 – Board and committees receive materials in writing in advance, including key questions for discussion. Reports are provided in writing and are not discussed unless relevant to key decisions.
Initial changes to how committees and divisions relate to ILF office and Board of Directors so that 1) executive board authorizations and approvals are conducted properly, and 2) committees and divisions are acting in alignment with ILF goals and 2016 work plan.		Completed <ul style="list-style-type: none"> Board appointed liaisons to committees where chair was not on board 8/16 Developed Assoc-Cmte-Div-Dist Report to board (Aug, Oct, Dec) Developed Leader Calls and Recordings. Calls held 11/1, 12/14 with 3 recordings. Scheduled 1/11/17.
An updated Leadership Notebook by December/January Leadership Retreat.		Work delayed; splitting “leadership notebook updates” from “conference planning” from “core documents”; challenged by inconsistencies within and with practices
Consideration for all types of members and institutions in the revisions, even if full representation is not possible in drafting process of new documents.	 	Completed 11/16 – outreach to all associations and key leaders Ongoing - continued efforts to engage all types of members, libraries and positions
Draft revisions to Articles of Incorporations, By-Laws and Standing Rules.		Planned for Strategic Visioning process; advice from legal and insurance counsel; identified core conflicts.
OTHER - Specific recommendations heard during initial interviews and for consideration include: longer and staggered board terms; consideration of removing formalities for units and divisions; consideration for reducing number of committees and creating a direct relationship with the Board; consideration of comprehensive review of awards and scholarships and processes.		Ongoing Planned A&H to update Scholarships and Awards 1/17

4.3 The foundation for engaged members and an initiated strategic planning process includes:

Multiple opportunities for two-way communications between the ILF Office and members.		Ongoing Improved customer service - Goal of calls/emails returned within 2 business days, though may be slower during Oct-Dec. while short-staffed
Participation in surveys that provide meaningful information. Survey series likely to ask about conference and professional development; core services; messaging; and aspirations, challenges and changes for ILF.		Completed – <ul style="list-style-type: none"> Aspirations Tool (fall) – 50+ interviews; 15 e-survey responses; additional input through group disc. Professional Development (PD) (fall)- 159 responses to fall PD Survey; over 50 on 2 PD calls; Meetings with PubLib Director groups, book award leaders, as well as Assocs-Cmtes-Divs-Dists Legislative FF 10/16 – 36 of 70 attendees Annual 11/16 – 344 surveys received from 770 attendees; 55 received from speakers; 10 received from 75 exhibitors

Scheduled and publicized opportunities for engagement within and across Associations, Committees and specialty group roundtables.		Completed <ul style="list-style-type: none"> Board members attended Division Roundtables 11/16 Planned for release in Q1 2017
A retiree group to provide institutional memory and to mentor new library staff.	 	Planned for Q1 or Q2 2017; Work needed; dependent upon staff capacity
A more formalized structure to support volunteers within ILF .		Work needed; dependent upon staff capacity
A proactive approach to legislative and administrative advocacy that focuses on advancing libraries and librarianship more comprehensively.		Ongoing
Identification of strategic planning format, process, and consultants, if needed.		Completed <ul style="list-style-type: none"> Board approved outline 10/16 and authorized funding and format 12/16. See plan and updates. Contracting w/Robert Hoke & Assoc 12/16
Exploration and testing of use of technology to engage more members in processes.		In process <ul style="list-style-type: none"> Contracted for Adobe Connect 12/16; to launch 1/17
NEW SINCE WORK PLAN APPROVED		Completed <ul style="list-style-type: none"> First 3x3 Contest with \$1K engagement award
4.4 A comprehensive training, meeting, conferencing and professional development plan includes:		
Clarity of purpose for different types of events , where we specify the intent of quality content for educational units for LEUs/CEUs/PGPs, best practice sharing, peer networking or speakers who are inspirational or educational.		Ongoing –still working on buy-in from certain members and right mix of quality speakers, content and format. Additionally, 2017 ISL rules on LEUs should help.
Clarity of roles , where the ILF staff will provide the support for event management, logistics, planning, securing of authors and speakers, etc. and the volunteers will provide their preferences and feedback. ILF staff will gain competency and relationships that will result in increased efficiency and effectiveness in author/speaker/venue agreements. Volunteers will be able to focus on mission-advancing work rather than logistics and minutia.		Completed <ul style="list-style-type: none"> Developed Principles for PD 10/16, including benefit to members, high-quality content, sustainable business model and partnerships Met or communicated with all District leaders and most specialty conference leaders and/or Divisions by 12/16
One- to two-year comprehensive calendar of activities where all types of libraries and specialties are considered and planned for maximum coverage, minimum duplication and cost-effective use of resources. Comprehensive planning may allow ILF to plan strategically for “bigger names” and “hot trends” within budget.		Almost complete by 12/16 <ul style="list-style-type: none"> RFI Announcement and RFI Detail posted 12/16
Identification of opportunities for collaboration with other organizations that provide professional development and training to ensure that collective resources are maximized and gaps are filled (may include Indiana State Library, Midwest Collaborative for Library Services, ALA, Indiana Nonprofit Resource Network, etc.).		Ongoing with plans – ISL collaboration; presentations at IAN and IN School Bus Officials Conferences
		Ongoing – work still needed to connect with ICE and other groups to maximize efficiency of PD funds

NEW SINCE WORK PLAN APPROVED		Completed <ul style="list-style-type: none"> ESSA workshop with AASL 9/16
4.5 An initial communications plan will include a focus on internal and external communications.		
<i>Internal communications for members</i> to deepen relationships and increase trust and value.		
Updated website with accurate and easier-to-find information.		Completed 12/16 Ongoing work to update and improve site
Regular executive director communications to members.		Ongoing
2016 ILF Annual Report released in fall or at Annual Conference.		Completed 11/16 – view online
Review of social media uses and integration with internal and external strategies.		Ongoing; significant increase in participation in fall 16
Pilot of electronic newsletter, perhaps to transition <i>Focus</i> to e-news .		Completed 10/16; continue adaptations from members' suggestions
Pilot of embedding short video on website and in e-news.		Completed 10/16 and ongoing (Samples re work plan)
Pilot one-page e-newsletter for Trustees and Friends groups .		Planned for Q1 2017
Message tools and templates for members to participate in external communications.		Planned for Q1 2017
NEW SINCE WORK PLAN APPROVED		Completed: <ul style="list-style-type: none"> Added IRS 990s to website for accountability Many Member only reports provided on website, including recordings of Update Calls Professional photographer/videographer at Conf
<i>External communications</i> where ILF is the voice for libraries and the people who work in them.		
Public-facing home page with simple messages about value of libraries.		Completed 12/16 and ongoing view www.ilfonline.org
Regular calendar and content schedule for release of media releases.		Planned for Q1 2017
Adopt “Libraries Transform” or a similar messaging campaign .		Completed 12/16
Stakeholder messages for their engagement in resource development, public policy, and advocacy to serve as champions for libraries.		Planned for Q1 2017
Exploration of collaborative opportunities with key stakeholders and potential partners (i.e. IN Afterschool Network, IN School Superintendents Assoc, IN Philanthropy Alliance, Assoc of IN Counties, Indiana Public Media, state and federal agencies, etc.).	 	Completed – IAN, IASBO Ongoing – Providing Board regular updates of all stakeholder meetings
NEW SINCE WORK PLAN APPROVED		Completed <ul style="list-style-type: none"> Lakeshore Public Media 1-hr show A Look at the Arts and other media re to J. Patterson 11/16 Legislative Policy Agenda 2017