

ILF Core Service Area	Work Plan Activity aligned with Strategic Vision	Primary Responsibility	Objective in Vision	Metric
Member Services				
Outreach and Membership	<ul style="list-style-type: none"> • Complete analysis of school library staff, Public Friends and Foundations • Compare ALA and ILF memberships • Initiate outreach to lapsed and potential new members, and Supporters (Friends, Champions, Retirees, Trustees). 	<ul style="list-style-type: none"> • Membership Cmte • Association leadership 	<ul style="list-style-type: none"> • Increase membership • Expand with non-MLS and supporters 	<ul style="list-style-type: none"> • # and types of members • Member survey
Member Engagement	<ul style="list-style-type: none"> • Develop and launch new Member and Leader Handbook, clarifying how to plug in and network • Explore new ways to facilitate networking and collaboration across types of libraries. Host regional and divisional activities around strategic objectives. • Develop and post “how to get involved” video • Convene Hoosiers engaged in ALA • Maintain excellent Customer service from office • Initiate new ways to get involved at various levels • Show value and benefits of membership and active engagement in ILF 	<ul style="list-style-type: none"> • Membership Cmte • Ad hoc for targeted groups • ALA Councilor • Possibly Programs Cmte or PD Cmte overlap 	<ul style="list-style-type: none"> • Improve member experience • Improve volunteer experience 	<ul style="list-style-type: none"> • Member survey • Participation
Leadership Engagement	<ul style="list-style-type: none"> • Develop and launch new Leader Orientation and separate Board orientation • Incorporate Nonprofit Assoc best practices into board and committee meetings • Launch standard way of all committees and leaders to report 	<ul style="list-style-type: none"> • Ad hoc from Board 	<ul style="list-style-type: none"> • Improve volunteer experience • Realign organizational structure 	<ul style="list-style-type: none"> • Leader Survey • Participation
Internal Communications	<ul style="list-style-type: none"> • Continue updates to website, e-newsletter • Explore enhancements in Your Membership and Constant Contact for additional targeting of members • Plan regular communications to members and library stakeholders • Develop and launch templates for internal uses 	<ul style="list-style-type: none"> • Membership, Communications and Advocacy Cmtes 	<ul style="list-style-type: none"> • Engage members • Transparency and Accountability 	<ul style="list-style-type: none"> • Member survey • # of members
External Communications	<ul style="list-style-type: none"> • Launch new color palette for ILF Logo and materials for consistent branding • Develop and launch templates for local use • Develop and complete aligned docs (annual report, Strategic Vision, Policy Priorities, Membership, etc.) • Develop plan for statewide communications • Explore and secure baseline data that is Indiana specific • Promote Awards, Legislative Champion and library successes • Enhance social media by increasing followers and strategically placing content 	<ul style="list-style-type: none"> • Communications Cmte 	<ul style="list-style-type: none"> • Increase public opinion • Increase opinion by key influencers and policymakers • Build infrastructure for statewide communications campaign 	<ul style="list-style-type: none"> • # of champions or supporters • # of proactive backers • Social media metrics • Public opinion metrics • Polling, if funding is available

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Professional Development	Reconfigure Professional Development Committee with sub-cmtes and ad hoc cmtes to address specific objectives.			
General	<ul style="list-style-type: none"> • Ensure PD activities align with PD principles and skills of the future • Ensure participants are able to practice technical skills at conferences • Refine and promote rubric, possibly with academic peer-review rigor • Plan 2-year schedule of core PD events • Post content and costs as far in advance as possible • Conduct needs assessment/survey, esp non MLS staff • Convene meeting with IUPUI and Ivy Tech each 	<ul style="list-style-type: none"> • PD Cmte 	<ul style="list-style-type: none"> • Increase ROI on ILF-led training • Adapt training for needs of future • Decrease duplicative meetings/trainings • Shape higher ed programs re libraries 	<ul style="list-style-type: none"> • Participation • Surveys
Annual Conference	<ul style="list-style-type: none"> • Ensure 2018 content aligns with skills of future • Develop annual conference within conference model 	<ul style="list-style-type: none"> • PD-Annual Subcmte 	<ul style="list-style-type: none"> • Increase ROI on ILF-led training • Adapt training for needs of future 	<ul style="list-style-type: none"> • Participation • Surveys
Children and Young People	<ul style="list-style-type: none"> • Ensure 2018 content aligns with skills of future • Explore whether other youth serving pros would attend • Promote to School Librarian Paras; explore scholarship? 	<ul style="list-style-type: none"> • PD-CYPD 	<ul style="list-style-type: none"> • Same as above 	<ul style="list-style-type: none"> • Participation • Surveys
Regional Conferences	<ul style="list-style-type: none"> • Develop and launch new model for regional conferences with Computer labs 	<ul style="list-style-type: none"> • PD-District/Regional Conf Subcmte 	<ul style="list-style-type: none"> • Decrease duplicative meetings/trainings 	<ul style="list-style-type: none"> • Participation • Surveys
Special Topic Meetings/RT/Conf/Webinar	<ul style="list-style-type: none"> • Develop and launch special topic sessions through meetings, RT, Conference and Webinar 	<ul style="list-style-type: none"> • Ad hoc and Divisions 	<ul style="list-style-type: none"> • Increase skills • Improve member experience 	<ul style="list-style-type: none"> • Participation • Surveys
Cohort-based Skill Development	<ul style="list-style-type: none"> • Develop model for train-the-trainer cohort; solicit funding, first participants and launch; evaluate • Explore and prioritize 2nd cohort topic 	<ul style="list-style-type: none"> • PD-Ad hoc 	<ul style="list-style-type: none"> • Increase skills • Increase ROI on ILF-led 	<ul style="list-style-type: none"> • Skills proficiency • Surveys, including of supervisors
Network development	<ul style="list-style-type: none"> • Revise role and responsibilities for Division, district and association leaders • Identify priorities and activities for each group that align with SV 	<ul style="list-style-type: none"> • Board • PD Cmte 	<ul style="list-style-type: none"> • Increase skills for future • Improve member engagement 	<ul style="list-style-type: none"> • Member survey • Participation rate

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Advocacy	Reconfigure Advocacy Cmte with sub and ad hoc cmtes to address specific objectives and grow educated champions to advocate for libraries. Include Intellectual Freedom as a sub-committee as needed.			
Legislative Advocacy	<ul style="list-style-type: none"> • Statehouse Day 2018 • Negotiate contract with Lobby Firm with clear scope of work • Congressional outreach and meetings (not NLLD in 2018 bec of IN Primary) about federal funding and policy information • Initiate 2018 legislation for first phase of long-term proactive legislative strategy • Maintain funding in 2019 session of General Assembly • Identify and secure at least 50 legislators who support libraries and 5 external legislative champions. 	<ul style="list-style-type: none"> • Advocacy Cmte 	<ul style="list-style-type: none"> • Increase # of policymakers support • Sustain funding and policies • Remove barriers for collaboration 	<ul style="list-style-type: none"> • # of key influencers and supporters • Enacted or avoided legislation
Administrative Advocacy	<ul style="list-style-type: none"> • File comments on rulemaking and state plans as needed • Secure additional comments by members and supporters as approp 	<ul style="list-style-type: none"> • Staff (with Lobby Firm) 	<ul style="list-style-type: none"> • Sustain funding and policies • Remove barriers for collaboration 	<ul style="list-style-type: none"> • Sustained funding and policies
External Relations	<ul style="list-style-type: none"> • Convene Library Leader Stakeholder meeting 2x/yr (ISL, MCLS, ALI, PALNI, and maybe Humanities, IHS) • Participate in ISL meetings and nominate to specific cmtes as approp • Convene meetings with key government offices (DWD, DOE, SBOA, DLGF, FSSA, ISDH, etc.) • Convene meetings with key business leaders in related work • Convene meetings with other elected officials and associations • Convene meetings with key related nonprofits 	<ul style="list-style-type: none"> • Staff and Board, Ad hoc as needed • Include specific leaders from board or associations 	<ul style="list-style-type: none"> • Increase # of supporters • Increase # of key influencers and policymakers • Increase public opinion • Develop or join collaborative efforts • Develop at least 1 formal collaboration • Support advocacy to expand broadband 	<ul style="list-style-type: none"> • # of key influencers and supporters • 1 formal collaboration • Pilot projects for members • Partner to increase broadband
Grassroots Advocacy	<ul style="list-style-type: none"> • Complete mapping of members to state and federal legislative districts • Develop and launch Take-home Advocacy plan/kit • Encourage library supporter participation in Third House and local events • Host ALA Advocacy Bootcamp as pre-conference in 2017 	<ul style="list-style-type: none"> • Advocacy and Staff 	<ul style="list-style-type: none"> • Increase public opinion • Increase # of key influencers and policy makers 	<ul style="list-style-type: none"> • # of supporters in key influencers and policymakers • Member survey

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Programs	Initiate new Programs Committee charged to oversee alignment of programs and projects with Strategic Vision			
Book Awards (Rosie & YHBA)	<ul style="list-style-type: none"> Explore ways to increase participation in and awareness of Book Award programs, including possible grants or corporate sponsorships Evaluate and update business model of materials and shipping 	<ul style="list-style-type: none"> Programs – Rosie and YHBA Subcmtes 	<ul style="list-style-type: none"> Increase public opinion Increase literacy Increase organizational effectiveness 	<ul style="list-style-type: none"> Polling Surveys Literacy & circulation rates ROI
Awards and Honors	<ul style="list-style-type: none"> Explore ways to increase promotion of award winners Inventory other types of external awards 	<ul style="list-style-type: none"> Programs – A&H Subcmte 	<ul style="list-style-type: none"> Increase public opinion Improve member experience 	<ul style="list-style-type: none"> Surveys polling
Scholarships	<ul style="list-style-type: none"> Explore or promote scholarship to encourage diverse applicants Explore or promote scholarship for paras and non-MLS 	<ul style="list-style-type: none"> Programs – A&H Subcmte 	<ul style="list-style-type: none"> Improve member experience Increase access to all by ensuring diversity Increase non-MLS members 	<ul style="list-style-type: none"> Surveys Membership # and types
Special Projects	<ul style="list-style-type: none"> Pilot <i>What It's Worth!</i> Lunch-n-Learn with IN Assets and Opportunity Network and Purdue Cooperative Extension Evaluate Ronald McDonald House and other programs Explore, plan and launch pilot projects: Lawyers in Libraries, education and workforce project (adult literacy or job skills), Dept of Child Services (supervised visitations) Explore info literacy project with ISL and ALI 	<ul style="list-style-type: none"> Programs – Ad hoc based on project Association leadership 	<ul style="list-style-type: none"> Initiate and promote innovations Initiate and launch collaborative projects Increase info literacy 	<ul style="list-style-type: none"> Member Surveys Patron / Student experience survey Formal partnerships
Administration				
General Administration, Compliance and Accountability	<ul style="list-style-type: none"> Adopt Strategic Plan and By-laws revisions by Nov. 2017 Align committees and board for effective governance and mission advancement; provide orientation and micro-learning opportunities about nonprofit best practices Staff and Board study Seven Measures as measure of association effectiveness; training at Board orientation 	<ul style="list-style-type: none"> Executive Cmte 	Demonstrate clarity of mission and goals.	<ul style="list-style-type: none"> Adopted By-laws Adopted Strategic Vision and Workplan
Personnel Administration	<ul style="list-style-type: none"> Continue to support employees, moving toward more competitive compensation and benefits as budget allows. Support staff's professional development as aligned 	<ul style="list-style-type: none"> Executive Cmte 	Improve organizational effectiveness	<ul style="list-style-type: none"> Staff turnover Progress on workplan
Financial Administration	<ul style="list-style-type: none"> Complete full Audit for 2017, removing a barrier for ILF to apply for certain funding Realign business model for sustainability. 	<ul style="list-style-type: none"> Finance Cmte Staff, external firm 	<ul style="list-style-type: none"> Increase net assets 	<ul style="list-style-type: none"> Clean audit Gold rating with Guidestar
Resource Development	<ul style="list-style-type: none"> Initiate resource development planning, including plan for support by vendors, individual donors and funders. 	<ul style="list-style-type: none"> Staff, Executive Cmte and Ad hoc as needed 	<ul style="list-style-type: none"> Increase non-member derived income 	<ul style="list-style-type: none"> Additional non-member revenue Net assets