September 17, 2020

INDIANA LIBRARY FEDERATION
UPDATE FROM THE OFFICERS
#IN This Together

An update for ILF members and the broader Indiana library community

Indiana Library Federation leads, educates, and advocates to advance library services for the benefit of Indiana residents.
GOALS OF THIS SESSION

• **Status update** on Indiana’s libraries and on Indiana Library Federation in this year of COVID-19 global pandemic

• **Outlook for Future** – Workforce, Funding, Library Services

• **Membership Survey Results**

• **ILF Status, Finances and Business Model**

• **Outlook for future** – **What you can do**– ways you can help to lead your communities to recovery and to lead your libraries to thrive into the future
YOUR ILF BOARD OFFICERS

President - Leslie Sutherlin, School Librarian, South Dearborn Schools
Past President – Susie Highley, Trustee, Fortville-Vernon Township Public Library
Vice President – Latrice Booker, Dean, IU Northwest Libraries
Secretary – Kristi Howe, Director, Vigo County Public Library
Treasurer – Mike Williams, Area Resource Manager, Indianapolis Public Library
Assistant Treasurer – June Kruer, Director, Charlestown-Clark County Public Library

Complete Board list is on the About Us page of ilfonline.org
STATUS UPDATE AND HOW COVID-19 CHANGED US
ILF ENDED 2019 AND STARTED 2020 STRONG

- Strong financial position – ending both 2019 and 2018 with net profits to begin rebuilding after 2016-2019 budget austerity
- Strong membership numbers with early renewals
- Initiated investments in technology, communications, member-leader engagement, and increased staffing
- PL2030 – Public Library Sustainability 2030 initiative
- Proactive advocacy agenda from bill ideation based on member desires to unanimous votes at every committee and floor vote in Indiana General Assembly
COVID-19 impacts

The COVID-19 global pandemic had and will have dramatic and lasting impacts on communities, and thus on libraries.

• Loss
• Disruption
• Change
• Opportunities
PHASING IN LIBRARY SERVICES

Public libraries are specified in Back On Track Indiana Plan Stage 2, and Executive Order 20-26, which gives Indiana’s public libraries the ability to phase in services according to local needs, staff capacity, and the community’s situation.

- Staffing
- Hours
- Limited access to physical spaces
- Requests of guests/customers
- Curbside or Grab-and-Go, Document services, Appointment only services

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https://backontrack.in.gov/
THE DIGITAL DIVIDE

• Public Libraries extended Wi-Fi at **over 375 branches**

• **Distributed this map** to Governor’s office, all 150 state legislators, 11 members of IN Congressional delegation, and many statewide stakeholders

• Find online at [www.ilfonline.org/page/wi-fi-map](http://www.ilfonline.org/page/wi-fi-map)

• Many offer mobile hotspots as stopgap measure

• Schools and publics also expanded mobile hotspots, and took bookmobiles and school buses with Wi-Fi into neighborhoods
APPLICATION ASSISTANCE

ILF’s Helping Hoosiers Training Series
- 1,453 viewed first session
- 927 viewed second session
- Over 680 attended live trainings with FSSA and over 300 viewed sessions since

[Image of a man applying for unemployment]

https://www.ilfonline.org/page/hh
PHASING IN PUBLIC LIBRARY SERVICES SAFELY

May 5
Planning

May 12
Planning/Curbside

June 1
Mostly Curbside

July 7
Mostly Open

https://www.ilfonline.org/page/reopen
WE LISTENED: HOW IS IT GOING?
ACADEMIC LIBRARIES

Concerns

• Frustration over the summer; advance notice would make it easier to plan
• Declining enrollment and additional cost-cutting anticipated in next year; State-funded institutions asked to take cuts of 5% already; privates up to 20%, depending upon college; more cuts may be coming
• Disparities between MLS Librarians who may work from home and frontline library staff who must engage with public
• Library as being one of the riskiest buildings on campus, as students resume gatherings and group study

Silver Linings

• Faculty, staff and students are rapidly adopting technology, OERs, digital resources
• Remote work can work for those who need it
• Potential for increased enrollment in poor economy
SCHOOL LIBRARIES

Concerns

- Stress, stress, stress – uncertainty, 24/7 role, demands by admin, teachers, students, personal lives
- Restrictions or barriers to circulating materials and library access
- Parent and privilege divide – how remote learning works for some and not for others
- Children with special needs are not getting appropriate education or services
- Potential for increased abuse, neglect, hunger, adverse childhood experiences
- Many youth picked up jobs to support families; cannot do eLearning while working full-time
- Library space taken for other purposes due to social distancing
- Reassigned to teach subjects, to substitute, to cover lunch and study hall
- Possible school librarian job losses with anticipated cuts

Silver Linings

- Faculty, staff and students are rapidly adopting technology, digital resources
- New partnerships with public libraries for reference support and digital resources
- Solidified and elevated role for school librarian as support for faculty, students, and parents
PUBLIC LIBRARIES

Concerns
• Library Staff Departures – Between retirements, immunocompromised, and competing demands, many libraries faced significant staff departures. With analysis from INPRS, learned that 18% of Indiana's library staff were retirement eligible pre-pandemic, and another 9% could take early retirement.
• Radical change in use of space – no longer the community's "living room" and "meeting hub"
• Demand for "new" services to stay – Curbside, hold-and-pickup, virtual programming, e-Resources
• Complexity of Families First Coronavirus Relief Act, CARES Act, and changing guidance
• Worry about residents – library as a lifeline, seniors, youth, unemployed and those who faced job loss

Silver linings
• Evolved to meet changing needs with application assistance, curbside, make-and-take kits, virtual programming, expanded Wi-Fi and hotspots, and additional collaborations
• Library workforce changes provide opportunity to manage budget through attrition and to strategically recruit specific skills and people of color
SUBSETS OF LIBRARY COMMUNITY

• **Management Division** – pressure of supporting both supervisors and staff; managing staff remotely; ever-changing processes

• **Youth Services** – miss the interaction with children; really worried about the kids; transition to virtual

• **Technical Services** – challenges of working remotely; backlog of orders and shipments; pivot to increased electronic collections

• **Public Services** – collection handling; how to maintain labor-intensive curbside; getting up to speed with eligibility programs to help residents with application assistance; mask-wearing and resistance to masks and socially distancing

• **IN State Library** – cuts to budget; changes to INSPIRE; keeping up with changes; ISL as a library open to the public
OUR VENDORS AND PARTNERS

Library Vendors – uneven impacts; some hurt more by library funding losses in other states

Local Units of Government – immediate losses of revenues; increased demand for services; not prepared to go virtual; workforce issues; concerns about commercial real estate property

Nonprofit organizations – increased demands with declining philanthropic revenues

Business community – how to support immediate needs while also planning for future; small business unable to access some of the supports; Chambers of Commerce and economic development thinking differently about recovery

Convention/Tourism industry – immediate massive job losses; long-term perspective for recovery

State Government –
  • ISDH, FSSA, IDOE – keeping up with increased demands and restrictive funding
  • SBA, IGA, DLGF, SBOA – planning for immediately decreased revenues and projecting for future
  • Gov's Office, Lt. Gov's office – trying to do the right thing while issues are so politicized
SHARED CONCERNS

**Digital Divide** – Access, affordability, and speed is not equitable throughout IN

**Library Workforce** – how to support remote work, high-risk and over 65 staff, some staff are challenged with remote/telework or whose job may not translate, current skills may not match coming needs, retirements and loss of institutional knowledge

**Physical and mental health** – immunocompromised; stress and resilience factors, anxiety, additional pressures of family at home, job loss in household, eLearning, losses and grief

**Worried about residents/students/patrons** – library as a lifeline, seniors, youth; isolation; job loss

**PPE for staff** – how to provide, pay for, and policy/practice for masks and other PPE

**Safe collection handling** – quarantine length and processes, sanitizing, and messaging for audiences

**How library services change** – current services may not match community needs, unprepared for virtual everything, safe collection handling

**Politicization of everything** – when to reopen, wearing a mask, books, services, use of taxpayer funds

**Funding** – recognition of future pressures with reduced tax revenues to support

**Role of libraries in future** – *What if? Scenario planning*. Related to broadband, space, special populations, another surge, stay-at-home, or other type of pandemic, etc.
Place in the chat other concerns that you believe we should monitor.
ATTENTION TO RACIAL JUSTICE AND INCLUSION

Board Statement and Call to Action in June – ilfonline.org/page/racialjustice

- Explore and read anti-racist voices
- Review policies to eliminate bias
- Audit collections to ensure Black voices are integrated
- Create displays that challenge racism
- Facilitate dialogue that allows people to challenge their own implicit bias
- Include Black authors in book discussion choices
- Transform information literacy from tokenized curricula to authentic inclusion
- Foster democracy through tools of voter registration, Census participation, voting, and engagement with policymakers

Ad Hoc Committee on Racial Justice and Inclusion chaired by Vice President Latrice Booker meets twice monthly and is developing resources to support libraries.
ASSUMPTIONS ABOUT FUTURE OF LIBRARIES
ASSUMPTIONS ABOUT FUTURE

All library types will experience some level of workforce changes, modest to significant budget cuts, and changes in library service.

Schools –

• Potential loss of school librarians, as schools grapple with expected headcount loss and may feel the need to cut all across the board.
• Schools that aim to keep school librarians will likely continue trend to ask a known internal teacher to take the test rather than to hire from outside.
• Some responsibilities may be combined (tech integration, reading coach, teaching load).
• Continuation of texts to OERs. Continued issues of learning loss, digital and parent divide.

Publics

• Demands on libraries will increase, especially in communities where other local units are struggling.
• Service metrics will not reflect the actual work that is happening in public libraries.
• Expectations to continue “new” services; expectations on partnerships and collaborations will increase.

Academics

• May see some retirements, but most have been offered option to work at home indefinitely.
• Continuation of text to OERs.

Special – Indiana State Library has been asked to cut 15% from its budget. Travel will be limited. Impact on other special libraries is not known, and likely varies with type.
Indiana’s Public Libraries – 236 libraries, 430 branches
- 236 independent library taxing districts
- Library Service
  - 36 counties with “library deserts”
  - 29 counties fully served by multiple library districts
  - 27 county-wide library systems
- 3.5 million Hoosiers have public library cards
- 6,400 employees and 1,640+ trustees

School Libraries – over 2,300 schools
- 289 public school districts, with 1,150+ elementary, 330+ middle/intermediate and 340+ high schools
- 91 charter schools
- 742 private schools

Academic Libraries – 70+ college campuses
- Over 70 colleges/universities
- 366,607 students (292,871 FT students) with estimated PT
- Over 15M in collections at 3 largest institutions
WORKFORCE

Retirement eligible - about 1 in 5 to 1 in 4 could retire this year
Remote learning, social distancing, and quarantine requirements are placing additional strain

Health – Mental and physical health and whole person approach

Library staff need new skills for the new normal. Need more tech, in-person and online instruction, virtual delivery, leadership succession, managing through change, communications, etc.

Departures provides libraries both 1) way to manage budget through attrition, and 2) to strategically recruit People of Color and bi-lingual, bi-cultural staff.

Role in community recovery – Libraries can play a stronger role in helping the unemployed and displaced workers learn new skills
FUNDING

- **Public Library funding** should be fairly stable for most of 2021, and will likely observe more significant revenue loss in 2022. Libraries dependent upon Local Income Tax should brace for 2021-2023 losses. Combine this with release of new Census data, and impacts will be uneven across libraries in 2022 and beyond.

- **School funding** is fairly stable through this year, though demands are different.

- **Academics** are being asked to cut 5%-20% this year, and to brace for more.

- **IN State Library** was asked to cut 15% and may need to brace for more cuts

- **Uncertainty** will contribute to *perceptions* about impact in 2021 and to *changes in philanthropic giving*.

### Indiana Public Library Funding

- **Local** 89%
- **State** 6%
- **Federal** 0%
- **Private & Misc** 5%

*Majority from Property Tax; 23% from Local Income Tax, ranging from 0% to 89%*
Key takeaways:
• Only **36** of 92 counties are expected to **gain population**
• **75** of 92 counties **lost child population**
• **68** of 92 counties are **losing workers**
LIBRARY SERVICES

Certain “new” services are likely to continue, i.e. curbside, delivery, virtual programming

Certain new processes may continue, i.e. remote work, hold-and-pick-up, additional sanitizing

Libraries can help address emerging community needs in creative ways

• **Access** - Digital divide, assessing e-resources, cost-efficiencies with e-resources
• **Education/Training** - Retraining workers for new jobs; preparing students for changing future
• **Basic and emerging needs** - Application assistance, e-Government, e-legal assistance, telehealth, virtual court access
• **Delivery methods** - Home delivery and pick up models; virtual programming that questions residency
MEMBER SURVEY RESULTS
• 89% of membership dues $$ are from publics
• Public Library Institutional dues = 68% of dues and 33% total ILF budget

Note >27% of conference $$ is from exhibitors and sponsors
2020 MEMBERSHIP SURVEY

• Survey open May-June 2020; open to all, regardless of membership
• 350 responses
• Asked respondents to rate the extent they are aware of, use, and value each of ILF’s services
• Survey was designed BOTH to educate about services and to solicit feedback about the services
• Board and staff goals to identify
  1. Services for which we need to increase marketing internally, if any
  2. Barriers to using certain services and/or ways to improve them
  3. Services that are most valued for prioritizing as ILF faces resource constraints

https://cdn.ymaws.com/www.ilfonline.org/resource/resmgr/membership/Member_Services__1_.pdf

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2020 MEMBERSHIP SURVEY HIGHLIGHTS

Total personal membership by %

- Public: 70%
- School: 20%
- Academic: 7%
- Special/Other: 3%

2020 member survey responses by %
*Based on membership prior to July 3

- Responses: 350
  - 81% identified
  - 19% anonymous

- Status:
  - 72% current member
  - 16% former
  - 12% not/unknown

- Approach:
  - 56% loyal member
  - 20% new & returning
  - 15% sporadic
  - 9% non member

https://cdn.ymaws.com/www.ilfonline.org/resource/resmgr/membership/Member_Services__1_.pdf

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**HIGHEST AND LOWEST RANKED SERVICES**

<table>
<thead>
<tr>
<th>RANKED SERVICES</th>
<th>HIGHEST</th>
<th>LOWEST</th>
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<tbody>
<tr>
<td>AWARENESS</td>
<td>ALA relationship; Statehouse Day; Scholarships/Awards</td>
<td>Virtual Exchanges; Networking &amp; Sharing; Member Only Tools; Special Projects</td>
</tr>
<tr>
<td>USE</td>
<td>Virtual Exchanges; Conferences; Networking &amp; Sharing</td>
<td>ALA relationship; Scholarships/Awards</td>
</tr>
<tr>
<td>VALUE</td>
<td>Lobbying; Virtual Exchanges; Comm. with Stakeholders</td>
<td>ALA relationship; Communications Outreach</td>
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“I APPRECIATED THE RESPONSE TO COVID-19 BY ILF.”
KEY FINDINGS AFFIRM ILF’S STRATEGIC DIRECTION

Members value almost all services at a higher rate than non-members. Non-members claim a high level of awareness across all areas.

Advocacy efforts are valued most of all ILF services, even though many are not comfortable participating directly in advocacy.

ILF’s COVID-19 response and leadership deepened value of ILF.

Virtual Exchanges and Networking & Sharing events had lowest awareness but also had 2nd highest value.

ALA relationship ranked highest awareness but also lowest value.

Written praise were provided in each of the service areas—customer service, leadership, member support.

Written criticisms/suggestions relate to conference site/date selection, more virtual conferences, too much communications to keep up with, suggestions for more services (ILF should provide ____.) and for more work in specific areas (i.e. people of color in libraries, librarian compensation/benefits, job board, web, etc.)
ILF Board and Leader reviewed/are reviewing survey results to prioritize services and align member leader work plans.

Improvements already underway:

- Easy access to online learning sessions
- Website changes for more intuitive navigation
- Opportunities for more and deeper engagement
- Member only content and services to show value

ILF Member Survey Results influences new Business Model
ILF FINANCES
Revenues and Numbers

- 89% of membership dues $$ are from publics
- Public Library Institutional dues = 33% total budget

Note >27% of conference $$ is from exhibitors and sponsors
Changes from January to June

January 2020

• Strong financial position with budget and strategic investments
• 5 professional staff – MPA, MBA, JD/CPA, BA, BA
• 3 consulting firms on Strategic Communications and Member/Leader Engagement
• Work plan with ambitious goals
  • Organizational Strength
  • Advocacy
  • Strategic Communications
  • Member Engagement
  • Leader Development
  • Strong Conferences

By September 2020

• Stable membership for base of financial position, with uncertainty around conference and business model
• 3 professional staff – MPA, MBA, 1/3 JD/CPA, BA, BA
• 3 consulting firms on Strategic Communications and Member/Leader Engagement
• Work plan with ambitious goals shifted
  • Enacted proactive legislation SEA410/PL88
  • Launched PL2030 self-assessment
  • COVID response – over 50 meetings with over 700 unduplicated, web, docs, HH training and COVID update with over 500 each
  • Pivot to Virtual – IF, Advocacy, Peace Learning Center, Management, Marketing, Webinars from canceled regional conferences, Budget Workshop, Youth Services, Fall Forum, Annual
• New ILF Brand Guide
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Revenues over time

Revenues by Category 2017-2020*

*2020 as of 8/31/2020
New Business Model may consider increased emphasis on Resource Development, Year-round Vendor Sponsorships, Integrated Online Education, Programmatic work
NEW BUSINESS MODEL
ILF STRATEGIC VISION 2017-2020

We envision a future where...
....communities strongly support, value, and utilize libraries
....libraries are highly responsive to the changing needs of their communities
....people find and use information effectively and ethically
....libraries lead Hoosiers into the future information environment
....libraries initiate and implement innovations
....library staff have the skills and knowledge to provide exceptional service
....libraries and library staff are served and led by a strong, stable, and vibrant state-wide organization
PRIORITIZING ILF SERVICES

1. How directly relevant is each service to the Mission? To what extent does the service advance the mission?
2. How many people do they serve or impact?
3. How much net revenue do they generate?
4. How much staff and/or volunteer time is required?
NEW BUSINESS MODEL

Mission/vision/work plan/budget alignment

Leading into future – Library services and delivery models need to match the changes in population, both overall and library workforce, technology, economy, increased politicization of issues

Small core staff supplemented by consultants, temps, and interns, as appropriate

Prudent ILF budgeting and financial management – rely on investments for specific purposes.

Diversified revenues with increased donors and grants.

Year-round relationships with library vendors/sponsors, “beyond-the booth” where vendors/partners provide financial support and expertise, and ILF provides value by getting them in front of targeted audiences

Conference and event model – differentiated value for ILF; revenues support costs, including staff time

Increased engagement with members building loyalty and teamwork toward mission/vision beyond the “conference discount” benefit of membership

More intensive training cohorts and special projects

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NEW BUSINESS MODEL

- Conference and event model
differentiated value for ILF; revenues support costs, including staff time

- Immersive Training with cohort training and support and more Special Projects toward specific outcomes

- Year-round relationships with library vendors, where vendors/partners provide financial support and expertise, and ILF provides value by getting them in front of targeted audiences

- Prudent ILF budgeting and financial management.
Strong membership supplemented with diversified revenues with increased donors and grants.

- Small core staff supplemented by consultants, temps, and interns as appropriate

- Increased member engagement with members building loyalty and teamwork toward mission/vision beyond the “conference discount” benefit of membership

- Mission/vision/work plan/budget alignment
Leading into future – Library services and delivery models need to match the changes in population, both overall and library workforce, technology, economy, increased politicization of issues
HOW WE NEED YOU
EVERYTHING IS CONNECTED

Indiana Library Federation leads, educates, and advocates to advance library services for the benefit of Indiana residents.
STAY HEALTHY

- Practice social distancing, handwashing, good hygiene, wear a mask
- Eat right and stay hydrated
- Exercise
- Get lots of sleep
- Turn off/avoid checking news/email for certain hours of the day
- Practice yoga & mindfulness techniques
- Contact friends and family
- Adopt a “we” attitude with collaboration over competition
EXPAND SKILLS FOR NOW AND FUTURE

• All other duties as assigned
• Computer and technology – virtual everything
• Communications and messaging
• Community Partnerships – collaborations, relationship building
• Advocacy and relationships, relationships, relationships
#IN This Together

• How might we?
• How may you support each other?
• How may we at ILF support you?

Please support ILF with your:

- Excellence in customer and community service at your library
- Personal membership dues
- Institutional membership dues
- Conference attendance
- Library vendor support and/or support for library vendors that support ILF
- Participation in surveys, virtual exchanges, communications campaigns, shared messaging and more
- Advocacy for libraries
- Leadership on a workgroup, Division Leadership Team, Affiliation Advisory Board, Committee, or Board.