



**Board of Directors
2018 Fall Meeting
Sunday, November 4, Noon-5pm, Thompson Hotel
Monday, November 5, 8:45am-8pm, Insight Immersion, Off-site
Tuesday, November 6, 9am-2pm, Nashville Public Library**

Meeting Schedule and Locations

Sunday, November 4

- Noon-5 pm. Board meeting beginning with working lunch in the Trigger meeting room, Thompson Hotel, 401 11th Ave S, Nashville, TN 37203.
- 6:30pm. PLA Board dinner/Insight Immersion Kick-off, Henrietta Red, 1200 4th Ave N, Nashville, TN 37208.

Monday, November 5

- Breakfast on your own.
- 8:45am-8pm. Insight Immersion, various locations around Nashville. Breakfast on your own; lunch and dinner provided. Transportation to various sites will also be provided.

Tuesday, November 6

- Breakfast on your own.
- 9am-2pm. Immersion Download Session, Nashville Public Library, 615 Church Street, Nashville, TN 37219. Includes working lunch. Will finalize any PLA Board business if necessary.

Board Agenda—Sunday, Nov. 4

1. **Welcome and Introductions**, *Monique LeConge Zieisenhenne*
2. **Action Item:** Adoption of the agenda
Additional items may be added to the agenda prior to the adoption of the agenda. Items may also be removed from the consent agenda and moved to a discussion item. The PLA policies related to Board service, the strategic plan and a Board roster have been included in ALA Connect as reference materials. These are not agenda items.

Consent Agenda	Document Number
3. Governance	
a. Draft 2018 Annual Conference Board Actions.....	2019.1
b. PLA Committee Semi-Annual Reports	2019.2
c. PLA Document re: ALA Investment.....	2019.3
4. PLA Initiatives	2019.4

- 5. PLA Operations
 - a. Membership 2019.5
 - b. Fundraising 2019.6
 - c. Communications 2019.7
 - d. Publications and Products 2019.8

- 6. ALA Reports
 - a. ALA Investment Plan 2019.9

Action/Discussion/Decision Items **Document Number**

- 7. PLA President Update, *Monique LeConge Ziesenhenn*e no doc

- 8. Review of actions from Annual Conference meeting, *Barb Macikas* 2019.10

- 9. PLA Strategic Plan Update and Talking Points, *all* 2019.11 and 11a

- 10. PLA Leadership Model and Concepts, *Macikas, all* 2019.12 and 12a

- 11. Financial Reports, *Macikas, all*
 - a. FY18 As of Third Close 2019.13
 - b. FY19 Budget Overview (changes since June) **ACTION** 2019.14
 - c. Actual FY16-18 Performance Comparison to FY19 Budget 2019.15
 - d. FY18 to FY19 Budget Comparison 2019.16

- 12. ALA Governance Review Committee Update, *all* no doc

- 13. ALA Council-Communication from PLA 2019.17

- 14. Nominations Committee Report on-site

- 15. Feedback on Draft "Meeting Rooms: An Interpretation of the *Library Bill of Rights*,"
Stephanie Chase, all 2019.18

- 16. PLA Fiscal Officer Position/Board composition-**ACTION** 2019.19

- 17. Review of plans for immersion event 2019.20

- 18. New Business, *all* no doc



**Board of Directors—Annual Conference Meeting
June 23, 2018, 12:00 PM to 5:00 PM
New Orleans, LA**

DRAFT Board Actions

Present: Pam Sandlian Smith, President; Felton Thomas, Jr Past President; Monique le Conge Ziesenhenné, President-elect; Directors at Large: Rhea Brown Lawson, Michelle Jeske, Richard Kong, Carrie Plymire, Tracy Strobel; Stephanie Chase, ALA Division Councilor

Approved Absences: none

PLA Staff: Barb Macikas, Executive Director; Scott Allen, Deputy Director; Nellie Barrett, Program Coordinator; Larra Clark, PLA/OITP Deputy Director; Laurence Deutsch, Manager, Communications; Lian Drago, Program Officer, Continuing Education; Mary Hirsh, Deputy Director; Steven Hofmann, Manager, Web Communications; Kathleen Hughes, Manager, Publications; Samantha Lopez, Project Coordinator; Angela Maycock, Manager, Continuing Education; Kara O’Keefe, Manager, Marketing and Membership; Emily Plagman, Project Manager; Megan Stewart, Program Coordinator; Leighann Wood, Program Manager

Guests: Clara Bohrer, PLA Budget and Finance Committee; Crystal Chen, 2018 Emerging Leader; Tracy Drake, 2018 Emerging Leader; Cindy Fesemeyer, Director at Large-elect; Cindy Gibbon, PLA liaison to ALA Intellectual Freedom Committee; Mary Hastler, ALA Committee on Legislation; Deborah Jacobs, Director, Global Libraries Program, Bill & Melinda Gates Foundation; Julius Jefferson, ALA Executive Board Liaison; Kathi Kromer, ALA Associate Executive Director, Washington Office; Gerald Leitner, IFLA Secretary General; Aurelia Mandani, 2018 Emerging Leader; A.J. Muhammad, 2018 Emerging Leader; Claire Nickerson, 2018 Emerging Leader; Ramiro Salazar, PLA 2018-2019 President-elect; Gloria Perez Salmeron, IFLA President; Brooke Sheets, incoming PLA liaison to ALA Intellectual Freedom Committee.

1. **Welcome and Introductions**, Pam Sandlian Smith.
2. **By consent, approved** the 2018 Midwinter Board Meeting Draft Actions (2018.88).
3. **By consent, approved** the consent agenda as presented.

<u>Consent Items</u>	<u>Document Number</u>
a. Draft 2018 Spring Board Follow-Up	2018.87
b. Draft Minutes Spring Meeting.....	2018.88
c. PLA President’s Report to ALA Council and EB.....	2018.89
d. Healthy Communities	2018.90
e. IMLS Opioid Proposal	2018.91
f. 2020 Census Library Outreach and Education TF Update.....	2018.92
g. Public Libraries Magazine.....	2018.93

h. Publications/ Every Child Ready to Read.....	2018.94
i. Update on PLA Continuing Education	2018.95
j. PLA 2018 Conference	2018.96
k. Membership	2018.97
l. Technology	2018.98a-b
m. Communications.....	2018.99
n. ALA Emerging Leaders.....	2018.100

Action/Discussion/Decision Items

- 4. PLA President Update, Smith** (no document). Smith reported on attending the International Public Library Fundraising Conferences in Denver (2017) and Seattle (2018). She recommended libraries with foundations send their development staff. A new fundraising campaign during National Library Week (April 2018) was suggested and will continue to be discussed by Smith and PLA/ALA staff. Smith also commented on the many media inquiries (Washington Post, Detroit Free Press, BBC, others) to which she responded during her term, which will be the topic of her upcoming *Public Libraries* article. Representing PLA and public libraries in mainstream media is an important duty of the PLA president.
- 5. Financial Reports, Bohrer, Macikas** (2018.101a-b, 2018.102a-d, 2018.103). **ACTIONS.** The net profit on the 2018 conference will be close to the budget of \$800,000, which is lower than in the past but still successful given the cost of holding meetings in Philadelphia and weather-related issues. The board should make labor and other costs a primary consideration in selecting future conference locations. It was noted that the overhead PLA will pay to ALA for the 2018 conference will be higher than PLA's net revenue (\$917,000 versus \$800,000). In terms of other FY18 year-end projections, membership is over budget, grants are on target, and other revenue is low because many projects are still in development. PLA's fund balance will be just under \$4 million at the close of FY18. The second draft of the FY19 budget was reviewed. PLA will end FY19 with a loss of \$814,000, which is nearly double the spend down of FY17. Eliminating unique circumstances in both years (an unanticipated \$140,000 in revenue in FY17, and cost share expenses for the Inclusive Internship Initiative in FY19), the variance between FY17 and FY19 is actually closer to \$100,000. It was also noted that FY19 revenue has been budgeted conservatively and may end up higher. PLA's fund balance will be around \$3.2 million at the end of FY19. The board moved and **approved** to approve the draft FY19 budget. The board discussed the need to analyze dues revenue to ensure that it is sufficient to cover the costs of core membership benefits, which include *Public Libraries* magazine. The board also moved and **approved** to use long term investment interest to support family engagement work in FY19.
- 6. ALA Conference Committee Report, Bohrer** (no document). The PLA board's position that the Midwinter Meeting should be discontinued was communicated, and this recommendation was also supported by the Association of College and Research Libraries (ACRL). However, the ALA Conference Committee ultimately recommended that the Midwinter Meeting continue as a smaller meeting with changes, including fewer business meetings and more education and leadership sessions. This recommendation will move to the ALA Budget Analysis and Review Committee (BARC) and the ALA Executive Board. The PLA board noted that the decision to continue Midwinter, which seems motivated by revenue concerns, seems disconnected from concurrent discussions about organizational effectiveness. They also expressed concern that vendors who already dislike exhibiting at Midwinter will reject a smaller meeting and questioned how the revamped Midwinter Meeting will be successful if divisions and their committee members are not required to participate. ALA divisions might increase their independent meetings and conferences to accommodate for a smaller Midwinter Meeting, which could negatively

impact the revised Midwinter Meeting. With fewer meetings during Midwinter, the board noted the potential to have division boards assemble for sharing and learning, which would be positive if there can be support to sustain those convenings and act upon the ideas generated.

7. **ALA Executive Board Liaison Report, Jefferson** (onsite). Jefferson has served as liaison for three years and will be rotating off after the 2018 Annual Conference. Incoming ALA Executive Board member Maria Taesil Hudson McCauley may become the PLA liaison. The composition of the Steering Committee to guide the work of the ALA Organizational Effectiveness/Governance Review was questioned. The Steering Committee includes nearly three times as many academic librarians as public librarians, which doesn't correspond to the composition of ALA generally. Jefferson noted that all ALA members will have the opportunity to provide input, but he also promised to raise the composition issue with the Executive Board. Jefferson reiterated what is included in the proposed investment budget and reported on discussions to potentially lease or sell the ALA headquarters building, The PLA board suggested that the FY19 budget should include salary increases for staff, particularly given the stress of working under the current uncertainty and upheaval, and Jefferson promised to raise this issue as well. Plans to reopen the ALA Executive Director search were noted. A resolution that the position should require the MLIS degree is expected to be considered at the membership meeting later during ALA Annual Conference, and if successful it will go to Council. Finally, Jefferson reported that ALA membership numbers have increased by 5%.
8. **ALA Committee on Legislation, Hastler** (onsite). PLA was thanked for using its communications to motivate members to act when the ALA Washington Office puts out alerts. Hastler reported that changes to National Library Legislative Day in May 2018 were well received and that improvements will continue to be made, primarily to engage younger members and to encourage long term relationships between advocates and their representatives. ALA's efforts to train and support state level advocates is hampered by frequent turnover at state level associations, of both elected leaders and staff (when present). Other current issues and programs briefly discussed included Net neutrality, the Libraries Ready to Code initiative, flat funding for the Institute of Museum and Library Services (IMLS), the adopted Marrakesh Treaty Implementation Act (S 2559), and the Music Modernization Act (HR 5447).
9. **Legacy Update, IFLA Update, Leitner, Perez Salmeron, Jacobs** (no document). The Global Libraries program of the Bill & Melinda Gates Foundation and its remaining staff (Deborah Jacobs, Jessica Dorr, and Darren Hoerner) will complete operations at the end of 2018. Jacobs thanked PLA board and staff for their vision and work to date on the legacy grant, and she expressed appreciation for how PLA leaders have made sustainability a priority beginning with our first discussion of the legacy grant. Perez Salmeron and Leitner reported briefly on Perez Salmeron's term as president of the International Federation of Library Associations and Institutions (IFLA) and thanked PLA for its support of the Global Vision project. Leitner reported on next steps for the visioning project, which include discussing the Global Vision report's 10 highlights and 10 opportunities at upcoming regional meetings.
10. **PLA Advocacy & Strategic Partnerships Committee, Macikas** (2018.104). The new name and charge of the committee were noted, and the board was asked to consider the priorities for partnership presented by the committee, which include the National Association of Counties (NACo), the National League of Cities, the Chamber of Commerce, and the International City/County Management Association (ICMA). The board was supportive of these priorities. PLA's strategies to collaborate may include presenting at their meetings, developing strong staff-to-staff relationships, submitting articles for their publications, and more. The strongest relationships will include links at staff and volunteer leadership levels. During discussion, it was suggested there should be a master list of groups with which ALA and its various

divisions have strong relationships. Many examples of library-city government relationships were noted, and the need to model and promote such relationships was suggested. The potential for PLA's leadership program to target not only libraries but also other city agencies was suggested as a means of stimulating collaboration at the local level. Such an approach could meet other strategic goals (for instance by including information on equity and social justice) and have administrative benefits (for instance, by reducing the need to pay trainers for each sector or agency).

11. **ALA IFC-Library Bill of Rights**, *Gibbon* (2018.105a-c). **ACTIONS.** Gibbon introduced Sheets, noting that PLA's current process requires an alternate (Sheets) to accompany the sitting representative to ALA Intellectual Freedom Committee (Gibbon) during the sitting representative's final year. The IFC has been reviewing guidance documents in anticipation of the release of the next manual on intellectual freedom. Three documents were discussed by the PLA board: Library-Initiated Programs as a Resource, Services to People with Disabilities (PWDs), and Meeting Rooms. Gibbon reviewed changes to each document. The statement on library programming was updated to include current program types, address inclusion of PWDs, address diversity, and make stronger suggestions about not canceling programs due to controversy. The statement on PWDs was updated to include equity and diversity concepts and a revised format. The PLA board moved and **approved** endorsing the two statements as reviewed, recognizing they may still undergo changes during Council discussions. The meeting room statement strengthened guidance on who can use public library meeting rooms, added legal citations, expanded the text about purposes, reworked the section on fees, and added a Q&A section. The PLA board provided feedback related to the perception of bias in the document. Specifically, that the connections between the KKK and conservative religious groups made it appear as though the organization equated these two groups, which was not only problematic to our core values, but also could be used by members of the community to dismiss librarians as liberals who were prejudicial in their treatment of conservative groups. The board also suggested removing or changing references to recent court decisions and moved and **approved** a conditional endorsement of the document, pending Council's discussion and consideration of PLA's request. PLA board members also noted that more recent citations than 2001 are in order and questioned if PLA should do its own guidance or issue a "frequently asked questions" piece to accompany the statement.
12. **PLA Strategic Plan Review**, *All* (2018.106a-b). **ACTION.** Following the spring 2018 board meeting, the PLA Task Force on Equity, Diversity and Inclusion (EDI) was polled and supported the explicit inclusion of social justice in the strategic plan. Language to that effect was added. The board suggested two additional minor revisions, which included moving the definition of social justice to the "assumptions" section and revising an assumption regarding the changing nature of library staff. Pending those revisions, to be completed by staff, the board moved and **approved** to accept the 2018-2022 PLA Strategic Plan.
13. **PLA Refund Policy**, *All* (2018.107). **ACTION.** The board reviewed the proposed revisions to PLA's policies along with sample policy language from other associations and related organizations. The board suggested removing the clause "up to 7 days before the event" as a condition of registration substitutions. The board moved and **approved** accepting the PLA Refund Policy with the minor revision noted above.
14. **PLA Leadership Model Meeting Report**, *Hirsh* (no document). Hirsh reported on the day-long meeting held Friday, June 22, run by consultant Adam Goodman and featuring a kick-off speaker from the National League of Cities. Participants considered the broad contexts in which libraries are and will be

operating, discussing issues such as automation, virtual reality, transportation, and neutrality. Goodman will take the group's input, incorporate some additional input (for instance from small and rural library leaders), and produce further guidance to shape PLA's leadership model and how PLA can support libraries in their responses, skills and values. During discussion it was noted that some leadership training is transferable and applicable for nearly any audience, but some content is values-based and therefore unique to a field or profession.

15. **PLA PD Theory of Change**, *Macikas, Hirsh* (2018.108). Hirsh briefly reiterated the process to survey them membership and develop a new PLA professional development "theory of change" (TOC) framework. Staff is currently mapping existing and anticipated PLA and ALA content to the goals in the TOC. PLA is also engaging the consulting firm who did the initial TOC, ORS Impact, to write a white paper about the TOC and potential pathways to achieve the skills outlined. PLA will share the white paper with the membership as their initial introduction to the concept of a TOC, goals and pathways, and PLA will also share it with partner organizations and trainers, to being to engage them in supporting and teaching from the TOC.
16. **Review of the ALA Council Agenda**, *Chase, all* (no document). The Council agenda will include discussion of resolutions, including one condemning the separation of parents and children and one encouraging ALA to support continuing education. Discussion of ALA finances will come up, and Chase will reiterate points from PLA's recent statement about finances and the investment budget. Division Councilors held an unofficial caucus at the 2018 Midwinter Meeting, and they will discuss repeating this and making it official similar to caucuses representing the youth divisions and librarians of color.
17. **Emerging Leaders Project Report**, *Chen, Drake, Mandani, Muhammad, Nickerson* (no document). The project, which was developed by PLA Project Outcome staff and partners at the Research Institute for Public Libraries (RIPL), created a resource guide of pathways for public library staff, administrators, and managers to help them gain the skills necessary for working with library assessment data. Resources are posted online at <https://ripl.lrs.org/data-pathways/> and organized into entry, geek and guru levels. The PLA board commended the Emerging Leaders on their work and encouraged PLA to promote it.
18. **Review of follow up items from spring board meeting and plans for Fall board meeting**, *Macikas* (2018.109). Follow-up items from the spring board meeting, many of which were addressed during the meeting, were reviewed. It was noted that Michael Bobish was incorrectly identified with the Ocean County Library in the follow up items list and is at the Belmont Library of the Multnomah County Library.
19. **Service Recognition of Outgoing Board Members**, *Thomas* (2018.110 and onsite). A resolution to honor outgoing PLA Past President Felton Thomas Jr. was read. Other outgoing board members Rhea Brown Lawson and Gina Millsap were thanked for their service. PLA will make donations to outgoing members' friends groups or foundations as a gesture of thanks for their services.
20. **New Business**, *All* (no document). Board members briefly discussed the U.S. border crisis and how libraries can help communities deal with it, suggesting that libraries can be a place for open discussion. The PLA EDI Task Force may be a place to initiate a discussion about how library staff are feeling, how the crisis is impacting trust of government and what libraries can do.
21. **Adjourn**. There being no further business, the meeting was adjourned at 4:45pm. The next PLA board meeting is tentatively scheduled for November 5, 2018, with the format (in person or virtual) to be determined.

TO: PLA Board of Directors
FROM: PLA Staff
RE: **Reports from PLA committees, advisory groups and task forces**
DATE: October 9, 2018

ACTION REQUESTED/INFORMATION/REPORT: Report

ACTION REQUESTED BY:

DRAFT OF MOTION: N/A

OVERVIEW

PLA solicits status reports from its committee chairs twice yearly. This will ensure that the Board has an opportunity to review the work of the committees.

We asked chairs to provide a report that is high level and provides a brief overview and indicated it does not need to be nor is it intended to be an exhaustive list of activities. Instructions and form are [here](#). Certain committees are excused from this process. These include award juries as well as the PLA Budget and Finance Committee.

The following represent the reports we have received as of today's date.

Submitted on Tuesday, August 28, 2018 | Report submitted by: Annual Conference Program Subcommittee (2018)

This report represents work done: April–August
Committee/group name: Annual Conference Program Subcommittee (2018)
Chair name: Kevin A. R. King
Chair e-mail address: kevink@kpl.gov
Staff liaison (if applicable): Angela Maycock
Date submitted: Tue, 08/28/2018

Please provide key accomplishments since last report to the Board: The Subcommittee was the first to use ALA new conference planning tool and selection process. I attended a phone meeting with my counterparts from other divisions and advocated for an open submission process, when what was being proposed was closed. This would allow for the knowledge and expertise of the subcommittee to identify speakers and select the best possible programs.

Please list key accomplishments planned for the balance of the year: The subcommittee approached the selection process quite differently from year's past. Not only did we have to learn the new tool, but we also made an effort to meet as much as possible to discuss our direction and approach to the process. It was important to me that the committee devoted as much time as possible to reviewing their assigned submissions, but also the hot topics in our profession. The final discussion to select the programs from over the 100 submissions, was not only professional but also efficient because the team was prepared. It certainly helped to schedule time to discuss the third of the submissions that rose to the top and then do the work to pick the final winners.

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA? The team would like to suggest that PLA make it a practice to formally thank the library professionals for presenting at the conference. This can take the form of "thank you" cards from the subcommittee (which we did this year) and PLA Board. We also thought that a small care package with PLA swag would be appropriate. We want PLA to be held up as not only a division that is classy, but also cares about the time an effort made by its members.

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan: Although the current plan had not yet been adopted, the subcommittee was familiar enough to make sure we were considering programs that fit into the PLA Strategic Plan. I recommend that future versions of this committee are forced to become familiar with the plan before choosing programs for the Annual Conference. This will ensure that our programming is living up to what we believe in.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work? If the process could be worked out that program decision making can happen at a conference, that would be beneficial. We were able to make it happen over the phone, but nothing beats hashing out what makes a great conference face to face. I was lucky to have a very involved and passionate group, but that doesn't happen every year.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all? I was serving on the PLA Conference Program Subcommittee at the same time, and I would definitely recommend that either the two groups work together or you have members on both committees. This allowed us to better plan the program slate for both PLA Conference and Annual.

Have there been any issues related to meeting participation/attendance for any of the group's members? Yes

Submitted on Friday, August 24, 2018 | Report submitted by: Digital Literacy Committee

This report represents work done: April–August
Committee/group name: Digital Literacy Committee
Chair name: Monica Dombrowski
Chair e-mail address: monicad@sycamorelibrary.org
Staff liaison (if applicable): Scott Allen
Date submitted: Fri, 08/24/2018

Please provide key accomplishments since last report to the Board:

- 1) Held 5 conference calls to discuss committee business and projects.
- 2) Presented session, “The Accidental Trainer: Teaching Technology in the Modern-Day Public Library,” at PLA 2018 and PLA 2018 Virtual Conference.
- 3) Presented session, “PLA’s DigitalLearn: New Course Topics, New Partnerships, and New Ways to Engage Your Community,” at ALA Annual 2018.
- 4) Began mapping new PLA Strategic Priorities to committee projects to insure alignment.
- 5) Met at ALA Annual to discuss current and upcoming projects.
- 6) Provided feedback on new eLearning courses (online health information, applying for jobs) for DigitalLearn.org.
- 7) Began creating branding collateral to use in committee presentations, articles, and other marketing tools.
- 8) Created Google folder and email address for committee to be used for storing information and official correspondence.
- 9) Added two additional members after speaking at the above conferences. Had several others express interest.

Please list key accomplishments planned for the balance of the year:

- 1) Create strategic plan for committee based on PLA’s strategic plan.
- 2) Finish mapping new PLA strategic priorities to committee projects to insure alignment.
- 3) Complete work on Digital Literacy Basics presentation for conferences.
- 4) Set up Digital Literacy Internship “pilot” between committee and Dominican University, to increase PLA capacity for updating and creating new courses.
- 5) Scope development of a Digital Literacy Roadshow that could be offered as an all-day workshop.

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA? If “Roadshows” are developed (see below) this would require dedicated PLA staff capacity, but it is not yet determined who or how much.

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan: We are currently mapping all existing and future projects to the new PLA strategic priorities. We expect to complete this project by October 1st.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work? We are currently scoping a Digital Literacy Roadshow that could be offered to individual libraries, consortia, area interest groups, state libraries, or as a workshop at conferences.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all? We recognize that a barrier to increasing digital literacy (and more) is that many public librarians lack teaching and instructional design skills. We discussed collaborating with ACRL and YALSA to create a mentoring program for librarians who teach to work with public librarians. We also believe it could be useful to collaborate and create a set of digital literacy standards for public libraries because ACRL and YALSA each have their own set of literacy standards, as does IMLS. In addition, we

want to promote the resources to the Association of Specialized and Cooperative Library Agencies (State libraries and consortia).

Have there been any issues related to meeting participation/attendance for any of the group's members? Yes

Submitted on Tuesday, September 11, 2018 | Report submitted by: Family Engagement Task Force

This report represents work done: April–August
Committee/group name: Family Engagement Task Force
Chair name: Clara Bohrer
Chair e-mail address: bohrearcn@wplib.org
Staff liaison: Scott Allen
Date submitted: Tue, 09/11/2018

Please provide key accomplishments since last report to the Board:

- A program (“Public Libraries: Leading Communities in Family Engagement,” Sunday) and a News You Can Use session (“Family Engagement Initiative: Resources for Encouraging Families to be Active in their Children’s Learning and Development,” Monday) at the 2018 Annual Conference. The program had 122 attendees (third highest of PLA’s 13 programs) and received good evaluations, and the NYCU session was only slightly smaller.
- Two presentations, on family engagement and early literacy, at the 5th Annual National Community and Family Engagement Conference, July 11-13, Cleveland, OH.
- Completion of the Libraries Transform Family Engagement toolkit, including new “Because” statements and data points about family engagement.
- Endorsement and distribution of Leading Family Engagement in Early Learning: The Role of State Library Administrative Agencies with the Global Family Research Project (GFRP) and COSLA.
- Two meetings during the 2018 Annual Conference, for general business and a working session to brainstorm about a family engagement assessment process for libraries.
- Continued promotion of our two publications, Public Libraries: A Vital Space (August 2016) and Ideabook: Libraries for Families (December 2016). As of August 2018, 2,747 people had downloaded the Ideabook.

Please list key accomplishments planned for the balance of the year:

We will continue discussions with consultants (GFRP and others TBD) to contract for development of a library assessment toolkit and an inservice educational presentation respectively. We may do webinars or other outreach to promote the joint report about state library agencies with GFRP and COSLA.

PLA is cosponsoring a webcast, Innovative Programming Beyond Library Walls, with the National Center for Families Learning on September 25, 2018.

Speakers include PLA members Jo Giudice, Kelvin Watson and others along with Scott Allen.

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA? Not at this time.

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan: The Task Force is focused under PLA’s Transformation goal. We are helping to “define and support the transition of public libraries to become more responsive to . . . community needs” and share best practices. Our work also addresses a key objective under the Leadership goal, as it will “support public library staff in the shift from a library-centered to a community-centered approach, through PLA trainings and resources.” Our work also helps PLA address the new goal and objectives on Equity, Diversity, Inclusion and Social Justice, given that low income and underserved families often lack access to community-based early-childhood, afterschool and summer learning programs and not only rely on public libraries for such programs, but use public libraries at a high rate compared to other community services.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work? Ideas for future products which we continue to discuss include: speaker’s kits and staff inservice toolkits; “organizational change” resources like internal assessment tools, model job descriptions, and sample strategic

plan language; and expanded program ideas or even model program toolkits, particularly that focus on older children or STEM or media programs.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all? The Task Force's work is most closely related to Every Child Ready to Read's oversight committee. We are actively considering how to keep PLA's work around ECRR moving forward and have tentatively agreed to establish an ECRR subcommittee of the Task Force.

Have there been any issues related to meeting participation/attendance for any of the group's members? No

Submitted on Monday, July 30, 2018 | Report submitted by: Leadership Development Committee

This report represents work done: April–August
Committee/group name: Leadership Development Committee
Chair name: Christopher Platt
Chair e-mail address: christopherplatt@nypl.org
Staff liaison (if applicable): Mary Hirsh (until perm is assigned)
Date submitted: Mon, 07/30/2018

Please provide key accomplishments since last report to the Board:

1. Leadership Academy workshop review

On Friday, June 22, 2018, PLA hosted a select group of practitioners in a facilitated conversation regarding skills and behaviors for leaders in order to update the model going forward. Of the current committee, Renee, Mary and Christopher participated.

Mary & Christopher recapped the workshop for the committee and as a result the group engaged in thoughtful and robust conversation around many of the issues that came up in the workshop.

2. Public Libraries “Where Are They Now?” Article on Leadership Academy Graduates

The interview drafts are complete. Renee DiPilato edited into an article which committee members reviewed and updated. The article draft has now been submitted to K Hughes at PLA for next steps.

3. New program proposals for ALA Annual: We discussed a few approaches and concluded the following :

3.1 Panel discussion on Values and Authentic Leadership How does one define one’s values?

What is authenticity in a leadership framework?

How do values and authenticity work together to support effective leadership, and in what situations do they come into conflict?

Potential panel members: Sandra Nelson, Sharon Lawrence, someone from Harwood

3.2 Panel discussion on Cross-Sector Learning/Training/Relationship-Building

How do Library Leaders better understand and ally with stakeholders from other sectors of government?

How do we convince those stakeholders we can and do play a role in their remit?

How do we speak their language?

Please list key accomplishments planned for the balance of the year: Leadership Academy Workshop Followup: PLA will work with the workshop facilitator Adam Goodman to synthesize the work and share with stakeholders, including this committee, over the summer for further feedback (C Platt and R DiPilato participated in webinar on 7 26 18).

Where Are They Now Article: Article submitted for editing to K Hughes, will work with her on any remaining editing to be completed.

Program proposals: Committee members are assigned to get program proposals submitted by the late August due date.

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA? None that we have discussed.

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan: Our committee's work as reflected in our participation in the leadership workshop, the drafting of an article celebrating the progress of

past Leadership Academy participants, and program proposals on relevant and tough leadership issues demonstrate our support of the Leadership goal of the PLA Strategic Plan.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work? I think it would be great for all current and past participants of the Leadership Academy (and its related incarnations) to periodically contribute to a central repository how their own leadership trajectory has progressed and the academy benefited their work/career. Perhaps a check in once every 2 years for a decade or something so they can be an example and inspiration for others. This would also help illustrate non-traditional paths.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all? Llama committees?

Have there been any issues related to meeting participation/attendance for any of the group's members? No

Submitted on Friday, August 10, 2018 | Report submitted by: Legislation and Advocacy Committee

This report represents work done: April–August
Committee/group name: Legislation and Advocacy Committee
Chair name: Nicolle Davies
Chair e-mail address: daviesn@ccpl.org
Staff liaison (if applicable): Larra Clark
Date submitted: Fri, 08/10/2018

Please provide key accomplishments since last report to the Board:

Charge has changed from Legislation & Advocacy to Advocacy & Strategic Partnerships

- Dropped legislation in charge because ALA Washington Office focuses on legislation

Presented 4 organizations for PLA Board to review

- PLA Board felt this was good direction for Committee to take
- Figuring out what the levels are, also based on regional locations
- Statewide & locally – who is connected to those organizations
- How to help libraries build those relationships at all levels

What structure we're building and how it's going out to the entire organizations?

- Looking at who the top partners are to focus on
- ICMA, National Association of Counties, Chamber of Commerce
- PLA's responsibility to figure it out
- Committee was thinking about partnerships at the PLA level, not individual library level
 - Needs to be filtered down to membership by PLA
 - PLA's/Board's responsibility to give direction where we go from there

Please list key accomplishments planned for the balance of the year:

Partnership stories of success – good place for committee to go next

- Larra to figure out which organizations
- Committee can come up with case studies

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA? Specific proposal about partnership orgs was reviewed by the PLA Board and adopted. No further recommendations at this time.

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan: We believe our recommendation to establish intentional partnerships with the four organizations helps to further PLA's goal of public library advocacy and influencing perceptions of public libraries. We believe aligning with outside agencies will increase awareness and strengthen perceptions of public libraries among key audiences and stakeholders. We also believe this will positively influence future advocacy efforts.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work? Not at this time

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all? Not at this time

Have there been any issues related to meeting participation/attendance for any of the group's members? No

Submitted on Monday, September 3, 2018 | Report submitted by: Measurement, Evaluation and Assessment Committee

This report represents work done: April–August
Committee/group name: Measurement, Evaluation and Assessment Committee
Chair name: Linda Hofschire
Chair e-mail address: lhofschire@gmail.com
Staff liaison (if applicable): Emily Plagman
Date submitted: Tue, 09/04/2018

Please provide key accomplishments since last report to the Board:

Key accomplishments of the MEAC between April-August 2018 include the following:

- 1 - Virtual meeting in April 2018 to test the proposed process for considering existing question changes to Project Outcome measures by discussing changes to the "digital resources" term on the digital learning survey. Ultimately, the committee decided not to change this term.
- 2 - Meeting in June 2018 at ALA Annual that included the following activities: Reviewed the Public Library Data Service 2017 results and confirmed that facilities would be the 2018 special section topic; formed subcommittees to work on the 2018 special section and discuss the future of the PLDS; reviewed the process for considering existing question changes to Project Outcome measures and new topics; the committee determined that it is open to considering new topics.
- 3 - Virtual meeting of 2018 special section subcommittee in July 2018 to develop a plan for reviewing and updating the facilities special section.

Please list key accomplishments planned for the balance of the year:

- 1 - The 2018 special section subcommittee will draft the facilities special section, request feedback from the committee, and finalize the special section.
- 2 – In conjunction with Counting Opinions, the committee will finalize the 2018 PLDS.
- 3 - The subcommittee considering the future of the PLDS will meet virtually to determine tasks and timelines.
- 4 - In conjunction with PLA staff, the committee will add a new Project Outcome survey topic - health.

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA? No.

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan: The MEAC's work is closely tied to the Transformation Goal, Objective 4 - Increase the number of libraries using meaningful and actionable measurements to understand and expand their community impact. The MEAC reviews, analyzes, and recommends measures, techniques, and data-related activities that will help strengthen and advance the public library field in providing services and programs to its patrons as well as communicating the value of libraries to internal and external audiences.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work? No.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all? ACRL's Project Outcome for Academic Libraries Task Force Committee on Research and Statistics

Have there been any issues related to meeting participation/attendance for any of the group's members? No

Submitted on Tuesday, September 4, 2018 | Report submitted by: Membership Advisory Group

This report represents work done: April–August
Committee/group name: Membership Advisory Group
Chair name: Christopher Warren
Chair e-mail address: cwarren@auburnalabama.org
Staff liaison (if applicable): Kara O'Keefe
Date submitted: Tue, 09/04/2018

Please provide key accomplishments since last report to the Board: During the Membership Advisory Group's meeting at ALA Annual, O'Keefe reported that, as of April 2018, PLA membership was at 9,655. This includes about 2,000 new members and the conference-year bump in March. As of right now, membership is at its highest level in the past five years, with a 20% increase over last year (a non-conference year) and a 6% increase over two years ago (a conference year). O'Keefe also reported that retention has been getting better, as PLA is doing more to reach more members beyond conference attendance. This includes ongoing initiatives and resources, such as Project Outcome, which have created stronger incentive to be join and/or remain a member even in a non-conference year.

Please list key accomplishments planned for the balance of the year: None at this time.

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA? The Membership Advisory Group has discussed a few recommendations with financial impact for PLA, including the following:

The Membership Advisory Group would like to explore hosting events that are more local or regional, although those in attendance were not sure what this would look like or how it could be cost effective.

The Membership Advisory Group recommends that PLA Implement a way to add membership while registering for the conference (i.e., the cost of registration automatically includes membership, so employers who pay for registration concurrently pay for an attendee's membership).

The Membership Advisory Group recommends that we continue to host "happy hour" event at Midwinter. Attendance for Midwinter 2018 was so low (since it's a conference year), so PLA did not host one. Those in attendance seemed open to bringing the happy hour event back in 2019, and to plan on hosting one in odd/non-conference years.

The Membership Advisory Group recommends that we continue to host the PLA breakfast at ALA Annual. Those in attendance at ALA Annual seemed open to possibly charging a nominal cost to incentivize those who add a ticket to their registration to actually attend.

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan: The work of the Membership Advisory Group is tied to the PLA strategic plan's goal of Organizational Excellence, which states that "PLA is entrepreneurial, resilient, and successful in the sustaining and growing of resources to advance its mission and work."

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work? The Membership Advisory Group recommends leveraging many of PLA's existing resources (such as Public Libraries magazine) as ways to incentivize membership in PLA.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all? The PLA's Continuing Education Committee could provide insight into how access to webinars, workshops, and other professional development resources could be used to incentivize PLA membership.

Have there been any issues related to meeting participation/attendance for any of the group's members? No

Submitted on Tuesday, August 7, 2018 | Report submitted by: PLA 2018 Conference Program Subcommittee

This report represents work done: April–August
Committee/group name: PLA 2018 Conference Program Subcommittee
Chair name: Aurora Martinez
Chair e-mail address: amartinez@morleylibrary.org
Staff liaison (if applicable):
Date submitted: Tue, 08/07/2018

Please provide key accomplishments since last report to the Board:

Subcommittee members and PLA staff met at the ALA Annual Conference to discuss and review the 2018 PLA Conference. Conference attendee feedback and evaluation responses were analyzed, and ideas for improvements for 2020 were put forward.

Please list key accomplishments planned for the balance of the year: None.

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA? No.

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan: The conference programming supports growth towards achievement of all areas of the PLA Strategic Plan, but especially Objective 3 under "Leadership": Encourage learning opportunities for all library staff through collaboration with library schools and support access to other types of learning available to library staff including CE, online courses, certificate programs and conferences.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work? No.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all? None.

Have there been any issues related to meeting participation/attendance for any of the group's members? No

Submitted on Wednesday, August 29, 2018 | Report submitted by: Task Force on Equity, Diversity and Inclusion

This report represents work done: April–August
Committee/group name: Task Force on Equity, Diversity and Inclusion
Chair name: Richard Kong and Amita Lonial
Chair e-mail address: rkong@skokie.library.info
Staff liaison (if applicable): Scott Allen
Date submitted: Wed, 08/29/2018

Please provide key accomplishments since last report to the Board: Task force members contributed to the EDISJ (Equity, Diversity, Inclusion, and Social Justice)-related goal and objectives. These suggestions were accepted by the PLA Board during ALA Annual 2018.

Presented day long preconference at PLA 2018. Reviews of preconference overwhelmingly positive.

A subcommittee began planning for regional trainings offered starting in 2019. The basic content and other details (e.g., length of event, possible regions, facilitator) are in place, and we are working with PLA staff to take the next steps toward offering these learning opportunities to PLA members.

Using ALA Connect platform for dialogue and resource sharing.

Please list key accomplishments planned for the balance of the year: Partner with Government Alliance on Race and Equity (GARE) to deliver a webinar and conference sessions at Midwinter 2019 in Seattle. Looking to develop day long conference in the future.

Continue planning for regional trainings in 2019, establishing dates and locations.

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA? No

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan: The group's work is tied specifically to the new EDISJ goal and objectives in the recently revised PLA Strategic Plan for 2018-2022.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work? No

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all? No

Have there been any issues related to meeting participation/attendance for any of the group's members? Yes

Submitted on Tuesday, August 28, 2018 | Report submitted by: Web Content Working Group

This report represents work done: April–August
Committee/group name: Web Content Working Group
Chair name: Theresa Jehlik
Chair e-mail address: tjehlik@omahalibrary.org
Staff liaison (if applicable): Steve Hofmann
Date submitted: Wed, 08/29/2018

Please provide key accomplishments since last report to the Board: The committee updated the Community Engagement & Outreach and Programming & Instruction sections of the website's Professional Tools sections. All the Professional Tools sections have now been updated since the site was launched in 2016 as an Emerging Leaders project.

At the ALA Annual June meeting in New Orleans, we decided our first goal was to develop a process to keep the website updated so that PLA members use it as their first choice for library information.

We also met with Monique leConge Ziesenhenné to brainstorm on recruiting new members to the group. A written job description was developed and given to Monique to use during her appointment process. A short article was also published in PLA e-news as a recruitment tool for new members.

Please list key accomplishments planned for the balance of the year:

- Review and revise the committee's Charge List
- Create a process for refreshing the website's content
- Create a method and timeline for updating content
- Determine how to keep the Initiatives Page updated
- Make connections with committees that have public-facing content on the website to update their content after each meeting.
- Professional Tools
- Review major categories to see what is and is not aging well
- Determine if want to break down some categories by age group for better accessibility
- Decide if we want to host YALSA content
- Create an Annual Plan to increase usage

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA? No

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan: This group's work is tied to all the goals as we hope the website becomes the first point of contact for what's happening in the public library world and how PLA is supporting that work. Our vision is a usable, easy-to-access portal for needed information to help libraries find their place in their communities.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work? No

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all? Liaison to the ALA Information Technology Advisory Committee We hope to create a process where all PLA committees provide a refresh/update on their work and initiatives

Have there been any issues related to meeting participation/attendance for any of the group's members? No

TO: PLA Board of Directors
FROM: Barb Macikas
RE: PLA Positions on ALA Investment Plan and Midwinter
DATE: October 9, 2018

ACTION REQUESTED/INFORMATION/REPORT: Report

ACTION REQUESTED BY:

DRAFT OF MOTION: N/A

OVERVIEW

The document below was developed in Spring 2018 ahead of the ALA Annual Conference. It was developed by the PLA board to provide background for members at the Annual Conference where budget and Midwinter would be discussed. PLA wanted to be clear in our support of ALA's investment plans and to provide our rationale for a recommendation to discontinue Midwinter. I am sharing it to provide background to our new board members and will update the entire Board on the status of these discussions within ALA.

PLA Response to ALA Investment Plan (FY19-21) May 22, 2018

ALA FY19-21 Investment Budget Plan

Over the next three years, ALA is proposing an \$8.8 million investment strategy in light of changing markets and evolving member requirements, as well as unrealized opportunities for investment and innovation since the recession. The strategy is to make substantial investment and structural changes that will position the Association for success and financial sustainability going forward. During FY 2019-2021, these investments will require use of the net asset balance that ALA has built. There will also be a review of other options including a recommendation as to the "highest and best use" of ALA's Chicago real estate, as well as use of ALA Endowment funding. See ALA Board documents [14.9](#) and [12.36](#).

PLA Board Response

ALA members deserve an effective, high performance organization. The PLA Board has reviewed and discussed the proposed FY19 ALA investment budget. The Board fully supports ALA's strategy to make needed major investments and the proposed FY19 investment budget. The Board understands the factors that brought us to this point and the urgency driving the budget and governance review plans (see financial talking points attached).

Oversight is needed to ensure return on this significant investment. Along with the PLA Board's support comes a strong conviction that there must be clear operating and financial outcomes established with careful review and monitoring of operating and financial measures related to investments over time versus the baseline pre-investment. ALA must monitor and account for ROI via identification of clear indicators, both operating and financial. ALA and division leadership, along with the membership in general, must be kept apprised in a transparent manner on a regular basis. Oversight should include

review and monitoring of IT, development, advocacy and other areas with strong revenue impact potential such as conference. Specifically:

IT (proposed investment over three years = \$6.8M)

The PLA Board has particular concern about IT's ability to manage and implement this significant investment. Concern stems from multiple past issues, which seem to indicate an inability to prioritize projects, including:

- multi-year delay on new ALA Connect launch, poor coordination and communication internally and externally
- multi-year delay on responsive web design and website security (https)
- lack of coordination and communication regarding internal protocols for e-mail marketing practices
- slow response to impact of GDPR on ALA privacy policy and data management
- the [ITTS Technology Investment](#) plan recognizes that ALA needs to reduce the number of internal hierarchies and that more resources are needed. However, ITTS is unable to articulate what a fully functional IT department will mean for members and staff.

Some of these issues are the result of the technology debt ALA ITTS has experienced for the last several years but the PLA Board feels the technology debt alone may not fully account for the underperformance of ALA ITTS over time. To insure the best possible results, we strongly encourage:

1. Comprehensive review of IT staff and operational performance conducted by an outside firm to evaluate current IT resources, equipment, capacity, networking and best practices to provide a technological assessment and recommendation for moving forward. An audit by an IT consulting firm that can assess against current standard association IT practice will insure creating a best practices strategy and optimal return on investment and realignment as dictated by review.
2. Clearly defined performance indicators and schedules that are regularly tracked.
3. Clear communication and accountability related to implementation and adjustments.

Development (proposed investment over three years = \$744K)

The ALA Development Office has made significant progress over the last year and has reached out to ALA units to insure coordination toward successful fundraising. The PLA Board commends Development staff for their accomplishments with limited capacity. Supporting this positive trajectory makes good sense. ALA Development should be supported in its work by both ITTS and Finance so that accurately documenting donations is a simple, centralized process. ALA Development should continue to:

1. Provide clear and regular donation tracking.
2. Communicate regularly regarding goals and progress.
3. Work toward educating and increasing a culture of giving at ALA as evidenced by more staff/members involved in fundraising.

Advocacy (proposed investment over three years =\$1.3M)

PLA supports the changes the ALA Washington Office has identified as critical to libraries' future advocacy success and has these recommendations:

1. Sharing of the CRM resource with relevant ALA units where possible to maximize return of investment potential.
2. Clear communication on goals and monitoring on progress of goals.
3. Coordination and involvement of ALA units with aligned advocacy goals to insure consistency, reduce redundancy and for best outcomes.

ALA Conferences

PLA Board members would rather allocate their libraries' resources to send more people to ALA Annual and PLA conferences than to Midwinter. PLA members, including the PLA Board, can do their association work virtually and a focus on higher quality education at the summer meeting is a better investment than the Midwinter meeting, which diverts limited resources. One board member stated: "The value and purpose of Midwinter are no longer evident."

The Board questions why investment in Conference is not included in the ALA plan. ALA Annual Conference is a major revenue source and a driver of member engagement and learning. ALA Conference Services is not sufficiently supported or organized to allow ALA to maximize the educational, networking, and financial potential of the conference and members lose out as a result. While good progress has been made on reducing its footprint, PLA encourages investment in the Annual Conference to insure the highest quality programming, better overall coordination, and improved marketing.

Currently, Annual produces net revenue as well as overhead for the association. Overhead is used to support operations in mission-driven services like OIF and ODLOS. Midwinter does not produce revenue over and above overhead it generates. Improvements to Annual Conference could offset the overhead loss if Midwinter is eliminated. Additionally, eliminating Midwinter would reduce costs across multiple units of the Association that could be used for investment in current successful or promising new ventures. From the PLA Board's perspective, ALA should strongly consider the elimination of the Midwinter Meeting.

Attachment-Financial Talking Points

Financial Talking Points

1. The **2008 recession** challenged associations *and* libraries to make hard decisions, be innovative, and to change. In intervening years, while many libraries and associations adjusted, ALA did not.
2. To deal with **decreasing revenue**, ALA implemented a series of **across-the-board budget cuts** in the 2-5% range/year for general fund units.
3. **ALA's governance organization** exacerbated the impact of strategy-less budget cuts. Smaller units were cut to bare bones with reduced capacity but the same or increased expectations for output. Overall, the organization's composition did *not* change. This meant that administrative units (IT, Finance, HR) had no reduction in their burden while their budgets also were cut or kept flat at best.
4. For larger units, across-the-board cuts diminished the very offices ALA relies on for revenue and member services and programs, especially **conference and publishing**.
5. **Lack of IT investment** hurt the association in ways that are apparent to members, stakeholders, and current and potential supporters: lack of quality, easy-to-use technology for engagement and transactions; confusing, antiquated web presence, etc. Internally, staff do not have the IT tools they need to run a 21st century association and this results in waste and poor outcomes.
6. At the same time, the **pace of change** continued to accelerate, requiring strategic thinking and constant innovation in order to be successful. ALA's technology debt grew even faster in the face of rapid, on-going change.
7. The **ALA budget has continued to struggle**. Ten year financial data shows flat or declining revenues in major business areas. Over the last two years, ALA has run a deficit (-\$1M in FY16 and -\$1.6M in FY17).
8. While **ALA's balance sheet** is strong with \$72M in assets, continued deficits will decrease assets.
9. Without investment in ALA's IT infrastructure (staff and systems) and in revenue-producing, mission-focused opportunities, **ALA is not sustainable for the long term**.
10. ALA board is working on a **governance review** to address its problematic organization and is considering various efforts to increase access to cash such as monetizing ALA real estate. This must be undertaken in conjunction with the recommended financial investments.
11. Holding ALA to a balanced general fund budget without strategic investment **will quicken of the rate of decline** and further reduce ALA's capacity to address member need to support the work of libraries.
12. The **window to take action is open for only a short while**, while the balance sheet is strong and relative capacity exists.
13. If we **continue to forego substantial, focused investment in ALA's infrastructure and capacity** and follow our historical strategy of cost reduction while traditional lines of revenue decline, it's likely that we will continue to see operating deficits similar to those seen in FY16 and FY17 as traditional revenues continue their current trajectory. While the Association's Net Asset balance of \$40M provides some cushion, lack of action in the next 1-3 years will only increase the infrastructure and business investment debt that started during the recession and require drastic cuts in mission related and member support capacity;

14. **If the requested investment isn't made in FY19**, a one conference year when the General Fund has \$500k less in overhead to support its activities, the traditional strategy to balance the GF through expense cuts will require not only further deferment of sales and marketing, staff training, and new product development activities but also continued staff reductions, resulting in either the closure of mission related offices or continued reduction of the capacity of existing offices and support services.

15. ALA needs to track the success of the investments by **closely reviewing operating and financial measures related to those investments over time versus the baseline pre-investment**. ALA will monitor "return on investment" via identification of clear indicators, both operating (e.g. % of IT projects completed on time and budget resulting from the Project Manager) and financial (e.g. additional \$ raised by new Prospecting manager for Development) that is reviewed by ALA management and the Board.

TO: PLA Board of Directors
FROM: PLA Staff
RE: PLA Initiatives Report, combined
DATE: October 9, 2018

ACTION REQUESTED/INFORMATION/REPORT: Report

ACTION REQUESTED BY:

DRAFT OF MOTION: N/A

OVERVIEW

This report contains updates on a number of PLA special initiatives.

Opioids

PLA and OCLC received confirmation in late August that we'd received IMLS [funding](#) to support the "Public Libraries Respond to the Opioid Epidemic with Their Community" project. The total grant amount is \$249,714. OCLC will handle project management, contractors and more, and PLA will receive a subcontract of \$13,500 primarily to manage the steering committee. The 16-month effort will (1) produce eight case studies that explore a diverse set of communities in which the library is an active partner in response to the opioid epidemic; (2) through virtual discussion sessions, gather additional insights and resources from government agencies, public health and human services organizations, philanthropic and community organizations, and library leaders; (3) synthesize the research and cross-sector perspectives into a call-to-action white paper that offers resources and recommendations for how libraries might respond to the opioid epidemic in their local communities; and (4) broadly share the information with public library directors and their staff so that they can more confidently make better-informed decisions about their libraries' strategies, policies, and activities in relation to the opioid epidemic in their communities.

Work already is well underway, including the recruitment and orientation of the steering committee, which includes PLA Board Member Michelle Jeske, as well as representatives from the National Association of Counties, the National League of Cities and the Association of State and Territorial Health Officials. The first priority is to finalize the case study methodology and interview questions so they can be reviewed by an Independent Review Board (IRB), pre-tested and used on site visits. It is anticipated that research will be complete by the end of January or early February 2019. *(Allen & Clark)*

2020 Census

The 2020 Census Library Outreach and Education Task Force jointly formed by PLA and the ALA Washington Office began meeting at the 2018 Annual Conference and has had one conference call since then. Preliminary activities have included:

- developing program proposals for the ALA Midwinter and Annual Conferences,
- developing a briefing document that outlines the roles that libraries can and do play to support an accurate and inclusive Census (available at <https://bit.ly/CountOnLibraries>),
- outreach and engagement with Census advocates and the Census Bureau directly,

- opposing the addition of a citizenship question to the 2020 Census,
- encouraging libraries to participate in state and local Complete Count Committees, and
- coordinating public library participation in an October 24 Census Solutions Workshop in Chicago.

An overall focus for the task force is to identify library needs to support an inclusive Census and work to meet these needs. Key areas that have been identified include accurate information and resources for library staff to plan and meet patron needs, promotional information to increase awareness and engagement with the Census, and appropriate technology to serve patrons—including secure networks and adequate devices. We are currently exploring ways to address these needs.

The Census Bureau has committed to being visible at library conferences to engage library staff and answer questions. They have exhibited at the ALA Annual Conference, the Joint Conference of Librarians of Color and the New England Library Association conference in 2018. *(Clark)*

Engaging federal agencies and national associations

Several national associations were recently prioritized by the PLA Advocacy & Strategic Partnerships Committee: National Association of Counties (NACo), National League of Cities (NLC), International City-County Management Association (ICMA) and the US Chamber of Commerce. Since June, there has been significant engagement with NACo, including PLA member and staff presentations at their [July conference](#), and follow-up meetings and conversations touching on the Census, the opioid crisis, mapping county assets (including libraries), family engagement and early learning.

We also have been in touch with NLC related to the Census, and NLC staff have been part of discussions about updating the PLA Leadership Academy model. And, we've definitely increased our profile with the Census Bureau. In addition to groups prioritized by the committee, PLA is advancing relationships with many other organizations as part of specific initiatives, including our health work (National Library of Medicine and its regions), family engagement work (via presentations at the Institute for Educational Leadership, National Center for Families learning, and National Head Start Association conferences), and EDI work (Government Alliance on Race and Equity). *(Allen & Clark)*

Equity, Diversity and Inclusion

PLA's EDI Task Force will be contracting with Mia Henry, from the Arcus Center for Social Justice, to conduct 3 trainings in 2019. The first day will focus on understanding power and oppression generally and personally, and teach a shared language of EDI terms and concepts, equity tools and frameworks that support institutional change, and historical/systemic inequality. The second, half day will be led by our Task Force members and be focused on practical applications to libraries and concrete examples, in part building off of the GARE Advancing Racial Equity in Libraries report. Events are planned for Denver (February 2019), Charleston (August 2019), and Chicago (October 2019) and will be capped at 60-75 people. Details such as budget and registration fee, locations, and how to connect learners together in some type of cohort are being determined now. The Task Force has also worked on a webinar and Midwinter Institute for PLA. Otherwise, the Task Force wrapped up input to the PLA strategic plan,

weighed in on the ALA meetings rooms policy, started advising on PLA 2020 community immersion plans, and continued its e-mail newsletter. *(Allen)*

Digital Literacy

The Digital Literacy Committee continues to work on its many ideas, including expanding educational content around digital literacy instruction, instructional design, and more and also building out content for DigitalLearn.org using library school students and other strategies. Staff is also attempting to secure resources for additional translations of the site (about \$60,000 is needed to launch all of the current content in a new language). We are responding to significant interest from library leaders in Germany and working with PLA volunteers to identify other sources of support, such as large employers of low-skilled, potentially immigrant workers who could benefit from computer skills. Discussions are also continuing with Microsoft Philanthropies about a potential 3-year joint initiative to provide hardware and digital literacy training to small and rural libraries (see Board email sent on September 24, 2018). The Microsoft employee auction is confirmed and in process and will provide PLA with \$250,000-\$400,000 for hardware, however the larger umbrella initiative is still under discussion. *(Allen & Wood)*

Health

- **Libraries Connecting You to Coverage:** This new, August 2018 – May 2019 grant funded project is underway. PLA has created a page of resources for public libraries, including links to a wealth of communication materials about the Affordable Care Act and its enrollment periods. By the time of the board meeting, we will have opened up our call for \$300 mini grant applications, inviting PLA members to apply and then use the funds to do simple things – distribute materials, promote in social media, link on web site, etc. – to promote insurance enrollment. We hope these resources will help public libraries actively promote the ACA during the open enrollment period, November 1-December 15, 2018. After that, PLA will use the remaining time and funding to collect information on how public libraries can promote enrollment, provide tools related to special enrollment periods, do webinars and articles about public library work in this area, and help libraries plan for 2019.
- **National Library of Medicine (NLM) and related partnerships:** PLA continues to work with NLM in three capacities. 1) A subset of regional medical libraries seems likely to fund Project Outcome (to develop a new set of health programming/health literacy questions; to help set up groups for NLM/NNLM staff and for public libraries getting NNLM grants to do programs; and to provide related training to NLM staff and public libraries). 2) The NNLM Pacific Northwest Regional Medical Library is providing PLA with about \$20,000 to support a 2019 Midwinter Meeting Institute on health equity along with related activity (a webinar, podcast or article, etc.) to help extend the educational content beyond Midwinter attendees. 3) Staff continue to participate in regular calls with NNLM and all the regional medical libraries to discuss a longer-term partnership with NLM and the All of Us Initiative. *(Allen & Wood)*

Inclusive Internship Initiative

The 2018 Inclusive Internship Initiative cohort gathered in Chicago for the wrap-up Sept. 28-30. This second iteration of the program realized similar successful results as the 2017 pilot. At least six interns continue to work in libraries (paid, volunteer, or work study). Two libraries have been able to add paid interns to their budgets. Others are working to amend HR policies to do so. A full evaluation is in progress; PLA staff will share relevant results as available.

IMLS has extended a third round of funding to support III in 2019. IMLS will provide \$313,606 against PLA's \$332,228 cost share. The application will open in early January. PLA will use this extended lead time to build in more deliberate EDI and mentor training for participating libraries. ALA's Development Office is researching possible funders for beyond 2019. The additional year of IMLS funding will enable PLA to secure long-term support for the initiative. *(Hirsh)*

Strategic Planning for Public Libraries

PLA is currently convening a small, informal group on strategic planning, bringing together experienced public librarians for some conversations about what an ideal strategic planning resource or resources from PLA might look like. With input from the Board, PLA selected a group of 8 public librarians who come from a variety of library types, sizes, and locations to participate in these discussions. We hosted the first discussion in September and anticipate holding 2 additional conversations this fall. This activity connects directly with PLA's goal areas of Transformation and Leadership. The feedback from these conversations will inform next steps in developing new, or updating existing, PLA resources on strategic planning. There are no current evaluation plans or budget implications, but the ultimate outcome of this activity will be recommendations for new revenue-generating content streams. *(Maycock)*

Project Outcome

Project Outcome continues to see registration growth despite a planned reduction in webinars and conference presentation over the past 10 months. As of October, there are over 186,000 patron surveys stored in the system, which includes an estimated 22,000 summer reading survey responses collected for summer 2018. A cohort of University of Michigan students studying statistics will spend the fall semester examining the raw data of all the survey results and will share any insights into data trends from the library or patron perspectives. Staff continue to explore opportunities to engage libraries and share their experiences measuring outcomes, including hosting a successful summer reading survey panel with 8 library staff sharing. We were then able to leverage that information to develop new content for upcoming webinars. *(Plagman)*

Social Work in Public Libraries

PLA recognizes the hiring of social work professionals in public libraries as an emerging trend as well as the growing need to share related resources to better inform and support the public library field, who often provide social services without the benefit of a social worker on staff. To that end, we have created a [Social Workers in Public Libraries Task Force](#) and plan to use their valuable knowledge to develop and recommend a strategic and coordinated approach to help public libraries address the social service needs of their communities. Recognizing that most public libraries will be unable to

afford or secure support for hiring a dedicated social worker, PLA aims to use this group to provide resources to better equip libraries to serve patrons experiencing life-challenges.

To begin this work, we held an Ideas Exchange event in September, 2018, with 13 library social workers. This in-person, daylong event helped us to identify the most important topics, philosophies, and methods, and also to plan and shape the content, provision, and delivery of professional development materials in this arena. A report of the event is forthcoming. (*Hughes & O'Keefe*)

TO: PLA Board of Directors
FROM: Kara O’Keefe, Manager of Marketing & Membership, kokeefe@ala.org
RE: Membership
DATE: October 9, 2018

ACTION REQUESTED/INFORMATION/REPORT: Report

ACTION REQUESTED BY:

DRAFT OF MOTION: N/A

OVERVIEW

As of August 2018 (conference year), PLA membership was 9,392, which reflects a 20.74% increase from August 2017 numbers (non-conference year). This is evidence of the lasting effect of PLA Conference on membership. This is the highest PLA membership has been since 2011/2012 (FY12).

Comparison of PLA Membership during conference years (as of August 2016/2018):

PLA Membership	FY18	FY16
New Members	2,248	1,593
Renewed Members	6,167	6,273
Reinstated Members	1,201	1,123
Dropped Members	2,155	1,862
Overall Members	9,392 (+6.24% vs FY16)	8,840 (-0.97% vs FY14)

As of August 2018, ALA membership was 57,866, a 2.81% increase from July 2016.

KEY CURRENT ACTIVITIES/METRICS

Membership Recruitment

FY18 closed with 2,248 new members compared to 1,593 in FY16, representing a 41.12% increase. This increase can likely be attributed to a number of factors including increased communication of PLA programs and services to non-member audiences, increase of in-person opportunities to engage with PLA such as Project Outcome and health literacy trainings, and an increase in the member discount for PLA Conference registration.

Membership Retention

FY18 closed with a 77.37% retention rate compared to 79.89% in FY16, representing a 3.15% decrease. Though the retention rate has slightly dropped from FY16, it’s on par with the past four conference years’ retention rate average of 77.97%. This is an opportunity for PLA to focus on new ways to engage with existing members, especially first-year members who are less likely to renew. PLA will launch its new member retention campaign in FY19 which includes a monthly communication to new members during their first year of membership, as well a survey at the time of joining paired with a survey

toward the end of their first year to measure their change in awareness of PLA’s products and services, as well as their engagement with the association.

BUDGET

The FY18 “Services to Members” budget closed as follows:

Services to Members	FY18 Budget	FY18 Actual	FY16 Actual
Dues Revenue	\$614,400	\$597,655	\$559,567
Expenses	\$188,250	\$157,989	\$287,284
Net Revenue	\$426,150	\$439,655	\$272,283

ASSESSMENT

FY19 membership recruitment and retention will be measured as in the past with a goal to increase both over FY17. New opportunities to measure member engagement should be sought and utilized to inform business decisions and increase engagement. PLA is exploring the possibility of launching an annual survey in FY19 to members in order to better understand member need, satisfaction, and engagement with the entire work of the association including membership programs/services, continuing education, initiatives, communications, and more.

PLA STRATEGIC GOAL LINK (check all that apply)

TRANSFORMATION LEADERSHIP ADV. & AWARENESS E.D.I.S.J. ORG. EXCELLENCE

TO: PLA Board of Directors
FROM: Scott Allen, Deputy Director, sallen@ala.org
RE: Fund for the Future/PLA Fundraising
DATE: October 8, 2018

ACTION REQUESTED/INFORMATION/REPORT: Report

OVERVIEW

PLA continues to make progress on its sustainability plan (see Spring 2018 board meeting materials). This includes enhancing board and staff leadership and skill in fundraising, strengthening participation in PLA by corporate vendors to generate more revenue, working closely with ALA Development to strengthen individual giving (via annual gifts, planned gifts, and major gifts), doing more grant writing, and creating strong partnerships with external organizations that might lead to shared fundraising.

KEY CURRENT ACTIVITIES/METRICS

Current activities include:

- *Wrap up of the “founding donor” appeal for the Fund for the Future.* As of July 2018, PLA raised \$33,721 from individuals and corporate matches, including \$26,867 from 65 founding donors. Combined with the 3x internal match of \$101,163, this resulted in \$134,884 in the Fund for the Future as of its 2018 launch.
- *Expansion of the Fund for the Future appeal to the full membership.* A mailed PLA member appeal in August 2018 did not occur as planned. Instead, PLA will send a letter to the membership in November 2018 highlighting the Fund for the Future, our leadership work being funded, and our success launching the Fund due to past PLA leadership. It will reference the opportunity to give via the ALA-wide annual appeal being sent later in November.
- *Assessment of major/planned giving prospects.* PLA met with a prospect researcher hired by the ALA Development Office twice. We received her report on prospects for major gifts in August 2018 and are reviewing it for next steps.
- *Cultivation of new major project funders.* In late summer and early fall, PLA held discussions with Microsoft Philanthropies, Capital One Bank, Google Home, and the National Network of Libraries of Medicine about new and renewed grant funding. PLA also identified all Fortune 1000 companies in the regions of PLA board members’ libraries for potential engagement, and worked with the ALA Development Office consultant to identify new foundation prospects.
- *Vendor giving:* PLA staff and Corcoran Expositions held multiple meetings to determine how to enlist the approximately 30 sponsors of the PLA conference to give in 2019 rather than wait until 2020. A simple survey was fielded to get input from sponsors. Packages are being developed to secure sponsorships early in 2019, combining core PLA activity with conference events/activities, with the goal of securing larger, two-year commitments.
- *Strengthening infrastructure.* PLA discussed using the Seattle Public Library Foundation’s Love My Library campaign in 2019 to provide fundraising tools and support to all U.S. public libraries.

BUDGET

For FY18, PLA budgeted \$25,500 in revenue from award sponsors, and \$100,000 from conference sponsors, but nothing from individuals or new corporate/foundation grants. We exceeded these targets, raising (*preliminary figures awaiting FY18 close*) \$33,721 in individual gifts, \$16,760 from award sponsors, \$98,000 from conference sponsors, and \$2,125 in miscellaneous project grants. We also brought in 6 initiative grants totaling \$4,037,366 (\$2.9 million from Gates Foundation for outcome and international work; \$625,962 in funding extensions from IMLS for the Inclusive Internship Initiative; \$13,500 from OCLC/IMLS for the opioid project; \$146,813 from the Greater Midwest Region (GMR) of the National Network of Libraries of Medicine (NNLM); \$250,000 from the Knight Foundation for the short story dispenser project; and \$101,091 from the Robert Wood Johnson Foundation for insurance outreach).

For FY19, PLA has budgeted \$40,000 in individual gifts and award sponsorships.

ASSESSMENT

Success of this activity to date has been measured in amounts raised and number of new/renewing donors in all categories (vendors, foundations, individuals, etc.). Ultimately additional measures should be developed.

PLA STRATEGIC GOAL LINK (check all that apply)

TRANSFORMATION LEADERSHIP ADV. & AWARENESS E.D.I.S.J. ORG. EXCELLENCE

TO: PLA Board of Directors
FROM: Larry Deutsch, Communications Manager, ldeutsch@ala.org
RE: Communications Report
DATE: October 11, 2018

ACTION REQUESTED/INFORMATION/REPORT: Report

OVERVIEW

PLA's communications work during the past quarter has focused primarily on the 2018-2022 Strategic Plan (described in separate report, #2019.11), Individual Giving Campaign/Fund For the Future, Fostering Creative Community Connections project, and documenting departmental policies, procedures and plans.

KEY CURRENT ACTIVITIES/METRICS

The following activities related to this project have been completed to date:

- In July, PLA released a [free promotional toolkit](#) for its [Family Engagement Initiative](#). This resource is designed to help raise awareness of family engagement through libraries. PLA partnered with the ALA Communications & Marketing Office to develop the toolkit and design the materials contained therein.
- After conducting a survey of PLA members and stakeholders on the association's communication practices and analyzing the survey's results, the communications manager presented this information, along with recommendations for improvements to policies and procedures, to PLA staff on Aug. 9. The main 7 recommendations were:
 - End the practice of sending initiative-specific e-newsletters to all members, even during an initiative's launch period. Instead, include teaser information about the initiative in the monthly *PLA e-News*, encouraging readers to opt in to the initiative-specific e-newsletters and/or join its corresponding Interest Group on ALA Connect. In addition to conforming with the wishes of PLA members, this course of action is more in line with email marketing best practices. *(implemented)*
 - Establish a practice of having the staff person responsible for each core initiative submit at least one content item for publication in each month's edition of *PLA e-News*. Newer or less well-known initiatives will be intentionally stacked above the more established ones, when feasible. This practice will help even the balance of coverage across all initiatives and reduce the need to "force-feed" content pertinent to newer initiatives through dedicated all-member emails. *(being discussed for to determine feasibility)*
 - Establish a policy of only sharing information on behalf of outside organizations – including other ALA units – if the product, service, or program is offered free of charge. This action is intended to reduce the overall amount of content that could be viewed as "up-sells," so that the only paid programs and services readers are exposed to are our own. *(policy drafted, awaiting approval)*

- Leverage the Member Library on the new ALA Connect as a repository for back issues of PLA e-newsletters as well as electronic editions of *Public Libraries* magazine. This practice will allow us to link directly from *PLA e-News* or other channels to online versions of the initiative-specific e-newsletters so potential subscribers can be more easily exposed to the content. *(implemented)*
- Work with ALA ITTS to add dynamic content pods to select pages on the PLA website that will stream the three most recent Member News Releases or blog posts matched by topic tag. This practice is already in place on [PLA's ALA Connect home page](#). This would help ensure that visitors to PLA's website receive the most up-to-date information on its core initiatives without creating an administrative burden on the web communications manager – asking him to constantly monitor the initiative pages to remove information on past events or outdated calls to action. *(currently aspirational – will require buy-in from ALA ITTS and greater understanding of our web platform's limitations)*
- Integrate LinkedIn into PLA's regularly used social media channels, especially to facilitate networking connections in and around the conference. This item will be considered in tandem with a future review of PLA's social media presence. *(on hold until review of social media completed)*
- Meet with PLA staff to brainstorm ways to cultivate more content in the requested areas, including national trends in public libraries, library success stories, best practices, and programming ideas. It should be acknowledged, however, that collecting content from member libraries (library success stories and individual member news) would present a significant administrative burden and could cause the amount of content PLA publishes to balloon out of control. *(gathering input to determine feasibility)*
- In the wake of numerous ALA crises, including over the Meeting Rooms Interpretation of the *Library Bill of Rights* and challenges to Drag Queen Story Times nationwide, a basic plan was drafted to guide how PLA responds to crisis situations. We will continue to build upon and refine the plan over the coming months.
- Numerous communications were created around the PLA Fund for the Future and Individual Giving Campaign, including articles for *Public Libraries* magazine, a collection of testimonials from contributors and beneficiaries, and donor-appeal letters customized for several target audiences.
- Staff researched and compiled ideas for commemorating and leveraging PLA's 75th Anniversary in 2019, then sought input from all staff on desired outcomes, feasibility of implementation, and next steps. Some of the ideas include:
 - Replace the existing logo with a 75th Anniversary version on all PLA websites, social media pages, presentation templates, for the duration of 2019
 - Order various “swag” items bearing the 75th Anniversary logo (pens, notepads, coffee mugs, etc.) and distribute them at conferences throughout 2019
 - Host a Special 75th Anniversary Reception at the 2019 ALA Annual Conference

- Publicize the 75th Anniversary, PLA's recognition plans and opportunities to get involved throughout 2019, including through press releases, monthly updates in *PLA e-News* and a Special Anniversary Edition of *Public Libraries* magazine
- Leverage the 75th Anniversary for membership recruitment/engagement and for fundraising/revenue purposes
- Staff provided support for the PLA president's presentation, which was given at the Life After LIFE International Forum in Antalya, Turkey, October 2. This included the content for a 15-minute speech and accompanying Power Point slides created to increase awareness of PLA's activities in the international library community.
- Staff provided support for the [Fostering Creative Community Connections](#) project and its [Short Fiction Writing Contest](#) by helping with press releases, promotional materials for libraries, and outreach to writers' groups.

BUDGET

Funds for staff time and resources were spent to accomplish this work and we are on-budget for these.

ASSESSMENT

Since its last report to the PLA board, submitted on June 4, PLA has issued 15 press releases, ten electronic newsletters, and numerous other communication pieces. PLA's main social media channels continue to perform well based on key performance indicators. We have gained 626 new followers on Twitter and 284 on Facebook while generating 247,700 content impressions on Twitter and 106,776 on Facebook, over the period from June 4 to October 10.

PLA STRATEGIC GOAL LINK (check all that apply)

TRANSFORMATION LEADERSHIP ADV. & AWARENESS E.D.I.S.J. ORG. EXCELLENCE

TO: PLA Board of Directors
FROM: Kathleen M. Hughes, Editor, Public Libraries Magazine/Manager, PLA Publications
(khughes@ala.org)
RE: Publications and Products
DATE: October 16, 2018

ACTION REQUESTED/INFORMATION/REPORT: Report
ACTION REQUESTED BY: N/A
DRAFT OF MOTION: N/A

OVERVIEW

This report covers *Public Libraries* magazine; *Public Libraries* Online, FYI: The *Public Libraries* Podcast; and PLA Publications (Quick Reads, ECRR).

KEY CURRENT ACTIVITIES/METRICS

○ **Public Libraries Magazine**

Public Libraries, published six times a year, is the official magazine of the Public Library Association (PLA) and the only ALA magazine devoted exclusively to public libraries. Each issue includes important industry news, PLA and ALA updates, and columns and feature articles. Circulation: Member: 9,258 + Subscribers 491 = 10,123 total. Our subscription numbers continue a downward trend (last year at this time we had 536 subscribers). We will focus this year on improving subscription numbers with a targeted marketing campaign including advertising and social media. We are aiming to stabilize numbers and also to gain at least fifty new subscribers in the next fiscal year.

○ **Public Libraries Online**

The online companion site to *Public Libraries* continues to thrive. Like the print iteration [PL Online](#) focuses on issues and topics that matter to public libraries and public librarianship. Updated several times per week, the site features selections from the print magazine as well as unique content from our team of writers. Posts are comment-enabled so readers can share thoughts, as well as their own stories and experiences. The site attracts nearly 50,000 readers per month; 598,002 individual page views from October 15, 2017-October 15, 2018. This is up from the previous year which saw 46,000 readers per month and 556,996 individual page views for the year.

○ **FYI: The Public Libraries Podcast**

In 2016 *PL* embraced podcasting as another way to explore a variety of topics in-depth and to also bring great information to our members and readers. To date we have recorded 32 [podcasts](#). From October 15, 2017-October 15, 2018 these podcasts garnered 9,598 listens, in the previous year we had 7,044 listeners. 7,829 persons are currently subscribed to the RSS feed for the podcast. Our top three podcasts this year were: *Evaluating Health News with Sally James*, with 895 listens; *Library Service to Jails and Prisons with Nick Higgins*, with 775 listens; and *Serving Persons Experiencing Homelessness with John Spears*, with 761 listens.

○ **Quick Reads**

Digital downloads in the PLA Quick Reads cover important topics in public librarianship in a quick, practical, and direct way. The goal is to shed light on an essential topic quickly, as such, each of the

publications is under 100 pages. This product is available free to members as a member benefit and for sale to nonmembers. Books in the series include:

Book Title	Sold	Member Download
The Bed Bug Guide for Public Libraries – released 2016	116	N/A – Is only available for sale.
Weeding Manual – released 2016	22	N/A – Is only available for sale.
Get Inside: Responsible Jail and Prison Library Service – released 2017	1	402
Building and Operating a Digital Media Lab – released 2018	3	283
Taking Care of Business in the 21 st Century: A New Library Service Model – released 2018	2	160
PLA 2018: Ten Essential Programs - released September 2018	-	109

We plan to release another Quick Read this month, “Teaching Early Literacy to Teen Parents.”

○ **Every Child Ready to Read**

The updated and expanded 2nd edition of Every Child Ready to Read incorporates simple practices, based on research, to help parents and other caregivers develop early literacy skills in children from birth to age five. Sales of the product have slowed in recent years. Here is a sales report of the last two fiscal years:

<u>Product Name</u>	<u>2017</u>	<u>2018</u>
<u>Every Child Ready to Read 2nd Edition Kit</u>	<u>108</u>	<u>99</u>
<u>ECRR Brochures</u>	<u>500</u>	<u>472</u>
<u>ECRR Bookmarks</u>	<u>177</u>	<u>147</u>
<u>ECRR Childcare Provider Module</u>	<u>60 sales began 2/2017</u>	<u>17</u>
<u>ECRR Spanish Toolkit</u>	<u>210</u>	<u>171</u>
<u>ECRR Spanish Brochures</u>	<u>109</u>	<u>82</u>
<u>ECRR Spanish Poster</u>	<u>33</u>	<u>43</u>
<u>ECRR Spanish Bookmarks</u>	<u>8</u>	<u>45</u>

At the 2018 Midwinter Meeting, ALSC and PLA decided to conclude Every Child Ready to Read as an active initiative. We are focusing on continuing the ECRR work under the PLA Family Engagement

initiative and are organizing a subgroup within the Family Engagement umbrella to focus on early literacy publication projects.

BUDGETS

Public Libraries Magazine and Public Libraries Online

Public Libraries ad sales in fiscal year 2018 are behind budget. We budgeted \$40,000 for this year and we actually sold \$20,366. We intend to focus on improving our ad sales and meeting the targeted budget for FY19. We are exploring Google ads, promotional mailings to vendors, and other ways to improve advertising. Subscription revenue is \$37,154, also behind the budgeted figure of \$40,000. We are also planning to work to improve subscription numbers this year, with targeted mailings, social media advertisements, and more. In terms of expenses, we are at \$116,270 against the budgeted figure of \$153,554, so we are at \$37,284 less than budgeted.

Quick Reads/Publications:

Total revenues in the publications line are \$1,919; against a budget of \$7,250. This shortfall is mainly due to no new products. The Quick Reads are available for free to members, so sales numbers are currently small on those. With the goal of improving revenue we will embark on a quest to improve sales of these products. In addition, we have other books and products in the pipeline which will improve revenue in FY19. As far as expenses, there was no money budgeted for expenses, but we spent \$3,194. This is an oversight that will be corrected for FY19.

Every Child Ready to Read:

As mentioned, sales in the ECRR line have slowed. This year we saw \$19,710 in revenue against a budgeted figure of \$65,000. Expenses were \$10,291 against a budget of \$47,425. We are formulating a number of ideas for products to be released in FY19 in this line; which will improve sales.

ASSESSMENT

This month we are conducting a reader survey of Public Libraries magazine; Public Libraries Online; FYI: The Public Libraries Podcast and the Quick Reads Publications series. Results of the report will be provided when they are available. We aim to use the results to improve current products and guide product creation.

PLA STRATEGIC GOAL LINK (check all that apply)

TRANSFORMATION LEADERSHIP ADV. & AWARENESS E.D.I.S.J. ORG. EXCELLENCE

EBD #4.4
BARC #4.4



ALA Three Year Investment Plan

October 25, 2018

Agenda

- **Vision**
- **Investment Strategy: Our Plan for Success**
- **Funding Strategy: How We'll Pay For It**
- **ALA Three Year Investment Plan: Path to Sustainability**

Background

- **While total membership has stabilized, ALA has seen declining membership over the past 10 years**
- **ALA's main lines of business (Publishing, Conferences, and Membership) have seen flat or declining revenues since 2008**
- **Although ALA generated operating surpluses in FY14 and FY15, FY16 and FY17 saw unexpected operating losses**
- **Historical strategy of expense reduction to balance budgets exacerbated problems by harming longer term productive capacity (innovation)**

To address the trends above and ensure continued achievement of ALA's mission, a Plan for Re-invention and Re-investment are required

The Vision

“A Modern Association for A Modern Profession”

The Strategy

Improve Mission Capabilities by Investing in 3 Key Areas

Information Technology

Advocacy

Development

While Streamlining Organizational Structure to Focus Existing Resources on Mission and Growth

Re-allocation of Resources from Non-mission Critical Uses

- **Occupancy**
- **Administrative and Support**

Simultaneously, the Association is embarking on several studies to answer key questions re. governance, membership model, and org structure

The Strategy

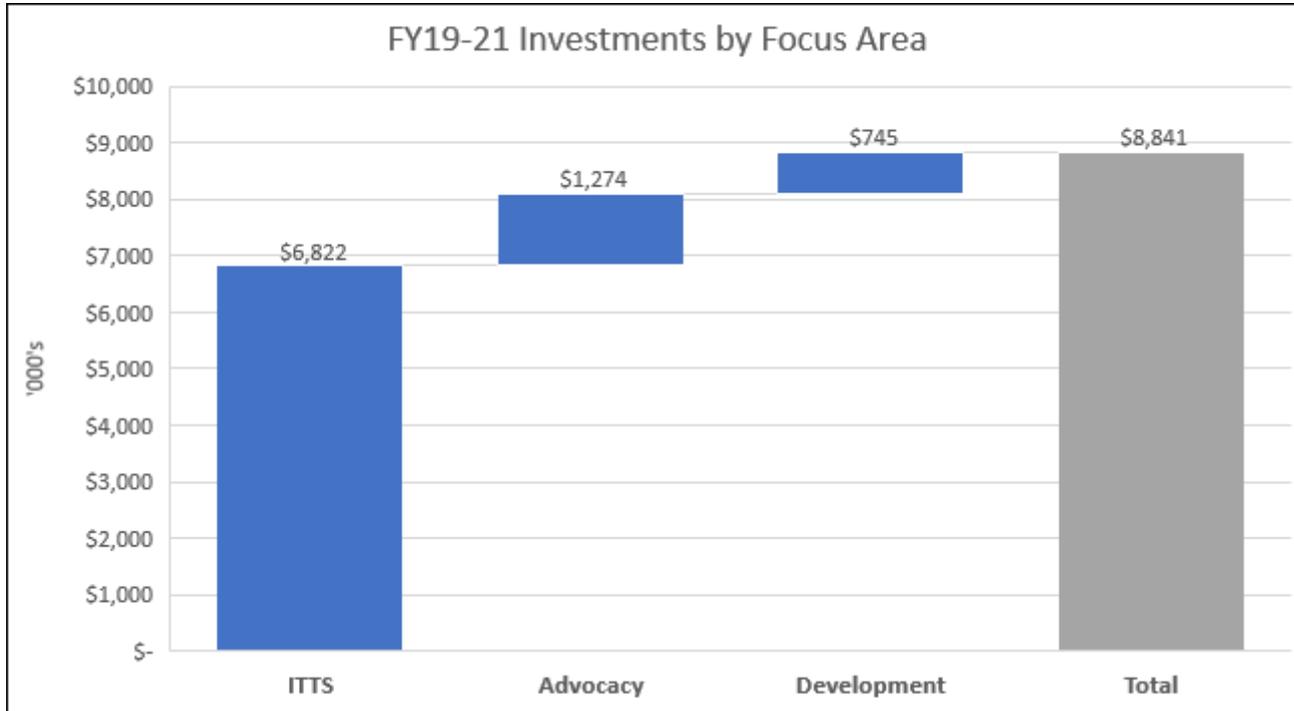
	FY2018				FY2019			
	Sept-Nov	Dec-Feb	Mar-May	Jun-Aug	Sept-Nov	Dec-Feb	Mar-May	Jun-Aug
Initiative								
Real Estate Study		█						
IT Assessment				█	█			
Membership and Communication Study				█	█			
Organizational & Governance Review				█	█			

KEY QUESTIONS:

- How can we monetize our assets to best serve the Association?
- What capabilities, skills, and staff are needed to attain our IT needs?
- What is the ideal membership model to sustainably serve our members?
- What is the ideal governance structure needed for ALA today versus 30 years ago?
- What is the ideal organizational structure needed for ALA today versus 30 years ago?

These multiple “change initiatives” will help us determine our 21st century model

Investment Plan



NOTE: \$6.8M in proposed IT Investments includes initiatives to enhance Advocacy and Development. See page 18 for list of IT investments FY19-23

Invest \$8.8MM in initiatives and infrastructure to improve mission capabilities and financial sustainability of Association

Expected Return on Investment

<u>Focus Area</u>	<u>Anticipated Benefits</u>	<u>Potential ROI Metrics</u>
Information Technology	<ul style="list-style-type: none">• Better Member Service• Increased Employee Productivity• More Successful IT Projects	<ul style="list-style-type: none">• Member Satisfaction Scores• Projects Delivered On Time/Budget• IT Expense as % of Revenue
Advocacy	<ul style="list-style-type: none">• Stronger, More Effective Member Relationships with Key DC Stakeholders• Enhanced Professional Development Opportunities• Targeted, More Efficient Relationship Building Strategies	<ul style="list-style-type: none">• Number of Advocates• Number of Connections• Number of Strategic Visits• Number of Participants at State and Local Levels
Development	<ul style="list-style-type: none">• Additional Revenues for the Association• Increased Member Engagement	<ul style="list-style-type: none">• Total Additional \$ Raised• Additional GF \$ Raised• Number of donors• Median gift/Average gift• Number and \$ planned pledges

To ensure benefits are realized, ALA management will track and report on specific key performance metrics (KPI) by investment area. These can be reported along with key outcome metrics, such as ALA's Net Promoter Score (NPS)

NPS: Net Promoter Score. *Per the "ALA FY2018 Final Survey Report," p.31 from Ave M, "NPS...is a measure that captures future customer loyalty.. and has been shown to correlate with business growth."*

Funding Strategy

Our Two Pronged Funding Strategy

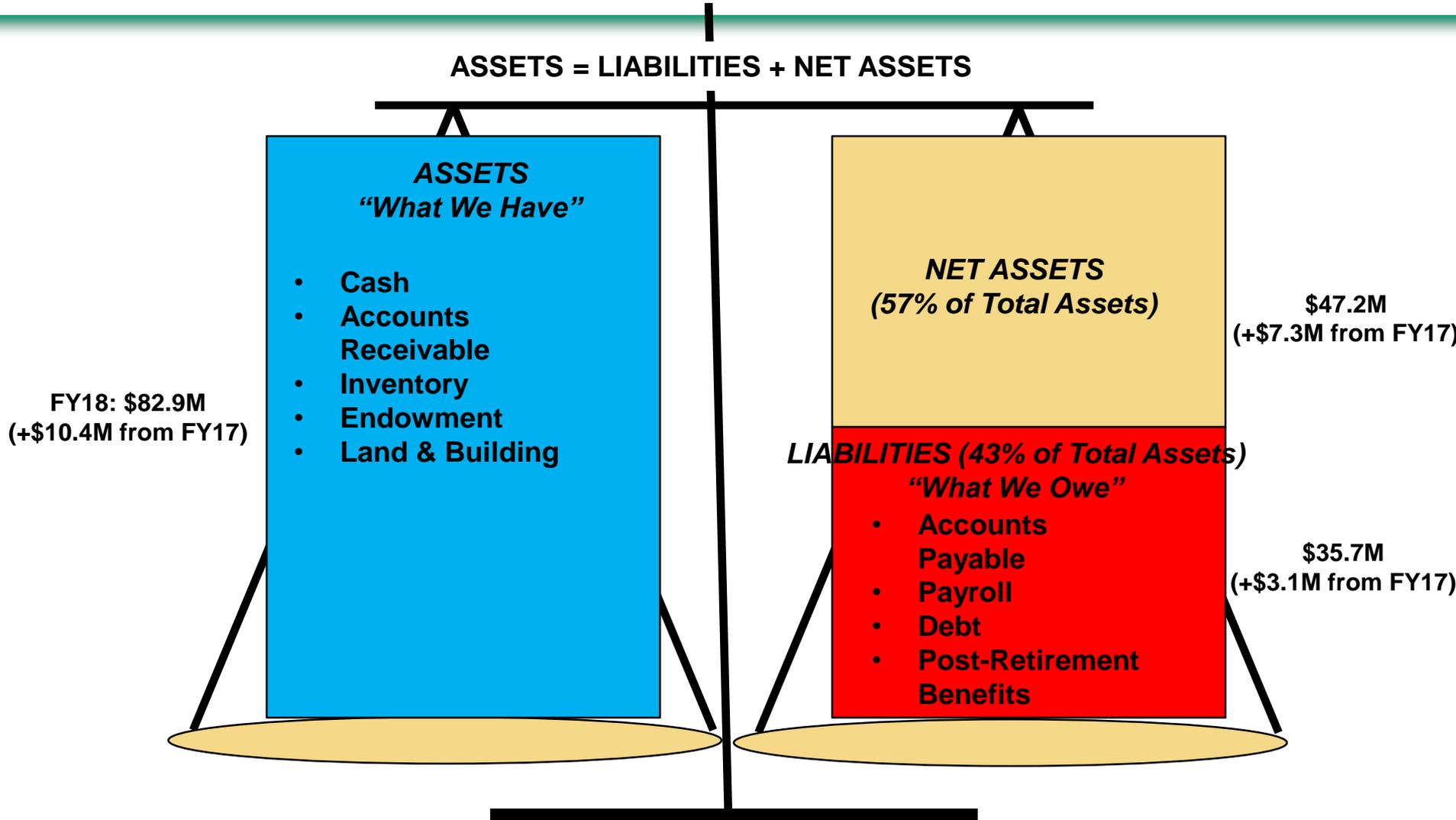
1 Re-allocate Existing Funding

- Fixed Occupancy Expenses
- Admin/Support Expenses to Mission/Revenue Generating Centers

2 Leverage ALA's Balance Sheet

- Borrowing
- Asset Sale

ALA's Balance Sheet as of FYE 2018 PRELIM



In FY18, ALA's Net Asset Balance grew by \$7.3M to 57% of Total Assets

Funding Strategy: Match Uses and Sources

USES = Investments by Focus Area

	FY19	FY20	FY21	Totals
<i>Operating</i>				
IT	632,200	908,200	2,481,200	4,021,600
Advocacy	300,000	370,000	370,000	1,040,000
Development	176,750	276,000	292,000	744,750
Total Operating	1,108,950	1,554,200	3,143,200	5,806,350
<i>Capital</i>				
IT	728,298	605,298	1,466,965	2,800,561
Advocacy	110,000	62,000	62,000	234,000
Development				-
Total Capital	838,298	667,298	1,528,965	3,034,561
TOTAL	1,947,248	2,221,498	4,672,165	8,840,911

SOURCES = Funding by Source

- Operating Expense Decrease/Re-allocation
- Incremental Revenues

- Debt
- Asset Sale



Operating Need

\$1.1M - \$3.1M from FY19-21

Capital Need

\$3.0M FY19-21 Total

Funding Strategy: Match Uses and Sources

SOURCE

- Operating Expense Decrease/Re-allocation
- Incremental Revenues

Operating Need

\$1.1M - \$3.1M from FY19-21

STRATEGY

- Operating Expense Decrease/Re-Allocation of \$1.5M
 - \$500k GF Offices
 - \$300k Support Services
 - \$500k Occupancy Cost
 - \$200k Other TBD
- Incremental Revenues of \$1.6M
 - \$400k Endowment Income*
 - \$300k New Fundraising
 - \$100k Purchasing
 - \$600k Existing Business (2% growth)
 - \$200k New Revenue TBD

- Debt
- Asset Sale

Capital Need

\$3.0M FY19-21 Total

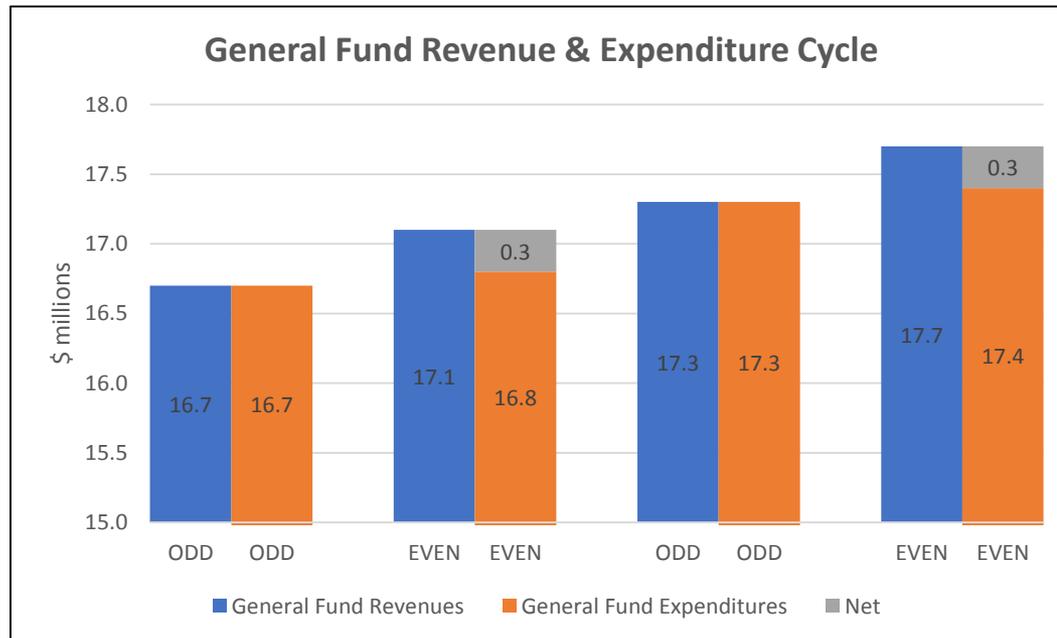
- \$6-8M Bank Borrowing
- \$9-20M Gain from Sale

* Additional \$400k assumes \$7MM-\$9MM of additional capital in Endowment

GF Funding Cycle and Path to Sustainability

Sustainability requires

- GF office and supporting service expenditures no more than projected spend down/odd year revenues
- Consistent growth of GF revenues in line with increases in projected personnel expense and inflation (assume increases of 2% COLA, 7% medical expense, and 2% inflation)
- Reinvestment of surpluses in two conference/even years in ALA infrastructure and new products and services



To reach sustainability, General Fund revenues must grow 2-3% p.a. to cover requirements above

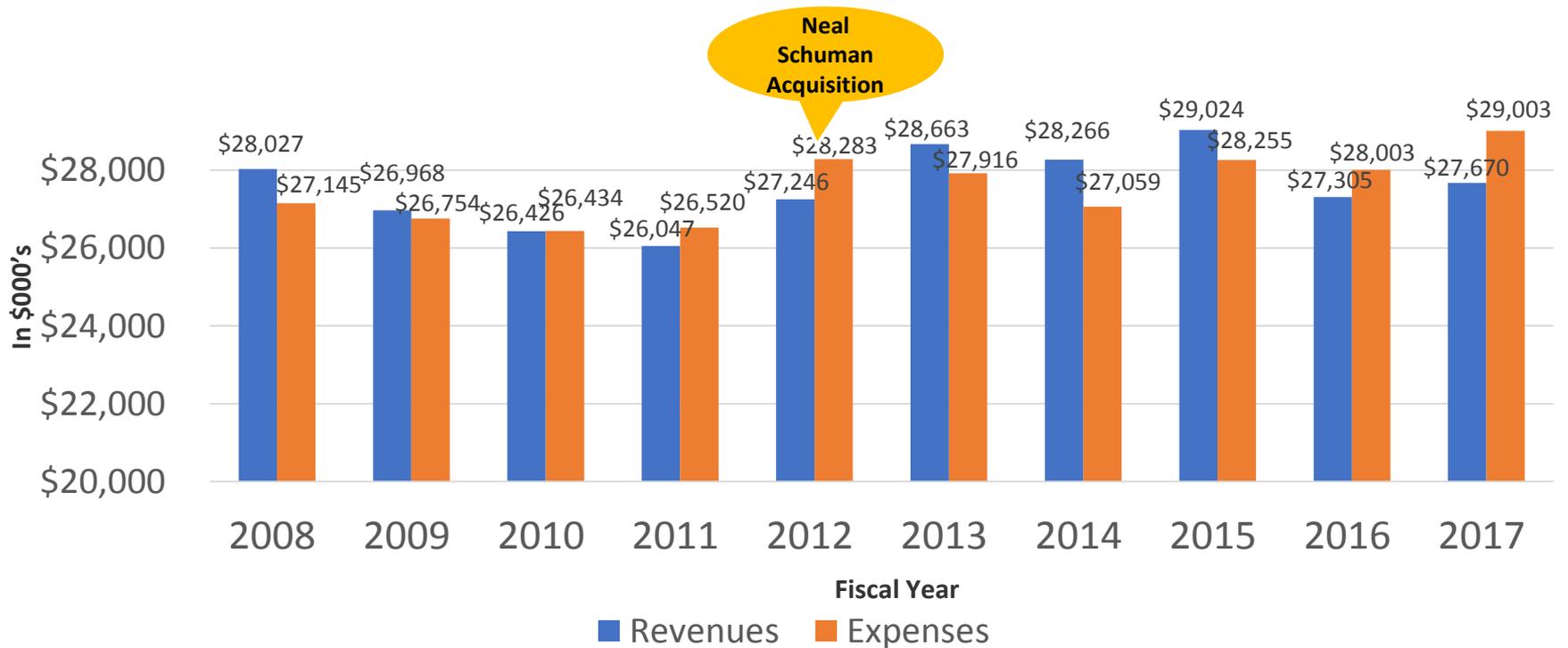
APPENDIX

ALA Total Membership



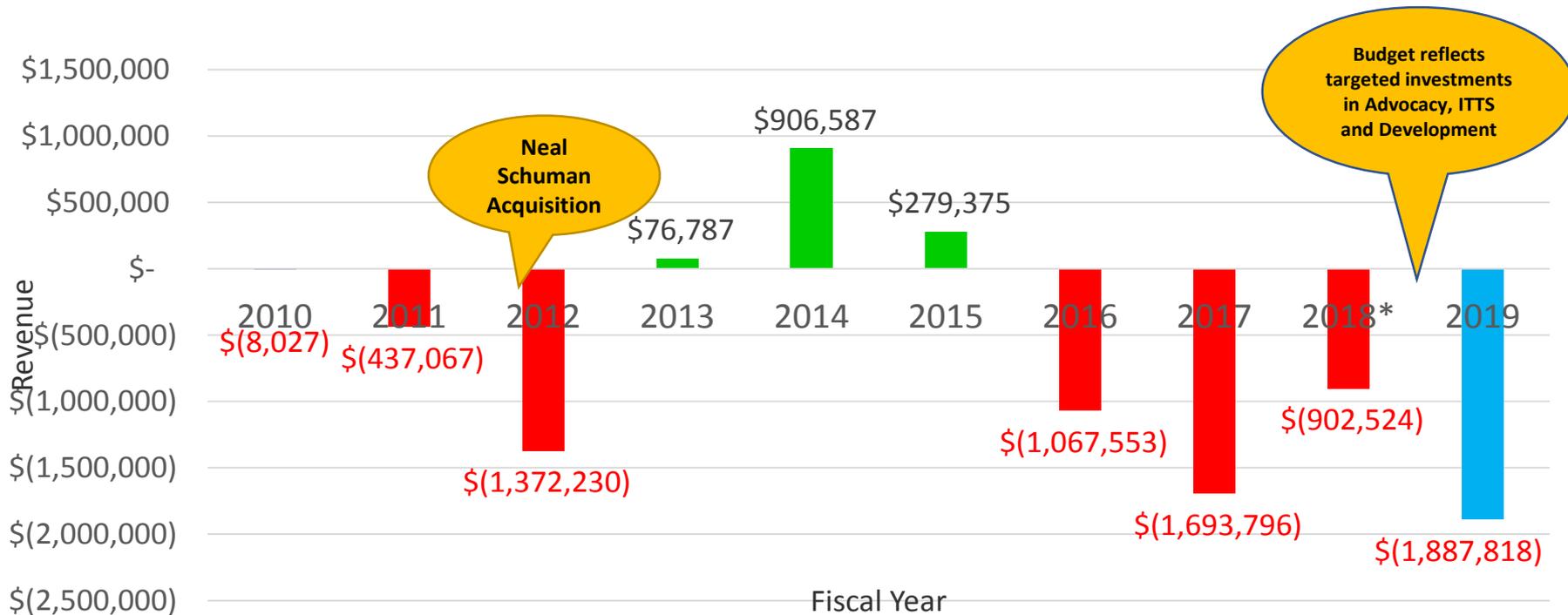
Average over 10 years = 58,350 members and a -13.3% change since 2008.
 Source: Membership Stats Reports.

ALA General Fund Revenues & Expenses



Source: ALA Audited Financial Statements

ALA General Fund Net Revenues (Expenses)



*FY18 Third Close Results - Unaudited
 Source: ALA Audited Financial Statements

INVESTMENT DETAIL – Advocacy & Development

ALA ORGANIZATIONAL INVESTMENTS FY19-21						
Category	Type	Description	Expense Type	FY19	FY20	FY21
Advocacy	Nonpersonnel	CRM	Capital	60,000	12,000	12,000
Advocacy	Nonpersonnel	Outreach and Engagement	Operating	200,000	200,000	200,000
Advocacy	Nonpersonnel	Outreach and Engagement	Capital	50,000	50,000	50,000
Advocacy	Nonpersonnel	Advocacy Fly-In	Operating	100,000	100,000	100,000
Advocacy	Nonpersonnel	Natl Leg Day Revamp	Operating		70,000	70,000
			TOTAL	410,000	432,000	432,000
			Change from PY		22,000	-

ALA ORGANIZATIONAL INVESTMENTS FY19-21						
Category	Type	Description	Expense Type	FY19	FY20	FY21
Development	Personnel	Development Coord Upgrade	Operating	33,000	34,000	35,000
Development	Personnel	Prospect Research Assoc	Operating	18,750	75,000	78,000
Development	Nonpersonnel	Mailing/Advertising	Operating	50,000	55,000	65,000
Development	Personnel	Asst Dir Major Gifts	Operating	60,000	92,000	94,000
Development	Nonpersonnel	Travel AD Major Gifts	Operating	15,000	20,000	20,000
			TOTAL	176,750	276,000	292,000
			Change from PY		99,250	16,000

Increase in GF Expense By Category and Percentage from FY19

ASSUMPTIONS:

- **Salary Increase 2% = \$240k**
- **Medical Benefit Increase 7% = \$153k**
- **General Inflation 2% = \$70k**

	FY19B						
Salary Expense - GF Only	12,045,552						
Medical Benefit Expense - GF Only	2,186,540						
GF Nonpersonnel Expense	3,494,233						
	Percentage Increase						
	1%	2%	3%	4%	5%	6%	7%
Salary Expense - GF Only	120,456	240,911	361,367	481,822	602,278	722,733	843,189
Medical Benefit Expense - GF Only	21,865	43,731	65,596	87,462	109,327	131,192	153,058
GF Nonpersonnel Expense	34,942	69,885	104,827	139,769	174,712	209,654	244,596

Based on assumptions above, General Fund expenses will increase \$460k, or 2.7% of total General Fund budget, annually

Endowment Income Analysis

Source: Merrill Lynch Analysis, 6/13/18

Projected Additional Endowment Income			
	Capital Needed @75% Confidence Level	Capital Needed @95% Confidence Level	Will Fund
\$1M/Yr - Growing 4% Annually for 20 Yrs	\$ 18,624,755	\$ 24,664,369	
\$600k/Yr - Growing 4% Annually for 20 Yrs	\$ 11,174,587	\$ 14,798,826	Total ALA Salaries 2% Growth + Benefits 7% Growth
\$400k/Yr - Growing 4% Annually for 20 Yrs	\$ 7,499,898	\$ 9,865,742	GF only Salaries 2% Growth + Benefits 7% Growth
\$360k/Yr - Growing 2% Annually for 20 Yrs	\$ 5,649,886	\$ 7,407,858	Total ALA Salaries 2% Growth
\$240k/Yr - Growing 7% Annually for 20 Yrs	\$ 5,873,536	\$ 7,890,372	Total ALA Benefits 7% Growth

**PLA Board of Directors 2018 Annual Conference Meeting
June 23, 2018, New Orleans, LA**

Action Items/Discussions Requiring Follow Up

The following actions were drafted based on discussion at the 2018 Annual Conference board meeting.

STATUS AS OF OCTOBER 8, 2018

- ACTION: **Smith** will connect Jonna Ward, CEO, Seattle Public Library Foundation to **Macikas** for further discussion about using 2019 National Library Week as a fundraising opportunity.
- STATUS: **ACCOMPLISHED/IN PROCESS**. Multiple discussions have been held with PLA, the ALA Development Office, and Seattle Public Library Foundation. SPLF is organizing Washington state libraries to do a pilot, coordinating promotion of the Wednesday during library week as “library giving day.” The potential to provide tools to all libraries via ALA/PLA is being discussed.
- ACTION: **Bohrer and Macikas** will include discussion of PLA grant and operations funding on the next agenda of the Budget and Finance Committee.
- STATUS: **IN PROCESS /SCHEDULED** for discussion at the 2019 Midwinter Meeting.
- ACTION: **Bohrer and Macikas** will collect and circulate additional plans related to the proposed revision to the Midwinter Meeting.
- STATUS: **IN PROCESS**. ALA Conference Committee is continuing to discuss status of Midwinter. May be an update by 2019 Midwinter.
- ACTION: **Jefferson** will relay the PLA board’s concerns that the composition of the Steering Committee to guide the work of the ALA Organizational Effectiveness/Governance Review does not include enough public librarians to correspond to the overall composition of ALA membership.
- STATUS: **ACCOMPLISHED**.
- ACTION: **Jefferson** will relay the PLA board’s suggestion that the ALA FY19 budget include salary increases for staff to support them during a period of significant change and uncertainty.
- STATUS: **ACCOMPLISHED**.
- ACTION: **Chase** will convey PLA’s suggestion regarding references to recent court cases in the IFC’s Meeting Rooms guidance and use her judgement in terms of PLA endorsement based on Council’s discussion and action regarding the document.
- STATUS: **ACCOMPLISHED**.
- ACTION: **Macikas, Deutsch and others as appropriate** will post, circulate and promote the 2018-2022 PLA Strategic Plan.
- STATUS: **ACCOMPLISHED**. The new plan was posted and promoted via an ALA member news release in September 2018. Additional promotion is being discussed.

ACTION: **Macikas, Drago, and Faubel-Johnson** will revise the PLA refund policy per board instructions and include it in materials for the PLA 2020 Conference and other events with registration fees.

STATUS: **ACCOMPLISHED.**

ACTION: **Kong** will start a discussion thread in the ALA Connect EDI interest group concerning the border crisis and how libraries can respond, support communities, and support themselves.

STATUS: **NOT ACCOMPLISHED.**

ACTION: **Macikas and Stewart** will communicate details about the fall 2018 board meeting as soon as they are available.

STATUS: **ACCOMPLISHED.**

TO: PLA Board of Directors
FROM: Larry Deutsch, Communications Manager, ldeutsch@ala.org
RE: 2018-2022 Strategic Plan Rollout
DATE: October 10, 2018

ACTION REQUESTED/INFORMATION/REPORT: Report

OVERVIEW

Since the final approval of the 2018-2022 Strategic Plan in June, PLA staff has worked to inform stakeholders about the plan while equipping staff and volunteers with the information and resources necessary to understand and address questions about it. The desired outcomes are that members are aware that PLA has a new 4-year plan with new goals and objectives, and that staff and volunteers are intimately familiar with the plan and able to articulate its goals and the connections between PLA work and the plan. This first phase of the plan was rolled out over the summer, and we expect to roll out materials to PLA volunteers in the fall.

KEY CURRENT ACTIVITIES/METRICS

The following activities related to this project have been completed to date:

- A [plain-text version](#) of the full plan has been added to the PLA website
- A “dressed up” version, in color with graphics and text treatments, has been posted to the PLA website as a [downloadable PDF](#)
- Announcements about the new Strategic Plan have been communicated through the following channels:
 - [Press release](#) distributed to library trade media
 - [Email blast](#) to all PLA members
 - Article in the [September issue of PLA e-News](#)
 - Article in the September-October issue of *Public Libraries* (will hit mailboxes 1st week of November)
- PLA staff will continue to share information on the plan with members, including updates on our progress toward achieving its goals.
- A set of messaging points and answers to questions anticipated about the plan has been created and piloted with PLA staff. A draft of this document is included in your board packet (Strategic Plan Messaging Points.doc), for your feedback.
- A training was given to PLA staff on Sept. 20 to help familiarize them with the new Strategic Plan and how it relates to their work. The approximately 75-minute training session included a presentation about the content of the plan, how it was developed, and a review of the messaging points.
 - As part of the training, PLA staff participated in a pair of interactive exercises. In the first, staff were asked to closely study, then paraphrase, PLA’s new Statement of Ambition. In the second exercise, staff brainstormed and described the connections between PLA’s strategic goals and organizational initiatives, projects, programs and

activities. For example: Project Outcome fulfills the goal of Transformation because it helps libraries shift their mindset from head-counts to fundamental changes in patrons' lives. PLA staff will continue to think about ways to organize our work that reflect these projects' links to the strategic goals.

BUDGET

To date, no direct funds (beyond staff time) have been spent toward promoting the Strategic Plan.

ASSESSMENT

No formal evaluation structure has yet been established, but one method would be a survey of PLA members on their awareness about the plan. Other possible metrics include the click-through rate from the announcement email blast (18.3% of opens) and analytics for the PLA 2018-2022 Strategic Plan web page – 982 unique pageviews since its posting on July 20 with 6:28 average time spent on the page per visit. Anecdotally, PLA staff and prominent volunteers expressed approval and enthusiasm for the plan.

PLA STRATEGIC GOAL LINK (check all that apply)

TRANSFORMATION LEADERSHIP ADV. & AWARENESS E.D.I.S.J. ORG. EXCELLENCE

Messaging Points PLA Strategic Plan 2018-2022

Question: How was the plan developed?

Likely audiences: PLA members, ALA leaders, funders, external stakeholders

Message: The new Strategic Plan was developed with wide-ranging input not only from the PLA board, but also from members, staff, and other key stakeholders.

Member input was gathered through a survey that received more than 2,000 responses and focus groups that sought feedback from a diverse cohort which included early-career library workers, mid-level staff, and directors.

Message: In updating PLA's Strategic Plan – last revised in 2014 – we closely considered our nation's changing landscape – in political, economic, and social affairs – and its effect on public libraries.

The plan envisions a future in which public libraries serve as hubs of cultural and civic engagement, helping to facilitate understanding of how society is, and should be, shaped.

Message: A new and essential goal related to Equity, Diversity, Inclusion, and Social Justice (EDISJ) was added to ensure PLA is helping libraries advocate for and apply these core principles.

By establishing specific objectives related to EDISJ, PLA is demonstrating its commitment to cultivating a generation of library leaders equipped to ensure our communities and societies allow participation by, and meet the needs of, everyone and that public libraries reflect the communities that they serve.

Question: What are some of the key deliverables PLA will achieve over the next four years?

Likely audiences: PLA board, PLA volunteers, PLA members, funders, organizational partners

Message: PLA will increase awareness of, and access to, the fundamental types of literacy skills people need to achieve success in the 21st Century.

Messaging Points PLA Strategic Plan 2018-2022

PLA members will have access to a range of tools to equip library patrons and community members with pivotal skills through programming in Digital Literacy, Early Childhood Literacy, Health Literacy, Financial Literacy, and more.

Message: PLA will work to increase the number of libraries using meaningful and actionable measurements to understand and expand their impact on the community.

We will continue actively promoting, expanding and training library professionals through Project Outcome while also developing partnerships that will bring outcome measurement to new libraries and library associations around the world.

Message: PLA will support public library staff in shifting from a library-centered approach to a community-centered approach.

Through training opportunities and resources including the established PLA Leadership Academy and future program concepts, we will deliver leadership training content to broader audiences. Many of our other initiatives – such as Family Engagement, Digital Literacy, and Health Information – are similarly emblematic of libraries' work to address critical community needs.

Message: PLA will equip its members with the resources to advocate and apply EDISJ principles in their libraries and communities.

Through a variety of resources including mentoring and learning opportunities, PLA will deliver EDISJ content to PLA members and other library professionals nationwide. This will include three regional trainings across the U.S. annually in 2019 and 2020.

Question: What else is important to know about this plan?

Likely audiences: PLA volunteers, ALA leaders, funders, external stakeholders

Message: The plan reflects a marked increase, since 2014, in organizational capacity. Since 2014, we've nearly doubled our number of staff and secured the long-term grants from the Gates Foundation. Additionally, PLA has secured other new grants and is building its capacity to raise funds in new ways.

Messaging Points PLA Strategic Plan 2018-2022

Message: The new Strategic Plan reflects PLA's core values of Visionary Leadership; Member Focus; Integrity and Transparency; Equity, Diversity, and Inclusion (EDI); and Excellence and Innovation.

Message: The result is a strong plan that will guide how PLA invests its resources to meet the needs of its members and advance the public library field over the next 4 years.

Question: How does the new plan affect established PLA initiatives like Every Child Ready to Read (ECRR) and Project Outcome?

Likely audiences: Long-time PLA members, volunteers who contributed to these projects

Message: PLA remains committed to all its existing programs and initiatives regardless of whether they are called out specifically in the 2018-2022 Strategic Plan.

As a strategic plan – in contrast to a tactical one – the goals within are intentionally framed in highly general terms. There is no need to catalogue them individually because every PLA initiative, program, or project advances one or more of these strategic goals. ECRR, for example, advances the goals of Transformation, Advocacy & Awareness, and Organizational Excellence.

Question: Social justice is called out as one of PLA's Core Values, but intellectual freedom, one of the Core Values of Librarianship, is not. Why?

Likely audiences: Long-time PLA members, ALA leaders, library field stakeholders

Message: PLA upholds all eleven Core Values of Librarianship regardless of whether they are called out specifically in the 2018-2022 Strategic Plan.

PLA acknowledges that the values of Intellectual Freedom and Social Justice, as interpreted and applied in public libraries, may contrast with one another. We believe that both values are important, and libraries must strike a delicate balance between the two in matters of policy and collections. We believe it is critical for libraries to elevate

Messaging Points
PLA Strategic Plan 2018-2022

historically marginalized voices without eradicating or minimizing those that conflict with them.

TO: PLA Board of Directors
FROM: Mary Hirsh (mhirsh@ala.org)
RE: PLA Leadership Model
DATE: October 8, 2018

ACTION REQUESTED/INFORMATION/REPORT: Report

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

OVERVIEW

The original PLA leadership model was developed in 2009 by a group of member-leaders under the guidance of Dr. Adam Goodman, director of Northwestern University's Center for Leadership. It formed the foundation of all PLA leadership activities, including four successful PLA Leadership Academies.

KEY CURRENT ACTIVITIES/METRICS

PLA recognized the need to update the model largely due to the increasing sophistication of recent Academy attendees. Working externally with communities was no longer a new concept, indicating the model had been successful in impacting the field. PLA, again with Dr. Goodman, convened a member-leader group at Annual Conference to consider community and library challenges for the next five years. The result is a new PLA leadership model (attached) that emphasizes the work and values of library leaders. The new model assumes libraries have "turned outward" and are externally engaged. It provides a roadmap for effectively engaging with individuals, neighborhoods, and communities to thrive with the library serving as a trusted resource to enable voices to be heard.

BUDGET

Costs associated with the revision of the model have been covered by the Gates legacy grant as leadership development is a core goal of the grant.

ASSESSMENT

The spring 2019 Leadership Academy will incorporate the new model into its curriculum. Evaluation results from the academy will provide an indication of the model's success.

PLA STRATEGIC GOAL LINK (check all that apply)

TRANSFORMATION LEADERSHIP ADV. & AWARENESS E.D.I.S.J. ORG. EXCELLENCE

Leadership & Values Concepts
Public Library Association
Draft for Discussion v4.0

Key Terms (including from v2.2 are in *italics*)

A Leader's Work

As a library leader, I work –

- To help *Individuals* as well as our *Neighborhoods* and *Communities* thrive.
- Each day to be a *trusted resource* that helps everyone, including me, *have their voice be heard and contribute to a healthier and engaged community*.

Individuals

Working with individuals requires me to recognize that each of us has a story, purpose, aspirations and challenges that are important and often unique. Recognizing these differences and the varied ways in which we each learn...

My work with *Individuals* –

- *Is inclusive, requiring me to meet people where they are, seeking out those whose voices are not often heard*
- *Helps each person tell their stories, respecting different experiences and ways of knowing*
- *Helps each person access and use information available to all, assisting with discernment of the veracity of various sources*

Neighborhoods and Communities

Working in my community is important. There are also profound opportunities in neighborhoods and groups, those smaller associations – be they geographic, cultural, historic or interest-oriented – where my work finds substantial purpose and people might be more ready to engage.

My work with *Neighborhoods* and my *Community* –

- *Recognize and enable different forms of engagement so that each person can gather in ways that are comfortable for them and contribute as they are able.*
- *Connect people with each other, information, and knowledge. Also, connect people with agencies that can help them thrive. This work and our information is for everyone: patrons, neighbors, visitors and policy makers and takes place anywhere in our community.*
- *Help people learn, discern and reason together, recognizing that current systems and structures, including those offered by my library, both help and hinder this work. This awareness requires me to listen and look for the intersection of community aspirations and challenges with the library's capacity to respond. Furthering their shared goal may necessitate advocating and bringing about change within and outside of my library*

How We Lead

To enable this work, I am committed to creating a spirit of *caring, integrity* and *optimism*. This requires that I bring librarians and others together so that we practice five leadership abilities with each person we serve, the neighborhoods in which we work, and the community in which we live -

1. ***Engagement allows us to acknowledge and involve all community stakeholders and affirm their potential for contributing to the well-being of the community.***

Engagement begins with the skill to discern and use different approaches for how we listen. Regardless of the approach we use, this work is always characterized by *authenticity* as a path to honesty and candor, *curiosity* to learn more, *empathy* to understand the depth and meaning of others' experience, and *vulnerability* so that each person can engage with others as well as us.

2. ***Convening allows us to enable people to interact with each other, get to know each other, learn from each other and appreciate that contributions of many are needed to realize shared aspirations.***

As with engagement, convening requires different approaches so that people care, the context is relevant, and a task is at hand. Common approaches include *dialogue* for deep listening, *facilitation* for shared discovery, and *mediation* for some of our most intractable problems.

3. ***Sharing allows us to communicate authentically what is expressed and learned from various convenings so that all may have a common understanding of what is learned and of the challenges and goals brought forward.***

Sharing is often the product of sustained work and our ability to *think critically, integrate data and stories*, and inspire *imagination*.

4. ***Collaboration allows us to work toward achievement of common goals, drawing on skills and resources of various individuals and agencies and exploring the network of connected persons.***

Context matters in collaboration because uncertainty is more common than not in today's world. This requires that we are *comfortable with ambiguity* while working toward an *ambitious and shared vision, tenacious* in bringing people together when events and people unfold in unpredictable ways, and *resilient* so that we are able to thrive while serving others.

5. ***Advocating allows us to use the library's position of trust to further the community's goals, employing our political savvy and speaking truth to power in order to enable concerns to be heard, barriers to be removed, and/or resources to be redirected as needed.***

Advocacy begins with gathering and employing information, ideas and resources. As with the people we help, we need the ability to *speak truth to power, advocate for our mission*, and have the *political savvy* to be truly heard and responded to by others.

With Concern for Our Values

Core Responsibilities

Learning + Literacy

- Learning: Recognize that everyone will need to be engaged in lifelong learning through multiple means including formal education, hands-on and peer-to-peer learning as well as through library resources and programs
- Literacy: Acknowledge the multiple literacies of 21st century learning including not just reading and writing, but numeracy, digital literacy, audio-visual communication, and more

Stewardship + Integrity (paradox: do both simultaneously to resolve tension)

- Stewardship: caring for people, neighborhoods and community so that they are heard and understood as they tell their own stories and share their views, while also tending library resources that include staff time, collections, space and finances.
- Integrity: allocate resources in alignment with community goals and aspirations, and following through on commitments to individuals and groups

Values

Respect + Civility (paradox: do both simultaneously to resolve tension)

- Respect: provide space for all to be engaged and heard
- Civility: promote dialogue, discussion and debate that helps people explore ideas openly and without fear; be intolerant of intolerance of others

Inclusion + Equity

- Inclusion: provide an environment where all are welcome to be who they are and who they desire to become
- Equity: provide varying levels of support to ensure that each person has access to all of the library's resources and services

Service + Privacy (paradox: do both simultaneously to resolve tension)

- Service: support policies and practices that make the library's resources easy to access and use
- Privacy: support policies and practices that ensures each patron's privacy: their own information and the library resources they access

Information + Truth

- Information: provide access to materials and be forthright and fulsome about facts and research, especially to help people reach their own conclusions using the assets we provide
- Truth: identify what is known through research and other rigorous means of information gathering

Design notes:

Under "A Leader's Work" - Highlight the linkages and progression below when the final version is designed

Step 1 Red = Acknowledging and affirming, related to connecting and inclusion

Step 2 Green = Help people connect (with each other)

Step 3 Blue = Information that helps people reason, make decisions, and take action

"A Leader's Work" and "How We Lead" might become a matrix

Success in applying this model will vary based on local context

Consider possibilities for an assessment to determine areas of strength and growth (individuals, organizations, neighborhoods)

TO: PLA Board of Directors
FROM: Barb Macikas
RE: PLA FY18 Budget as of 3rd close
DATE: October 19, 2018

ACTION REQUESTED/INFORMATION/REPORT: Information

OVERVIEW

Results for PLA's operations and grants, as well as PLA's long-term investment follow.

PLA Operating Budget

	Annual Budget	FY18 Close 3	Variance	Variance %
Beginning Net Assets		3,053,857		
Total Revenues	4,679,317	4,438,375	240,942	-5%
TOTAL EXPENSES BEFORE OH & TAXES	3,624,011	2,777,336	846,675	23%
CONTRIBUTION MARGIN	1,055,306	1,661,038	605,732	57%
IUT/OVERHEAD	882,102	864,093	18,009	2%
TAXES/INCOME	547	0	547	100%
TOTAL OVERHEAD/TAXES	882,649	864,093	18,009	2%
TOTAL EXPENSES	4,506,660	3,641,429	865,231	19%
NET REVENUE/EXPENSE	172,657	796,945	624,288	362%
ENDING NET ASSET BALANCE		3,850,802		

Operating Budget Revenues

As of the FY18 3rd close, PLA revenues in the operating budget are under budget by 5%. Revenues are on or over budget for conference, virtual conference, and sponsorships/donations. Membership was slightly under budget (off by 3%). As has been the trend for the last few years, advertising and webinars were significantly under budget.

Operating Budget Expenses and Overhead

Expenses (including overhead) are 19% under budget. Despite the high cost of producing a conference in Philadelphia, several (non-conference) project lines were significantly underspent including: family engagement; Project Outcome regional training; and EDI regional training. These are timing issues as PLA was not able to roll out these programs as planned in FY18. They will be launched or expanded in FY19.

PLA Grants

	Annual Budget	FY18 Close 3	Variance	Variance %
TOTAL GRANT REVENUE/EXPENSES BEFORE OH	2,762,791	2,896,802	134,011	5%
CONTRIBUTION MARGIN	433,922	389,219	-44,703	10%
IUT/OVERHEAD	433,922	389,219	44,703	10%
TOTAL EXPENSES	2,762,791	2,896,802		
NET REV/(EXP) FROM OPERATIONS	0	0		

Grant Overview

PLA manages foundation and government grants totaling \$2.9M. For government grants, PLA is managing an IMLS grant, Inclusive Internships, for \$457,202 (FY18 portion) and an IMLS grant related to early literacy research that concluded earlier in the fiscal year (\$30K). For private grants, the Gates Foundation funds account for \$2.2M through legacy, data impact, Project Outcome (which concluded in FY18) and AflIA grants. The balance of grant funding comes from the Knight Foundation, the National Network of Libraries of Medicine, and a subcontract with the Robert Woods Johnson Foundation.

Grant Overhead

Grant overhead for FY18 is \$389,219. The majority of the overhead is generated from private grants as the IMLS grants earned little overhead due to the “pass through” nature of the projects.

Long-Term Investment (LTI)

The PLA LTI was at \$1,362,579 at the 3rd close (compared to \$1,232,433 at the same time last year).

PLA STRATEGIC GOAL LINK (check all that apply)

- TRANSFORMATION LEADERSHIP ADV. & AWARENESS E.D.I.S.J. ORG. EXCELLENCE

American Library Association					
Fiscal Year 2019 Budget					
Fund: OPERATING/DIVISIONS FUND (12)					
Unit_Project: PLA					
THIRD DRAFT FY19 BUDGET created SEPTEMBER 2018					
Line Item	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Budget
(4000) DUES/PERSONAL	\$495,362	\$557,067	\$523,248	\$612,000	\$566,803
(4003) DUES/LIFE MEMBERS-CURRENT	\$1,590	\$1,530	\$1,515	\$1,600	\$1,600
(4004) DUES/CNTNUNG MBRS & DIV TRFR	\$780	\$750	\$750	\$800	\$800
(4100) SALES/BOOKS	\$3,596	\$1,011	\$677	\$5,000	\$700
(4601) RETURNS/CREDITS	(\$2,195)	(\$1,571)	(\$1,982)	(\$1,750)	(\$3,540)
(4103) SALES - ONLINE	\$41,079	\$32,283	\$20,142	\$51,000	\$20,800
(4104) SALES/RENTL MAIL LISTS		\$49,200		\$45,000	\$0
(4109) SALES/MISC	\$48,425	\$62,508	\$28,811	\$65,000	\$28,100
(4110) SUBSCRIPTIONS	\$38,996	\$38,727	\$38,204	\$40,000	\$40,000
(4140) ADVERTISING/GROSS	\$22,474	\$68,489	\$10,003	\$90,000	\$15,000
(4143) ADVERTISING/ON-LINE				\$5,000	\$5,000
(4611) COMMISSION/SALES REP	(\$1,649)	(\$3,550)	(\$5,149)	(\$9,400)	(\$7,400)
(4200) REGISTRATION FEES	\$122,889	\$1,693,342	\$45,403	\$1,685,072	\$48,000
(4210) EXHIBIT SPACE RENTALS	\$0	\$1,459,495	\$0	\$1,459,495	\$0
(4220) MEAL FUNCTIONS		\$114,675		\$100,000	\$0
(4400) DONATIONS/HONORARIA	\$14,830	\$78,822	\$35,779	\$151,000	\$40,000
(4421) ROYALTIES	\$11,463	\$4,320	\$4,599	\$5,000	\$4,550
(4429) OVRHD-EXMPT REVENUE/DIVISIONS	\$3,500	\$210,000	\$151,552	\$274,500	\$1,500
(4430) MISCELLANEOUS FEES	\$1,373	\$918	\$79,811	\$100,000	\$90,500
(4490) MISCELLANEOUS REVENUE		\$4,854			
Total Revenues	\$802,514	\$4,371,547	\$931,671	\$4,679,317	\$852,413

American Library Association					
Fiscal Year 2019 Budget					
Fund: OPERATING/DIVISIONS FUND (12)					
Unit_Project: PLA			THIRD DRAFT FY19 BUDGET created SEPTEMBER 2018		
Line Item	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Budget
(5000) SALARIES & WAGES	\$590,739	\$502,445	\$494,035	\$502,081	\$518,595
(5001) WAGES/TEMPORARY EMPLOYEES	\$10,363	\$21,078	\$24,294	\$39,780	\$0
(5002) OVERTIME WAGES	\$1,077	\$1,834	\$1,163		\$0
(5010) EMPLOYEE BENEFITS	\$175,666	\$154,025	\$154,979	\$164,114	\$156,125
(5016) PROFESSIONAL MEMBERSHIPS	\$500	\$936	\$2,785	\$3,000	\$6,000
(5100) TEMPORARY EMPLOYEES/OUTSIDE		\$23,516	\$0	\$34,000	\$7,000
(5110) PROFESSIONAL SERVICES	\$274,482	\$379,456	\$300,882	\$755,500	\$314,382
(5120) LEGAL FEES		\$5			
(5122) BANK S/C	\$15,294	\$106,888	\$13,993	\$109,992	\$15,020
(5140) EQUIP/FURN REPAIRS			\$29		\$200
(5150) MESSENGER SERVICE	\$587	\$533	\$294	\$500	\$540
(5151) DUPLICATION/OUTSIDE				\$500	\$0
(5210) TRANSPORTATION	\$34,901	\$37,210	\$26,467	\$112,096	\$64,750
(5212) LODGING & MEALS	\$28,009	(\$139,194)	\$36,005	\$146,996	\$82,780
(5214) ENTERTAINMENT	\$8,087	\$306,714		\$550,000	\$0
(5216) BUSINESS MEETINGS	(\$0)	\$2,861	\$1,406	\$37,500	\$1,200
(5300) FACILITIES RENT		\$152,180		\$225,000	\$50,000
(5301) CONFERENCE EQUIPMENT RENTAL	\$2,746	\$263,574	\$2,793	\$417,000	\$11,500
(5302) MEAL FUNCTIONS	\$89,068	\$158,114	\$42,552	\$199,580	\$63,500
(5303) EXHIBITS		\$52,314		\$55,900	\$0
(5304) SPEAKER/GUEST EXPENSE	\$3,602	\$13,821	\$740	\$49,000	\$6,000
(5305) SPEAKER/GUEST HONORARIUM	\$30,950	\$75,250	\$31,531	\$84,000	\$22,000
(5306) AWARDS	\$2,000	\$27,626	\$18,019	\$17,800	\$17,800
(5307) SECURITY SERVICES		\$23,369		\$40,000	\$0
(5308) SPECIAL TRANSPORTATION				\$41,000	\$1,000
(5309) AUDIO/VISUAL EQUIPMENT RENTAL & LABOR	\$7,656	\$0	\$7,364		\$1,000
(5310) COMPUTER RENTAL/INTERNET CONNECTIONS		\$1,072			\$250
(5400) EDITORIAL/PROOFREADING/OUTSIDE		\$186		\$1,000	\$100
(5402) PRINTING-OUTSIDE	\$29,373	\$60,547	\$26,524	\$63,379	\$26,928
(5403) BINDING-OUTSIDE				\$4,600	\$0
(5404) DESIGN SERVICE-OUTSIDE	\$18,630	\$18,003	\$12,623	\$15,300	\$14,500
(5406) REVIEW SERVICE		\$288			
(5410) MAIL SERVICE-OUTSIDE	\$2,679	\$2,320	\$3,831	\$2,750	\$2,943
(5411) ADVERTISING/SPACE			\$150	\$1,500	\$1,125
(5414) SUPPLIES/PRODUCTION	\$16,347	\$8,359	\$9,834	\$9,958	\$8,960
(5420) COPYRIGHT FEES	\$330			\$330	\$330
(5430) WEB OPERATING EXPENSES	\$3,978	\$718	\$9,126	\$12,110	\$14,116
(5431) WEBINAR/WEBCASTS/WEB CE EXP	\$4,987	\$29,356	\$4,987	\$30,000	\$6,294
(5433) ORDER PROCESSING/FULFILLMENT	\$4,632	\$2,653	\$5,757	\$6,900	\$5,700
(5031) STAFF DEVELOPMENT	\$5,626	\$1,988	\$25	\$8,000	\$1,000

American Library Association					
Fiscal Year 2019 Budget					
Fund: OPERATING/DIVISIONS FUND (12)					
Unit_Project: PLA					
THIRD DRAFT FY19 BUDGET created SEPTEMBER 2018					
Line Item	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Budget
(5500) SUPPLIES/OPERATING	\$7,061	\$11,119	\$7,550	\$24,400	\$12,630
(5501) EQUIPMENT & SOFTWARE/MINOR	\$856	\$660	\$385	\$3,000	\$3,500
(5502) REFERENCE MATERIAL/PERIODICALS	\$427	\$315	\$315		
(5510) INSURANCE				\$10,000	\$0
(5520) EQUIPMENT RENTAL/LEASE					\$200
(5522) TELEPHONE/FAX	\$1,224	\$1,614	\$689	\$3,000	\$1,500
(5523) POSTAGE/E-MAIL	\$26,931	\$23,153	\$25,280	\$27,023	\$24,838
(5530) DEPRECIATION F/E	\$3,353	\$6,722	\$8,151	\$6,700	\$9,059
(5543) BAD DEBT EXPENSE	\$0	\$300	\$547	\$547	\$547
(5550) PROMOTION	(\$6,035)	\$48,605	(\$5,009)	\$54,500	\$3,600
(5560) ORG SUPPORT/CONTRIBUTION	(\$33,333)	(\$33,333)		(\$100,000)	\$10,000
(5599) MISC EXPENSE	\$34,815	\$146,397	\$708	(\$144,800)	\$10,400
(5901) IUT/CPU	\$5,400	\$6,308	\$6,004	\$5,400	\$6,050
(5902) IUT/DATA PROC	\$830	\$830	\$695	\$675	\$675
(5903) IUT/SUBS PROC	\$3,180	\$3,218	\$3,115	\$3,415	\$3,415
(5904) TRANSFER TO/FROM ENDOWMENT	(\$51,532)	(\$55,040)		(\$57,792)	\$0
(5905) IUT/TELEPHONE	\$2,219	\$3,120	\$4,088	\$3,000	\$4,000
(5909) IUT/DIST CTR	\$1,817	\$2,024	\$927	\$1,400	\$2,520
(5910) IUT/REPRO CTR	\$6,221	\$10,381	\$8,671	\$10,543	\$14,140
(5912) IUT-Copyediting/Proofreading	\$5,941	\$5,099	\$4,581	\$5,020	\$4,670
(5913) IUT-Composition/Alteration	\$20,240	\$17,920	\$15,111	\$18,664	\$16,840
(5940) IUT/REGISTRATION PROCESSING	\$2,719	\$1,472	\$1,455	\$3,150	\$2,100
(5999) IUT/MISC				\$5,000	\$0
(5911) IUT/OVERHEAD	\$47,886	\$837,697	\$28,596	\$882,102	\$49,085
(5600) TAXES/INCOME	\$547		(\$1,650)	\$547	\$547
(TEI) Total Expenses plus Taxes/Income	\$1,443,074	\$3,328,625	\$1,342,397	\$4,506,660	\$1,601,954
Net Revenue Over Expenses	(\$640,560)	\$1,042,922	(\$410,726)	\$172,657	(\$749,541)

Public Library Association
Prior Years and FY2019 Budget Comparisons

REVENUES	FY16 Actual	FY17 Actual	FY18 Actual	FY18 to FY19		Variance %
				FY19 Budget	Variance	
1. Administration (0000)	\$ 12,625	\$ 12,750	\$ 2,125	\$ -	\$ (2,125)	
2. Service to Members (3000)	\$ 559,347	\$ 525,513	\$ 597,655	\$ 569,203	\$ (28,452)	-5%
3. Regional CE, Bootcamp (3007)	\$ -	\$ 38,080	\$ 1,800	\$ 40,000	\$ 38,200	96%
4. PLA Leadership (3011)	\$ -	\$ -	\$ -	\$ -	\$ -	
5. PLA Partners (3020)	\$ 66,197	\$ 23,029	\$ 48,191	\$ 41,500	\$ (6,691)	-16%
6. ALA Precons/MW Institute (3026)	\$ -	\$ 7,323	\$ -	\$ 8,000	\$ 8,000	100%
7. Public Libraries (3030)	\$ 68,042	\$ 45,609	\$ 87,620	\$ 51,500	\$ (36,120)	-70%
8. Web Based CE (3040)	\$ 29,029	\$ 18,713	\$ 2,972	\$ 23,600	\$ 20,628	87%
9. Publications (3058)	\$ 3,939	\$ 3,238	\$ 1,919	\$ 3,510	\$ 1,591	45%
10. Family Engagement (3072)	\$ -	\$ -	\$ -	\$ -	\$ -	
11. Equity, Diversity and Inclusion (3073)	\$ -	\$ -	\$ -	\$ -	\$ -	
12. Preschool Literacy (3120)	\$ 61,248	\$ 25,653	\$ 19,182	\$ 24,500	\$ 5,318	22%
13. PO Regional Training (3171)	\$ -	\$ 78,900	\$ 59,327	\$ 89,100	\$ 29,773	33%
14. PLDS (3172)	\$ 1,214	\$ 1,311	\$ 2,085	\$ 1,500	\$ (585)	-39%
15. Digital Learn (3188)	\$ 70,000	\$ 151,552	\$ 22,500	\$ -	\$ (22,500)	
16. Cost Share IMLS Early Literacy (3181)	\$ -	\$ -	\$ -	\$ -	\$ -	
17. Cost Share IMLS Leadership (3183)	\$ -	\$ -	\$ -	\$ -	\$ -	
18. Cost Share IMLS Incl Internships (3185)	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL REVENUES - PROGRAMS	\$ 871,643	\$ 931,671	\$ 845,376	\$ 852,413	\$ 7,037	1%

"Prior Year" for Conference accounts is FY16, not FY17

	FY16 Actual	FY17 Actual	FY18 Actual	FY18 to FY19		Variance %
				FY19 Budget	Variance	
17. National Conferences						
A. NC General Program (3061)	\$ 1,520,072	\$ -	\$ 1,599,375	\$ -	\$ (1,599,375)	
B. NC Exhibits (3062)	\$ 1,586,495	\$ -	\$ 1,702,687	\$ -	\$ (1,702,687)	
C. NC Promotion (3063)	\$ 100,539	\$ -	\$ 44,850	\$ -	\$ (44,850)	
D. NC Registration (3064)	\$ -	\$ -	\$ -	\$ -	\$ -	
E. NC Opening/Closing Session (3065)	\$ -	\$ -	\$ -	\$ -	\$ -	
F. NC Programs (3066)	\$ -	\$ -	\$ -	\$ -	\$ -	
G. NC Meal Events (3069)	\$ 114,675	\$ -	\$ 75,050	\$ -	\$ (75,050)	
H. NC Preconference (3070)	\$ 137,299	\$ -	\$ 138,640	\$ -	\$ (138,640)	
I. NC Future Planning (3145)	\$ -	\$ -	\$ -	\$ -	\$ -	
J. PLA Virtual Conference (3173)	\$ 40,125	\$ -	\$ 43,540	\$ -	\$ (43,540)	
TOTAL REVENUES - CONFERENCE	\$ 3,499,205	\$ -	\$ 3,604,142	\$ -	\$ (3,604,142)	0%
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY18 to FY19 Variance	%
TOTAL REVENUES	\$ 4,370,848	\$ 931,671	\$ 4,449,518	\$ 852,413	\$ (3,597,105)	-422%

Public Library Association
Prior Years and FY2019 Budget Comparisons

PLA Board of Directors
Fall 2018 Meeting
Document no.: 2019.15

EXPENSES	FY16 Actual	FY17 Actual	FY18 Actual	Draft	FY18 to FY19	Variance
				FY19 Budget	Variance	%
1. Administration (0000)	\$ (714,391)	\$ (612,958)	\$ (545,205)	\$ (719,148)	\$ (173,943)	24%
2. Service to Members (3000)	\$ (272,024)	\$ (89,146)	\$ (154,409)	\$ (154,847)	\$ (438)	0%
3. Regional CE, Bootcamp (3007)	\$ (12,891)	\$ (29,613)	\$ (12,855)	\$ (36,750)	\$ (23,895)	65%
4. PLA Leadership (3011)	\$ (4,000)	\$ -	\$ -	\$ -	\$ -	
5. PLA Partners (3020)	\$ (17,488)	\$ (15,833)	\$ (14,344)	\$ (17,950)	\$ (3,606)	20%
6. ALA Precons/MW Institute (3026)	\$ -	\$ (5,274)	\$ -	\$ (7,562)	\$ (7,562)	100%
7. Public Libraries (3030)	\$ (106,178)	\$ (125,882)	\$ (116,270)	\$ (128,632)	\$ (12,362)	10%
8. Web Based CE (3040)	\$ (14,707)	\$ (11,780)	\$ (3,346)	\$ (15,574)	\$ (12,228)	79%
9. Publications (3058)	\$ (8,775)	\$ (5,267)	\$ (3,321)	\$ (6,070)	\$ (2,749)	45%
10. Family Engagement (3072)	\$ -	\$ -	\$ (4,371)	\$ -	\$ 4,371	
11. Equity, Diversity and Inclusion (3073)	\$ -	\$ -	\$ 52,899	\$ (28,000)	\$ (80,899)	289%
12. Preschool Literacy (3120)	\$ (16,850)	\$ (10,378)	\$ (10,291)	\$ (16,620)	\$ (6,329)	38%
13. PO Regional Training (3171)	\$ -	\$ (34,433)	\$ (39,630)	\$ (68,748)	\$ (29,118)	42%
14. PLDS (3172)	\$ (1,194)	\$ (173)	\$ (974)	\$ (10,198)	\$ (9,224)	90%
15. Digital Learn (3188)	\$ (60,166)	\$ (138,349)	\$ (70,701)	\$ (34,980)	\$ 35,721	-102%
16. Cost Share IMLS Early Literacy (3181)	\$ 33,333	\$ (65,864)	\$ (129,503)	\$ -	\$ 129,503	
17. Cost Share IMLS Leadership (3183)	\$ (26,664)	\$ (36,344)	\$ -	\$ -	\$ -	
16. Cost Share IMLS Incl Internships (3185)	\$ -	\$ (24,795)	\$ (111,113)	\$ (181,584)	\$ (70,471)	39%
TOTAL EXPENSES - PROGRAMS	\$ (1,221,995)	\$ (1,206,089)	\$ (1,163,432)	\$ (1,426,663)	\$ (263,231)	18%

"Prior Year" for Conference accounts is FY16, not FY17

	FY16 Actual	FY17 Actual	FY18 Actual	FY18 to FY19	Variance	
				FY19 Budget	%	
17. National Conferences						
A. NC General Program (3061)	\$ (511,361)	\$ (1,279)	\$ (816,246)	\$ -	\$ 816,246	
B. NC Exhibits (3062)	\$ (976,097)	\$ (4,314)	\$ (926,639)	\$ -	\$ 926,639	
C. NC Promotion (3063)	\$ (101,678)	\$ 1,103	\$ (41,022)	\$ -	\$ 41,022	
D. NC Registration (3064)	\$ (14,925)	\$ -	\$ (14,483)	\$ -	\$ 14,483	
E. NC Opening/Closing Session (3065)	\$ (146,471)	\$ -	\$ (229,960)	\$ -	\$ 229,960	
F. NC Programs (3066)	\$ (77,153)	\$ -	\$ (121,460)	\$ -	\$ 121,460	
G. NC Meal Events (3069)	\$ (126,401)	\$ -	\$ (76,940)	\$ -	\$ 76,940	
H. NC Preconference (3070)	\$ (80,424)	\$ -	\$ (86,331)	\$ -	\$ 86,331	
I. NC Future Planning (3145)	\$ (42,557)	\$ (131,828)	\$ (133,032)	\$ (175,290)	\$ (42,258)	24%
J. PLA Virtual Conference (3173)	\$ (29,565)	\$ -	\$ (27,427)	\$ -	\$ 27,427	
TOTAL EXPENSES - CONFERENCE	\$ (2,106,632)	\$ (136,318)	\$ (2,473,540)	\$ (175,290)	\$ 2,298,250	-1311%

	FY16 Actual	FY17 Actual	FY18 Actual	FY18 to FY19	Variance	
				FY19 Budget	%	
TOTAL EXPENSES	\$ (3,328,627)	\$ (1,342,407)	\$ (3,636,973)	\$ (1,601,953)	\$ 2,035,020	-127%

	FY16 Actual	FY17 Actual	FY18 Actual	Draft	FY18 to FY19	Variance
				FY19 Budget	Variance	%
OPERATING NET REVENUES	\$ 1,042,221	\$ (410,736)	\$ 812,545	\$ (749,540)	\$ (1,562,085)	208%

Public Library Association
FY18 to FY19 Budget Overview

PLA Board of Directors
Fall 2018 Meeting
Document no.: 2019.16

FY18 and FY19 Budget Comparison

Project	FY18 Budget			FY19 Budget			FY18 to FY19
	Revenue	Expenses	Net	Revenue	Expenses	Net	Variance
1. Administration (0000)	\$ -	\$ (819,361)	\$ (819,361)	\$ -	\$ (719,148)	\$ (719,148)	\$ 100,213
2. Service to Members (3000)	\$ 614,400	\$ (188,250)	\$ 426,150	\$ 569,203	\$ (154,847)	\$ 414,356	\$ (11,794)
3. Regional CE, Bootcamp (3007)	\$ 25,000	\$ (26,150)	\$ (1,150)	\$ 40,000	\$ (36,750)	\$ 3,250	\$ 4,400
4. PLA Leadership (3011)	\$ 25,000	\$ (30,280)	\$ (5,280)	\$ -	\$ -	\$ -	\$ 5,280
5. PLA Partners (3020)	\$ 25,500	\$ (15,280)	\$ 10,220	\$ 41,500	\$ (17,950)	\$ 23,550	\$ 13,330
6. ALA Precons/MW Institute (3026)	\$ -	\$ -	\$ -	\$ 8,000	\$ (7,562)	\$ 438	\$ 438
7. Public Libraries (3030)	\$ 75,000	\$ (153,554)	\$ (78,554)	\$ 51,500	\$ (128,632)	\$ (77,132)	\$ 1,422
8. Web Based CE (3040)	\$ 28,600	\$ (18,590)	\$ 10,010	\$ 23,600	\$ (15,574)	\$ 8,026	\$ (1,984)
9. Publications (3058)	\$ 7,250	\$ -	\$ 7,250	\$ 3,510	\$ (6,070)	\$ (2,560)	\$ (9,810)
10. Family Engagement (3072)	\$ 30,000	\$ (30,000)	\$ -	\$ -	\$ -	\$ -	\$ -
11. Equity, Diversity and Inclusion (3073)	\$ 57,792	\$ (57,792)	\$ -	\$ -	\$ (28,000)	\$ (28,000)	\$ (28,000)
12. Preschool Literacy (3120)	\$ 63,500	\$ (47,425)	\$ 16,075	\$ 24,500	\$ (16,620)	\$ 7,880	\$ (8,195)
13. PO Regional Training (3171)	\$ 155,000	\$ (151,400)	\$ 3,600	\$ 89,100	\$ (68,748)	\$ 20,352	\$ 16,752
14. PLDS (3172)	\$ 500	\$ (2,566)	\$ (2,066)	\$ 1,500	\$ (10,198)	\$ (8,698)	\$ (6,632)
15. Digital Learn (3188)	\$ 75,000	\$ (55,760)	\$ 19,240	\$ -	\$ (34,980)	\$ (34,980)	\$ (54,220)
16. Cost Share IMLS Early Literacy (3181)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17. Cost Share IMLS Leadership (3183)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18. Cost Share IMLS Incl Internships (3185)	\$ -	\$ (134,934)	\$ (134,934)	\$ -	\$ (181,584)	\$ (181,584)	\$ (46,650)
TOTALS ADMIN/CORE PROJECTS	\$ 1,182,542	\$ (1,731,342)	\$ (548,800)	\$ 852,413	\$ (1,426,663)	\$ (574,250)	\$ (25,450)
18. National Conference							
A. NC General Program (3061)	\$ 1,520,072	\$ (820,299)	\$ 699,773	\$ -	\$ -	\$ -	\$ (699,773)
B. NC Exhibits (3062)	\$ 1,699,495	\$ (1,110,806)	\$ 588,689	\$ -	\$ -	\$ -	\$ (588,689)
C. NC Promotion (3063)	\$ 95,000	\$ (101,240)	\$ (6,240)	\$ -	\$ -	\$ -	\$ 6,240
D. NC Registration (3064)	\$ -	\$ (25,000)	\$ (25,000)	\$ -	\$ -	\$ -	\$ 25,000
E. NC Opening/Closing Session (3065)	\$ -	\$ (270,000)	\$ (270,000)	\$ -	\$ -	\$ -	\$ 270,000
F. NC Programs (3066)	\$ -	\$ (110,075)	\$ (110,075)	\$ -	\$ -	\$ -	\$ 110,075
G. NC Meal Events (3069)	\$ 100,000	\$ (117,500)	\$ (17,500)	\$ -	\$ -	\$ -	\$ 17,500
H. NC Preconference (3070)	\$ 100,000	\$ (91,100)	\$ 8,900	\$ -	\$ -	\$ -	\$ (8,900)
I. NC Future Planning (3145)	\$ -	\$ (156,810)	\$ (156,810)	\$ -	\$ (175,290)	\$ (175,290)	\$ (18,480)
J. PLA Virtual Conference (3173)	\$ 40,000	\$ (30,280)	\$ 9,720	\$ -	\$ -	\$ -	\$ (9,720)
TOTALS NATIONAL CONFERENCE	\$ 3,554,567	\$ (2,833,110)	\$ 721,457	\$ -	\$ (175,290)	\$ (175,290)	\$ (896,747)
TOTALS ADMIN/CORE AND CONFERENCE	\$ 4,737,109	\$ (4,564,452)	\$ 172,657	\$ 852,413	\$ (1,601,953)	\$ (749,540)	\$ (922,197)

Public Library Association
FY18 to FY19 Budget Overview

PLA Board of Directors
Fall 2018 Meeting
Document no.: 2019.16

FY18 and FY19 Budget Comparison

Project	FY18 Budget			FY19 Budget			FY18 to FY19 Variance
	Revenue	Expenses	Net	Revenue	Expenses	Net	
19. Grants							
A. Proposals (1000)	\$ 474,000	\$ (474,000)	\$ -	\$ -	\$ -	\$ -	\$ -
B. Insurance Outreach (3150)	\$ -	\$ -	\$ -	\$ 101,033	\$ (101,033)	\$ -	\$ -
C. Gates Legacy Grant (3175)	\$ 1,197,772	\$ (1,197,772)	\$ -	\$ 1,182,488	\$ (1,182,488)	\$ -	\$ -
D. Gates African Leadership (3176)	\$ 322,337	\$ (322,337)	\$ -	\$ 263,441	\$ (263,441)	\$ -	\$ -
E. Gates GenOps Impact (3177)	\$ -	\$ -	\$ -	\$ 455,500	\$ (455,500)	\$ -	\$ -
F. Knight Fdn Short Story (3178)	\$ -	\$ -	\$ -	\$ 40,452	\$ (40,452)	\$ -	\$ -
G. IMLS Early Literacy Grant (3180)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
H. IMLS Leadership Grant (3182)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
I. IMLS Inclusive Internships (3184)	\$ 80,890	\$ (80,890)	\$ -	\$ 307,364	\$ (307,364)	\$ -	\$ -
J. NNLM/Uoflowa-Healthy Comm (3186)	\$ 124,899	\$ (124,899)	\$ -	\$ -	\$ -	\$ -	\$ -
K. Gates Perf Meas (3190)	\$ 562,902	\$ (562,902)	\$ -	\$ -	\$ -	\$ -	\$ -
L. Gates EDGE Tech Benchmarks (3194)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
M. Gates Gen Ops (3199)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTALS GRANTS	\$ 2,762,801	\$ (2,762,801)	\$ -	\$ 2,350,278	\$ (2,350,278)	\$ -	\$ -

PLA BUDGETS OVERVIEW

	FY18 Budget			FY19 Budget			
	Revenue	Expenses	Net	Revenue	Expenses	Net	
Admin/Core Projects	\$ 1,182,542	\$ (1,731,342)	\$ (548,800)	\$ 852,413	\$ (1,426,663)	\$ (574,250)	\$ (25,450)
National Conference	\$ 3,554,567	\$ (2,833,110)	\$ 721,457	\$ -	\$ (175,290)	\$ (175,290)	\$ (896,747)
Grants	\$ 2,762,801	\$ (2,762,801)	\$ -	\$ 2,350,278	\$ (2,350,278)	\$ -	\$ -
TOTAL ORGANIZATIONAL BUDGET	\$ 7,499,910	\$ (7,327,253)	\$ 172,657	\$ 3,202,691	\$ (3,952,231)	\$ (749,540)	\$ (922,197)

TO: PLA Board of Directors
FROM: Barb Macikas
RE: PLA Communication to ALA
DATE: October 19, 2018

ACTION REQUESTED/INFORMATION/REPORT: Information/Discussion

OVERVIEW

Last spring the board discussed how PLA might better communicate with ALA, especially ALA Council and Councilors who are PLA members. ALA is at a critical juncture, with many foundational issues being considered simultaneously. How might PLA support our PLA Councilor and regularly provide input to the Executive Board, Council, and other ALA divisions?

ALA Council should be aware of PLA's thinking and contributions to ALA as it will be called upon to act based on recommendations for potential structural and financial changes. ALA Council is composed of 182 members. This includes 100 councilors-at-large who have no constituencies as well as one representative from each division; state chapter; and round table (so long as they have a membership that is 1% or more than ALA's total membership). Of the total number on Council, as of the last count 59 are PLA members.

Considerations for the board:

- PLA should continue to leverage its relationship with other ALA divisions, sharing our positions and concerns and encouraging agreement and buy in across ALA division boards. We are stronger together.
- PLA should communicate with the ALA Executive Board and Council and with other PLA members and supporters serving on various ALA committees.
- Last May we talked about hosting an event for Councilors at the 2018 ALA Conference that would give PLA a chance to share our rationale and strategies related to Document 2019.3 (PLA Document re: ALA Investment). Due to limited time and the multiple conflicts inherent in ALA Conference, especially for ALA Councilors, that event was not held. Should we host Councilors (other divisions? committees?) to share ideas and concerns at Midwinter?
- If finding a time to meet with PLA members who are Councilors at conference proves too challenging (or even if it doesn't), might we also consider regular communication with Council and other divisions such as a specific e-news focused on governance, finance, and PLA news?
- The chair of the PLA Budget & Finance Committee Clara Bohrer has offered to write a periodic column for *Public Libraries* and PLA E-News. The column will serve to inform PLA members about PLA and ALA finances and sustainability, as well as about the financial support PLA provides ALA.

- In the above communication or in a separate one, we need to inform PLA members about the on-going “[Organizational Effectiveness](#)” group that ALA has convened to make recommendations related to realign ALA’s structure. PLA past presidents Felton Thomas and Vailey Oehlke serve on this group.
- In the long term, PLA needs to determine strategies to get more PLA members onto ALA bodies to represent PLA. Those members need to be educated regularly about the conversations and concerns of the PLA board. Supporting PLA members to run, getting them elected, and encouraging them to stay on Council and be vocal are difficult challenges; however, we need to start somewhere.

BUDGET

Budget implications will depend upon what/how we communicate and what the Board sees as priorities. PLA has both the fund balance and grant funding earmarked from the Gates grant to building a stronger association that can be tapped.

ASSESSMENT

PLA should assess the impact of communication and outreach after one year and revise plans accordingly.

PLA STRATEGIC GOAL LINK (check all that apply)

TRANSFORMATION LEADERSHIP ADV. & AWARENESS E.D.I.S.J. ORG. EXCELLENCE

IFC voted to send draft to ALA Council for feedback: 10-14-18
Draft sent to ALA Council: 10-15-18

TO: PLA Board of Directors
FROM: Barb Macikas
RE: Draft of Meeting Room Interpretation
DATE: October 11, 2018

ACTION REQUESTED/INFORMATION/REPORT: Report

OVERVIEW

The overview is provided in the e-mail below from ALA IF Committee Chair Julia Warga to the ALA Council. A final version will be brought forward at the 2019 ALA Midwinter Meeting.

From: alacoun-request@lists.ala.org <alacoun-request@lists.ala.org> **On Behalf Of** Julia Warga
Sent: Monday, October 15, 2018 3:30 PM
To: alacoun@lists.ala.org
Cc: ala-ifc@lists.ala.org
Subject: [alacoun] Submitting the revision of the Meeting Rooms Interpretations for your feedback

Dear Council,

In July 2018, the Intellectual Freedom Committee formed a working group that brought multiple voices and a broad range of perspectives together, including representatives from the diversity community, to revise "Meeting Rooms: An Interpretation of the *Library Bill of Rights*," which was adopted by the ALA Council at the ALA Annual Conference in New Orleans. In August, Council voted to rescind the interpretation and reinstate the 1991 version of the interpretation.

Following the vote, work on a revised document continued. In September 2018, the working group asked ALA membership and the library community to provide suggestions on language and resources to include in the revised draft. The working group took these comments and suggestions into consideration to create this latest draft, and worked closely with the IFC to write the attached document.

The Intellectual Freedom Committee voted preliminarily to bring this revised draft of "Meeting Rooms: An Interpretation of the Library Bill of Rights" to ALA Council for feedback, so that the document we bring forward for adoption at the ALA Midwinter Meeting represents a broad consensus of our members. We welcome your comments and suggestions. Please post them on this thread or email directly to me.

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I would like to acknowledge and thank the other members of the working group for their diligent and thoughtful work over the past few months.

- Shauntee Burns-Simpson, New York Public Library, Chair of the Committee on Diversity
- Sara Dallas, Southern Adirondack Library System, Chair of the Committee on Professional Ethics
- Martin Garnar, University of Colorado Colorado Springs, Chair of Office for Diversity, Literacy, and Outreach Services (ODLOS) Advisory Committee
- Ray James, Institutional Survey, member of the Intellectual Freedom Committee
- Emily Knox, University of Illinois at Urbana-Champaign, Vice President of the Freedom to Read Foundation and member of the Association of College and Research Libraries Professional Values Committee
- Johana Orellana, North Richland Hills Library, member of the Intellectual Freedom Committee
- Kim Patton, Kansas City, KS Public Library, member of the Intellectual Freedom Committee
- Brooke Sheets, Los Angeles Public Library, Public Library Association liaison to the Intellectual Freedom Committee
- John Spears, Pikes Peak Library District, member of the Intellectual Freedom Committee
- Staff liaisons to the committee are Jody Gray, Director of the Office of Diversity, Literacy, and Outreach Services, and James LaRue, Director of the Office for Intellectual Freedom.

I would also like to acknowledge the hard work of the entire staff of the Office of Intellectual Freedom for assisting the working group with organizing our weekly meetings, managing the numerous drafts, and all of the other various tasks that are too many to list here.

Sincerely,
Julia Warga, Chair
Intellectual Freedom Committee

DRAFT: Meeting Rooms

An Interpretation of the *Library Bill of Rights*

Many libraries provide meeting rooms and other spaces designated for use by the public for meetings and other events as a service to their communities. Article VI of the *Library Bill of Rights* states, "Libraries which make ... meeting rooms available to the public they serve should make such facilities

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available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.” Libraries do not advocate for or endorse the viewpoints expressed in meetings by meeting room users, just as they do not endorse the viewpoints of works in their collections. The presence and activities of some groups in public spaces, while constitutionally protected, can cause fear and discomfort in some library users and staff. Libraries should adopt and enforce user behavior policies that protect library users and staff from harassment while maintaining their historic support for the freedom of speech.¹ This interpretation provides general guidelines regarding meeting rooms and other spaces for public gatherings, and it does not constitute legal advice.

Publicly funded libraries are not obligated to provide meeting room space to the public. If libraries choose to do so, such spaces are considered designated public forums², and legal precedent holds that libraries may not exclude any group based on the subject matter to be discussed or the ideas for which the group advocates.^{3,4} However, if a group's actions during a meeting disrupt or harass others in the library, library policies regarding acceptable behavior may apply. If libraries adopt policies that are perceived to restrict potentially controversial groups' access to meeting rooms, they may face legal and financial consequences. Allowing religious groups to use library meeting rooms and spaces does not constitute a breach of the First Amendment's Establishment Clause.⁵

Libraries offering meeting rooms and spaces should develop and publish policies governing use after consultation with legal counsel. These policies should properly define time, place, or manner of use; such restrictions should not pertain to the content of a meeting or to the beliefs or affiliations of the sponsors. Policies should be regularly reviewed with staff and made available to the public in all of the commonly used languages within the community served.

Libraries should write policies in inclusive rather than exclusive terms. A policy that the library's facilities are open “to organizations engaged in educational, cultural, intellectual, charitable, advocacy, civic, religious, or political activities” is an inclusive statement of the limited uses of the facilities. For example, if a library allows charities and sports clubs to discuss their activities in library meeting rooms, then the library should not exclude partisan political or religious groups from discussing their activities in the same facilities. If a library opens its meeting rooms to a wide variety of civic organizations, then the library may not deny access to a religious organization.

Written policies may also include limitations on frequency of use and require adherence to the library's behavior policy.⁶ The meeting room policy should also state whether meetings held in library spaces must be open to the public or if the library allows private events. Libraries may choose to offer space for public or private events unless restricted by state or local laws. The same standards and policies should apply to all meeting room uses. Library users should have a process through which they may appeal the denial of meeting room use.

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If meeting rooms and spaces are open to the public, libraries should include a section in their policy that addresses fees. Charging fees does not change the status of meeting rooms and spaces as designated public forums. Library governing bodies that decide to charge fees for use of library spaces should consider local and state laws, the ALA's Code of Ethics, and the *Library Bill of Rights*. Charging fees for the use of library meeting rooms or facilities may abridge or deny access for some community members.⁷

Article V of the *Library Bill of Rights* states, "A person's right to use a library should not be denied or abridged because of origin, age, background, or views." This applies with equal force to the library's meeting rooms and spaces designated for public use as it does to the library's collections and services.

1. "[Resolution on Libraries as Responsible Spaces](#)," Committee on Diversity, adopted June 26, 2017 by the ALA Council.
2. [Concerned Women for America v. Lafayette County](#), 883 F.2d 32 (5th Cir. 1989).
3. *Hale v. Schaumburg Township District Library, et al.*, 01-cv-2220 (N.D. Ill. 2001); *Hale, et al., v. Schell and the Martin Library Board of Directors*, 1:02-cv-1156 (M.D. Pa. 2002).
4. "[White Supremacist Wins Library Venue in Schaumburg](#)," American Libraries Magazine, August 20, 2001; "[White Supremacists to Meet after Library Changes Policy](#)," Library Journal staff, Library Journal, November 25, 2002.
5. [Concerned Women for America v. Lafayette County](#), 883 F.2d 32 (5th Cir. 1989).
6. "[Guidelines for the Development of Policies and Procedures Regarding User Behavior and Library Usage](#)," adopted January 24, 1993 by the Intellectual Freedom Committee; revised November 17, 2000; January 19, 2005; and March 29, 2014.
7. "[Economic Barriers to Information Access: An Interpretation of the Library Bill of Rights](#)," adopted June 30, 1993, by the ALA Council.

Adopted July 2, 1991, by the ALA Council; amended June 26, 2018; rescinded August 16, 2018; draft proposed 2018.

TO: PLA Board of Directors
FROM: Barb Macikas
RE: PLA Fiscal Officer position added to board
DATE: October 9, 2018

ACTION REQUESTED/INFORMATION/REPORT: Action
ACTION REQUESTED BY: Barb Macikas/PLA Board

DRAFT OF MOTION:

The PLA Board of Directors approves the inclusion of a ballot measure for the 2019 election to add a Fiscal Officer position to serve on the PLA Board. The Fiscal Officer will also chair the PLA Budget & Finance Committee. As part of the regular appointment process, the Fiscal Officer will be appointed to a two-year term by the PLA president-elect effective July 2019.

OVERVIEW

Earlier this year as part of conversations related to ALA finances, the PLA board discussed and approved the concept of adding a fiscal officer position to the PLA board. (See PLA board document 2018.88.) Staff was asked to develop text for the 2019 ballot.

The addition of a fiscal officer was initially made by PLA Past-Presidents in light of ALA's financial challenges, the financial opportunities and responsibilities of Gates and other grants, and because the new PLA development program will require additional financial oversight. The new fiscal officer would serve as chair of the PLA Budget and Finance Committee and would serve as liaison to the ALA Budget Analysis and Review Committee (BARC).

The current board configuration of ten board members and a chair of the PLA Budget & Finance Committee who reported to the board at least twice annually and that recommends the budget to the PLA board has served PLA well since 2008, when PLA reorganized and reduced the size of its board from 22. PLA is similar in this regard to many associations and non-profits that have trended toward smaller boards. A recent report by BoardSource, [2017 National Index of Nonprofit Board Practices](#) notes (page 17) that "the average board size has decreased over the past 20 years" but that while the size of the board impacts how it works, there is no "right" size for a board. Rather, "the best size for a board is one that reflects the needs of the organization."

Several ALA divisions have a fiscal officer-type position as a voting member and ALA has an elected treasurer. Division boards use different models related to the fiscal officer position. In some it is an elected position; others make it an appointed by the president or president-elect with input from the board. In most cases, the fiscal officer also chairs the division finance committee. The position also has a liaison role to the ALA Budget and Review Committee (BARC).

Per bylaws, adding a new position to the board requires a vote of the membership. If we put it on the 2019 ballot and chose to make the position an appointed one, the term for the new fiscal officer could begin in fall 2019. If the board determines the new bylaws should require the position be elected from the membership, and the measure passed in the 2019 election, it would be another year before the position would join the board. It might be that for the latter approach, we could simultaneously run candidates with the bylaw change measure. If the measure passed, the new position could also begin fall 2019.

KEY CURRENT ACTIVITIES/METRICS

Staff recommend that the following measure be added to the PLA ballot (subject to minor editing for standard ballot format):

PROPOSED BYLAWS CHANGE TO ADD NEW POSITION TO THE PLA BOARD OF DIRECTORS

To add an eleventh member to the PLA board, with the new position being PLA Fiscal Officer. The Fiscal Officer will also chair the PLA Budget & Finance Committee. As part of the regular appointment process, the Fiscal Officer will be appointed to a two-year term by the PLA president-elect effective July 2019.

Explanation (LINK)

Per [PLA bylaws](#) (Article 5, section 1), the board currently consists of ten voting members: President; President-elect; Past President; and Six Directors-at-large. PLA proposes to add an eleventh position, PLA Fiscal Officer. The PLA Fiscal Officer will also serve as chair of the PLA Budget & Finance committee and will act as the liaison between PLA and ALA on financial matters. The Fiscal Officer will work closely with the PLA board and staff to ensure the long-term fiscal sustainability of the organization ensuring that the organization has diversification of assets and revenue streams to fulfill its mission.

How the bylaws will change:

Article V. Directors

Sec. 1.

The Board of Directors of the Association will consist of the following that have one vote: the Association's elected officers, the ALA division councilor of PLA, **the PLA Fiscal Officer**, and six (6) members at large. The PLA Executive Director will be a non-voting member of the Board.

Article VI. Terms of Office

Sec. 1.

The president elect will be elected for a three-year term and serves one year of that term as president elect, one year as president, and one year as immediate past president. The ALA division councilor of the PLA will be elected for a term of three years. Six (6) members at large will serve staggered terms of three years each; two members are elected each year. **The PLA Fiscal Officer will be appointed by the PLA president-elect for a two-year term beginning in July of odd years.**

Sec. 2.

No member will hold more than one elected position on the Board of Directors at a time. Election or appointment to a second position creates an immediate vacancy in the first.

Sec. 3.

If a member of the Board of Directors is unable to or does not fulfill the responsibilities of his or her office as defined in the Association bylaws, or if a member of the Board of Directors is unable to serve his or her full term of office, that director's office may be declared vacant by majority vote of the Board of Directors.

Sec. 4.

If a member of the Board of Directors fails to attend two consecutive conferences (e.g., an Annual Conference and the following Midwinter Meeting), that director's office may be declared vacant by majority vote of the Board of Directors.

Sec. 5.

The PLA Board of Directors will elect a person from among the membership of the Association to fill and complete the terms of vacated offices of elected directors, except that the ALA division councilor of PLA must be replaced in accordance with ALA bylaws and the PLA Fiscal Officer, who will be appointed by the PLA President.

BUDGET

Budget implications will be minimal and are related to travel and housing costs for another individual to PLA board meetings and other leadership events.

ASSESSMENT

PLA board will assess the impact of the new position on an on-going basis as part of overall PLA board and financial evaluation.

PLA STRATEGIC GOAL LINK (check all that apply)

TRANSFORMATION LEADERSHIP ADV. & AWARENESS E.D.I.S.J. ORG. EXCELLENCE

TO: PLA Board of Directors
FROM: Barb Macikas (bmacikas@ala.org)
RE: Board immersion experience
DATE: October 23, 2018

ACTION REQUESTED/INFORMATION/REPORT: Report
ACTION REQUESTED BY: N/A
DRAFT OF MOTION: N/A

OVERVIEW

In 2017, the PLA board discussed Nashville as a conference site and these guidelines* resulted. We are considering ways to ensure the 2020 conference will adhere to the spirit of these guidelines, including holding community outreach activities during the conference and dedicating the Saturday of our conference to get attendees out in the community.

At our fall board meeting, we will be participating in an insight immersion program in Nashville, themed around inclusion. The goals of this activity are to:

- Provide a sense of the kinds of activities being considered and to get the Board's input on how we might use our conference to educate and inspire action.
- Help the Board become more familiar with our conference site and engage the Board in conference planning from the beginning.
- Provide board development by changing up the Board's traditional meeting structure and providing a thought-provoking and fun experience.

KEY CURRENT ACTIVITIES/METRICS

PLA will be using the company Now Plus One to facilitate the insight immersion - <http://www.nowplusone.com/>. Stephan Paschalides is the founder of Now Plus One and will be managing the immersion experience, kicking off during dinner on Sunday, Nov. 4. The insight immersion program will take place all day on Monday, Nov. 5, and the debriefing session will take place on Tuesday, Nov. 6, ending around 2pm. We hope to come out of the debriefing with ideas that can help us further develop our plans for 2020.

Thanks go to Kent Oliver, Nashville Public Library and Susan Earl, Brentwood Library, co-chairs of the PLA 2020 Local Committee for their assistance in planning. Susan and Kent will be joining us for some portions of the event. Thanks also go to PLA staffers Melissa Faubel Johnson and Lian Drago for all their hard working pulling the event together.

BUDGET

The cost of this pilot will be covered by Gates grant funding.

ASSESSMENT

PLA staff will use the Board's input to further develop PLA 2020 events. The ultimate program developed for PLA 2020 will be evaluated.

PLA STRATEGIC GOAL LINK (check all that apply)

TRANSFORMATION LEADERSHIP ADV. & AWARENESS E.D.I.S.J. ORG. EXCELLENCE

Core Values and Conference Sites—PLA Guidelines*

The PLA Board discussed the issues associated with the PLA 2020 Nashville site at the ALA 2016 Annual Conference board meeting (see board documents 2016.81a and 2017.16). The discussion was the result of newly enacted legislation (Tennessee HB1840) that allows mental health counselors to refuse to treat patients based on the therapist's religious or personal beliefs.

The PLA Board considered these factors in voting to stay with the original site, Nashville. These will serve as guidelines for future conversations about meeting sites and will be shared with the PLA Conference Committee and other PLA/ALA groups that help develop our continuing education programs that support the core values of librarianship:

- No conference/meeting site is immune from future political actions or legislation contrary to our values;
- Conference planning cycles may begin as early as 10 years out; PLA can monitor but cannot predict what may happen in a host city or state;
- PLA uses and will continue to use language in our hotel/convention center contracts that specifically spells out our civil rights' values and principles and PLA will be proactive in seeking sites that best align with those values and principles;
- PLA is a national organization and our members, stakeholders and libraries live, work and serve communities in all 50 states;
- Through its conferences, PLA provides high quality education opportunities *and* seeks to educate and share with host communities our core values and principles;
- PLA conferences have been and will be inclusive as public libraries are community conveners on equity, inclusion, and diversity;
- Equity, diversity, inclusion and community engagement will be addressed at conferences going forward;
- PLA will communicate to its membership the thinking behind this decision and will plan an inclusive conference in Nashville and at future meetings and conferences;
- PLA will work with the ALA Gay, Lesbian, Bisexual, and Transgender Round Table and use the recommendations from the ALA Task Force on Equity, Diversity, and Inclusion to guide conference planning;
- An intended outcome of our conference will be to raise awareness and ultimately, to impact changes to policies and law that are discriminatory. PLA will use our presence to educate and inspire action.

Approved by the PLA Board of Directors, January 2017.