**Program/Project Name: PLA Sustainability Plan**

[x]  New [ ]  Expansion of existing initiative

Strategic Goal Area(s):

[ ]  Transformation [ ]  Leadership [ ]  Advocacy and Awareness [ ]  EDISJ [x]  Organizational Excellence [ ]  Not applicable

**Problem or Opportunity Being Addressed**:

Currently PLA is in a strong financial position as its operating fund balance is robust and it is the beneficiary of unrestricted grant funding that supports key goals for the next ten years. PLA is using these resources to invest in projects that support its strategic plan and that address the needs of the field.

At the same time, we do not have a long-term plan for sustainability nor do we know how to best calculate for future sustainability/RTI of major PLA initiatives such as Project Outcome, Leadership Academy, Inclusive Internship Initiative, health initiatives, and EDISJ training. None of these are self-supporting. All have required significant investment from PLA either directly; through grants or in some combination of each. Additionally, PLA’s traditional sources of revenue such as publications, sponsorships, and training are challenged and typically do not consistently earn enough to support the programs longer term. PLA conference and membership dues are our primary sources of revenue (beyond grants). Our giving program is off to a great start but will need time and careful nurturing to build.

Should PLA engage a consultant to help us develop a sustainability plan including metrics and assessment tools that will answer questions such as:

* What are programmatic trends and CE models in associations that might help us determine realistic projections for dues, conferences, products/services, etc., within the public library landscape?
* Where will future funding for PLA programs come from and what is realistic pricing?
* Which existing programs have the greatest potential and which do not?
* How much revenue can be projected from: dues; registration fees; sponsorships; and products and services; grants? What are the desired ratios for these revenue sources that will ensure success?
* What are trends given our demographics?
* What are best practices for product development and marketing to ensure revenues?
* How does PLA continually assess existing programs and how/where does PLA plan and develop future sustainable programs?
* What is realistic in terms of staff/member capacity?

**Program/Project Short Description**:

PLA would hire an environmental scanning/scenario development/association management consultant to work with board and staff to create a sustainability plan that will help guide PLA’s planning and decision making related to investment in current and future initiatives. The plan would guide leadership and staff in terms of growth expectations and potential new markets. The timeline for the process will require input from the consultant. It is anticipated a minimum of six months would be required and that could extend to one year.

**Measurable Outcomes and Measurement Strategies**:

A longer-term plan, processes, and assessment methods for PLA sustainability.

**Relationship to Other PLA and ALA initiatives:**

This initiative would have direct impact on all facets of PLA work. Additionally, results could be shared with ALA for positive impact beyond PLA. A potential challenge and unanswerable question is what impact ALA’s SCOE work will have on PLA and therefore on development of such a sustainability plan.

Funding Amount(s) Requested (Estimate)

|  |  |  |
| --- | --- | --- |
| Fiscal Year | Investment (PLA Funds) | Revenue (if applicable) |
| FY20 | <$ >75,000 | $0 |
| FY21 | <$ >25,000 | $0 |
| FY22 | <$ >0 | $0 |

**Short Description of Requested Budget**:

*Include notation of whether the costs are one-time or ongoing, what is proposed for staffing and/or consultant support, and how the estimates were developed.*

Budget is TBD. Amounts listed above are estimates and may need to be adjusted. PLA could, if needed, tap Gates grant funding as well since the sustainability plan is a key component of the Legacy grant. Or, the Board could determine to continue to spend-down fund balance.

**Anticipated Product(s):**

A flexible sustainability plan that can guide PLA’s decision-making related to its investments in programs and services and help PLA create viable, revenue-producing models that anticipate and meet the field’s needs.

**Revenue Potential:**

*Indicate n/a if no revenue is anticipated.*

* Type of Revenue (grants, registration fees, product sales, etc.): No direct revenue
* Paying Audience: PLA general operating budget with supplementary funds from Gates grant if needed.

**PLA Capacity:**

*Comment on the proposed initiatives potential impact on the following. Is PLA well-prepared to take this on? Will staff time or finding the right volunteer leaders or subject matter experts (SMEs) be challenging?*

* Staff Time: PLA Executive Director and Deputy Directors will need to spend significant time working on RFP and with consultant. Will also require involvement of most PLA staff in assessment of existing programs and planning for future.
* Volunteer Leaders: PLA board will be called upon to review, approve, and monitor plan.
* External SMEs: Consultant as noted
* Other Challenges: TBD