

**Public Library Association
Board of Directors
Midwinter Meeting Agenda
Seattle, Washington
Saturday, January 26, 2019, 1:00 PM - 5:30 PM
Puget Sound Room, Westin Seattle Hotel**

Logistics: Boxed lunches and beverages will be available at 12:30 p.m.

Agenda

1. Welcome and Introductions, *Monique le Conge Ziesenhenn*

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.

Please save the documents to your laptop or tablet as wifi is not always available and paper copies won't be available on-site.

Consent Agenda	Document Number
1. <i>Organizational Excellence and Governance</i>	
a. Draft 2018 Fall Board Actions.....	2019.24
b. 2018 Fall Board Follow Up List	2019.25
c. PLA 2019 Election Slate	2019.26
d. Proposed Fiscal Officer Position Description	2019.27
e. Membership	2019.28
f. Communications.....	2019.29
g. Tribute to Gates Foundation	2019.30a&b
h. Other Organizational Excellence Initiatives	2019.31
i. Staffing, Technology	
2. <i>Leadership</i>	
a. Leadership Initiatives Report.....	2019.32
i. Leadership Academy	
3. <i>Transformation</i>	
a. Continuing Education Report	2019.33
b. Publications and Products	2019.34
c. Other Transformation Initiatives.....	2019.35
i. 2020 Census, Every Child Ready to Read, Family Engagement, Grow with Google Partnership, Health Literacy and Programming, Intellectual Freedom, Microsoft/Rural Libraries Project, Opioids, Project Outcome, Short Story Project, Social Work	
4. <i>Advocacy and Awareness</i>	
a. Other Advocacy and Awareness Initiatives	2019.36
i. Awards	

5. *Equity, Diversity, Inclusion and Social Justice*
 - a. EDISJ Initiatives Report2019.37
 - i. DigitalLearn, EDI Regional Trainings, Inclusive Internship Initiative, Insurance Enrollment

Action/Discussion/Decision Items

6. Introductions of ALA Presidential and PLA Board Candidates no document
(Invited to be introduced from ALA: for President--Lance Werner, Julius Jefferson; for Treasurer--Andrew Pace and Maggie Ferrell. PLA Presidential Candidates: Manya Shorr, Michelle Jeske; PLA Directors-at-large: Meaghan O'Connor, Amita Lonial, Toby Greenwalt, and Jason Kucsma.)
Per PLA practice, candidates are only introduced and are not permitted to make presentations. Any candidates arriving past 1:15 pm will not be introduced.)
7. PLA President's Report, *Monique le Conge Ziesenhenn*e..... no document
8. ALA Board Talking Points on-site
9. Report from ALA Tech Consultants, DelCor, *Tobin Conley*2019.38
10. Report from Budget and Finance Cmt. Chair, *Clara Bohrer*
 - a. FY19 Financials Narrative as of Nov 20182019.39
 - b. FY19 Balance Sheet as of Nov 20182019.40
 - c. FY19 Programs/Conference as of Nov 2018
 - By Revenue and Expenses.....2019.41
 - By Program.....2019.42
 - d. FY19 PLA Grants as of Nov 20182019.43
 - e. FY20 PLA Budget Planning2019.44
11. PLA board meeting at future Midwinters, *Macikas, all* 2019.45a-e
12. PLA Strategic Plan Review, *Macikas, all*2019.46
13. Plans for PLA 75th Anniversary, *Macikas, all*2019.47
14. Fund for the Future/Fundraising Discussion, *Allen, all*2019.48
15. [ALA Washington Office Update](#), *Kathi Kromer* no document

BREAK

16. PLA Immersive Experience, Next Steps, PLA 2020, *Macikas, Johnson, all*2019.49
17. PLA PD Theory of Change White Paper, *Hirsh, all*2019.50a-c
18. Extension of the Task Force on EDI, **ACTION**, *Allen, all*2019.51
19. PLDS Status Update, *Emily Plagman, all* on-site
20. Review of Plans for PLA Breakfast with ALA Council, *le Conge Ziesenhenn, all* on-site

21. Review of the ALA Council Agenda2019.52

The purpose of this item is to seek input from the Board prior to Council sessions so that the PLA councilor can represent PLA's point of view at Council Meetings, *Stephanie Chase, all*

22. New Business

Reference Documents:

[PLA Strategic Plan](#)
[Policy](#)

[PLA Board of Directors Manual](#)

[PLA Board Roster](#)

[PLA Conflict of Interest](#)



Board of Directors—2018 Fall Meeting
Sunday, November 4, 12:00 PM to 5:00 PM
Thompson Hotel, Nashville, TN

Present: Monique le Conge Ziesenhenné, President; Pam Sandlian Smith, Past President; Ramiro Salazar, President-elect; Directors at Large: Cindy Fesemyer, Michelle Jeske, Richard Kong, Carrie Plymire, Tracy Strobel, Kelvin Watson; Stephanie Chase, ALA Division Councilor

Approved Absences: none

PLA Staff/Consultants: Barb Macikas, Executive Director; Larra Clark, PLA/OITP Deputy Director; Lian Drago, Program Officer, Continuing Education; Melissa Faubel, Conference Manager; Angela Maycock, Manager, Continuing Education

Guests:

1. **Welcome and Introductions**, *Monique LeConge Ziesenhenné*.
2. **By consent, approved** the adoption of the meeting agenda with the addition of a new discussion item on the ALA 2022 Midwinter Meeting.
3. **By consent, approved** the 2018 Annual Conference Board Meeting Draft Actions (2019.1).
4. **By consent, approved** the consent agenda as presented, with PLA 75th Anniversary moved to discussion/new business.

Consent Items

Document Number

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
d. PLA Initiatives	2019.4
e. PLA Operations - Membership	2019.5
f. PLA Operations - Fundraising.....	2019.6
g. PLA Operations - Communications	2019.7
h. PLA Operations - Publications and Products	2019.8
i. ALA Investment Plan	2019.9

Action/Discussion/Decision Items

5. **PLA President Update**, *Le Conge Ziesenhenné* (no document). Le Conge Ziesenhenné reported on recent conversations with the president of Canadian Federation of Library Associations. They discussed the possibility of a new membership option that might connect Canadian public libraries, many of which also are remote and rural libraries, to PLA resources and networking. Le Conge Ziesenhenné also reported completing 1-2 interviews for PLA and ALA per week, which have been going well. She keynoted a library conference in Turkey, reviewing five years of Gates

grants for about 200 attendees, including 160 library workers throughout Turkey. The similarities between sessions at the Turkish conference and at US public library events was noted. Le Conge Ziesenhenné reported interested in Project Outcome, “sister library” initiatives, international attendee participation at the PLA 2020 Conference, and podcasts with Public Libraries Online. Finally, Ziesenhenné and Smith reported on efforts to develop a better, shared understanding of PLA’s legal status as an entity within ALA, the agreements that regulate that relationship, and ALA bylaw information regarding the creation and dissolution of a division.

6. **Review of Actions from Annual Conference Meeting, Macikas (2019.10).** Macikas reported that most activities have been accomplished or are in progress. It was noted that the ALA board did add public library representation to the ALA Organizational Effectiveness/Governance Review: Steering Committee as a result of the PLA board input. The PLA board’s request that ALA reconsider salary increases for staff was also discussed, and it was reported that increases will go into effect in January 2019.
7. **PLA Strategic Plan Update and Talking Points, all (2019.11 and 11a).** The board appreciated the talking points and expressed pride in the direction that the plan sets for PLA and the field. Macikas reported that PLA has received a few member comments about the plan, with some enthusiastic and some suggesting certain efforts or areas were not sufficiently addressed in the plan (for instance Every Child Ready to Read and literacy). The board suggested PLA strengthen the relationship between conference programming and the strategic plan, to add meaning and help connect PLA work with local library work. They hoped this would also help with membership retention, and suggested PLA should determine incentives or other strategies to reduce the drop off rate during non-conference years.
8. **PLA Leadership Model and Concepts, Macikas, all (2019.12 and 12a).** The next Leadership Academy will be held in March 2019 in Chicago, IL. The board praised the revised leadership model and offered a few suggestions regarding wording on tolerance and social justice. They felt the “leadership and values concepts,” as well as other documents such as the planning assumptions in the new strategic plan, should be shared more broadly with the field. Ideas were suggested, such as journal articles, guidance on how to use these tools in staff training, and outreach to state library agencies.
9. **Financial Reports, Macikas, all (2019.13, 14, 15 and 16). ACTION.** Board members reviewed reports including the status of Fiscal Year 2018 (FY18) as of the third close, the comparison of FY16-FY18 performance, and the FY18 to FY19 budget comparison. Results of FY18 were strong, with conference net revenue near budget despite higher location costs and weather challenges. An FY19 final budget was presented and changes since initial board approval in June 2018 were noted. As such, the board moved and **approved** the revised FY19 final budget. It was noted that FY19 does not include conference revenue and as such negative net revenue is projected, but fundraising efforts including individual giving, sponsorships and grant writing may eventually reduce PLA’s losses in non-conference years. The board discussed spending down PLA’s fund balance. Potential new projects suggested included research related to public library hiring and value of the MLS degree; building stepping stones connected to leadership; doing collaborative work with other divisions; continuing to build on and expand Inclusive Internship Initiative; and

bring back the PLA Spring Symposium or other in-person continuing education. It was agreed to discuss this further at the next meeting.

10. **ALA Governance Review Committee Update**, *all* (no document). Macikas reported that PLA's representatives on the ALA Organizational Effectiveness/Governance Review: Steering Committee (Vailey Oehlke and Felton Thomas) are pleased with the progress of the committee.
11. **ALA Council-Communication from PLA**, *all* (2019.17). It would be mutually beneficial to PLA and Council members if the members of ALA Council who work in or otherwise represent public libraries better understood PLA's activities and perspectives. In the short term, PLA should increase engagement with those Council members, and a long-term goal may be having more influence on the ALA Executive Board. It was agreed to start an event at ALA conferences to convene public library Councilors, share information on PLA, and encourage ongoing dialogue. The board also discussed encouraging PLA members to run for election to Council. During discussion, it was agreed PLA members should be aware of PLA's contributions to ALA via overhead funds and other revenue, and strategies to use Public Libraries articles were discussed.
12. **Nominations Committee Report**, *Macikas* (no document). Macikas will share the slate of 2019 candidates for information as soon as it is confirmed by the Nominating Committee. Smith reported she will hold her first meeting of the 2020 Nominations Committee during the 2019 Midwinter Meeting.
13. **Feedback on Draft "Meeting Rooms: An Interpretation of the Library Bill of Rights," Chase**, *all* (2019.18). Board members reviewed the latest draft and agreed it was much improved. Creating a "frequently asked questions" companion piece about applying the interpretation locally was suggested. The board also thanked Chase for her diligence on this issue, and she reminded the board that additional document revisions are forthcoming.
14. **PLA Fiscal Officer Position/Board Composition**, *Macikas* (2019.19). **ACTION**. Macikas reminded the board that adding a fiscal officer is a bylaw change and therefore requires a vote by the membership. She reviewed the draft revision, and the board discussed details such as term limits and which President should appoint the position. It was moved and **approved** to proceed with recommending that the fiscal officer be a three-year appointment made by the Immediate Past President be added to the 2019 PLA ballot to allow the membership to vote on this recommended bylaws change.
15. **Review of Plans for Immersion Event**, *all* (2019.20). Macikas reviewed the guidelines developed in the wake of the decision to keep the 2020 PLA Conference in Nashville despite anti-LGBTQ legislation at the state level. The idea for the immersion experience grew out of that discussion and is intended explore ways to focus attention on equity, diversity and inclusion as part of the conference. PLA staff currently are exploring how to create meaningful experiential learning opportunities on the Saturday of the conference, while maintaining the same amount of library education content on the other days. Nashville Public Library Director and PLA 2020 Local Committee Co-Chair Kent Oliver joined parts of the experience and post discussions.

16. **New Business**, *all* (no document).

- a. **PLA 75th Anniversary Plans**, *all* (2019.7). The Communications report was pulled from consent so that the Board could ask for more information about plans for the anniversary. A full report will be available at Midwinter.
- b. **ALA 2022 Midwinter Meeting**, *all* (no document). Macikas reported that ALA Executive Board voted to withdraw from San Antonio as the 2022 ALA Midwinter Meeting location. PLA board members expressed concern about both the decision and the process, which did not allow for input or explain the ALA Executive Board's rationale. Macikas agreed to get more information, and the PLA board will consider responding. State travel bans to other states and their potential impacts were briefly noted.
- c. **EDI Trainings**, *Kong* (no document). Kong noted that the PLA Task Force on Equity, Diversity and Inclusion will begin regional trainings in 2019 and that there has already been a request to add training closer to the west coast.

**PLA Board of Directors 2018 Fall Meeting
November 4, 2018, Nashville, TN**

Action Items/Discussions Requiring Follow Up

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

1. **75th anniversary.** Staff (Drago, others) will provide the board with a report on plans for the 2019/2020 activity to celebrate PLA's 75th anniversary before the next board meeting.

STATUS: Staff has developed a draft plan for the board's review at Midwinter 2019.

2. **Canadian Library Association.** Staff (O'Keefe) will provide ideas on how a limited-time PLA membership, without requiring ALA membership, or other strategies could provide Canadian libraries with access to PLA resources and networking.

STATUS: In-progress.

3. **International/PO/Membership.** Le Conge Ziesenhenné keynoted the October 2018 Life After Life conference in Turkey, and requested help investigating and responding to ideas from the attendees.
 - a. Staff (Plagman, Lopez) will investigate the potential of doing a Turkish translation of the project Outcome materials
 - b. Staff (O'Keefe) will consider opportunities related to "sister library" programs.
 - c. Staff (Hirsh) will explore the potentials for involving librarians globally in the PLA 2020 Conference in Nashville.
 - d. Staff (Hughes) will relay information on opportunities for Turkish librarians and other attendees at the Life After Life event to do podcasts for Public Libraries Online.

STATUS: Staff have internally discussed inviting participants from the PLA-based African Leadership Academy to co-present with PLA Leadership Academy alumni at PLA 2020. Google translate has been installed on the Project Outcome site, allowing for any language translation available within the application to be used. We are working on planning podcasts for the upcoming year and will look into Life After Life Event possibilities.

4. **Strategic Plan.**
 - a. Staff (Allen) will track and report on aspects of the strategic plan that are *not* being addressed by PLA ("gaps") at future meetings.
 - b. Staff (Maycock, Faubel, Drago) will consider how to strengthen the relationship between conference/programming and the strategic plan, particularly for the Nashville event.
 - c. Staff (O'Keefe) will suggest incentives for members to retain their membership during non-conference years in order to reduce the number of members who cycle off.

STATUS: A report on the strategic plan status is included in the Midwinter 2019 materials and briefly addresses potential “gaps” in addressing the goals and objectives. The staff planning team for the Nashville conference continues to meet regularly and is considering the strategic plan.

5. Leadership Model.

- a. Staff (Hirsh, Maycock) will consider how to share leadership model documentation with a larger audience for use in staff development, strategic planning and other purposes, including issues such as development of ancillary materials (how-tos or checklists) and involvement of state libraries to reach smaller library directors.
- b. Staff (Hughes) will include an article on PLA’s leadership model in an upcoming issue of Public Libraries.
- c. Le Conge Ziesenhenné will reference the new leadership model in an upcoming President’s column.

STATUS: To date, work has primarily focused on updating the 2019 Leadership Academy to reflect the new model. We will plan to include an article on PLA’s leadership model in an upcoming issue of Public Libraries.

6. Financial reports

- a. All staff will help brainstorm ways that PLA might use its fund balance or other funds to build on and accelerate success and present ideas to the board at the 2019 Midwinter Meeting.

STATUS: The Chair of the PLA Budget & Finance Committee has requested the B&F have the opportunity to consider. A report will be ready by ALA Annual.

7. ALA Council Communication

- a. Staff (Deutsch, O’Keefe) will develop a communications plan for reaching out to Council members (upon election and routinely thereafter) to thank them for serving, introduce PLA leadership, and encourage dialogue.
- b. Staff (Macikas, Faubel, Stewart) will schedule and plan a breakfast event for invited Councilors for Sunday morning during the ALA 2019 Midwinter Meeting in Seattle.
- c. Staff (Deutsch, Allen, others) will consider how PLA can promote and encourage involvement in ALA Council elections, perhaps with a voting guide and/or “meet the candidates” event.
- d. Members to be determined (Clara Bohrer as Budget and Finance Chair, and/or Vailey Oehlke and Felton Thomas as members of ALA’s organizational review committee) will be asked to write columns for Public Libraries magazine about PLA’s support of ALA activities via overhead and other means.

STATUS: In progress: An outreach plan is being developed. Once the agenda has been finalized, a handout with key messages about PLA will be created for ALA Councilors attending the breakfast. This messaging will also inform the content of a targeted email planned for all public librarian Council members.

8. Fiscal officer

- a. Staff (Macikas) will draft job requirements for the new fiscal officer position, based on language used by other divisions and PLA board discussions.
- b. Staff (Deutsch, Hughes, Stewart, others) will develop and distribute the ballot and other communications about the new position as needed, including justification provided via a member email and an article in Public Libraries magazine.

STATUS: In progress: Staff created and began implementation of a comprehensive plan for member communications related to the 2019 ballot measure. To date, FAQs have been created, a detailed explanation of the ballot measure has been posted [here](#) on the PLA website, a press release has been issued, an email announcement has been sent to all PLA members, and articles have appeared in *Public Libraries* magazine and *PLA e-News* about the proposal. A job description has also been written for the new FO position and is included in the Consent Agenda, under Organizational Excellence and Governance, item D.

TO: PLA Board of Directors
FROM: Felton Thomas, Jr., Chair, Nominating Committee (2019 Election)
RE: 2019 PLA Election Slate
DATE: January 2, 2019

On behalf of the PLA Nominating Committee 2019, I am happy to report that we have finalized a slate for the PLA ballot for 2019, serving terms from 2019-2022. The candidates are as follows:

Candidates for President:

Michelle Jeske, city librarian, Denver (Colo.) Public Library
Manya Shorr, library director, Fort Worth (Texas) Public Library

Candidates for Director-at-Large:

Amita Lonial, Tacoma (Wash.) Public Library
Meaghan O'Connor, DC Public Library

Candidates for Director-at-Large:

Toby Greenwalt, Carnegie Library of Pittsburgh (Pa.)
Jason Kucsma, Toledo Lucas County (Ohio) Public Library

Members of the PLA Nominating Committee 2019 were:

Felton Thomas, Jr., chair
Grant Lynch, member
Larry P. Neal, member

TO: PLA Board of Directors
FROM: Barb Macikas, Executive Director
RE: PLA Fiscal Officer Position Description
DATE: January 7, 2019

ACTION REQUESTED/INFORMATION/REPORT: Report

ACTION REQUESTED BY:

DRAFT OF MOTION: N/A

OVERVIEW

PLA members will be asked to vote on a measure to add a fiscal officer position to the PLA Board of Directors. A draft position description for the roles and responsibilities of the FO follows. It will be used to recruit and orient PLA Fiscal Officers, assuming the ballot measure passes.

Roles and Responsibilities of the PLA Fiscal Officer

Pending the results of the 2019 PLA election, the Fiscal Officer will be appointed to a three-year term by the immediate past-president of PLA in June 2019. The Fiscal Officer serves as a member of the PLA Board of Directors.

The Fiscal Officer also chairs the PLA Budget & Finance Committee and acts as the liaison between the committee and the PLA Board. The position also serves as liaison between PLA and ALA BARC and ALA generally on financial matters. The Fiscal Officer works closely with the Executive Director on the long-term fiscal sustainability of PLA, ensuring that the organization has diversification of assets and revenue streams to fulfill its long-term mission. This document provides an orientation to future PLA Fiscal Officers related to their roles, responsibilities, and relationships with the various governance groups within PLA and ALA.

PLA Board of Directors

This body provides general oversight and direction of the affairs of the association. It conducts all business pertaining to the association at a strategic and policy level and has authority to make decisions for the association. Directors (except the Fiscal Officer) are elected by the PLA membership and serve three-year terms. The PLA Board works toward the good of the overall association, operating as a cohesive whole with one voice, rather than as individual members. Each position is of equal importance to the success of the whole. A Board thrives on mutual respect among its members.

PLA Budget & Finance Committee

The Fiscal Officer will chair the PLA B&F Committee. The committee is responsible for monitoring PLA finances, reviewing current and proposed annual budgets and each June, based on careful review by the B&F Committee, recommending to the PLA Board the annual budget for the upcoming year. The Fiscal Officer will present the budget to the PLA Board at its June meeting. PLA Executive Director and staff will support the work of the Fiscal Officer by preparing regular reports and briefing the Fiscal Officer.

Time Commitment

Members considering the position of Fiscal Officer should understand that it is a significant three-year service commitment. Candidates should understand the commitment involved and be willing to devote the considerable time necessary to be prepared for: PLA Board, PLA Budget & Finance Committee and ALA BARC.

Conferences. The Fiscal Officer attends two annual face-to-face ALA conferences (January and June). In addition to the required PLA Board, and B&F meetings at ALA conferences, the Fiscal Officer attends a variety of ALA meetings including Division Fiscal Officers/ALA Treasurer, Planning and Budget Assembly (PBA), with an additional meeting with the ALA Budget Analysis and Review Committee (BARC) during the Annual Conference. When attending conferences, Board members are asked to circulate and talk informally with PLA members; many Board members do this by attending the full schedule of PLA events. It is acknowledged that the Fiscal Officers time is limited due to additional responsibilities with ALA finance meetings; however, the Fiscal Officer may use this time to position and promote PLA to the broader ALA community. A full listing of PLA meetings and events is found on the PLA website [here](#). ALA BARC and other finance meetings are listed on the ALA scheduler associated with each ALA Conference website. The Fiscal Officer is expected to cover the costs of registration and travel to the ALA Annual and Midwinter conferences.

Spring and Fall Board Meetings

In addition to the ALA Annual and Midwinter meetings of the PLA Board and PLA B&F, the PLA Board meets each spring and each fall for approximately 1.5 days each. Dates and locations of these meetings vary. The Board is polled well in advance to select the most workable date to ensure all may attend. PLA covers the travel and hotel costs of the spring and fall meetings of the Board.

ALA BARC Meetings

The ALA Budget Assessment and Review Committee meets in the fall and the spring in conjunction with ALA Board meetings. The meetings are typically held at ALA in Chicago in October and April. The PLA Fiscal Officer is expected to attend the BARC meeting as an observer and to report back to the PLA Board on those discussions. PLA will cover the cost of travel and hotel to these meetings.

PLA Conference

PLA hosts its biennial conference in the even years. By ALA policy, PLA is prohibited from holding business meetings at its conference. Therefore, no board or B&F committee meetings are held at PLA conference and the Fiscal Officer is not required to attend. Given that the conference is a major networking, education, and financially important event, all PLA board members are encouraged to attend.

Virtual engagement. Between annual conferences, the Fiscal Officer will also participate in online meetings and discussions as appropriate. The PLA Board and B&F Committee communicate regularly between conferences and handle association business between conferences, via email. The Fiscal Officer is also expected to monitor emails from the ALA Treasurer, ALA BARC, and Planning and Budget Assembly and participate actively in discussions.

Leadership and collaboration. Beyond meeting attendance, it's important to be a visible leader, available to engage with members, when attending conferences, online meetings, and other events throughout the year. The Fiscal Officer chairs the PLA B&F Committee and collaborates regularly when appropriate with other Division Fiscal Officers.

Duties and Responsibilities of the Fiscal Officer

Besides duties as a Board member and chair of PLA Budget & Finance Committee, the following responsibilities reside with this position.

Division Responsibilities

- Serve, along with the PLA Board, as a steward of PLA's finances.
- Work with Executive Director and PLA staff in developing and monitoring budgets that incorporate board actions and support the strategic plan.
- Work with PLA Executive Director and Board with long-range planning and trend analysis including providing oversight of overall budgeting, contributions to ALA via overhead and other financial planning.
- Provide assistance and recommendation to the Board of Directors for budget considerations for all programs and activities of the division.
- In consultation with PLA B&F, recommend to PLA Board the next year's budget (June of each year).
- Review PLA grant funding and impact on division finances.
- Assist the Board of Directors in planning, implementing and evaluating revenue streams and fundraising initiatives including PLA long-term investments, and planned giving.
- With support of PLA staff, write occasional articles for PLA publications related to the financial health of PLA and financial planning.
- More information about roles and responsibilities of PLA Board members is found in the PLA board orientation manual [here](#).

ALA Responsibilities

- Serves as PLA Representative to the ALA Planning and Budget Assembly and attend the meetings of ALA's Budget Analysis and Review Committee (BARC).
- Communicate with Fiscal Officers of other Divisions and attend meetings convened by the ALA Treasurer for Divisions and Round Tables with the goal of communicating successes/challenges and identifying areas for collaboration.
- Read and understand any ALA policies that impact PLA finances; in particular, the operating agreement (ALA Policy 6.4.1) between ALA and the divisions.

PLA Committee Responsibilities

- Serve as a Chair of the PLA Budget & Finance Committee. The Fiscal Officer's role is to review PLA finances, report on them to the PLA board and recommend a new budget each year to the PLA board.
- Educate and promote availability of funds to support initiatives of PLA committees and task forces.
- Educate committees on how they can enhance or create revenue streams that contribute to the overall fiscal health of the organization.

Fiscal Officer Calendar

September – ALA Fiscal Year Begins

- Review quarterly financial reports for budgetary implications.

October

- Attend PLA Board Fall Meeting
- Attend ALA BARC Meeting and report out to PLA Board.

December

- Review financial reports and prepare documents for PLA B&F meeting at Midwinter in consultation with PLA Executive Director. Financial reports for B&F will also be shared with PLA Board.

January

- **Midwinter Meeting**

- Attend PLA Board of Directors Meeting and present report on status of current year's budget as well as any ALA financial activities that impact PLA.
- Attend and chair PLA B&F Budget Committee meeting
- Attend meetings of the ALA Planning and Budget Assembly and BARC/Division Leadership Meeting.
- Attend ALA BARC meetings at Midwinter.

February

- Review financial reports for budgetary implications.

April

- Attend PLA spring board meeting and review current year and proposed draft budget for next year with PLA Board.
- Attend ALA BARC meeting and report back to PLA Board.

May

- Review financial reports and prepare documents for PLA B&F meeting at Annual Conference in consultation with PLA Executive Director. Financial reports for B&F will also be shared with PLA Board. These will include the next iteration of the next year's budget for B&F to review and approve to send on to PLA Board at Annual.

June

Annual Conference

- Attend and chair PLA B&F Budget Committee meeting.
- Attend PLA Board of Directors Meeting and present status of current year budget and next year's budget for Board review and approval budget. Report on ALA financial activities that impact PLA.
- Attend meetings of the ALA Planning and Budget Assembly and BARC/Division Leadership Meeting.
- Attend ALA BARC meetings.
- Attend Fiscal Officer meetings convened by the ALA Treasurer allowing understanding among Divisions communicating successes/challenges and identifying areas for collaboration.

Throughout the year

- Stay in regular touch with the chair of the Budget Committee and the Executive Director. Communicate any pertinent budgetary or fiscal concerns. Respond promptly to all correspondence, including email.
- Be available to members for discussion and concerns; report to Executive Director, President, and Budget Chair issues or concerns from members.
- Provide mentoring/support of new Budget Chairs.

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: Kara O’Keefe, Manager of Marketing & Membership, kokeefe@ala.org
RE: Membership
DATE: January 3, 2019

ACTION REQUESTED/INFORMATION/REPORT: Report

ACTION REQUESTED BY:

DRAFT OF MOTION: N/A

OVERVIEW

As of November 2018 (conference year), PLA membership was 9,260, which reflects a 9.47% increase from November 2017 (non-conference year). This is evidence of the effect of PLA Conference on membership.

Comparison of PLA Membership during conference years:

	November 2018	November 2016	November 2014
Overall PLA Members	9,260	8,704	8,777

As of November 2018, ALA membership was 58,525, a 2.39% increase from November 2016.

KEY CURRENT ACTIVITIES/METRICS

Membership Recruitment

The first quarter of FY19 (September-November 2018) closed with 224 new members compared to 191 in FY17, representing a 17.28% increase.

Membership Retention

The first quarter of FY19 (September-November 2018) closed with an average retention rate of 74.63% compared to 69.64% in FY17, representing a 4.99% increase.

BUDGET

The first quarter of FY19 (September-November 2018) “Services to Members” budget closed as follows:

Services to Members	FY19-Q1 Budget	FY19-Q1 Actual	FY17-Q1 Actual
Revenue	\$142,301	\$148,999	\$140,835
Expenses	\$27,212	\$15,173	\$26,433
Net Revenue	\$115,089	\$133,826	\$114,402

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, lddeutsch@ala.org
RE: Communications Report
DATE: January 4, 2019

ACTION REQUESTED/INFORMATION/REPORT: Report

OVERVIEW

As the association pursues new partnership and programming opportunities, PLA's communications must rise to the task of keeping members and other key audiences informed about our rapidly growing work imprint. In response, the communications manager continues to create and adjust policies, procedures and practices to maximize the efficiency, cost-effectiveness, and reach of PLA's communications.

KEY CURRENT ACTIVITIES/METRICS

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

- Staff created and began implementation of a comprehensive plan for member communications related to the 2019 ballot measure, which proposes adding a Fiscal Officer position to the PLA board of directors. To date, FAQs have been created, a detailed explanation of the ballot measure has been posted [here](#) on the PLA website, a press release has been issued, an email announcement has been sent to all PLA members, and articles have appeared in *Public Libraries* magazine and *PLA e-News* about the proposal.
- The communications manager has developed and begun implementation of a plan to ensure more consistent and comprehensive coverage – on social media and in general member communications – of PLA's presence at the many events we sponsor, speak at, or participate in, throughout the year. By first leveraging PLA staff, and perhaps later, volunteers, as "field reporters" PLA can capture the necessary communication assets which may include photos, speaker/participant quotes, and key event details. After presenting the concept to PLA staff on Jan. 3, the communications manager is now creating the necessary materials and structures to train and deploy his colleagues as field reporters later this winter.
- To keep PLA members as informed as possible about ALA decisions affecting our organization, PLA staff is closely monitoring several developing situations and providing regular updates to members through our communication channels. These include the search for ALA's next executive director, key decisions by ALA Council, and news about potential reorganization and the ALA Steering Committee on Organizational Effectiveness. Articles on each of these topics have appeared in recent editions of *PLA e-News*.
- Staff is also developing a plan to increase awareness of PLA's work, and the division's value to ALA, particularly among the public librarians who sit on the ALA Council. Through consistent, targeted

outreach, we intend to also advocate for PLA's stances and perspectives on key issues being deliberated by the Council.

- Staff is preparing the 2018 PLA Year In Review, a summary report of the organization's work during the past year. As was done in 2016 and 2017, the report will be made available both in plain text and as an Adobe Spark Story that contains images and graphics. It is expected to be published in late January.
- In November, PLA purchased a seat, at the rate of \$75/month, in ALA's master account on the social media management platform Sprout Social. Sprout Social affords numerous benefits to PLA's social media program, including more robust and accessible metrics, greater ability to monitor trends and pursue opportunities for engagement, the ability to automate and calendarize posts, and access to a shared library of ALA-wide social media assets (images, videos, message templates, etc.). Please see the Assessment section of this report for a summary report of social media metrics from 2018.
- Staff have also created a plan to increase activity and engagement in PLA's [eight interest groups](#) on the ALA Connect online community platform. Beginning with the November edition of *PLA e-News*, a different discussion taking place in one of the interest groups will be featured each month in an article encouraging readers to join the conversation by joining that particular group on ALA Connect.

BUDGET

Funds for staff time and resources were spent to accomplish this work and we are on-budget for these. At a total cost of \$720, PLA's subscription to Sprout Social was paid from Nov. 13, 2018, through Aug. 28, 2019.

ASSESSMENT

Since its last report to the PLA board, submitted on Oct. 11, 2018, PLA has issued 10 press releases, six electronic newsletters, 20 email blasts, and numerous other communication pieces. Areas of primary focus have included the Fostering Creative Community Connections project and National Short Fiction Contest, PLA's Consumer Health Initiative and Affordable Care Act enrollment (Libraries Connecting You to Coverage), PLA's programming at the 2019 ALA Midwinter Meeting, and Opioid Crisis Response project (with OCLC).

PLA continues to grow and improve its presence on social media. In 2018, PLA's main Twitter account (@ALA_PLA) gained 176 followers, ending the year with a total of follower base of 19,742. Four hundred ninety-three Tweets were posted in that time period, resulting in 75,887 organic impressions – an average of 207.9 per day. Our posts were retweeted 903 times with 59 including additional comments. Followers of the PLA Facebook account (@PLA.org) grew by 1,657 (almost 12%) in 2018, ending the year at 15,914. Over the course of the year, our organic posts reached 313,735 Facebook users and paid posts reached 802,077. Paid items included several boosted posts related to the PLA 2020 Conference and ads to increase awareness of the Fostering Creative Community Connections Short Fiction Contest. Although not as consistently seeded with content, PLA's Instagram account (@ALA_PLA) grew marginally in followership, finishing the year at 1,170 followers. Joining Sprout Social will facilitate our ability to post content on Instagram far more regularly in 2019.

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
RE: Tribute to the Gates Foundation at 2019 Midwinter Opening Session
DATE: January 14, 2019

ACTION REQUESTED/INFORMATION/REPORT: Information

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

OVERVIEW

Melinda Gates will keynote the Opening General Session at the 2019 Midwinter Meeting in Seattle. PLA, working with ALA, prepared a resolution tribute to Melinda and the Foundation on behalf of the Boards of Directors of ALA and PLA. A draft of the resolution was sent to the PLA board via e-mail on January 3, 2019. The final version of the resolution is attached.

PLA President Monique leConge Ziesenhenné will present the resolution to Melinda Gates, along with ALA President Loida Garcia-Febo, at the session, which is scheduled for 4 pm, January 25. PLA also drafted language for the script that recognizes the contributions of the Foundation and specifically thanks Global Libraries and Deborah Jacobs and Jessica Dorr, who will be in the audience.

PLA STRATEGIC GOAL LINK (check all that apply)

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

RESOLUTION of *Recognition and Appreciation* of the **Bill & Melinda Gates Foundation**

For investing more than \$1 billion over two decades through its Global Libraries initiative to enhance the power of libraries to improve lives;
For its initial 1997 commitment of \$200 million from Bill and Melinda Gates to purchase computers for public library patrons and provide technical training and support for library staff in low-income communities;
For positioning the world's 320,000 public libraries as critical assets for learning, creativity, and community development;
For providing strategic investment and support for public libraries as a funder, thought partner, collaborator, innovator, and convener;
For supporting expansion of libraries worldwide beyond information access to community empowerment through a range of technology-enabled library programs, services, and content;
For investing in Staying Connected: Building Support in the Community for Your Technology Programs for U.S. and Canadian state and provincial library agencies;
For funding the Turning the Page program, which delivered advocacy training to more than 3,000 librarians at more than 1,700 public libraries;
For being a major supporter of the Spectrum Scholarship Program and expansion of the Spectrum Leadership Institute to address technology's impact on diverse communities;
For increasing the American Library Association's capacity to undertake research, policy advocacy, and assessment through the Public Library Funding & Technology Access Study, the Policy Revolution! initiative, and PLA's Project Outcome;
For providing education and resources to improve libraries' abilities to assess, advocate for, and improve broadband capacity through programs like E-rate and the Broadband Technology Opportunities Program.
For convening a national coalition of library and local government organizations to develop national benchmarks and resources to assess and improve public library technology access and services through the Edge initiative;
For supporting the Libraries Transforming Communities: Turning Outward project that strengthened libraries' role as community leaders and change agents;
For entrusting the Public Library Association (PLA), the Technology and Social Change Group at the University of Washington's Information School and the International Federation of Library Associations & Institutions to carry on Global Libraries' work as Legacy Partners;
And, through the legacy grant, for enabling PLA to create and scale new models of public library research, training, and practice; strengthen collaboration across organizations that support public libraries; support global connections between public libraries and library organizations; and sustain the success of Global Libraries programs;
For their belief that "if you can get to a library, you can get to the internet," which has had a revolutionary impact on libraries and the communities they serve; and,
For more than 20 years of extraordinary vision and passion from its founders and dedicated staff, who have been partners and catalysts for focusing global attention on the essential roles of libraries in providing equitable access to information and learning in the digital age;
The American Library Association, along with the Public Library Association, extends its deepest appreciation and recognition to the Bill & Melinda Gates Foundation for its extraordinary generosity, tremendous achievements, and dedication to helping all the people of our world lead healthy, productive lives.


Loida Garcia-Febo

on behalf of the American Library Association Executive Board


Monique LeConge Ziesenhenn

on behalf of the Public Library Association Board of Directors

TO: PLA Board of Directors
RE: Other Organizational Excellence Initiatives – Staffing, Technology
DATE: January 4, 2019

ACTION REQUESTED/INFORMATION/REPORT:

Information

ACTION REQUESTED BY:

N/A

DRAFT OF MOTION:

N/A

STAFFING

Submitted by Scott Allen, Deputy Director

PLA will expand from 14.5 full time equivalents (FTEs) to 15.5 in early 2019, with the addition of a new Project Manager (grant funded) to focus on product development. Staff positions are slightly more than half grant funded. The Manager, Membership and Marketing resigned in December 2018 to take another position outside ALA. The position content description (PCD) is being revised, and the position will be advertised and hiring will begin in January 2019. All PLA staff had their FY18 performance reviews in the fall of 2018, and as part of the process some PCDs are being revised to better reflect staff duties. Regular staff meetings were held, approximately twice each month. Staff meeting agendas have been revised to include regular “deep dive” sessions, which engage all staff in giving input to PLA and create shared learning experiences. Deep dives have been held on the PLA CE/PD “Theory of Change” work, the new PLA strategic plan, member engagement and volunteer opportunities, planning the 75th anniversary activity, and using social media to report from external events.

TECHNOLOGY

Submitted by Steven Hofmann, Manager, Web Communications

ALA ITTS Staffing Changes

In mid August, ALA’s Information Technology and Telecommunication Services (ITTS) unit made some immediate staffing changes “better position the association for our future needs.”

The support for the ala.org website—including all division, roundtable, and other microsites—has been outsourced to Urban Insight, a Drupal consulting firm. Urban Insight will provide customer support and also provide Drupal infrastructure support and Drupal architecture services. The changes were made “to reduce costs, increase efficiency, and improve customer service.” The result was that two positions within ITTS were eliminated—positions that provided direct support of ALA staff responsible for maintaining websites. Although PLA’s interactions with Urban Insights since the transition have been minimal, they seem to be less responsive than the former internal staff and none of our inquiries have been resolved to our complete satisfaction.

ITTS added a new position called Technical Services Specialist. This position is to support technical services training and support for staff using various software products and services. The position also will be responsible for helping units to write automation rules, to install personalization, Workspace support, Volunteer Appointment System support, and Mentor Match support in ALA Connect in the Higher Logic platform. ITTS has contracted with Higher Logic for additional support and assistance for

ALA Connect. A current ITTS staff person, Pam Akins, moved into the new position. However, Pam's old position and one other related position were eliminated.

ALA eStore/eLearning Project

According to Sherry Vanyek, director of ITTS, the goals of the eStore/eLearning project are to add all ALA eLearning offerings to the store so that it is easy for members and other potential registrants to find and purchase/register for any ALA eLearning event in one place. ALA is also adding more service integrations and adding this activity into its iMIS membership database. Steven Hofmann has been representing PLA in this project.

Project accomplishments for 2018 include:

- successfully pushed out 5 major releases to the ALA Store, with live new features and back-end eLearning-related functionality
- improved search and overhauled cross-selling functionality (recommended items)
- enhanced marketing capabilities (added blogs, improved product images, introduced custom pages for product groups)
- added workflow for publishing content to facilitate more users working on the Store
- integrated Zoom (the webinar platform PLA now uses), Adobe Connect, and Moodle options into the eLearning product type
- created new eLearning homepage and calendar view for events

Currently, ITTS is working on a major release to:

- finalize iMIS integration for event creation and transaction recording
- improve order process
- complete GoToWebinar integration and test end-to-end services integrations

Plan going forward is to:

- complete functional testing and execute User Acceptance Testing on the final major releases
- test and schedule migration of eLearning products
- finalize customer service plan for once items are in the store
- provide documentation and training

Promet, ALA's eStore vendor, currently estimates a feature complete date of the end of February.

PLA Group Reporting Form

The Library and Information Technology Association (LITA) division of ALA is sharing with PLA a WordPress-based reporting form it uses with its committees and other working groups. The reporting form automates the process that allows committee chairs to post committee reports online so that they're tagged and readily accessible (searchable) for all members. PLA is currently working with ITTS to create the necessary subdomain and WordPress environment into which a copy of the LITA reporting form will be installed. Once installed, the form will be customized for use by PLA committees and other working groups. Our goal is to have it ready for the next reporting window for the Spring 2019 Board meeting.

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: Mary Hirsh (mhirsh@ala.org)
RE: PLA Leadership Activities
DATE: January 4, 2019

ACTION REQUESTED/INFORMATION/REPORT: Report

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

OVERVIEW

Leadership capacity development is a PLA key strategic goal. The PLA Leadership Academy is the key activity supporting that goal. Since 2015, 4 Academies have trained 114 public library leaders. A fifth Academy is scheduled for March 25-29 in Chicago.

KEY CURRENT ACTIVITIES/METRICS

After a competitive application process, 28 librarians were selected to participate in the 2019 PLA Leadership Academy. They will be joined by 7 nationally-known practitioners for a week of intensive learning facilitated by Dr. Adam Goodman, director of Northwestern University's Center for Leadership. The group will hear from guest panelists, receive one-on-one mentoring and develop the outline of a project to implement on their return. The full roster of participants and coaches is listed on the following page.

The Academy content has been revised to reflect the new PLA leadership model. To develop engagement skills, Academy participants will spend one day in the field in a modified immersion activity. This exercise is designed to for participants to practice both listening and storytelling skills.

BUDGET

Leadership is also a Legacy Grant lever. Costs of the Academy are covered by Legacy.

ASSESSMENT

PLA will again complete a full evaluation of the Academy and compare it against previous Academy results.

PLA STRATEGIC GOAL LINK (check all that apply)

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

2019 Participants

- Dawn Borgardt; Library Supervisor; Hillsboro (Ore.) Public Library
- Anne Bramblett; Assistant Director of Public Services; Austin (Texas) Public Library
- Veronica Britto; Administrative Librarian; Free Library of Philadelphia (Penn.)
- Connie Chow; Branch Manager; Huntsville-Madison County (Ala.) Public Library
- Midori Clark; Director of Community Relations, Development & Strategic Initiatives; Pueblo (Colo.) City-County Library District
- Cathy De Leon; Manager of Branch Library Services; Long Beach (Calif.) Public Library
- Hadiya Evans; Librarian; Denver (Colo.) Public Library
- Bernie Farrell; Youth Services Coordinator; Hennepin County (Minn.) Library
- Christina Fuller-Gregory; Makerspace Librarian; Spartanburg County (S.C.) Public Libraries
- Jill Hutchison; Youth Services Coordinator; St. Mary's County (Md.) Library
- Lena Kilburn; Assistant Director; Framingham (Mass.) Public Library
- Portia Latalladi; Branch Manager; Chicago (Ill.) Public Library
- Amita Lonial; Assistant Director; Tacoma (Wash.) Public Library.
- Anthony Lucarelli; Head of Adult Services; Indian Prairie Public Library District (Darien, Ill.)
- Marcos Martinez; Managing Librarian; Austin (Texas) Public Library
- Rosanna McGinnis; Director; Lewis Cooper Jr. Memorial Library (Opelika, Ala.)
- Jean Mead; Assistant Director; Athens (Ga.) Regional Library System
- Amy Mikel; Coordinator of School Outreach; Brooklyn (N.Y.) Public Library
- Quintina Mraz; Early Literacy Services Coordinator; Fairfax County (Va.) Public Library
- Megan Mulvey; Outreach & Program Services Manager; Suffolk (Va.) Public Library
- Felicia Oliver; Branch Manager; Calcasieu Parish Public Library (Lake Charles, La.)
- Nataliya Papushina; Branch Supervisor; Indian Trails Public Library District (Wheeling, Ill.)
- Lindsey Patrick; Library Manager 3; Nashville (Tenn.) Public Library
- Nanette Peterson; Branch Manager; Somerset County Library System of New Jersey
- David Quick; Adult Services Coordinator; (Washington) D.C. Public Library
- Abby Simpson; Southeast Regional Manager; Pikes Peak Library District (Colorado Springs, Colo.)
- Casey Titschinger; Branch Manager; Public Library of Cincinnati & Hamilton County (Ohio)
- Joshua Wolf; Community Engagement & Learning Services Manager; Monroe County (Ind.) Public Library

2019 Coaches

- Sonia Alcantara-Antoine, Director, Virginia Beach Public Library
- Carolyn Anthony, Retired, Skokie Public Library
- Luis Herrera, Retired, San Francisco Public Library
- Michelle Jeske, City Librarian, Denver Public Library
- Liz Miller, Retired, City of Tucson
- David Singleton, Director, Charlotte-Mecklenburg Library
- Julie Walker, State Librarian, State Library of Georgia

TO: PLA Board of Directors
FROM: Angela Maycock, Manager of Continuing Education, amaycock@ala.org
RE: Continuing Education
DATE: December 30, 2018

ACTION REQUESTED/INFORMATION/REPORT: Report

ACTION REQUESTED BY:

DRAFT OF MOTION: N/A

OVERVIEW

This report covers PLA educational programming at the 2019 ALA Midwinter Meeting, the 2019 ALA Annual Conference, and the PLA 2020 Conference; and PLA online learning.

KEY CURRENT ACTIVITIES/METRICS

PLA @ ALA Midwinter Meeting

PLA will offer the full-day Midwinter Institute, “Advancing Racial Equity in Public Libraries: Normalizing, Organizing, and Operationalizing” on Friday, January 25, 2019 in Seattle. At the time of this writing, 54 individuals were registered for this event. PLA will measure the effectiveness of this full-day training using our Project Outcome-approved evaluation tool.

PLA is also cosponsoring the ODLOS half-day Midwinter Institute, “Implicit Bias, Health Disparities and Health Literacy: Intersections in Health Equity” on Friday, January 25, 2019 from 9 AM–12 PM. At the time of this writing, 83 individuals were registered for this event.

The ALA Midwinter Meeting website is located at <https://2019.alamidwinter.org/> and a list of PLA-sponsored programs is available at <http://www.ala.org/pla/education/conferences/alamidwinter>.

PLA @ ALA Annual Conference

The PLA Annual Conference Program Subcommittee selected 14 programs to present at the 2019 ALA Annual Conference in Washington, DC. They are listed below with preliminary dates and times:

Program Title	Date	Time
Libraries and the Opioid Epidemic: Community-based Responses	Saturday, June 22	10:30 AM - 11:30 AM
Empowering Digital Citizens: Public Programming to Fight Fake News	Saturday, June 22	1:00 PM - 2:00 PM
Take the Lead! Librarians Can Build the Confidence to Command Leadership Roles, Drive Community Action and Equity, Advance Library Relevancy, and Win Funding for Key Projects	Saturday, June 22	2:30 PM - 3:30 PM
Ensuring Everyone Counts (and is Counted) in the 2020 Census	Saturday, June 22	2:30 PM - 3:30 PM

Civility – It's more than just being nice	Saturday, June 22	4:00 PM - 5:00 PM
XR (Augmented, Mixed and Virtual Reality) Programming in Libraries	Sunday, June 23	9:00 AM - 10:00 AM
Performance Acceleration: A 21st Century Evidence-Based Approach to Managing Employees	Sunday, June 23	9:00 AM - 10:00 AM
Co-Creating Library/Social Services Partnerships: A Statewide Collaboration	Sunday, June 23	10:30 AM - 11:30 AM
Building Equity From the Ground Up	Sunday, June 23	1:00 PM - 2:00 PM
Going Deskless: Moving from Fort Reference to Point-of-Need Service	Sunday, June 23	2:30 PM - 3:30 PM
Creating a Community Profile to Learn More about Your Current and Potential Patrons	Sunday, June 23	4:00 PM - 5:30 PM
Safer Libraries: Building Staff Resiliency and Library Safety Branch by Branch	Monday, June 24	10:30 AM - 11:30 AM
Food for Thought: Nourishing the Mind and Body at Public Libraries	Monday, June 24	2:30 PM - 3:30 PM
Code for America and Your Public Library: How to Harness the Awesome Power of the Collective Will	Monday, June 24	4:00 PM - 5:00 PM

In addition to these 14 programs, PLA has two placeholder program slots, with plans to present one additional program on financial literacy in collaboration with Capital One and another on a hot topic TBD by the program subcommittee, for a total of 16 PLA programs in DC.

Finally, PLA plans to offer a half-day preconference titled, “Librarians and Social Workers: Partnerships that Work for Connecting People in Need” on Friday, June 21, 2019. This preconference will be led by members of the PLA Social Work Task Force in collaboration with ODLOS and YALSA, both of whom are cosponsoring this preconference in name only.

PLA 2020 Conference

PLA is preparing to open its call for proposals for the PLA 2020 Conference in February 2019.

PLA Online Learning

Since our last update to the Board in June 2018, PLA has offered the following free webinars:

Date	Title	Registration
July 18	Beyond Surveys: How to Measure Outcomes Using Alternative Data Collection Methods	722
July 25	Fresh Food, Fresh Thinking: An Innovative Approach to Youth Development and Learning in Rural Communities	168
August 29	Photography, Storytelling, and Community Connections: How to Develop a Photovoice Project	343

September 19	Project Outcome Panel: Summer Reading Surveying Reflections and Discussion	51
September 26	Project Outcome: Planning for Summer Reading Surveys	313
October 10	Advancing Racial Equity in Your Library	218
October 17	Benchmarking and Longitudinal Studies: How to Measure Outcomes Over Time	358
November 15	Libraries Connecting You to Coverage	141
December 4	Thinking Sideways: Computational Thinking and Early Literacy	445
December 12	Creating Data-Driven Professional Development Pathways for Public Library Staff	510

BUDGET

Total revenue for the full-day PLA Midwinter Institute is currently at \$7,150.

ASSESSMENT

PLA collects evaluation data on each of its continuing education offerings, using Project Outcome-approved questions to measure attendees' learning and confidence, and is currently exploring options for how to aggregate evaluation data so it can best be used to make decisions.

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: January 7, 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.

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 as of today's date: Member: 9,260 (double-checking on this number) + Subscribers 501 = 9,761 total. Our subscription numbers are creeping upward after a downward trend. In September 2018, we reported 493 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; 588,127 individual page views from January 3, 2018-January 3, 2019. This is up from the previous year which saw 47,000 readers per month and 568,437 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 35 [podcasts](#). From January 1, 2018-January 1, 2019 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. Since we 2016, the podcasts have had 23,300 listeners. Our top three podcasts this year were: *Evaluating Health News with Sally James*, with 995 listens; *Free Library of Philadelphia Culinary Literacy Center*, with 980 listens; and *Serving Persons Experiencing Homelessness with John Spears*, with 889 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	120	N/A – Is only available for sale.
Weeding Manual – released 2016	27	N/A – Is only available for sale.
Get Inside: Responsible Jail and Prison Library Service – released 2017	1	442
Building and Operating a Digital Media Lab – released 2018	3	340
Taking Care of Business in the 21 st Century: A New Library Service Model – released 2018	2	363
PLA 2018: Ten Essential Programs - released September 2018	1	486
Teaching Early Literacy to Teen Parents – released November 2018	-	56

○ **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:

Product Name	2018 fiscal year	2019 to date
Every Child Ready to Read 2 nd Edition Kit	99	33
ECRR Brochures	472	118
ECRR Bookmarks	147	37
ECRR Childcare Provider Module	17	6
ECRR Posters	184	46
ECRR Spanish Toolkit	7	0
ECRR Spanish Brochures	82	23
ECRR Spanish Poster	43	2
ECRR Spanish Bookmarks	45	2

At the 2018 Midwinter Meeting, ALSC and PLA decided to conclude Every Child Ready to Read as an active initiative. As a result, the Every Child Ready to Read project will continue under the Family Engagement umbrella, and they are planning to a subgroup to focus on related products and publications.

- **New Product**

We have recently released a [2019 Early Literacy Calendar](#). The download, available for sale via the ALA store as of January 4, 2019, includes reproducible calendars that offer fun early literacy activities for every day of the year. Based on the Every Child Ready to Read practices of reading, writing, singing, talking, playing (plus counting), each download contains twelve months of learning activities, book lists, nursery rhymes, and more. On one side is a calendar with a fun skills-building activity for each day and the other contains supplementary content like nursery rhymes, early literacy tips, song lyrics, or suggested reading material.

BUDGETS

- *Public Libraries Magazine and Public Libraries Online*

Public Libraries ad sales in fiscal year 2019 are on target, though this is not reflected in the November report. At this point in the year, we are budgeted to be at \$3,750 and we have actually sold \$4,133. The revenue will appear in the December report. 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 \$9,129, also behind the budgeted figure of \$10,000. 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 \$14,453 against the budgeted figure of \$31,658, so we are currently behind budget but that is also a timing issue and we will meet targeted expenses as bills are paid.

- Quick Reads/Publications:

Total revenues in the publications line are \$365; against a budget of \$906. This shortfall is mainly due to royalties not being collected and we should catch up to our budgeted goal soon. 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 continue working to improve sales of all products. In addition, we have other books and products in the pipeline which will improve revenue in FY19 (the Early Literacy Calendars are an example). As far as expenses, we budgeted \$1,589 for expenses, but we spent \$3,924. This is also a timing issue, as we spent money in the expenses line sooner than it was allotted, this will be corrected as the year goes on.

- Every Child Ready to Read:

As mentioned, sales in the ECRR line have slowed. So far this year we have collected \$4,171 in revenue against a budgeted figure of \$7,000. Expenses were \$1,109 against a budget of \$4,215. We are working on ideas for publications and products to be released in FY19 in this line.

ASSESSMENT

In October we conducted a reader survey of *Public Libraries* magazine; *Public Libraries* Online; FYI: The *Public Libraries* Podcast and the Quick Reads Publications series. We aim to use the results to improve current products and guide product creation, in addition we are working on a redesign of *Public Libraries* magazine and will use input from the survey to guide our work. You can see a summary of the results [here](#).

PLA STRATEGIC GOAL LINK (check all that apply)

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

TO: PLA Board of Directors
RE: Other Transformation Initiatives
DATE: January 4, 2019

ACTION REQUESTED/INFORMATION/REPORT:

Information

ACTION REQUESTED BY:

N/A

DRAFT OF MOTION:

N/A

2020 CENSUS

Submitted by Larra Clark, Deputy Director

In October 2018, ALA released "[Libraries and the 2020 Census](#)," a brief for elected officials and decisionmakers. On Oct. 25, PLA co-hosted a Census Solutions Workshop at the Chicago Public Library with nearly 80 participants, including librarians and regional leaders. PLA board member Tracy Strobel was a [speaker](#) at the event. On October 23, the Center for Urban Research at the City University of New York released a [new study](#) showing that a public library is located within five miles of 99% of the census tracts at greatest risk of being undercounted, along with a [mapping tool](#) to local public libraries near those communities. Upcoming Census-related programs include "[Library Advocacy and Community Engagement in the 2020 Census](#)" on Sunday, January 27, from 4-5 p.m. and a [Chapter Advocacy Exchange webinar](#) on February 27 from 2-3 p.m. Central time. Information will continue to be updated on the PLA initiatives [web page](#).

EVERY CHILD READY TO READ

Submitted by Kathleen Hughes, Manager, Publications

In 2018, our long-term agreement with ALSC to manage this project concluded and our new agreement with them offers PLA the freedom to develop new related products. The project now resides under the umbrella of the PLA Family Engagement Task Force, who are planning to create a sub-group to concentrate on producing Early Literacy and ECRR-focused products and publications. We recently released a product in the ECRR/Early Literacy arena, [The 2019 PLA Early Literacy Activities Calendar](#).

FAMILY ENGAGEMENT

Submitted by Scott Allen, Deputy Director

The Task Force continues to look for a partner to help develop products such as assessment tools, training programs, and publications. We approached the Global Family Research Project (our partner in the Ideabook) without success. The National Center for Families Learning (NCFL) met with PLA staff in December 2018. This 30-year old organization has had significant success with its conferences, grant projects, and product development, including work with the YMCA which may be similar to what PLA is seeking. We are continuing discussions with NCFL around development a track at their 2019 conference, redeveloping their products such as Let's Learn Together Outside for a library audience, collaborating to improve US Department of Education policies related to libraries, and joint grantwriting. In November 2018, a letter of intent was submitted with NCFL for a family math project grant. PLA also continued to present about libraries to educators and others, most recently presenting at the National Head Start

Association conference. Finally, in early 2019 a new Project Manager position at PLA will be filled, and his/her priority will be to develop family engagement products.

GROW WITH GOOGLE PARTNERSHIP

Submitted by Leighann Wood, Program Manager

“Digital Skills with Google” constitutes a sponsorship from Google to ALA, with PLA as a project collaborator and grant manager. [Grow with Google](#) aims to help people nationwide access the best of Google’s training and tools to grow skills, careers and businesses. The initiative also brings workshops, in-person training and one-on-one coaching to cities and towns across America in partnership with community groups and local leaders. In 2019, Google will bring workshops to libraries in all 50 states with input from ALA. Google and ALA will then make funding available to libraries to run their own community events for job seekers, small businesses and/or entrepreneurs. PLA will collaborate with the ALA Washington Office and Google to establish the process for applying for and managing grant processes for public libraries nationwide. There will be two tiers of funding opportunities—“micro” grants (\$1,000) for a large number of libraries to hold community events and “spotlight” grants (\$3,000) for a small number of libraries to conduct more in-depth projects and reporting to serve as case studies to inform future partnership and project opportunities. Google’s Digital Skills tour begins at the end of January with Philadelphia being the first stop on the tour. PLA is developing the grant application, review and communications processes. Plans will be finalized in the coming weeks.

HEALTH LITERACY AND PROGRAMMING

Submitted by Scott Allen, Deputy Director

PLA’s work on health has expanded from our 2017-2018 project with the National Network of Libraries of Medicine (NNLM) Greater Midwest Region (GMR) office, focused on continuing education, to many different initiatives. PLA is a partner in the IMLS grant awarded to OCLC to develop 8 profiles of communities and libraries addressing the opioid crisis. PLA received a small grant from the NNLM Pacific Northwest Region (PNR) to mount a preconference on health equity at the 2019 Midwinter Meeting, and to extend the impact of the educational content through an articles, webinar and more. Three NNLM regional medical libraries have agreed to fund Project Outcome (PO) to develop questions for health programming as a new service area, which will then support all NNLM grantees to use PO to evaluate their programs. PLA also took on a new project to help libraries promote enrollment in the Affordable Care Act (see EDISJ initiatives report). Finally, PLA continues to distribute a monthly health e-newsletter to a small group of librarians who opted in (~200) and convene an informal health advisory group.

INTELLECTUAL FREEDOM

Submitted by Angela Maycock, Manager of Continuing Education

Starting at the 2018 ALA Annual Conference and continuing via email and conference calls, member volunteers from PLA’s Intellectual Freedom Training Materials Working Group drafted survey questions, which were then significantly refined and reshaped by PLA staff, particularly Emily Plagman. The survey was open for two weeks (September 28 to October 12) to align with interest and attention around Banned Books Week. With promotion to PLA audiences and OIF’s help in sharing it with their lists, we received almost 150 responses, about a 3x greater response than expected. Based on the demographics across respondents, we feel that we got a representative sample, though we can’t claim the results to be representative of the field as a whole. The most important high level takeaway was that, of the respondents, nearly 70% would like training from PLA on how to communicate to their community

about the library's intellectual freedom policies. This is a clear and somewhat unexpected area of need that PLA would not have been able to identify without this survey. We also received contact information for about a dozen public librarians who are interested in sharing information about their IF training, which will be an extremely valuable resource as we follow up with these individuals for more input on preferred modes, frequency of training, and perhaps even case studies -- they can serve as a focus group for further refinement of this initiative.

MICROSOFT/RURAL LIBRARIES PROJECT

Submitted by Leighann Wood, Program Manager

In August 2018, PLA and Microsoft Philanthropies began discussing an initiative to support libraries in rural communities to implement multi-faceted strategies that build the computer skills of community members, so they can benefit from access to high speed internet and updated technologies to meet their community's needs. This work ties to the [Microsoft Airband initiative](#), which brings broadband access to rural areas through technology and partnerships, as well as PLA's work through Turning the Page, DigitalLearn.org and other strategies to provide libraries with the tools and training to facilitate access to and teach use of computers and the internet. The proposed partnership will use funds available from an employee giving program managed by Microsoft Philanthropies, which raised \$400,000. These funds will be offered in the form of grants and used to address four areas: Infrastructure and Hardware (in partnership with TechSoup); Training and Support (in coordination with Designers for Learning and CrowdEd Learning with input from PLA's Digital Literacy subject matter experts); Partnerships; and Communities. Project plan details remain to be in the works, with launch dates in the spring of 2019.

OPIOIDS

Submitted by Larra Clark, Deputy Director

The steering committee for "Public Libraries Respond to the Opioid Epidemic with Their Community" is fully formed and has met twice, including reviewing and giving feedback on the case study methodology, interview questions and possible case study locations. The methodology and interview questions were approved by the Independent Review Board, and Denver Public Library generously agreed to pre-test the instruments. Thanks to PLA board member Michelle Jeske and her team for helping us make needed improvements. Invitations are now going out to public libraries to be part of the research. Eight case studies are intended, and site visits are expected to begin later this month or early February. A project [website](#) also has been created and will include regular updates.

PROJECT OUTCOME

Submitted by Emily Plagman, Manager and Samantha Lopez, Project Manager

In November 2018, Project Outcome passed a major milestone of having over 200,000 patron responses collected in its system, continuing to grow while many of the outreach activities have wound down. Staff have pursued new funding and partnership opportunities: the development of a Health Topic survey in partnership with the National Libraries of Medicine and the creation of Project Outcome for Academics, scheduled to launch in April 2019, in partnership with the Association of College and Research Libraries.

SHORT STORY PROJECT

Submitted by Leighann Wood, Program Manager

This fall, PLA, in collaboration with French publisher [Short Édition](#) and the [John S. and James L. Knight Foundation](#), held a national short story fiction writing contest as a part of the [Fostering Creative](#)

[Community Connections](#) (FCCC) project, an ongoing effort to promote literary expression, community engagement, library programs and services, and creative expression. Through FCCC, PLA and Short Édition supported four libraries in [Knight Foundation communities](#) (Akron, OH, Wichita, KS, Philadelphia, PA, Richland, SC) to bring short stories to unexpected places via the [Short Story Dispenser](#). Over 600 writers across the U.S. entered the contest by submitting short stories on the theme of *courage*. Submissions from the four pilot libraries totaled 116, with the most from Richland, SC. The contest jury, comprised of writers, librarians and literary experts, awarded the \$1,000 first prize to Mim Eichmann, a professional folk musician, composer and choreographer from Wheaton, Illinois, for her story “[Slomp](#).” Other juried winners as well as the Readers’ Choice winners are detailed in [PLA’s December 2018 press release](#). All three juried winners will be given the opportunity to have their stories published in Short Édition’s Short Story Dispensers. PLA is developing a webinar highlighting how this project has transformed (and will transform) community engagement as well as promoted creativity, literacy and library services within the pilot libraries’ communities and the profession at large.

SOCIAL WORK IN PUBLIC LIBRARIES

Submitted by Kathleen Hughes, Manager of Publications

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. In fall of 2018, 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 [available here](#). The Social Worker Task Force is currently authoring a regular column “[Social Work in Public Libraries](#),” recording podcasts, considering publication ideas, and planning other educational content.

PLA STRATEGIC GOAL LINK (check all that apply)

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

TO: PLA Board of Directors
RE: Other Advocacy and Awareness Initiatives
DATE: January 4, 2019

ACTION REQUESTED/INFORMATION/REPORT: Information

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

AWARDS

Submitted by Megan Stewart, Program Coordinator

PLA opened its call for applications for the 2018-2019 awards cycle on Thursday, September 13, 2018. The call for nominations closed on Monday, December 10, 2018. PLA accepted applications for ten (10) awards and grants during this awards cycle. Following the close of the call, each award's jury received credentials to use in accessing the application database. The juries then have approximately six weeks to deliberate and choose a winner or winners. PLA will announce the winners' names in March via a press release and list them on its website (<http://www.ala.org/pla/awards>).

PLA staff once again made a concerted effort to promote its award program leading up to and throughout the application window. For example, in addition to sending out e-newsletters to members, PLA issued a press release announcing the opening of the call and posted banners on its homepage to encourage applications.

PLA received a total of 115 applications during the 2018-2019 awards cycle. That figure is on par with the total of applications received in 2016-2017 (105) and in 2017-2018 (121). The breakdown of applications received per each award over the last three cycles appears in the following table.

PLA Awards Applications Received Per Awards Cycle

Name of Award	2016-2017	2017-2018	2018-2019
Allie Beth Martin Award	10	7	7
Baker & Taylor Entertainment Audio Music / Video Product Award	13	17	8
Charlie Robinson Award	5	8	6
Demco New Leaders Travel Grant	3	9	2
EBSCO Excellence in Rural Library Service Award	7	8	8
Gordon M. Conable Award	2	2	5
John Iliff Award	14	11	15
Romance Writers of America Library Grant	22	17	26
The Singer Group Helping Communities Come Together Award	not offered	8	9
Upstart Innovation Award	29	34	29
Total	105	121	115

PLA STRATEGIC GOAL LINK (check all that apply)

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

TO: PLA Board of Directors
RE: Equity, Diversity, Inclusion and Social Justice Initiatives
DATE: January 4, 2019

ACTION REQUESTED/INFORMATION/REPORT:

Information

ACTION REQUESTED BY:

N/A

DRAFT OF MOTION:

N/A

DIGITALLEARN

Submitted by Leighann Wood, Program Manager

In 2018, DigitalLearn saw the addition of two new courses: Applying for Jobs Online and Online Health Information. Online Health Information is also being promoted in our Libraries Connecting You to Coverage initiative along with other health literacy and insurance enrollment resources to be used in libraries' communication and outreach efforts. There were over 64,000 new users to DigitalLearn this year. Our most popular courses are: 1) Getting Started on a Computer; 2) Intro to Email 1; 3) What is a Computer? and 4) Navigating a Website. All courses were captioned this year and nearly all English courses went through revisions and updates. In 2019, PLA will be working toward increasing the number of subsites, expanding promotion to new markets (schools, refugees, international library associations), translating into additional languages, developing two new courses, and developing a more robust training curriculum for library staff to be better suited to teaching digital literacy to their patrons.

EDI REGIONAL TRAININGS

Submitted by Scott Allen, Deputy Director

The PLA Task Force on EDI developed and began promoting three regional training events, to be held February 25-26, 2019 (Denver, CO), August 12-13, 2019 (Charleston, SC) and October 28-29, 2019 (Chicago, IL). During this one-and-a-half day symposium, attendees will explore how power and privilege operate interpersonally and institutionally; identify how oppression shows up in our communities and libraries; and learn about historical and contemporary social justice movements. Participants will hear from libraries putting equity into practice, develop regional connections, and create local action plans to advance equity and social justice in our organizations and communities. Mia Henry of the Arcus Center for Social Justice will be the primary presenter on day one, with Task Force members leading presentations and discussion during the second day. Attendance is limited to 100 at each event.

INCLUSIVE INTERNSHIP INITIATIVE

Submitted by Mary Hirsh, Deputy Director

IMLS has extended a third round of funding to support III in 2019. IMLS will prove \$313,606 against PLA's \$332,228 cost share. Libraries have until [February 1 to apply](#). PLA has funding to support 50 interns. Priority will be given to libraries that have not participated in the past. The 2019 cohort group will officially kick off June 14-16 at a Master Class event in Chicago.

INSURANCE ENROLLMENT

Submitted by Leighann Wood, Program Manager

PLA supported public libraries' work as part of a national partnership made possible by funding from the [Robert Wood Johnson Foundation](#) and [Community Catalyst](#) to help people sign up for health insurance during the six-week open enrollment period of the Affordable Care Act (ACA). PLA's [Promoting Healthy Communities: Libraries Connecting You to Coverage](#) awarded mini-grants of \$300 to 67 public libraries in 33 states across the country to help fund advertising, promotion, outreach and educational activities to help people sign up for coverage during November 1 through December 15, 2018. Grant recipients disseminated information, offered education, partnered with health insurance enrollment and provider groups, and encouraged community members to enroll in the Health Insurance Marketplace. Some highlights of November's activities showed that the Georgetown County (S.C.) Library System brought its outreach efforts to local schools and hosted two Open Enrollment Fairs at its Andrews Branch. In total, there were 132 library-hosted events related to health insurance enrollment in November. Many grantees reported that they would not normally promote this initiative had it not been for the turn-key communications assets and resources and funds PLA provided. As of December 19, the Centers for Medicare & Medicaid Services reported that almost 8.5 million people in the 39 HealthCare.gov-participating states enrolled in coverage during the six-week open enrollment period. The 4% drop from 2017 was much smaller than anticipated, despite the shortened Open Enrollment period (45 days this year), a 90% decrease to the ACA advertising budget this year and a 84% decrease in Navigator and outreach funding the past two years. PLA will continue to promote the excellent resources public libraries can share with new enrollees about using their health care coverage (answers to [Common Coverage Questions](#), a [Health Insurance Explained](#) video (also available in Spanish) and also a [Health Literacy Quiz](#), to name a few).

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
RE: Preliminary report from ALA IT Consultants
DATE: January 14, 2019

ACTION REQUESTED/INFORMATION/REPORT: Information

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

OVERVIEW

As part of its investment budget and emphasis on improving IT, ALA hired [DelCor](#) to assess ALA's IT infrastructure, data management, digital presence, and overall IT management. Tobin Conley and Jim Gibson will review their initial findings and answer questions for the PLA board. Tobin and Jim are also meeting with the ALA Board and others at Midwinter. As of this writing, we do not have documents related to the ALA board presentation. If we receive it prior to the PLA board meeting, we will make it available to the PLA board.

Given the PLA Board's on-going concerns about ALA IT, this will be an opportunity for us to hear first hand how ALA can begin to address issues and hear about preliminary next steps.

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, Executive Director and Scott Allen, Deputy Director
RE: FY19 Financial Report, First Quarter
DATE: January 4, 2019

ACTION REQUESTED/INFORMATION/REPORT: Report

FY19 Budget Overview

PLA's final FY19 budget includes total revenue of \$3.2 million with expenses of \$3.95 million, for a net loss of \$749,540. The fund balance is projected to be \$3.1 million at the close of FY19.

Fund Balance, FY18 Close		\$3,866,403
FY19 Revenue	\$852,413	
FY 19 Revenue - Grants	\$2,350,278	
Total Revenue, FY19		\$3,202,691
Expenses	(\$1,552,321)	
Expenses - Grants	(\$2,033,275)	
Total Expenses, FY19		(\$3,585,596)
Overhead & Taxes	(\$49,632)	
Overhead & Taxes - Grants	(\$317,003)	
Total OH & Taxes, FY19		(\$366,635)
Fiscal Year Results		(\$749,540)
Projected Fund Balance, FY19 Close		\$3,116,683

For context, PLA's last 10 odd (spend down) years have lost between \$140,000 (FY11) and \$638,000 (FY15), with the most recent year (FY17) losing \$410,000. The projected net loss for FY19 is higher than usual, in part due to reduced product revenue, ad sales and other earned income but also due to investments such as the cost share for the Inclusive Internship Initiative and continued expansion of DigitalLearn.

Conference Years		Nonconference Years	
		FY07	(\$757,499)
FY08	\$747,353	FY09	(\$626,184)
FY10	\$1,047,290	FY11	(\$140,245)
FY12	\$1,079,528	FY13	(\$359,323)
FY14	\$1,292,514	FY15	(\$638,404)
FY16	\$916,109	FY17	(\$410,726)
FY18	\$812,546	FY19	(\$749,540) (projected)

In FY19, PLA's revenue will be split 73% to 27% grants versus dues and program income. PLA is budgeted to provide ALA with \$366,000 in overhead. PLA's contributions to ALA overhead in recent years have been \$1.24 million (FY18), \$310,000 (FY17), and \$967,000 (FY16).

FY19 Budget as of November 2018

Operating Budget

As of November 2018, PLA is generally on target in its operating budget, with an operating loss of \$167,000 compared to a budgeted operating loss of \$171,000, which represents a 3% variance.

- **Operating Revenue:** At the close of the first quarter of FY19, PLA had budgeted for \$218,000 in revenue but has only generated \$168,000 for a negative variance of 23%. Nearly all of the shortfall can be attributed to two projects, Regional CE (3007) which is \$40,000 under budget and Project Outcome Regional Training (3171) which is \$8,000 under budget. In both cases, revenue allocations are not aligning with actual timing of the events and corresponding revenue, and PLA expects both projects to be near or at revenue goals later in the year. Other projects such as fundraising, *Public Libraries* ad sales, web-based CE, and publication sales are also slightly behind in revenue, primarily due to timing. A significant variance is anticipated, during the second quarter, in PLA's Partners (3020) account because two new sponsorships were confirmed in fall 2018 (\$43,000 from Capital One and \$20,000 from the National Network of Libraries of Medicine). These will increase PLA's overall operating revenue but will be offset by expenses to carry out the sponsored activity.
- **Operating Expenses:** At the close of the first quarter of FY19, PLA had budgeted to spend \$369,000 and has spent \$335,000, for a favorable variance of 9%. Projects of note include Regional CE (3007) and Public Libraries (3030), which have underspent by \$37,000 and \$17,000 respectively, while DigitalLearn (3188) and the Inclusive Internship Initiative Cost Share (3185) have exceeded budgeted expenses by \$10,000 and \$28,000 respectively. Again, PLA believes the primary reasons behind these variances relate to timing and expects to close the fiscal year on target for operating expenses.

Grant Budgets

Not including modest sponsorships and small grants, PLA began FY19 actively managing 5 private grant projects and 1 government contract, with total budgeted FY19 expenditures of \$2,350,278. Funders include the Bill and Melinda Gates Foundation, the Knight Foundation, the Robert Wood Johnson Foundation, and IMLS. The number of major project grants at the start of the fiscal year was reduced from previous fiscal years, because projects such as Project

Outcome, IMLS leadership and early literacy grants, and two Gates Foundation grants that had transitioned to general operating support were spent down and closed out.

By the close of November 2018 PLA had spent \$607,000 in grant funds compared to a budgeted amount of \$477,000, for a negative variance of 21%.

- **Variance to Date:** PLA's 21% variance to date is primarily because certain expenses were not included in PLA's FY19 budget. A large payment for the African Library and Information Associations and Institutions project (3176) was budgeted in FY18 but delayed and issued in early FY19. In addition, renewal of the IMLS-funded Inclusive Internship Initiative (3184) did not occur until after the FY19 budget process was completed. PLA will spend a total of \$313,000 for this project which was not included in the final PLA FY19 budget.
- **New Grants and Projected Variances:** PLA anticipates receiving substantial grant funding that was not included in the FY19 budget due to timing of the budgeting process. These include grants from Google (\$60,000), Microsoft Philanthropies (\$400,000), and the National Network of Libraries of Medicine (\$150,000). The Google grant will provide mini-grants to public libraries in all 50 states to support community events and digital literacy training focused on workforce and small business development using Google tools, as well as PLA and local library resources. The Microsoft grant will provide hardware, training and other tools primarily to rural libraries to help community members build skills for educational and employment success and so they can benefit from access to high speed internet as a result of Microsoft Airband partnerships. Most of the funded activity, and therefore the expenses, will occur in FY19, although some projects will extend into FY20. Combined with the above-mentioned IMLS Inclusive Internship Grant of \$313,000, this will increase PLA's FY19 grant spending from the budgeted \$2.3 million to over \$3.2 million.

Overhead

Total overhead to ALA for FY19 was budgeted at \$366,000. As of November 2018, PLA had paid ALA \$58,000 versus the budgeted amount of \$98,000. Most overhead generated via PLA's operating budget is related to registration fees for events that have not yet occurred in FY19. A substantial portion of the unrealized overhead in PLA's grants is because ALA has not assessed about \$23,000 in overhead from the African Library and Information Associations and Institutions project (3176) that should have occurred with the above-mentioned large payment.

Long-Term Investment (LTI)

The PLA LTI was at \$1,455,604 as of November 2018, compared to \$1,362,579 at the same time last year. Interest for FY19 (less bank fees) as of April is \$8,155, which is slightly lower than budgeted.

Public Library Association
FY2018-FY2019 Financial Report

PLA Board of Directors
Midwinter Meeting 2019
Document no.: 2019.40

Balance Sheet as of November 30, 2018

	<u>FY18 (final)</u>				<u>FY19</u>		
	Annual Budget	Actual	Variance		Annual Budget	Budget as of Nov 2018	Variance as of Nov 2018
Opening Fund Balance		\$ 3,053,857				\$ 3,866,403	
Revenue	\$ 4,679,317	\$ 4,449,518	\$ (229,799)		\$ 852,413	\$ 218,647	\$ 172,972
Revenue - Grants	\$ 2,762,791	\$ 2,898,802	\$ 136,011		\$ 2,350,278	\$ 477,026	\$ 607,240
Expenses	\$ (3,624,011)	\$ (2,777,716)	\$ 846,295		\$ (1,552,321)	\$ (369,018)	\$ (337,006)
Expenses - Grants	\$ (2,328,869)	\$ (2,509,583)	\$ (180,714)		\$ (2,033,275)	\$ (399,142)	\$ (552,417)
Overhead & Taxes	\$ (882,649)	\$ (859,256)	\$ 23,393		\$ (49,632)	\$ (21,039)	\$ (3,066)
Overhead & Taxes - Grants	\$ (433,922)	\$ (389,219)	\$ 44,703		\$ (317,003)	\$ (77,884)	\$ (54,823)
Transfer to Endowment	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
Fiscal Year Results	\$ 172,657	\$ 812,546	\$ 639,889		\$ (749,540)	\$ (171,410)	\$ (167,100)
Closing Fund Balance		\$ 3,866,403			\$ 3,116,863		\$ 3,699,303

Grants	Actual	Balance
Total Committed, 2013-2026		\$ 21,168,914
Total Spent through FY18		
Direct Expenses	\$ (7,905,869)	
Overhead	\$ (981,350)	
Total Spent FY19 (to Nov 2018)		\$ 12,281,695
Direct Expenses	\$ (552,417)	
Overhead	\$ (54,823)	
		\$ 11,674,455

Grant Balance Breakdown

Grant (Ending FY)	Grant Funds	Interest
Health Ins Enrollment (FY19)	\$ 78,962	\$ -
Legacy (FY26)	\$ 8,398,008	\$ 65,383
African Leadership Training (FY20)	\$ 408,495	\$ 2,843
Gen Ops Supplemental (n/a)	\$ 2,368,254	\$ -
Knight Short Edition (FY19)	\$ 43,871	\$ -
IMLS Early Literacy (FY18)	\$ -	\$ -
IMLS Leadership (FY17)	\$ -	\$ -
IMLS Inclusive Internships (FY20)	\$ 354,943	\$ -
NNLM/Iowa Healthy Comm (FY18)	\$ 21,922	\$ -
Gates Perf Measure (FY19)	\$ -	\$ 7,975
Gates EDGE (n/a)	\$ -	\$ 5,883
Gates Gen Ops (n/a)	\$ -	\$ 997
	<u>\$ 11,674,455</u>	<u>\$ 83,081</u>

**Public Library Association
FY2018-FY2019 Financial Report**

PLA Board of Directors
Midwinter Meeting 2019
Document no.: 2019.41

Public Library Association

Statement of Revenues and Expenses - General Fund and Conference
For the period ending November 2018

REVENUES	Full Year	YTD		YTD	YTD	Variance	Full Year
	FY18 Actual	FY19 Actual	FY19 Budget	Variance	%		FY19 Budget
1. Administration (0000)	\$ 2,125	\$ 500	\$ -	\$ 500			\$ -
2. Service to Members (3000)	\$ 597,655	\$ 148,999	\$ 142,301	\$ 6,698	5%		\$ 569,203
3. Regional CE, Bootcamp (3007)	\$ 1,800	\$ -	\$ 40,000	\$ (40,000)	-100%		\$ 40,000
4. PLA Leadership (3011)	\$ -	\$ -	\$ -	\$ -			\$ -
5. PLA Partners (3020)	\$ 48,191	\$ 915	\$ 3,000	\$ (2,085)	-70%		\$ 41,500
6. ALA Precons/MW Institute (3026)	\$ -	\$ -	\$ -	\$ -			\$ 8,000
7. Public Libraries (3030)	\$ 87,620	\$ 9,129	\$ 12,875	\$ (3,746)	-29%		\$ 51,500
8. Web Based CE (3040)	\$ 2,972	\$ 3,754	\$ 5,440	\$ (1,686)	-31%		\$ 23,600
9. Publications (3058)	\$ 1,919	\$ 365	\$ 906	\$ (541)	-60%		\$ 3,510
10. Family Engagement (3072)	\$ -	\$ -	\$ -	\$ -			\$ -
11. Equity, Diversity and Inclusion (3073)	\$ -	\$ -	\$ -	\$ -			\$ -
12. Preschool Literacy (3120)	\$ 19,182	\$ 4,171	\$ 6,125	\$ (1,954)	-32%		\$ 24,500
13. PO Regional Training (3171)	\$ 59,327	\$ -	\$ 8,000	\$ (8,000)	-100%		\$ 89,100
14. PLDS (3172)	\$ 2,085	\$ 639	\$ -	\$ 639			\$ 1,500
15. Digital Learn (3188)	\$ 22,500	\$ -	\$ -	\$ -			\$ -
17a. Cost Share IMLS Early Literacy (3181)	\$ -	\$ -	\$ -	\$ -			\$ -
717b. Cost Share IMLS Incl Internships (3185)	\$ -	\$ -	\$ -	\$ -			\$ -
TOTAL REVENUES - PROGRAMS	\$ 845,376	\$ 168,472	\$ 218,647	\$ (50,175)	-23%		\$ 852,413

	Full Year	YTD		YTD	YTD	Variance	Full Year
	FY18 Actual	FY19 Actual	FY19 Budget	Variance	%		FY19 Budget
16. National Conferences							
A. NC General Program (3061)	\$ 1,599,375	\$ -	\$ -	\$ -			\$ -
B. NC Exhibits (3062)	\$ 1,702,687	\$ -	\$ -	\$ -			\$ -
C. NC Promotion (3063)	\$ 44,850	\$ 4,500	\$ -	\$ 4,500			\$ -
D. NC Registration (3064)	\$ -	\$ -	\$ -	\$ -			\$ -
E. NC Opening/Closing Session (3065)	\$ -	\$ -	\$ -	\$ -			\$ -
F. NC Programs (3066)	\$ -	\$ -	\$ -	\$ -			\$ -
G. NC Meal Events (3069)	\$ 75,050	\$ -	\$ -	\$ -			\$ -
H. NC Preconference (3070)	\$ 138,640	\$ -	\$ -	\$ -			\$ -
I. NC Future Planning (3145)	\$ -	\$ -	\$ -	\$ -			\$ -
J. PLA Virtual Conference (3173)	\$ 43,540	\$ -	\$ -	\$ -			\$ -
TOTAL REVENUES - CONFERENCE	\$ 3,604,142	\$ 4,500	\$ -	\$ 4,500	0%		\$ -

	FY18 Actual	FY19 Actual	FY19 Budget	Variance	%	FY19 Budget
TOTAL REVENUES	\$ 4,449,518	\$ 172,972	\$ 218,647	\$ (45,675)	21%	\$ 852,413

**Public Library Association
FY2018-FY2019 Financial Report**

PLA Board of Directors
Midwinter Meeting 2019
Document no.: 2019.41

EXPENSES	Full Year	YTD	YTD	YTD	Variance	Full Year
	FY18 Actual	FY19 Actual	FY19 Budget	Variance	%	FY19 Budget
1. Administration (0000)	\$ (545,205)	\$ (177,059)	\$ (181,037)	\$ 3,978	2%	\$ (719,148)
2. Service to Members (3000)	\$ (154,409)	\$ (15,173)	\$ (27,212)	\$ 12,039	44%	\$ (154,847)
3. Regional CE, Bootcamp (3007)	\$ (12,855)	\$ -	\$ (36,675)	\$ 36,675	100%	\$ (36,750)
4. PLA Leadership (3011)	\$ -	\$ (199)	\$ -	\$ (199)		\$ -
5. PLA Partners (3020)	\$ (14,344)	\$ (141)	\$ (900)	\$ 759	84%	\$ (17,950)
6. ALA Precons/MW Institute (3026)	\$ -	\$ -	\$ -	\$ -		\$ (7,562)
7. Public Libraries (3030)	\$ (116,269)	\$ (14,453)	\$ (31,659)	\$ 17,206	54%	\$ (128,632)
8. Web Based CE (3040)	\$ (3,346)	\$ (2,038)	\$ (3,507)	\$ 1,469	42%	\$ (15,574)
9. Publications (3058)	\$ (3,321)	\$ (3,971)	\$ (1,705)	\$ (2,266)	-133%	\$ (6,070)
10. Family Engagement (3072)	\$ (4,371)	\$ (158)	\$ -	\$ (158)		\$ -
11. Equity, Diversity and Inclusion (3073)	\$ 52,899	\$ -	\$ -	\$ -		\$ (28,000)
12. Preschool Literacy (3120)	\$ (10,291)	\$ (1,109)	\$ (4,215)	\$ 3,106	74%	\$ (16,620)
13. PO Regional Training (3171)	\$ (39,629)	\$ (5,531)	\$ (6,656)	\$ 1,125	17%	\$ (68,748)
14. PLDS (3172)	\$ (974)	\$ (26)	\$ -	\$ (26)		\$ (10,198)
15. Digital Learn (3188)	\$ (70,701)	\$ (11,516)	\$ (1,245)	\$ (10,271)	-825%	\$ (34,980)
17a. Cost Share IMLS Early Literacy (3181)	\$ (129,503)	\$ -	\$ -	\$ -		\$ -
17b. Cost Share IMLS Incl Internships (3185)	\$ (111,113)	\$ (103,212)	\$ (74,627)	\$ (28,585)	-38%	\$ (181,584)
TOTAL EXPENSES - PROGRAMS	\$ (1,163,432)	\$ (334,586)	\$ (369,438)	\$ 34,852	9%	\$ (1,426,663)

	Full Year	YTD	YTD	YTD	Variance	Full Year
	FY18 Actual	FY19 Actual	FY19 Budget	Variance	%	FY19 Budget
16. National Conferences						
A. NC General Program (3061)	\$ (816,246)	\$ -	\$ -	\$ -		\$ -
B. NC Exhibits (3062)	\$ (926,639)	\$ (679)	\$ -	\$ (679)		\$ -
C. NC Promotion (3063)	\$ (41,022)	\$ (713)	\$ -	\$ (713)		\$ -
D. NC Registration (3064)	\$ (14,483)	\$ -	\$ -	\$ -		\$ -
E. NC Opening/Closing Session (3065)	\$ (229,960)	\$ -	\$ -	\$ -		\$ -
F. NC Programs (3066)	\$ (121,460)	\$ -	\$ -	\$ -		\$ -
G. NC Meal Events (3069)	\$ (76,940)	\$ -	\$ -	\$ -		\$ -
H. NC Preconference (3070)	\$ (86,331)	\$ -	\$ -	\$ -		\$ -
I. NC Future Planning (3145)	\$ (133,032)	\$ (4,094)	\$ (20,619)	\$ 16,525	80%	\$ (175,290)
J. PLA Virtual Conference (3173)	\$ (27,427)	\$ -	\$ -	\$ -		\$ -
TOTAL EXPENSES - CONFERENCE	\$ (2,473,540)	\$ (5,486)	\$ (20,619)	\$ 15,133	73%	\$ (175,290)
TOTAL EXPENSES	\$ (3,636,972)	\$ (340,072)	\$ (390,057)	\$ 49,985	13%	\$ (1,601,953)
OPERATING NET REVENUES	\$ 812,546	\$ (167,100)	\$ (171,410)	\$ 4,310	3%	\$ (749,540)

**Public Library Association
FY2018-FY2019 Financial Report**

PLA Board of Directors
Midwinter Meeting 2019
Document no.: 2019.42

Year-to-Date Report - ADMIN/CORE PROJECTS/CONFERENCE

Project	FY18 (final)			FY19 Budget	FY19 (as of November 2018)		
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance
<u>1. Administration (0000)</u>							
Revenue	\$ -	\$ 2,125	\$ 2,125	\$ -	\$ -	\$ 500	\$ 500
Expenses	\$ (819,361)	\$ (545,205)	\$ 274,156	\$ (719,148)	\$ (181,037)	\$ (177,059)	\$ 3,978
Net	\$ (819,361)	\$ (543,080)	\$ 276,281	\$ (719,148)	\$ (181,037)	\$ (176,559)	\$ 4,478
<u>2. Service to Members (3000)</u>							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dues	\$ 614,400	\$ 597,655	\$ (16,745)	\$ 569,203	\$ 142,301	\$ 148,999	\$ 6,698
Expenses	\$ (188,250)	\$ (154,409)	\$ 33,841	\$ (154,847)	\$ (27,212)	\$ (15,173)	\$ 12,039
Net	\$ 426,150	\$ 443,246	\$ 17,096	\$ 414,356	\$ 115,089	\$ 133,826	\$ 18,737
<u>3. Regional CE, Bootcamp (3007)</u>							
Registration	\$ 25,000	\$ 1,800	\$ (23,200)	\$ 40,000	\$ 40,000	\$ -	\$ (40,000)
Expenses	\$ (19,550)	\$ (12,617)	\$ 6,933	\$ (26,150)	\$ (26,075)	\$ -	\$ 26,075
OH & Tax	\$ (6,600)	\$ (238)	\$ 6,362	\$ (10,600)	\$ (10,600)	\$ -	\$ 10,600
Net	\$ (1,150)	\$ (11,055)	\$ (9,905)	\$ 3,250	\$ 3,325	\$ -	\$ (3,325)
<u>4. PLA Leadership (3011)</u>							
Revenue	\$ 25,000	\$ -	\$ (25,000)	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (26,980)	\$ -	\$ 26,980	\$ -	\$ -	\$ (199)	\$ (199)
OH & Tax	\$ (3,300)	\$ -	\$ 3,300	\$ -	\$ -	\$ -	\$ -
Net	\$ (5,280)	\$ -	\$ 5,280	\$ -	\$ -	\$ (199)	\$ (199)
<u>5. PLA Partners (3020)</u>							
Revenue	\$ 25,500	\$ 48,191	\$ 22,691	\$ 41,500	\$ 3,000	\$ 915	\$ (2,085)
Expenses	\$ (15,280)	\$ (14,344)	\$ 936	\$ (17,950)	\$ (900)	\$ (141)	\$ 759
Net	\$ 10,220	\$ 33,847	\$ 23,627	\$ 23,550	\$ 2,100	\$ 774	\$ (1,326)
<u>6. ALA Precons/MW Institute (3026)</u>							
Revenue	\$ -	\$ -	\$ -	\$ 8,000	\$ -	\$ -	\$ -
Expenses	\$ -	\$ -	\$ -	\$ (5,450)	\$ -	\$ -	\$ -
OH	\$ -	\$ -	\$ -	\$ (2,112)	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ 438	\$ -	\$ -	\$ -

**Public Library Association
FY2018-FY2019 Financial Report**

PLA Board of Directors
Midwinter Meeting 2019
Document no. : 2019.42

Project	FY18 (final)			FY19 Budget	FY19 (as of November 2018)		
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance
<u>7. Public Libraries (3030)</u>							
Revenue	\$ 75,000	\$ 87,620	\$ 12,620	\$ 51,500	\$ 12,875	\$ 9,129	\$ (3,746)
Expenses	\$ (143,107)	\$ (111,365)	\$ 31,742	\$ (121,262)	\$ (29,816)	\$ (13,106)	\$ 16,710
OH	\$ (9,900)	\$ (4,904)	\$ 4,996	\$ (6,823)	\$ (1,706)	\$ (1,210)	\$ 496
Tax	\$ (547)	\$ -	\$ 547	\$ (547)	\$ (137)	\$ (137)	\$ -
Net	\$ (78,554)	\$ (28,649)	\$ 49,905	\$ (77,132)	\$ (18,784)	\$ (5,324)	\$ 13,460
<u>8. Web Based CE (3040)</u>							
Revenue	\$ 28,600	\$ 2,972	\$ (25,628)	\$ 23,600	\$ 5,440	\$ 3,754	\$ (1,686)
Expenses	\$ (14,815)	\$ (2,954)	\$ 11,861	\$ (12,447)	\$ (2,882)	\$ (1,541)	\$ 1,341
OH & Taxes	\$ (3,775)	\$ (392)	\$ 3,383	\$ (3,127)	\$ (625)	\$ (497)	\$ 128
Net	\$ 10,010	\$ (374)	\$ (10,384)	\$ 8,026	\$ 1,933	\$ 1,716	\$ (217)
<u>9. Publications (3058)</u>							
Revenue	\$ 7,250	\$ 1,919	\$ (5,331)	\$ 3,510	\$ 906	\$ 365	\$ (541)
Expenses	\$ -	\$ (3,194)	\$ (3,194)	\$ (5,605)	\$ (1,589)	\$ (3,924)	\$ (2,335)
OH & Taxes	\$ -	\$ (127)	\$ (127)	\$ (465)	\$ (116)	\$ (47)	\$ 69
Net	\$ 7,250	\$ (1,402)	\$ (8,652)	\$ (2,560)	\$ (799)	\$ (3,606)	\$ (2,807)
<u>10. Family Engagement (3072)</u>							
Revenue	\$ 30,000	\$ -	\$ (30,000)	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (30,000)	\$ (4,371)	\$ 25,629	\$ -	\$ -	\$ (158)	\$ (158)
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ (4,371)	\$ (4,371)	\$ -	\$ -	\$ (158)	\$ (158)
<u>11. Equity, Diversity and Inclusion (3073)</u>							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ 52,899	\$ 52,899	\$ (28,000)	\$ -	\$ -	\$ -
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ 52,899	\$ 52,899	\$ (28,000)	\$ -	\$ -	\$ -
<u>12. Preschool Literacy (3120)</u>							
Revenue	\$ 63,500	\$ 19,182	\$ (44,318)	\$ 24,500	\$ 6,125	\$ 4,171	\$ (1,954)
Expenses	\$ (39,043)	\$ (7,759)	\$ 31,284	\$ (9,200)	\$ (2,360)	\$ (556)	\$ 1,804
OH & Taxes	\$ (8,382)	\$ (2,532)	\$ 5,850	\$ (7,420)	\$ (1,855)	\$ (553)	\$ 1,302

**Public Library Association
FY2018-FY2019 Financial Report**

PLA Board of Directors
Midwinter Meeting 2019
Document no.: 2019.42

Project	FY18 (final)			FY19 Budget	FY19 (as of November 2018)		
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance
Net	\$ 16,075	\$ 8,891	\$ (7,184)	\$ 7,880	\$ 1,910	\$ 3,062	\$ 1,152
<u>13. PO Regional Training (3171)</u>							
Revenue	\$ 155,000	\$ 59,327	\$ (95,673)	\$ 89,100	\$ 8,000	\$ -	\$ (8,000)
Expenses	\$ (141,500)	\$ (31,798)	\$ 109,702	\$ (57,000)	\$ (5,600)	\$ (5,531)	\$ 69
OH & Taxes	\$ (9,900)	\$ (7,831)	\$ 2,069	\$ (11,748)	\$ (1,056)	\$ -	\$ 1,056
Net	\$ 3,600	\$ 19,698	\$ 16,098	\$ 20,352	\$ 1,344	\$ (5,531)	\$ (6,875)
<u>14. PLDS (3172)</u>							
Revenue	\$ 500	\$ 2,085	\$ 1,585	\$ 1,500	\$ -	\$ 639	\$ 639
Expenses	\$ (2,500)	\$ (974)	\$ 1,526	\$ (10,000)	\$ -	\$ -	\$ -
OH & Taxes	\$ (66)	\$ -	\$ 66	\$ (198)	\$ -	\$ (26)	\$ (26)
Net	\$ (2,066)	\$ 1,111	\$ 3,177	\$ (8,698)	\$ -	\$ 613	\$ 613
<u>15. Digital Learn (3188)</u>							
Revenue	\$ 75,000	\$ 22,500	\$ (52,500)	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (52,460)	\$ (70,701)	\$ (18,241)	\$ (34,980)	\$ (1,245)	\$ (11,516)	\$ (10,271)
OH & Taxes	\$ (3,300)	\$ -	\$ 3,300	\$ -	\$ -	\$ -	\$ -
Net	\$ 19,240	\$ (48,201)	\$ (67,441)	\$ (34,980)	\$ (1,245)	\$ (11,516)	\$ (10,271)
<u>16. National Conferences</u>							
A. NC General Program (3061)							
Revenue	\$ 1,520,072	\$ 1,599,375	\$ 79,303	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (419,000)	\$ (394,064)	\$ 24,936	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ (401,299)	\$ (422,182)	\$ (20,883)	\$ -	\$ -	\$ -	\$ -
Net	\$ 699,773	\$ 783,129	\$ 83,356	\$ -	\$ -	\$ -	\$ -
B. NC Exhibits (3062)							
Revenue	\$ 1,699,495	\$ 1,702,687	\$ 3,192	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (725,500)	\$ (548,177)	\$ 177,323	\$ -	\$ -	\$ (679)	\$ (679)
OH & Taxes	\$ (385,306)	\$ (378,462)	\$ 6,844	\$ -	\$ -	\$ -	\$ -
Net	\$ 588,689	\$ 776,048	\$ 187,359	\$ -	\$ -	\$ (679)	\$ (679)
C. NC Promotion (3063)							
Revenue	\$ 95,000	\$ 44,850	\$ (50,150)	\$ -	\$ -	\$ 4,500	\$ 4,500
Expenses	\$ (88,700)	\$ (35,102)	\$ 53,598	\$ -	\$ -	\$ (117)	\$ (117)

**Public Library Association
FY2018-FY2019 Financial Report**

PLA Board of Directors
Midwinter Meeting 2019
Document no.: 2019.42

Project	FY18 (final)			FY19 Budget	FY19 (as of November 2018)		
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance
OH & Taxes	\$ (12,540)	\$ (5,920)	\$ 6,620	\$ -	\$ -	\$ (596)	\$ (596)
Net	\$ (6,240)	\$ 3,828	\$ 10,068	\$ -	\$ -	\$ 3,787	\$ 3,787
D. NC Registration (3064)							
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (25,000)	\$ (14,483)	\$ 10,517	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ (25,000)	\$ (14,483)	\$ 10,517	\$ -	\$ -	\$ -	\$ -
E. NC Opening/Closing Session (3065)							
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (270,000)	\$ (229,960)	\$ 40,040	\$ -	\$ -	\$ -	\$ -
Net	\$ (270,000)	\$ (229,960)	\$ 40,040	\$ -	\$ -	\$ -	\$ -
F. NC Programs (3066)							
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (110,075)	\$ (121,460)	\$ (11,385)	\$ -	\$ -	\$ -	\$ -
Net	\$ (110,075)	\$ (121,460)	\$ (11,385)	\$ -	\$ -	\$ -	\$ -
G. NC Meal Events (3069)							
Revenues	\$ 100,000	\$ 75,050	\$ (24,950)	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (117,500)	\$ (76,940)	\$ 40,560	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ (17,500)	\$ (1,890)	\$ 15,610	\$ -	\$ -	\$ -	\$ -
H. NC Preconference (3070)							
Revenues	\$ 100,000	\$ 138,640	\$ 38,640	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (64,700)	\$ (55,410)	\$ 9,290	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ (26,400)	\$ (30,921)	\$ (4,521)	\$ -	\$ -	\$ -	\$ -
Net	\$ 8,900	\$ 52,309	\$ 43,409	\$ -	\$ -	\$ -	\$ -
I. NC Promotion/Planning (3145)							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (156,810)	\$ (133,032)	\$ 23,778	\$ (175,290)	\$ (20,619)	\$ (4,094)	\$ 16,525
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ (156,810)	\$ (133,032)	\$ 23,778	\$ (175,290)	\$ (20,619)	\$ (4,094)	\$ 16,525

**Public Library Association
FY2018-FY2019 Financial Report**

PLA Board of Directors
Midwinter Meeting 2019
Document no.: 2019.42

Project	FY18 (final)			FY19 Budget	FY19 (as of November 2018)		
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance
J. PLA Virtual Conference (3173)							
Revenue	\$ 40,000	\$ 43,540	\$ 3,540	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (25,000)	\$ (21,680)	\$ 3,320	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ (5,280)	\$ (5,747)	\$ (467)	\$ -	\$ -	\$ -	\$ -
Net	\$ 9,720	\$ 16,113	\$ 6,393	\$ -	\$ -	\$ -	\$ -
17. Grant Cost Shares							
A. Early Literacy Cost Share (3181)							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ (129,503)	\$ (129,503)	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ (129,503)	\$ (129,503)	\$ -	\$ -	\$ -	\$ -
B. Inclusive Internship Cost Share (3185)							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (128,880)	\$ (111,113)	\$ 17,767	\$ (174,992)	\$ (69,683)	\$ (103,212)	\$ (33,529)
OH & Taxes	\$ (6,054)	\$ -	\$ 6,054	\$ (6,592)	\$ (4,944)	\$ -	\$ 4,944
Net	\$ (134,934)	\$ (111,113)	\$ 23,821	\$ (181,584)	\$ (74,627)	\$ (103,212)	\$ (28,585)
TOTAL ADMIN/CORE PROJECTS							
	FY18 (final)			FY19 Budget	FY19 (as of November 2018)		
	Budget	Actual	Variance	full year	Budget	Actual	Variance
Revenue	\$ 4,679,317	\$ 4,449,518	\$ (229,799)	\$ 852,413	\$ 218,647	\$ 172,972	\$ (45,675)
Expenses	\$ (3,624,011)	\$ (2,777,716)	\$ 846,295	\$ (1,552,321)	\$ (369,018)	\$ (337,006)	\$ 32,012
OH & Taxes	\$ (882,649)	\$ (859,256)	\$ 23,393	\$ (49,632)	\$ (21,039)	\$ (3,066)	\$ 17,973
Net	\$ 172,657	\$ 812,546	\$ 639,889	\$ (749,540)	\$ (171,410)	\$ (167,100)	\$ 4,310

**Public Library Association
FY2018-FY2019 Financial Report**

PLA Board of Directors
Midwinter Meeting 2019
Document no.: 2019.43

Year-to-Date Report - GRANTS (Budgeted to Zero Out)

FY 19 as of November 2018

Project	TOTAL GRANT	TOTAL SPENT	BALANCE	FY19 Budget	FY19 (as of November 2018)			BALANCES
Subproject		through FY18	Close of FY18	full year	Budget	Actual	Variance	Post Nov 2018
<u>Health Insurance Enrollment (3150)</u>								
<i>Sep 2018 to April 2019 (FY19)</i>								
Revenue	\$ 101,033	\$ -	\$ 101,033	\$ 101,033	\$ 49,023	\$ 22,071	\$ (26,952)	\$ 78,962
Expenses	\$ (93,374)	\$ -	\$ (93,374)	\$ (93,374)	\$ (45,308)	\$ (21,222)	\$ 24,086	\$ (72,152)
OH & Taxes	\$ (7,659)	\$ -	\$ (7,659)	\$ (7,659)	\$ (3,715)	\$ (849)	\$ 2,866	\$ (6,810)
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Gates Legacy Grant (3175)</u>								
<i>Jun 2016 to May 2026 (FY16-FY26)</i>								
Interest Income		\$ 65,383				\$ -		\$ 65,383
Revenue	\$ 10,805,701	\$ 2,282,658	\$ 8,523,043	\$ 1,182,488	\$ 279,762	\$ 125,035	\$ (154,727)	\$ 8,398,008
Expenses	\$ (9,647,947)	\$ (2,038,087)	\$ (7,609,860)	\$ (1,055,349)	\$ (249,452)	\$ (114,561)	\$ 134,891	\$ (7,495,299)
OH & Taxes	\$ (1,157,754)	\$ (244,571)	\$ (913,183)	\$ (127,139)	\$ (30,310)	\$ (10,474)	\$ 19,836	\$ (902,709)
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Gates African Leadership Training (3176)</u>								
<i>Oct 2016 to Oct 2019 (FY17-FY20)</i>								
Interest Income		\$ 2,843				\$ -		\$ 2,843
Revenue	\$ 1,000,000	\$ 398,582	\$ 601,418	\$ 263,441	\$ 12,367	\$ 192,923	\$ 180,556	\$ 408,495
Expenses	\$ (892,857)	\$ (355,877)	\$ (536,980)	\$ (261,970)	\$ (12,008)	\$ (192,923)	\$ (180,915)	\$ (344,057)
OH & Taxes	\$ (107,143)	\$ (42,705)	\$ (64,438)	\$ (1,471)	\$ (359)	\$ -	\$ 359	\$ (64,438)
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Gates Gen Ops Supplement (3177)</u>								
<i>Sep 2017 through no end date</i>								
Revenue	\$ 2,900,000	\$ 313,461	\$ 2,586,539	\$ 455,500	\$ 113,875	\$ 218,285	\$ 104,410	\$ 2,368,254
Expenses	\$ (2,552,000)	\$ (139,461)	\$ (2,412,539)	\$ (281,500)	\$ (70,375)	\$ (174,785)	\$ (104,410)	\$ (2,237,754)
OH & Taxes	\$ (348,000)	\$ (174,000)	\$ (174,000)	\$ (174,000)	\$ (43,500)	\$ (43,500)	\$ -	\$ (130,500)
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Knight Short Edition (3178)</u>								
<i>Jan 2018-Dec 2018 (FY18-FY19)</i>								
Revenue	\$ 250,000	\$ 198,616	\$ 51,384	\$ 40,452	\$ 21,999	\$ 7,513	\$ (14,486)	\$ 43,871
Expenses	\$ (250,000)	\$ (198,616)	\$ (51,384)	\$ (40,452)	\$ (21,999)	\$ (7,513)	\$ 14,486	\$ (43,871)
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>IMLS-PLA-ALSC Early Literacy (3180)</u>								
<i>Oct 2013-Oct 2017 (FY14-FY18)</i>								
Revenue	\$ 499,741	\$ 499,741	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (495,099)	\$ (495,099)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ (4,642)	\$ (4,642)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>IMLS Grant Leadership (3182)</u>								
<i>Jun 2014-May 2017 (FY14-FY17)</i>								
Revenue	\$ 213,682	\$ 213,682	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (180,216)	\$ (180,216)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ (33,466)	\$ (33,466)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Public Library Association
FY2018-FY2019 Financial Report**

PLA Board of Directors
Midwinter Meeting 2019
Document no.: 2019.43

Project	TOTAL GRANT	TOTAL SPENT	BALANCE	FY19 Budget	FY19 (as of November 2018)			BALANCES
Subproject		through FY18	Close of FY18	full year	Budget	Actual	Variance	Post Nov 2018
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMLS Inclusive Internships (3184)								
<i>Mar 2017 - Dec 2019 (FY17-FY20)</i>								
Revenue	\$ 1,224,968	\$ 828,612	\$ 396,356	\$ 307,364	\$ -	\$ 41,413	\$ 41,413	\$ 354,943
Expenses	\$ (1,195,240)	\$ (805,610)	\$ (389,630)	\$ (300,630)	\$ -	\$ (41,413)	\$ (41,413)	\$ (348,217)
OH & Taxes	\$ (29,728)	\$ (23,002)	\$ (6,726)	\$ (6,734)	\$ -	\$ -	\$ -	\$ (6,726)
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NNLM/Uoflowa - Healthy Communities (3186)								
<i>Sep 2017-Apr 2018 (FY18)</i>								
Revenue	\$ 146,811	\$ 124,889	\$ 21,922	\$ -	\$ -	\$ -	\$ -	\$ 21,922
Expenses	\$ (119,924)	\$ (91,770)	\$ (28,154)	\$ -	\$ -	\$ -	\$ -	\$ (28,154)
OH & Taxes	\$ (26,887)	\$ (33,119)	\$ 6,232	\$ -	\$ -	\$ -	\$ -	\$ 6,232
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gates Performance Measurement (3190)								
<i>Jan 2015 - Dec 2017 (FY15-FY18)</i>								
Interest		\$ 7,975				\$ -		\$ 7,975
Revenue	\$ 2,956,530	\$ 2,956,530	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (2,639,759)	\$ (2,639,759)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ (316,771)	\$ (316,771)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gates EDGE Technology Benchmarks (3194)								
<i>Feb 2011 until funds are spent</i>								
Interest		\$ 5,883				\$ -		\$ 5,883
Revenue	\$ 867,448	\$ 867,448	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (770,282)	\$ (774,081)	\$ 3,799	\$ -	\$ -	\$ -	\$ -	\$ 3,799
OH & Taxes	\$ (97,166)	\$ (93,367)	\$ (3,799)	\$ -	\$ -	\$ -	\$ -	\$ (3,799)
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gates Gen Ops (3199)								
<i>April 2015 until funds are spent</i>								
Interest		\$ 997				\$ -		\$ 997
Revenue	\$ 203,000	\$ 203,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (181,247)	\$ (187,293)	\$ 6,046	\$ -	\$ -	\$ -	\$ -	\$ 6,046
OH & Taxes	\$ (21,753)	\$ (15,707)	\$ (6,046)	\$ -	\$ -	\$ -	\$ -	\$ (6,046)
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL GRANT	TOTAL SPENT	BALANCE	FY19 Budget	FY19 (as of November 2018)			BALANCES
TOTAL GRANTS		through FY18	Close of FY18	full year	Budget	Actual	Variance	Post Nov 2018
Revenue	\$ 21,168,914	\$ 8,887,219	\$ 12,281,695	\$ 2,350,278	\$ 477,026	\$ 607,240	\$ 130,214	\$ 11,674,455
Expenses	\$ (19,017,945)	\$ (7,905,869)	\$ (11,112,076)	\$ (2,033,275)	\$ (399,142)	\$ (552,417)	\$ (153,275)	\$ (10,559,659)
OH & Taxes	\$ (2,150,969)	\$ (981,350)	\$ (1,169,619)	\$ (317,003)	\$ (77,884)	\$ (54,823)	\$ 23,061	\$ (1,114,796)
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest			\$ 83,081			\$ -		\$ 83,081

TO: PLA Budget & Finance Committee

FROM: Barb Macikas, Executive Director

RE: FY 2020 Budget Assumptions and Process

DATE: January 7, 2019

Below are considerations for the first draft of the FY2020 (September 1, 2019-August 31, 2020) PLA budget.

1. The budget will reflect the strategic plan.
2. PLA will start FY20 with a fund balance of \$3.1M, assuming FY19 budget hits targets.
3. FY2020 is a PLA conference year. The FY2020 budget will be based on actuals from previous conferences, with adjustments made for inflation, increased ALA overhead, conference site-specific costs, and adjustments for growing/launching new programs. As always, there will be an emphasis on sustainability of programs. Planning is already underway by staff, board, and the conference and conference program committees to find new and better ways to attract and engage public library staff at the conference.
4. Membership dues. We'll budget dues based on the latest FY19 numbers and on trend data, with the minimum budget based on actual FY18 dues--\$597K. New membership marketing and efforts to retain "conference" memberships are underway. We continue to be challenged by technology issues associated with ALA Connect. ALA is continuing to review and work with divisions to improve so that the site is user-friendly, consistent across the association, and spurs member engagement. There have also been some recruitment ideas we have not implemented due to limitations of the ALA database and inability to automate them.
5. ALA structure. ALA has begun its re-organization review process. As of this writing, there have been no details about proposed new structural models so the implications are unclear. It is anticipated that there will be significant financial and structural implications for PLA and ALA divisions.
6. ALA finances. ALA's FY19, FY20, and FY21 budgets are/are planned to be "investment" budgets whereby the association dedicates significant funding (\$9M+ over 3 years) to IT, advocacy, and development. It is anticipated that the investment, along with the proposed sale of the ALA HQ building, will produce revenue opportunities that will recover investment costs over time. ALA is increasingly seeking financial support (termed "co-funding") from divisions, particularly those with strong fund balances like PLA.
7. Professional development. PLA will use our new professional development theory of change to build existing and create new professional development opportunities, with an emphasis on financial sustainability and linkages to our strategic goals. PLA will continue to offer Project Outcome Regional Training opportunities, which have been financially and programmatically successful as well as the leadership academy, new EDI training, and more.
8. Webinars. Strong competition within and outside ALA for public library professional development dollars will continue. ALA Publishing, *Library Journal* and OCLC/WebJunction, among others, host low or no-cost webinars, which make generating revenue via fee-based webinars on most topics difficult. In most cases, PLA has, and will continue to link free PLA webinars as a perk of membership to increase the value of membership. A recent consultant report on ALA membership indicated that free webinars linked to membership are of value to members.

9. Advertising revenue and sponsorships continue to be challenging. We will continue to seek out new sponsors and advertisers and to provide them with new options to get their brands in front of public library staff.
10. Grant funding and partnerships will be sought where appropriate and aligned with association strategic goals.
11. PLA development efforts will continue to be an area of focus and the PLA 75th anniversary will be an opportunity to ramp up fundraising, as will the PLA 2020 conference.
12. ALA has asked that we budget a 2% raise into the FY20 budget though as in the current year, it is not a full year's raise; rather the raise would be effective Jan. 1, 2020. Since ALA FY is Sept.-Aug., the first 4 months of the fiscal year would not include the raise. As a result, PLA staff costs will increase by 1.32% while benefits (health care costs) are anticipated to increase. About half of PLA staff salaries are grant supported.
13. PLA will continue to maintain a fund balance toward an ALA recommended goal of a minimum of 25% of average operating funds available, which is \$750,000.
14. The PLA B&F Committee and the Board will want to consider its recommendation to the PLA Board on where to earmark the LTI interest. In previous years it has been allocated to leadership development, performance measurement, digital literacy and EDI. The estimated amount of the interest should be in the \$35,000-\$55,000 range. A final recommendation will not be required till June 2019.

FY20 Budget Estimate (excluding grants)

As noted earlier, FY20 is a PLA conference year and the conference is our primary revenue generator. After Midwinter we will prepare a more detailed FY20 budget. Based on actuals from past years, at this point we estimate net revenues of \$800K-\$1M, assuming no new major initiatives are launched.

ALA has not opened the budgeting software template, which will happen after Midwinter. Following Midwinter, the budget will be more completely developed and estimates will shift.

Grants

Not including modest sponsorships and small grants, PLA began FY19 actively managing 5 private grant projects and 1 government contract, with total budgeted FY19 expenditures of \$2.3 million. For FY20, we will be continuing and budgeting for the two largest grants (Gates Foundation legacy and general operating grants). We will also be closing out multiple calendar-year projects during the four months of FY20. These include the IMLS-funded Inclusive Internship Initiative and new projects with Google (\$60,000 total funding) and Microsoft Philanthropies (total funding TBD, at least \$400,000). Our FY20 grants budget will be based on the Gates Foundation grants, remaining funds in these calendar year projects, and any new grants received during the FY20 budgeting process. The budgeting system does give PLA the ability to budget for grants which are not confirmed, however PLA has only used this feature when a new grant is close to execution and has not used it to set goals/targets.

ALA Budgeting Process and Timeline

The budget will be reviewed internally by ALA senior management in March and by ALA BARC in April. PLA Budget & Finance Chair Clara Bohrer will attend the ALA BARC meeting and report back to PLA. The PLA Budget & Finance Committee and the PLA Board will receive the revised budget in May and PLA Budget & Finance will have time to review the budget then, ahead of the June meeting where it must be approved by the PLA Board.

TO: PLA Board of Directors
FROM: Barb Macikas
RE: Midwinter Meeting Time Slot for PLA Board Meeting and Future of Midwinter
DATE: January 14, 2019

ACTION REQUESTED/INFORMATION/REPORT: INFORMATION

ACTION REQUESTED BY: PLA Staff

DRAFT OF MOTION: n/a

OVERVIEW

The PLA Board has met on Saturday afternoons at both ALA Midwinter and ALA Annual conferences for at least ten years. This schedule provides consistency for board members, staff, and PLA members planning their conference schedules and the rest of the PLA meeting schedule is built accordingly.

At the 2018 ALA Annual Conference, ALA determined to add a no-conflict time slot for Midwinter--2-3 pm on Saturday. Because there was no ALA-wide communication about this change until September, PLA wasn't informed of the new no-conflict time slot until approximately 2 weeks prior to ALA's deadline for reserving meeting space at Midwinter. Given we didn't have time to readjust, we were allowed to schedule this year's Midwinter board meeting at the standard time, against the no-conflict rule.

Here are Midwinter no-conflict time periods as of June per ALA Conference Services:

"The NO CONFLICT times have changed, and are as follows; Friday, June, 4:00pm - 7:00pm, Saturday, 2:00 pm - 3:00 pm, and Sunday 10:30 am - 11:30 am. Requests during these times will not be accepted."

KEY CURRENT ACTIVITIES/METRICS

Staff initially planned to recommend to the PLA Board that we meet on Sunday afternoons at Midwinter. This would keep our board meeting on the weekend. Our all-committee time slot would then be moved to Saturday morning. However, plans for the future of Midwinter continue to evolve.

In subsequent conversation with ALA leadership, we were told PLA could keep the 2020 board meeting on Saturday afternoon, despite the no-conflict time. This seems to be the easiest course of action for 2020.

The Board will need to have future discussions about what PLA's role is at Midwinter for 2021 and beyond and whether our board and committees should meet there. At this point in time, there isn't enough information about plans for Midwinter to have that discussion.

As of this writing, this is what we know of ALA's plans for Midwinter's future, based on comments ALA conference contractor Paul Graller made at a staff meeting earlier in January:

- Beginning with the 2021 meeting, Midwinter will cease to exist and a new, program-based conference will be planned.
- The new concept will completely separate meetings from content sessions/exhibits, with an emphasis on programming in the exhibits and generous no-conflict times.
- There will be a focus on youth award content and on leadership programming.
- Fewer meetings will be held. Which groups will be encouraged to meet at Midwinter is not clear but assuming division boards are allowed to meet, those meetings would need to occur at the front or back end of the new conference schedule. For example, if the current pattern continues, the PLA board would need to meet on Friday. Saturday-Tuesday morning would be for programs/exhibits. Tuesday afternoon would be another option for meetings.

BUDGET

An overall review of the implications for PLA board and committees of not using the “new Midwinter” to hold meetings is needed and there will be budget implications, even if we chose to stay at the January meeting.

Given ALA’s parallel discussions related to its structure and review/revision of the ALA/Division operating agreement, financials related to what ALA supports at the January meeting will likely change from current practice.

ASSESSMENT

We will need to wait until ALA provides more information about its plans for the January meeting, as well as its re-organization plans, before determining the best course of action for PLA. Any documents that become available ahead of Midwinter will be shared with the board.

PLA STRATEGIC GOAL LINK (check all that apply)

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

Date: January 11, 2019

To: ALA Conference Committee

From: Paul Graller, Conferences Services

Re: Model for Replacement of Midwinter

Where are we now

Over the past two years, ALA has conducted research into attitudes regarding the Midwinter Meeting. The motivation for this examination was the noticeable downward trends in member attendance and exhibitor participation and resulting declines in revenue generated by the event. Numerous surveys, group discussions and face-to-face interviews were conducted among members and exhibitors. Overall, it was clear that the negative perceptions of Midwinter were starting to negatively impact member perceptions of the Association.

Statistics show the decline in member participation has led to a parallel decline in exhibitor participation. This has impacted overall (gross) revenue, overhead recovery by ALA, and, due to the production costs involved, led to net revenue losses.

The options investigated included:

- 1) Elimination of Midwinter. This option was rejected for various reasons:
 - Many members felt there was still need for a January education and networking opportunity.
 - The value of the Youth Media Awards and associated activities.
 - Exhibitors are interested in a venue to announce spring titles and introduce authors.
 - ALA needs the revenue and associated overhead contribution.
- 2) Keep Midwinter basically as it is with minor changes. This was also rejected. It is obvious through the research that the downward trend is not reversible with minor changes. Minor changes could also lead to the further dilution of a clear brand for the event – a clear concern for attendees and exhibitor participants.
- 3) Replace Midwinter with a new event that meets the needs of attendees and exhibitors. This will allow ALA to:
 - a. Present educational/professional development content that is curated and targeted to the needs of attendees while at the same time remaining distinct from division conferences, which is not permitted at Midwinter.
 - b. Develop an event that can be more easily marketed by staff and understood by the marketplace.
 - c. Bring an event to new cities and regions that may be underserved by ALA's larger face-to-face educational offerings. This may also result in lower hotel costs for attendees.
 - d. Motivate the staff and member leadership to create more meaningful opportunities for committee work outside of the traditional dependence on a Midwinter Meeting, while still accommodating high level governance activity for which face-to-face meeting time offers significant advantages.

- e. Allow ALA to limit production expenses by conducting the entire event within the convention center, contracting less space than the current Midwinter footprint.
- f. Generate revenue and recover overhead to support other activities of the association.
- g. Eliminate the current conflict at Midwinter of overlapping meetings and education.

What are the next steps

The proposed new event will bring together two important conversations – *Books, Media, & Authors* and *Leadership, Strategy, & the Future* – to provide unique offerings and let attendees pick the best mix of continuing education and development for their career paths. The Books, Media, & Authors track focuses on the traditional core of libraries – books, literacy, multimedia collections, and more. A perfect complement to the Youth Media Awards, Andrew Carnegie Medals Announcements, and RUSA Book and Media Awards Ceremony and Reception, this track will feature educational sessions and workshops that explore the collection, promotion, and evaluation of books, media, and other resources for children, teens, and adults. The Leadership, Strategy, & the Future track focuses on both the topics (what to know) and the skills (how to know) that library professionals need to lead for the future. This track will feature educational sessions, workshops, and discussions that explore new and emerging trends, changing contexts and circumstances, innovation and ideation, problem-solving, and teamwork and collaboration.

For there to be an appropriate amount of time to develop the content and a marketing plan, a final decision on the format and schedule needs to be completed by June of 2019. The goal would be to announce the new event in the fall of 2019 and open the abstract submission process in September of 2019. The program would be finalized, and registration and housing would open in March of 2020 for the event to be held in January 2021.

All future Midwinter contracted sites beyond 2021 will be evaluated for their strengths and weaknesses in hosting this new event.

Although the change to a “new event” is ultimately an ALA business decision, input from the ALA Conference Committee, units of the Association and members is welcome. I will be at the ALA Conference Committee meeting on Saturday, January 26, 2018 to present and hear feedback on the attached skeleton schedule which illustrates what the “new event” will look like. I have also attached drafts of a call for proposals and budget for the “new event.”

Two town halls will be held during Midwinter 2019 to provide an opportunity for units/members to discuss and provide feedback on the model. I will be present at both town halls.

ALA Conference Committee Meeting—Saturday, January 26, 2018—10:30 am-12:30pm—Convention Center, Room 3B

ALA Conference Committee Sponsored Town Hall—Sunday, January 27, 2018—10:30-11:30 am—Sheraton, Cedar Room

ALA Conference Committee Sponsored Town Hall—Sunday, January 27, 2018—4:00-5:00 p.m—Sheraton, Cedar Room

Draft Call for Proposals

The 2021 January Meeting in Indianapolis provides new ways to connect and learn with colleagues from across the library profession.

Two content tracks – ***Books, Media, & Authors*** and ***Leadership, Strategy, & the Future*** – provide unique offerings and let you pick the best mix of continuing education and development for your career path.

Submit Your Idea for a Books, Media, & Authors Session

The Books, Media, & Authors track focuses on the traditional core of libraries – books, literacy, multimedia collections, and more. A perfect complement to the Youth Media Awards, Andrew Carnegie Medals Announcements, and RUSA Book and Media Awards Ceremony and Reception, this track is especially interested in educational sessions and workshops that explore the collection, promotion, and evaluation of books, media, and other resources for children, teens, and adults.

Available session formats include:

- Information Sessions – A traditional theater room set with a front of room podium and/or speakers' table. These sessions provides focused consideration of a specific topic or issue with available time for questions and answers from the audience.
- Workshops – An interactive room set with rounds or tables that encourages collaborative discussion or hands-on learning. These sessions provide time for instruction and allow attendees to engage in active learning through discussion, activities, or other constructive learning.
- Author Sessions – A presentation, interview, or panel engaging authors or publishing industry leaders.

Submit Your Idea for a Leadership, Strategy, & the Future Session

The Leadership, Strategy, & the Future track focuses on both the topics (what to know) and the skills (how to know) that library professionals need to lead for the future. This track is especially interested in educational sessions, workshops, and discussions that explore new and emerging trends, changing contexts and circumstances, innovation and ideation, problem-solving, and teamwork and collaboration.

Available session formats include:

- Information Sessions - A traditional theater room set with a front of room podium and/or speakers' table that provides focused consideration of a specific trend, topic, or issue with available time for questions and answers from the audience. These sessions are especially useful for focusing attendees' attention on what they need to know now to make sense of the future.
- Workshops – An interactive room set with rounds or tables that encourages collaborative discussion or hands-on learning. These sessions provide time for instruction but allow attendees to engage in active learning through discussion, activities, or other constructive learning. These sessions are especially useful for focusing attendees' attention on how they can be more strategic, effective in leadership, or proactive in using foresight tools or strategies.

- Discussions – A “campfire” room set with a facilitator in the middle with the audience in the round. These sessions are designed to spark conversation across participants – a lead discussant or facilitator poses questions or prompts and encourages participants to share their perspectives and insights.

The 2021 **Leadership, Strategy, & the Future** track will include a special focus on the Future of Learning. Session proposals that consider the future of learning (elementary education, higher education, vocational and workplace readiness, certification, credentialing, etc.) will receive special consideration.

ALA C4F

PLA Board of Directors
Midwinter Meeting 2019
Document no.: 2019.45d

	AM--8:00	8:30-10:00am	10:30am-noon	noon - 1:00pm	1:30-3:00pm	3:30-4:30pm	5:00-- 6:00pm	7:00pm --
DAY 1 (Friday)		Meeting Period 1	Meeting Period 2	Lunch	Meeting Period 3	Meeting Period 4 Conference Orientation	EXHIBITS OPENING Reception	Open
	AM--8:00	8:30-9:30am	10:00-11:00am	11:30-12:30	1:00-2:00pm	2:30-4:00	4:00-5:00	6:00pm --
DAY 2 (Saturday)	[Sponsored Breakfast sessions]	Day 1 Opening Session - Leadership, Strategy, & the Future	Session 1	Lunch/ Lunch N' Learns	Session 2	Session 3	Exhibits Special Events / Reception	Open Carnegie Announcements
	AM--8:00	8:30-9:30am	10:00-11:00am	11:00am -- 12:30pm	1:00-2:0pm	2:30-4:00pm	5:00-6:00pm	6:00pm --
DAY 3 (Sunday)	[Sponsored Breakfast sessions]	Day 2 Opening Session - Leadership, Strategy, & the Future	Session 4	Lunch/ Lunch N' Learns	Session 5	Session 6	Exhibits Special Events / Reception	Open
	AM--7:45	8:00-9:30am	10:00-11:00am	11:00am -- 12:30pm	1:00-2:30pm	3:00-- 4:30 pm	5:00-6:00pm	6:00pm --
DAY 4 (Monday)	Dr. Martin Luther King Jr. Sunrise Observance (6:30- 7:30am?)	Youth Media Awards	Session 7	Lunch/ Lunch N' Learns	Closing Session/Speaker	Meeting Period 5	Meeting Period 6	Open

NOTE: Sessions may be lecture, workshop (active) or discussion.

REVENUE	Budget	
Exhibits		
Exhibit Space	\$ 700,000.00	35,000 @ \$20/nsf
Sponsorships	\$ 75,000.00	
Advertising	\$ 75,000.00	
Attendee		
Exhibit Hall Only Registration	\$ 20,000.00	
Conference Registration	\$ 787,500.00	3,500 @\$225
Miscellaneous Revenue		
Retained Cancellation	\$ 2,000.00	
Hotel Commissions	\$ 42,000.00	2,000 rooms@4 nights@\$150@3.5%
Meeting Room Rentals	\$ 15,000.00	
TOTAL REVENUE	\$ 1,716,500.00	
EXPENSES		
PRODUCTION		
Facility Rental	\$ 85,000.00	
General Contractor	\$ 150,000.00	
Photographer	\$ 10,000.00	
First Aid	\$ 5,000.00	
Electrical	\$ 15,000.00	
Telephones/Internet	\$ 15,000.00	
Computer Rental	\$ 40,000.00	
Show Cancellation Insurance	\$ 5,000.00	
Registration Contractor	\$ 25,000.00	
Registration Temporary Labor	\$ 10,000.00	
Registation Supplies	\$ 15,000.00	
Security	\$ 35,000.00	
Staff Travel	\$ 25,000.00	
Staff Housing	\$ 10,000.00	
CONFERENCE		
Keynote Speaker	\$ 30,000.00	
Speaker Fees	\$ 20,000.00	
Audio Visual	\$ 150,000.00	
F&B - Receptions in exhibits	\$ 100,000.00	
Accessibility Services	\$ 20,000.00	
Ground Transportation - Shuttle Bus/Limo	\$ 30,000.00	First year only
EXHIBIT SALES & DEVELOPMENT		
Prospectus/Sales Materials - Printing	\$ 3,500.00	
Postage	\$ 4,000.00	
ATTENDEE DEVELOPMENT		
Post Card #1 - Print	\$ 3,250.00	
Post Card #1 - Postage	\$ 5,000.00	
Ad Development	\$ 500.00	
Web Development	\$ 5,000.00	
Eblasts	\$ 500.00	
Post Show Surveys	\$ 500.00	
Directory Design and Printing	\$ 25,000.00	
Administration		
Salaries/Benefits	\$ 120,000.00	
Exhibits Contractor	\$ 85,000.00	10% of exhibit revenue
Council	\$ 100,000.00	
Bank Service Fees	\$ 20,000.00	
Expenses	\$ 1,167,250.00	
Net Revenue	\$ 549,250.00	68%
Overhead Contribution	\$ 446,290.00	26%
Total Expenses	\$ 1,613,540.00	94%
ADJUSTED NET REVENUE	\$ 102,960.00	
	6%	
Overhead plus profit	\$ 549,250.00	

TO: PLA Board of Directors
RE: Strategic Plan 2018-2022 Update
FROM: Mary Hirsh and Scott Allen, Deputy Directors
DATE: January 4, 2019

ACTION REQUESTED/INFORMATION/REPORT:

Report

The 2018-2022 PLA Strategic Plan was finalized and approved by the board at its June 2018 meeting. The following provides an update on PLA's efforts to promote and implement the plan.

Communications/Promotion

As reported to the board in November 2018, PLA has promoted the new plan to the membership and others by posting it on the PLA web site, distributing a press release to library trade media, sending an email blast to PLA members, and including articles in the September PLA e-news and the September-October issue of Public Libraries. PLA also created a set of messaging points and FAQs about the plan, which were shared with staff at a staff "training event" in September, and included in the November 2018 board materials.

Implementation and Tracking

A subset of staff have met repeatedly to begin mapping PLA activity and proposed activity to the goals and objectives, emphasizing one priority per objective. By having a manageable number of priority activities, we will be better able to flesh out action steps and measures, and report on successes.

A draft of the 2019 priority activities is attached to this board report. Priorities were typically determined based on what was already in process and/or seemed achievable in 2019. The board's input about which activities have been identified as priority, and what if any "other activity" that may be listed or missing entirely should be elevated or receive more focus, is encouraged.

Also attached to this report is a simple table that takes many of PLA's core programs and current initiatives and organizes them according to which strategic plan goal they relate to most closely. Most address multiple goal areas, however for tracking and reporting, aligning each to one goal was necessary.

Gaps

As requested at the November 2018 board meeting, staff will determine a process to track and report on aspects of the strategic plan that are *not* being addressed by PLA. An initial review suggests PLA will address every goal area in some capacity, so it may be more fruitful to determine a way to weight PLA's work and determine which goals and objectives may deserve more attention. Staff will report on this for the spring 2019 board meeting.

PLA STRATEGIC GOAL LINK (check all that apply)

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

The following includes all the goals and objectives of the 2018-2022 PLA Strategic Plan along with the suggested 2019 priority activities. Identifying a priority activity does not mean PLA will not address the objectives in other ways. However, confirming priority activities for each objective will enable us to easily and consistently answer the question “what is PLA doing to address that objective?” and also provide some direction in producing annual reports on strategic plan progress. It will also help prioritize staff time needed to flesh out action steps and identify measure of success. Priorities are listed in **RED**. Completed other activities in indicated in **PURPLE**.

Goal: Transformation

Goal Statement: PLA advances public libraries’ transformation from a library focus to a community focus, to meet the specific needs of people and communities.

Objective	2019 Priority	Other 2019 Activity
(1): Define and support the transition of public libraries to become more responsive to – and reflective of – community needs.	<i>Create and promote definition of libraries as responsive to and reflective of community needs.</i> A subgroup of staff along with the PLA board will use core PLA language (positioning statement, strategic plan preface) to develop this definition and determine how to include it in key PLA messaging, training programs, and more.	Expand “professional tools” section of PLA web site to incorporate additional resources related to community needs; incorporate into CE/PD programming
(2): Increase opportunities to explore and share effective emerging best practices that are addressing community priorities.	<i>Promote and grow ALA Connect member interest groups.</i> All staff and committee leaders are working to make the interest groups active, which will be assessed via growth in membership, number of posts/discussions, and other metrics.	Begin to assess individual initiatives’ strategies to encourage sharing; consider how sharing of best practices can be integrated into PLA 2020; promote and contribute to expansion of ALA Public Programs “Programming Librarian” database; build on Libraries Transform campaign and “Because” statement toolkits to share best practices
(3): Increase awareness of and access to the types of literacy necessary for skills development and success in the 21 st century.	<i>Increase digital skills at the community level through public library facilities, programming, and staff development.</i> The new Microsoft and Google projects, along with the ongoing work of the PLA Digital Literacy Committee, will create new tools for PLA to help public libraries with digital literacy.	Other PLA initiatives will continue to promote early childhood literacy (ECRR), health literacy (joint work with NNLM), and data literacy (Project Outcome, MEAC work). PLA will also promote financial literacy through a new sponsorship agreement with Capital One.
(4): Increase the number of libraries using	<i>Expand use and impact of Project Outcome (number of</i>	Continued planning for how to share the Project

meaningful and actionable measurements to understand and expand their community impact.	<i>active users, surveys created by libraries, survey responses, and survey tools</i>). Ongoing Project Outcome support, plus development of questions for a new health literacy/health programming service area through an agreement with the National Network of Libraries of Medicine (NNLM).	Outcome model internationally. Added Google translate to Project Outcome website. Created offline data collection templates for libraries outside US.
---	---	---

Goal: Leadership

Goal Statement: PLA builds and supports leadership for public libraries that is reflective of the needs of each community and the profession.

Objective	2019 Priority	Other 2019 Activity
(1): Increase leadership and personal development training opportunities for all levels of public library staff reflective of the PLA leadership model.	<i>Offer regular Leadership Academies using the revised leadership model, beginning with a 2019 training event.</i> The next PLA Leadership Academy will be March 25-29, 2019 in Chicago.	Work on developing new content including training specifically for early career leaders and for nonlibrarians joining the public library field (previously referred to as “Public Libraries 101”), continue to work with the ALA Emerging Leaders program and consider it as a model for a future PLA initiative
(2): Support public library staff in the shift from a library-centered to a community-centered approach, through PLA trainings and resources.	<i>Plan and develop new strategic planning content.</i> PLA staff held a series of phone meetings with an ad-hoc member group to assess strategic planning needs, ideal formats, and strengths and gaps of existing resources to leverage.	Consider how elements of the Leadership Academy content which highlight the community-centered approach could be repurposed as webinars or online courses; explore opportunities and funding to develop an asset-based community development tool for public libraries; <i>complete and publish CE/PD “theory of change” white paper as part of the shift to a community-centered approach</i>
(3): 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.	<i>Use spring 2019 member survey to learn more about the specific needs and backgrounds (ie library versus nonlibrary) of PLA members and others,</i> to ultimately contribute to planned CE/PD around core library issues, public library issues missing from MLIS programs, etc.	Work on developing new content including training specifically for nonlibrarians joining the public library field (previously referred to as “Public Libraries 101”)

Goal: Advocacy & Awareness

Goal Statement: PLA leads in public library advocacy and influencing perceptions of public libraries.

Objective	2019 Priority	Other 2019 Activity
(1): Increase awareness and strengthen perceptions of public libraries among key audiences and stakeholders.	<i>Begin strategic review of potential key audiences, collaborators, and partners.</i> Both the PLA Advocacy and Strategic Partnerships Committee (ASPC) as well as the new customer relations management (CRM) system being piloted by the ALA Washington and Development Offices can provide input into different audiences and potential partners to engage.	Support the PLA ASPC to connect with the priority groups determined in 2018 (NACo, NLC, CC, ICMA); revisit From Awareness to Funding report to determine how to promote and use that information
(2): Increase awareness and the effectiveness of PLA/ALA's advocacy resources and create new tools to support current and future advocacy efforts.	<i>To be determined</i>	Begin process to revise and relaunch Turning The Page; explore partnering with ALA's Advocacy Bootcamp; determine how PLA can track library referenda and results to ultimately move the field; explore opportunities to better collaborate with the ALA Libraries Transform campaign
(3): Increase library staff participation in public library advocacy at all levels (i.e., federal, state, local).	<i>Support (financially and with input) and report out on the ALA Policy Corps program.</i>	Collaborate with the ALA Washington Office to determine how PLA can better support their priorities
(4): Improve PLA's capacity to serve as a resource to public libraries outside of the U.S. that are conducting library advocacy.	<i>Work with ALA IRO, ACRL, and AASL to promote the IFLA Global Visioning report further, and also highlight examples of how libraries globally are achieving results with very limited resources.</i>	Consider developing international exchange programs; identify and promote libraries with "sister city" programs

Goal: Equity, Diversity, Inclusion and Social Justice

Goal Statement: PLA advocates for equity, diversity, inclusion and social justice in order to enable every member, library, and community group to fully and equally participate in a society mutually shaped to meet their needs.

Objective	2019 Priority	Other 2019 Activity
(1): Reflect EDISJ principles in association leadership, staffing, values, mission/vision,	<i>Develop a process to benchmark and assess PLA's association leadership, staffing, values, mission/vision,</i>	Use results of assessment to make plans for 2020 and beyond.

strategies and operations.	<i>strategies and operations for EDISJ principles.</i>	
(2): Equip members with tools, mentoring/coaching, learning opportunities, and other resources to advocate and apply EDISJ principles in their libraries and communities.	<i>Develop and present 3 regional trainings on EDISJ for up to 300 total public library staff.</i> Evaluate the process and content and make plans for continued trainings and education in other formats for 2020 and beyond.	Present 2 preconferences at the 2019 ALA Midwinter Meeting on EDISJ; begin planning content for an inservice toolkit or “training in a box” on EDISJ; consult the Task Force on EDI to identify topics and authors for PLA articles and publications on EDISJ
(3): Identify measurable impacts, including professional competencies, that demonstrate progress in key EDISJ areas.	<i>to be determined.</i>	to be determined.

Goal: Organizational Excellence

Goal Statement: PLA is entrepreneurial, resilient, and successful in the sustaining and growing of resources to advance its mission and work.

Objective	2019 Priority	Other 2019 Activity
(1): Maintain a financially stable and sustainable operating model.	<i>Implement two-year “package” sponsorships for PLA and PLA Conference activity to increase vendor support of PLA.</i> PLA staff have met with Corcoran Expositions, who sell PLA conference exhibits and sponsorship, and drafted new approaches to soliciting sponsors.	Continue with full-membership launch of the Fund for the Future and grow number of donors and funds contributed; use 75 th anniversary to launch 1-2 special giving opportunities; continue to review major gift prospects and engage board members and other leaders in contacting prospects; do corporate and foundation giving research and create prospect list by PLA program/issue areas; create resource seeking/sharing partnership with outside groups (NNLM, National Center for Families Learning)
(2): Commit to and support ongoing, regular data-driven assessment of PLA impact on the library field.	<i>to be determined.</i>	to be determined.
(3): Increase the number of income-generating products and programs.	<i>Hire consultant to help evaluate potential for CE/PD products based on PLA major issue areas and create plan for product development.</i> In January 2019, PLA	hire new Project Manager (new, 1.0 FTE, grant funded) to work on product development; continue collaboration discussion with NCFL to

	staff are meeting with a consultant to help develop plans for inservice toolkits or “trainings in a box” on topics such as digital literacy, EDISJ, family engagement, leadership and more.	develop new or repurpose existing family engagement products; consult the Task Force on EDI to identify topics and authors for PLA articles and publications on EDISJ; conduct regional EDISJ trainings; map CE/PD “Theory of Change” document to existing PLA programs and promote as part of overall strategy to increase purchases/registrations for PLA programs; revisit membership model to determine strategies to increase membership numbers and dues income
(4): Oversee successful stewardship of the multi-year Legacy and future grants.	<i>Create and fill Fiscal Officer position on the PLA board.</i>	Accept additional \$100,000 in legacy funding from TASCHA and work with them to plan legacy partner convenings and coordination in 2019 and beyond; begin review of PLA policies and procedures to determine which are outdated or missing and set plan to update them; continue to support efforts of the ALA Office of Development to pursue and oversee private grants by working with the new Assistant Director, Corporate and Foundation Relations
(5): Seek and adapt to new trends and models in association organization and membership.	<i>Remodel schedule and activities for PLA 2020 to better reflect emergent trends and new conference models, learned from association literature, participation in PCMA meeting, etc.</i>	Promote staff participation in external professional development events, such as ASAE, and support attendees to share learnings with other PLA staff; position CE/PD “theory of change” work and related white paper as pathway for member engagement and cutting-edge association work; support and advance member interest groups via ALA Connect by learning from other associations
(6): Maintain strong relationships with existing partners, both nationally and internationally, and explore new partnership opportunities outside of the library field.	<i>Support the PLA Advocacy and Strategic Partnerships Committee to connect with priority groups NACo, NLC, CC, ICMA. Staff has already participated in the national meetings of a few of these groups, and NACo and NLC</i>	revisit the 2017-2018 legacy-funded work on the Partnership Map to determine potential to continue some or all of that work; consider how to make information on PLA partners “outward

	have been engaged as members of the opioid project steering committee.	facing” to benefit library leaders in better understanding different groups and their relationships to public libraries
(7): Invest in more professional development training for PLA staff to strengthen their capacity to meet member and library field needs.	<i>Continue to participate in the GMMB-led “communications workgroup” of legacy partners (PLA, IFLA, TASCHA) and incorporate learnings into PLA communications work</i>	draft policy and practice related to PLA staff participation in job-related CE/PD (for instance, require one major PD activity annually); continue to participate in ALA 411 sessions to learn from other ALA units; research options to do assessment of staff skill gaps (product development, fundraising)

Transformation	Leadership	Advocacy & Awareness	EDISJ	Organizational Excellence
Programs that help <i>public libraries</i> be community focused, address emerging community needs, implement best practices, and address literacy	Programs that help <i>public librarians and library staff</i> become stronger leaders, and become community-centered	Programs that reach key audiences about the value of public libraries; that engage members in advocacy; or that work internationally	Programs that help PLA or members implement EDISJ principles or that help libraries create full and equal participation in their communities	Programs that help PLA sustain efforts, grow, implement best practices as an association, create external partnerships, and support staff
Continuing Education	Leadership Academy and other leadership training	Policy Corps	Inclusive Internship Initiative	Governance (Board, Committees)
Project Outcome (Core Work)	Emerging Leaders	Awards	Insurance Enrollment (Health)	Membership Recruitment and Retention
Every Child Ready to Read	Member Engagement	External Partnerships	DigitalLearn (Digital Literacy)	Fundraising
Family Engagement	Public Libraries 101	Project Outcome (International Work)	EDI Regional Trainings	Communications
Health Literacy and Programming (Health)	Strategic Planning Training/Support	Turning the Page	2020 Census	Publications and Products
Grow with Google (Digital Literacy)	Theory of Change CE/PD Work	International/IFLA collaboration (SDGs, Global Vision)		Technology
Microsoft/Rural Libraries (Digital Literacy)				Staffing
Intellectual Freedom				
Social Work				
Short Story Project				
Results Bootcamp				

TO: PLA Board of Directors
FROM: Lian Drago, Program Officer
RE: PLA 75th Anniversary Board Report
DATE: January, 4, 2019

ACTION REQUESTED/INFORMATION/REPORT: Report

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

OVERVIEW

On October 13, 2019, PLA will celebrate its 75th Anniversary. Founded in 1944, the Public Library Association has grown from an organization of 1,295 members to nearly 10,000 members from public libraries all over the world. In order to commemorate this momentous occasion, PLA will launch a 75th Anniversary campaign that aims to increase member engagement and awareness of the work that PLA has done and the work that it will be doing in the upcoming years. PLA will also use the anniversary as a fundraising opportunity.

KEY CURRENT ACTIVITIES/METRICS

The PLA 75th anniversary campaign will launch on Friday, March 1, 2019, with a commemorative PLA logo, a website with a historical timeline, and a fundraising initiative for scholarships to the PLA 2020 conference. The duration of the anniversary campaign will be one year, ending with a final reception at the PLA 2020 conference.

The fundraising campaign, which will be part of PLA's Fund for the Future, will aim to raise \$7,500 in 75 days for PLA 2020 conference scholarships for members. We will also seek a sponsor to match the amount raised. The scholarships will be divided into three categories – library school student scholarships, early career librarian scholarships, and library support staff scholarships. These scholarships will be in addition to the ten Spectrum Scholar travel grants that PLA currently supports.

During the campaign, in addition to the fundraising initiative, there will be contests for increasing social media engagement, member stories featured on the anniversary website, a special publication of *Public Libraries*, and a special reception at ALA Annual 2019 in Washington D.C. We welcome the PLA Board's suggestions for other ways to bring excitement and recognition to our 75th anniversary.

Draft Timeline of 75th Anniversary Campaign Activities*

Friday, March 1, 2019 – Launch of 75th Anniversary Campaign

Sunday, Oct. 13, 2019 – Anniversary Date

Saturday, February 29, 2020 – End of 75th Anniversary Campaign

Website – December 2018/January – March 2019

PLA will update and utilize its digital properties to build awareness of the 75th anniversary, including an updated logo design, a special hashtag, and an anniversary-specific website.

Fundraising – March 1, 2019 – May 15, 2019

PLA plans to raise \$7,500 in 75 days for PLA 2020 conference scholarships. PLA also plans to work with Corcoran to create a matching sponsorship package and seek out matching donors. A possible second round of fundraising will begin on Oct. 13, 2019 pending on the success of the first fundraising campaign.

Membership Engagement – March 1, 2019 – February 29, 2020

PLA is planning a number of opportunities to engage members in conversation about PLA. Staff will work with the Board to collect spotlights and success stories.

Communication – March 1, 2019 – February 29, 2020

Information about the anniversary and opportunities to participate in the celebration will be shared through PLA's regular communications channels.

Events – June 2019 – February 2020

Kick-off at ALA Annual – Washington DC, June 20–25, 2019

- Promotion of the 75th Anniversary celebration
- Announcement of funds raised and application opening for conference scholarships
 - Scholarships for library school student, early career librarians, and library support staff
- Leadership reception with videographer to create 75th Anniversary “Happy Anniversary” short video
- 75th Anniversary swag giveaway

Wrap-up at PLA 2020 – Nashville, TN, February 25–29, 2020

- Concluding the 75th Anniversary celebration
- Giant cake at All Conference Reception
- 75th Anniversary swag giveaway

Publications– September/October 2019

PLA will issue a special publication in the fall to coincide with the actual anniversary date.

**Activities and timeline subject to change*

BUDGET

The cost these activities will be part of the PLA administrative budget, the Legacy Grant, and sponsorships.

ASSESSMENT

PLA staff will assess membership and social media statistics to evaluate overall engagement of members. Fundraising goals will be met when funds have been raised.

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: January 4, 2019

ACTION REQUESTED/INFORMATION/REPORT:

Report, Input Requested

OVERVIEW

PLA continues enhance our skill in fundraising, strengthening participation by corporate vendors to generate more revenue, working closely with ALA Development to strengthen individual giving, doing more grant writing, and creating partnerships with external organizations that might lead to shared fundraising.

This report covers recent activity and seeks input from board members on 1) PLA's 2019 plan for individual and major giving and 2) maximizing vendor support for 2019 activity and the 2020 PLA conference.

KEY CURRENT ACTIVITIES

Activities since the last fundraising report in November 2018 include:

- *Vendor giving:* PLA staff and Corcoran Expositions reviewed the results of our survey of 2018 corporate sponsors to help shape 2019 and 2020 appeals. A prospectus was drafted (see end) and will be used beginning in early 2019 to recruit sponsors for both 2019 activity and the PLA 2020 Conference.
- *Individual giving*
 - *Participation in the ALA Annual Appeal:* In November and December 2018, PLA coordinated activity with ALA Development to promote year-end giving, reviewing and pushing out social media messages and the annual appeal. Results of the effort will be known in February 2019. PLA also contributed \$1,000 toward the collective match organized by the ALA Development Office (about 10 ALA units contributed over \$15,000 as a match to year-end individual gifts).
 - *Donor relations:* PLA staff are developing a communications strategy to continually reach out to donors and founding donors for the Fund for the Future. We will provide them with insider information, invite them to PLA events, and regularly thank them for their support.
 - *Major/planned giving prospects:* PLA staff continue to review the prospect researcher's report on prospects for major gifts.
 - *75th anniversary fundraising:* PLA is making plans to use the 75th anniversary in its appeals to members for donations.
- *Project funding:* PLA continued to confirm multiple new project grants.
 - Total raised from the Microsoft Philanthropies employee giving program will be \$400,000, which will support PLA's activity to provide hardware and training to about 50 rural libraries.
 - ALA confirmed a \$75,000 sponsorship with Capital One, and PLA will receive \$43,000 of the funds to do educational programming and communications about financial literacy.
 - PLA will receive about \$60,000 to do some project management for the Washington Office's grant with Google, which will promote Grow with Google and provide minigrants to public libraries to do digital skills work.
 - PLA received \$20,000 from the National Network of Libraries of Medicine (NNLM) Pacific Northwest Region for a preconference on health equity at the 2019 Midwinter Meeting, and to extend the impact of the educational content through an article and webinar.

- In addition, three NNLM regional medical libraries are contracting \$150,000 to PLA to add health programming questions as a service area to Project Outcome and to connect Project Outcome to NNLM grantees as their evaluation tool.
- PLA submitted a letter of intent to a coalition of funders offering grants of \$750,000 for family math initiatives, along with the National Center for Families Learning and the Global Family Research Project.

REQUEST FOR BOARD INPUT

1. 2019 Individual Giving Plan

A draft plan for 2019 follows. This plan covers:

- Acknowledgement: how and where PLA will list individual donors. This includes updating the PLA web site listing as gifts are received; refreshing the web site list based on ALA's fiscal year; and listing donors by name and category twice each year in Public Libraries.
- Donor Relations: PLA's plan to communicate with donors to develop strong relationships. This includes proposed quarterly communications via email to all donors, and a few additional, special communications to founding donors, to give them early access to information, special invites, etc.
- Fundraising solicitations: This covers multiple categories of potential donors (INDIVIDUAL, FOUNDER, MAJOR GIVER, VENDOR). Outlined in the draft plan are four major individual appeals (library giving day in April, the 75th anniversary campaign appeal in spring/summer, Giving Tuesday in November, and the year-end appeal). These are intended for all PLA members, although the opportunity to solicit *only* from founding donors, or *differently* to founding donors, should be discussed. Also included on the draft plan are ideas to begin reaching out to major gift prospects, and the plan to secure vendors sponsors for 2019 and the PLA 2020 conference.
- Fundraising events: events that could be used to fundraise, recognize donors, celebrate goals, etc. These include many typical events (Happy Hour, Member Breakfast, PLA 2020, etc.)

Questions for the board to consider are: **Are the number and timing of appeals appropriate? Are we missing opportunities to solicit founding donors? Will the planned communications achieve the goals of creating strong relationships with donors and encouraging their continued giving? How should PLA proceed with major gift prospects?**

2. Vendor support for 2019/2020

A draft, simple prospectus covering both PLA 2020 sponsorship opportunities as well as core PLA initiatives is attached. Corcoran Expositions, staff and the board will use this to solicit corporate sponsorships, primarily from library vendors but potentially expanding to other corporations, government agencies, etc.

Questions for the board to consider are: **How can board members and other PLA leaders use their relationships with vendors to benefit PLA? What more can PLA "give" besides listing/acknowledgement to help vendor sponsors meet their goal of better customer engagement?**

PLA STRATEGIC GOAL LINK (check all that apply)

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

PLA DRAFT FUNDRAISING CALENDAR, 2019

MONTH	January	February	March	April	May	June
General Events	Midwinter, 24-28 Happy Hour, 25 Board, 26			Board, 7-8 Nat'l Lib Week, 7-13 Library Giving Day, 10	Advocacy Day?	Annual, 20-25 Member Event, 22 Board, 22
Acknowledgement	All donor thank you email to 2018 annual appeal donors	PL Jan/Feb: Thank you to 2018 annual appeal donors with biannual donor list covering all of FY18 and FY19 to January		PL Mar/Apr: ??		PL May/Jun.: article on Library Giving Day, 75x75 campaign
Donor Relations	Founding donor email (advance peek at 2018 Year in Review, personal invite to Happy Hour)		Founding donor email (preview Library Giving Day, 75x75 campaign)		All donor email (thank you for giving in 2018 and for Library Giving Day)	Founding donor email (status of 75x75 campaign, personal invite to AC events)
Solicitations	VENDOR: first release of 2019/2020 prospectus by PLA and Corcoran		INDIVIDUAL: Library Giving Day letter	INDIVIDUAL: Library Giving Day email FOUNDER, VENDOR: Launch 75th campaign (Apr 10-June 23 TBD) MAJOR: include discussion on board agenda of approaching prospects	VENDOR: reminder about 2019/2020 prospectus, invitation to meet with PLA at Annual MAJOR: assigned board members to contact 5-10 potential major givers to set up "coffees" at Annual?	MAJOR: see May; board members meet with prospects
Fundraising Events	Include donor info and envelopes at Happy Hour					Celebration of 75x75 campaign, June 23 (event TBD)

MONTH	July	August	September	October	November	December
General Events					Board, TBD Love My Librarian, TBD	Giving Tuesday, 3
Acknowledgement		PL Jul/Aug:	Web site transition: update FYs, remove donors	PL Sep/Oct: Thank you to special campaign donors (Giving Day, 75x75) with biannual donor list covering all of FY18 and FY19 (will drop FY18 donors after this list)		PL Nov/Dec:
Donor Relations	All donor email (thank you for 2018, Library Day, and 75x75 campaign, photos from Annual?)			Founding donor email (PLA FY19 preliminary results, happy upcoming holiday season)		
Solicitations		VENDOR: reminder about 2019/2020 prospectus, status of what's "sold"		FOUNDER, VENDOR: Second cycle of 75th campaign (dates TBD)	INDIVIDUAL: Giving Tuesday email	INDIVIDUAL: Annual appeal letter (handled by Development)
Fundraising Events						



Marketing & Advertising Opportunities

The Public Library Association

PLA is the largest association supporting the unique and evolving needs of public library professionals. PLA serves over 9,000 members in public libraries large and small in communities across all fifty states and Canada, with a growing presence around the world. PLA offers professional development and networking, transformative public library initiatives, and a biennial conference that welcomes public library staff into meaningful partnerships and possibilities.

Our Members

PLA is the premier place to reach thousands of professionals with **influence** and **buying power**. 65% of PLA members are directors, associate directors, managers, or branch managers!

Library Operating Budget

\$1 million-\$5 million	43%
\$5 million or more	35%
\$700,000-\$999,999	8%
\$400,000-\$699,999	7%
\$100,000-\$399,999	6%
Up to \$99,999	1%

Library Specialty

administration, management	47%
youth services	12%
adult services	11%
collections, technical services	7%
marketing, outreach	2%
reference, public services	9%
technology	3%
staffing, human resources	1%
other, no response	8%

PLA Member Survey, 2017. 1,148 respondents reported operating budgets; 2,280 respondents reported library specialty.

It's our 75th Anniversary!

Include 75th anniversary logo

DIAMOND ANNIVERSARY PARTNER – \$40,000 (limit 5)

Benefits Include:

- Recognition at the PLA Membership Breakfast at ALA Conference (June 2019)
- Recognition at other high profile events such as the PLA Leadership Academy, the PLA Past President's Breakfast, and more (2019)
- Listed Program Sponsor for PLA Conference 2020, beginning in 2019 with *Call for Proposal Papers*
- Comprehensive advertising package in **2019** including a full-page ad in PLA Magazine, PLA eblast, and PLA webinar
- Recognition as a Conference Partner and PLA 2020 Conference sponsorship package including a PLA education session, standing sign, mobile app ad, full-page ad in PLA Magazine, and PLA eblast
- Exclusive sponsor of **one** featured PLA 2020 Conference event such as the Exhibit Opening Reception, Exhibit Closing Reception, How To Festival or Virtual Conference

EDUCATION PARTNER – \$5,000 - \$10,000

Our groundbreaking initiatives do more than develop new skills—they move the profession to ever more innovative places. PLA will work with Education Partners to create new training modules, publications and webinars; promote educational resources via emails and articles; conduct training events for library staff and outreach programs; and more. PLA supports initiatives in the following concentrations:

- **Digital Literacy and Inclusion** Community members visit public libraries every day, hoping to complete life tasks many of us take for granted, but lacking the basic computer skills to accomplish them. Through its digital literacy efforts, including [DigitalLearn.org](#) and its tools for both computer learners and library instructors, PLA supports its members to make their libraries digital literacy learning centers for all.
- **Performance Measurement** Typically, libraries rely on simple attendance counts and anecdotal success stories to measure the effectiveness of their services; however, these statistics are not enough to guide internal strategy or build persuasive arguments to secure library funding. PLA offers [Project Outcome](#), a program designed to help public libraries understand and share the true impact of essential library services and programs.
- **Family Engagement** For schools and libraries, family engagement means respectful partnerships that offer the information, guidance, and opportunities for families to be active in their children's learning and development. PLA is helping public libraries reach out to families of all types, raise up their voices, and reimagine library services through a family engagement framework.
- **Early Literacy** PLA created [Every Child Ready to Read \(ECRR\)](#), a parent education initiative that stresses early literacy begins with the primary adults in a child's life and empowers public libraries to assume an essential role in supporting literacy within communities.
- **Consumer Health Information/Health Literacy** Public libraries are frequently a "go-to" resource as people navigate complex issues of health care, insurance, fitness, nutrition, aging and more. PLA is creating new resources for public libraries around providing health reference, accessing health insurance, offering health programming like health fairs and fitness events, and partnering with healthcare providers.
- **Leadership Development** PLA doesn't just improve public library services—PLA builds public library leaders by empowering public library professionals with the skills necessary to be innovative and successful leaders of change. PLA accomplishes this through a range of professional development opportunities such as the [Leadership Academy](#), which empowers public library staff with the knowledge necessary to be innovative and successful leaders of change and the [Dynamic Planning Institute](#), which teaches best practices in strategic planning for libraries with a unique focus on simple, low-cost planning.
- **Equity, Diversity and Inclusion** PLA is helping libraries achieve their mission through the core values of openness and inclusiveness by developing resources to create models and share best practices. Regional training events will help library staff understand power and oppression and make plans to improve their libraries and communities. Our Inclusive Internship Initiative pairs diverse students with 50 libraries nationwide to strengthen the pipeline of public library workers.
- **Advocacy and Awareness** PLA plays a major role in public library advocacy and in influencing public perception about the library.

CONFERENCE PARTNER – \$1,000 and up

PLA's biennial conference attracts 8,000 public library staff and stakeholders from around the world. This multi-day event offers over 100 top-quality education programs, author luncheons and social events, and a bustling exhibits hall. Sponsors get name and logo recognition by supporting programs, social events, conference services, and more. Opportunities include*:

Networking Events

- Exhibit Coffee Break (\$5,000)
- Exhibit Opening Reception (\$7,500)
- Exhibit Closing Reception (\$7,500)

Branding

- Make My Day Vouchers (\$2,000)
- E Mail Marketing (\$4,000)
- Countdown Newsletter (\$4,000)
- Other opportunities TBD after site visit

Graphics

- Standing Sign Boards (\$3,000)
- Table Top Decals (\$5,000)
- Charging Station (\$5,000)

Education

- How to Festival (\$7,500)
- Virtual Conference (\$7,500)
- PLA Education Sessions (choose from the following) (\$5,000 - \$7,500)
- Immersion/Off Site Experience Activities (\$5,000 and up)

Technology/Advertising

- Push Notification (\$1,500)
- Ad on Mobile App (\$2,000)
- Ad in PLA Magazine (\$2,387 – 4/C, Print)
- PLA Eblast (\$1,500)
- PLA Webinar (\$1,000)

*Conference opportunities based on 2018 events and are subject to change as the PLA's planning groups determine the final content for 2020

All Conference Partners receive the following additional benefits:

- Recognition on the PLA Conference website and www.pla.org
- Recognition on the main PLA sponsor banner at the entrance of the Conference
- Verbal recognition from the podium at the Opening General Session and Closing Session
- Recognition on PLA sponsor slideshow during walk-in and walk-out of the Opening and Closing Sessions
- Sponsor recognition in Show Daily
- Priority booth selection for the PLA 2022 National Conference (priority determined by sponsorship level along with number of years exhibiting and total sqft of exhibit space)
- Sponsor badge ribbons for your booth staff at the National Conference

PUBLICATIONS & ADVERTISING

PLA keeps its members up-to-date on activity in the public library field and educates them about critical issues in serving communities through PLA E-news, [Public Libraries Magazine](#), [Public Libraries Online](#), [The Public Libraries Podcast](#), and more. PLA's new [Quick Reads](#) series educates librarians about essential topics in under 100 pages. The PLA [website](#) includes [Professional Tools](#) that library staff consult to make sure their programs, services and policies are exemplary. Reach a broad public library audience through advertising and sponsorship of PLA's publications. Help PLA develop new publications by suggesting and sponsoring a topic. Opportunities start as low as \$500.

Print Opportunities

Public Libraries Magazine

Published bimonthly, Public Libraries is the official journal of the Public Library Association (PLA), a division of the American Library Association. Its purpose is to address the continuing education and professional development needs of public librarians and trustees. Feature articles and regular columns deal with current issues and trends in public library service.

Digital Opportunities

- **Public Libraries Online**
- **PLA E-News** Banner advertisement featured in a monthly email from PLA to membership base
- **PLA E-Blast** Your custom HTML message will be sent to approximately 2,000 members who have opted to receive third-party emails via PLA
- **PLA Webinar** PLA hosts monthly webinars that are specifically designed for the public library world. Topics address current issues as well as perennial subjects and offer peer-to-peer learning opportunities

TO: PLA Board of Directors
FROM: Melissa Johnson, Conference Manager, and Lian Drago, Program Officer
RE: PLA Immersive Experience, Next Steps, PLA 2020
DATE: January 4, 2019

ACTION REQUESTED/INFORMATION/REPORT: Report

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

OVERVIEW

In November 2018, the PLA board attended an insight immersion experience in Nashville focused on equity, diversity, and inclusion. The idea for the immersion experience grew from the 2017 PLA conference guidelines (below) and the EDI goals of PLA's new strategic plan. The purpose of the insight immersion was to:

- Gather the Board's input on how we might use our conference to educate and inspire action based on conference guidelines and strategic plan.
- 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.

Four themes emerged from the immersion experience:

1. Community Matters
2. Educational Outreach
3. Diversity Commitment
4. Emotional Experiences

KEY CURRENT ACTIVITIES/METRICS

PLA staff are exploring how to create meaningful experiential learning opportunities at the conference that are also recognized to have the same library education content and quality as traditional PLA CE. Based on post-immersion discussions, staff are considering the following and welcome suggestions by the PLA board:

- Offering insight immersion sessions during the conference, facilitated by PLA leaders. Details TBD.
- Developing the call for educational content at the conference that we will prioritize EDISJ in the process.
- Identifying speakers from the Nashville insight immersion to speak at the conference in various formats.

- Working with our sponsorship manager at Corcoran to encourage vendors to partner with local organizations on giveaways and off-site events.
- Inviting local organizations to exhibit.
- Working with the Nashville Public Library and the PLA 2020 conference local arrangements subcommittee on best ways to integrate relevant local initiatives into the conference to address the four themes.
- Informing the ALA Gay, Lesbian, Bisexual, and Transgender Round Table on plans as they progress.

BUDGET

The cost these activities will be part of the PLA conference budget.

ASSESSMENT

PLA staff will assess the impact of the new activities through the PLA conference evaluation and decide if the activities will merit a permanent slot in future PLA conference schedules. In our conference planning process, we will continue to review the conference guidelines and communicate plans to membership as plans progress.

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;

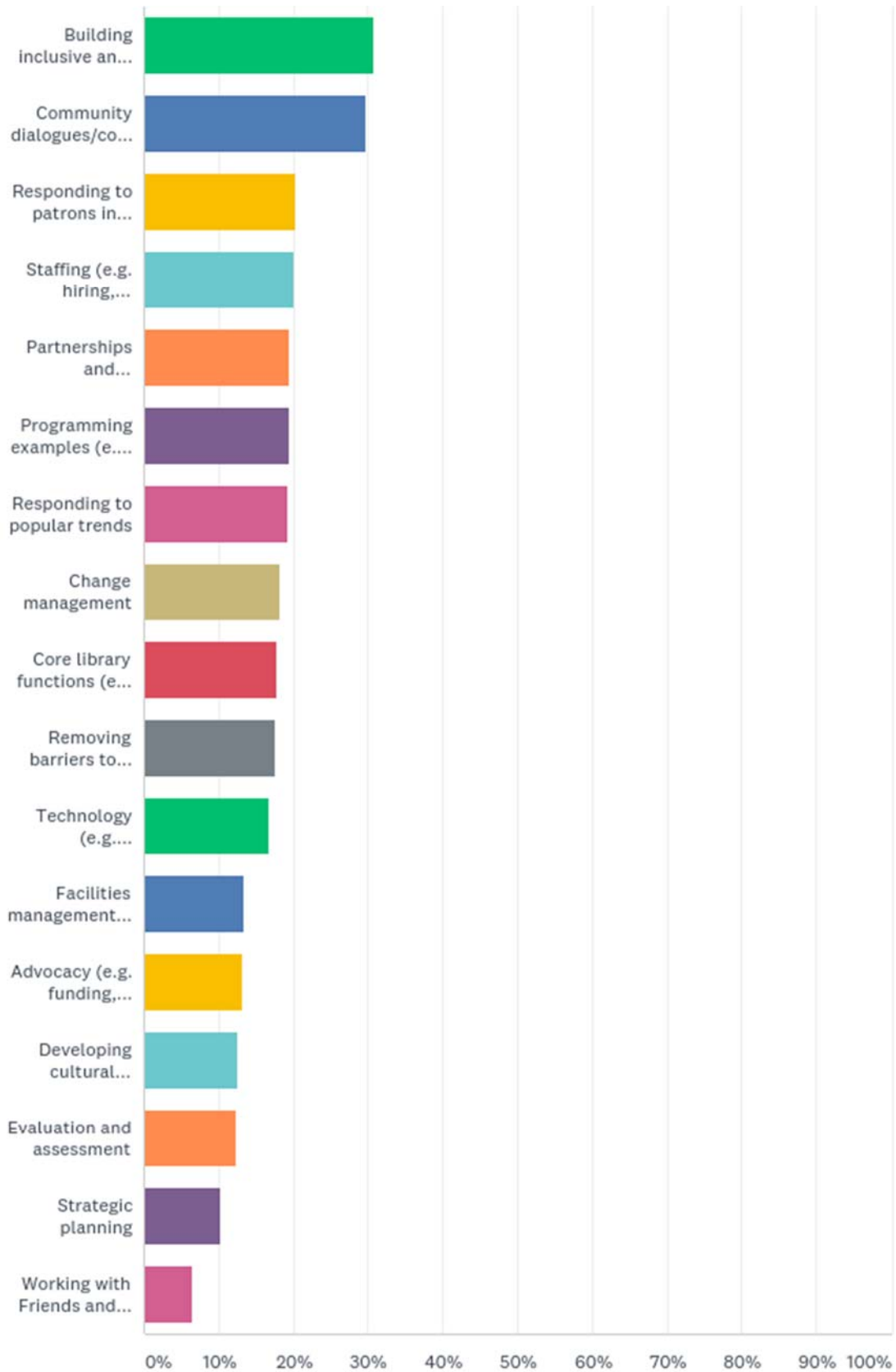
- Through its conferences, PLA provides high quality education opportunities *and* seeks to educate and share with host communities our core values and principles;
- PLA conferences have been and will be inclusive as public libraries are community conveners on equity, inclusion, and diversity;
- Equity, 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.

PLA 2020 Conference Program Planning Survey
Open January 15-23, 2019

ANSWER CHOICES	RESPONSES	
Building inclusive and welcoming institutions (e.g. equity, serving diverse populations)	30.82%	368
Community dialogues/community engagement	29.73%	355
Responding to patrons in crisis (e.g. homelessness, refugees)	20.35%	243
Staffing (e.g. hiring, training, management)	20.02%	239
Partnerships and collaboration	19.51%	233
Programming examples (e.g. media literacy, digital literacy, STEAM)	19.51%	233
Responding to popular trends	19.35%	231
Change management	18.26%	218
Core library functions (e.g. adult services, youth services, readers advisory)	17.76%	212
Removing barriers to access (e.g. fines and fees)	17.59%	210
Technology (e.g. infrastructure, digital content, user services)	16.83%	201
Facilities management (e.g. space planning, security)	13.32%	159
Advocacy (e.g. funding, policy, PR)	13.23%	158
Developing cultural competencies	12.56%	150
Evaluation and assessment	12.40%	148
Strategic planning	10.30%	123
Working with Friends and Foundations	6.45%	77
Total Respondents: 1,194		

PLA 2020 Conference Program Planning Survey
Open January 15-23, 2019



TO: PLA Board of Directors
FROM: Mary Hirsh (mhirsh@ala.org) and Angela Maycock (amaycock@ala.org)
RE: PLA Professional Development Theory of Change
DATE: January 4, 2019

ACTION REQUESTED/INFORMATION/REPORT: Information

ACTION REQUESTED BY: Discussion

DRAFT OF MOTION: N/A

OVERVIEW

In 2017, PLA fielded a survey to all its members as well as ALA members who work in public libraries to help inform PLA's future continuing education and professional development (PD) offerings. The survey collected perceptions on 10 key competencies, the importance of these competencies to both library leaders and staff, and the skills necessary to meet those competencies. From these survey results, PLA worked to develop a professional development Theory of Change (ToC). The attached white paper discusses the ToC development process and its potential uses.

KEY CURRENT ACTIVITIES/METRICS

The first page of the ToC describes PLA's approach to developing learning opportunities. The second page of the ToC articulates outcomes resulting from PD content—delivered across topics and through various modes—aimed at building competencies needed to assume four key roles: Data-driven leaders; Public library advocates oriented towards community needs; Stewards of the public library and its values; and Networked innovators.

The Theory of Change is not meant to be read as a linear process map. Rather, it describes linked outcomes that build toward the field-level goals. The outcomes themselves describe learning objectives embedded in PLA PD offerings. They are not necessarily standalone training topics, but skills to be developed through participation in an array of content offerings and prioritized by the learner.

Following the finalization of the ToC, PLA undertook a program mapping exercise to determine where there was existing content or opportunities related to each outcome, and where there were gaps for development. The attached Excel sheet maps the number of programs offered per outcome; the second page is an example of the detail for each outcome. A library school intern was engaged to review: PLA webinars from 2014 to the present; PLA conference programs and preconferences from 2014, 2016, and 2018; and ALA Annual and Midwinter programs and preconferences from 2014 to the present. She also examined the specific components of larger initiatives, such as Leadership Academy, to uncover more discrete learning objectives.

This exercise illustrated that PLA has been supporting the objectives and field-wide goals, albeit in a non-strategic way. For each objective, PLA is able to map back to numerous offerings. While many of these learning opportunities were presented as live conference programs, PLA is exploring ways to repackage webinars and other asynchronous content for strategic re-release. Future offerings will be deliberately aligned to the ToC outcomes.

One of the white paper's main conclusions is the opportunity to use the ToC outcomes to create a PD pathways tool. PLA has heard from librarians that they would like to be able to track their PD. PLA would also like to demonstrate its own role in supporting advancement of the profession. A Pathways tool would enable librarians to chart a path of competency development that leads to new and more advanced expertise. It would also help PLA identify where it can play an enhanced role in supporting PD. The primary field-facing challenge of this will be convincing library staff that charting and then tracking a path is important and may lead to career advancement. This may include training on reading and adopting the ToC itself.

PLA seeks the board's advice on how to present the ideas in the ToC as relevant, useful, and something to prioritize to the field at large.

BUDGET

Costs associated with the development of the ToC and related white paper were covered by Legacy Grant funds. Future implementation activities are not well enough defined at this point to assess budget implications.

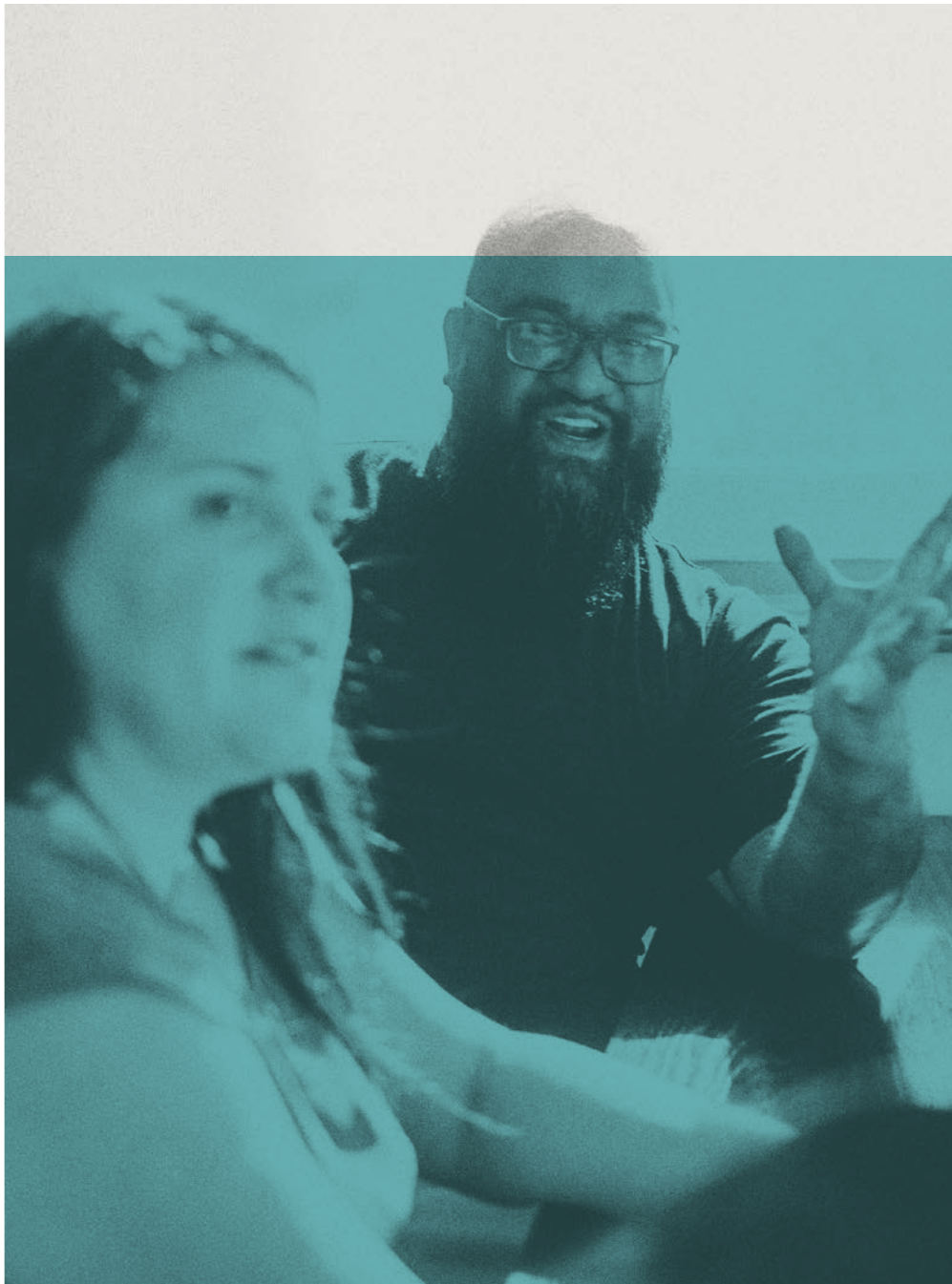
PLA STRATEGIC GOAL LINK (check all that apply)

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

December 2018

Strategic Planning for Professional Development

How PLA's Theory
of Change Will
Advance a Vision
for the Public
Library Field





Contents

04	Introduction
06	Background
12	Theory of Change Process and Products
13	Theory of Change Development Steps
20	Theory of Change Outcome Map
29	Next Steps
32	Appendix

Introduction

The Public Library Association (PLA) envisions a dynamic public library at the heart of every community, and PLA's core purpose is to strengthen public libraries and their contributions to communities. Just as library programs and services evolve to meet the current needs of communities, PLA programs evolve to move the profession to ever more innovative places.

01



Recognizing that professional development (PD) of library staff and leaders is one of its primary avenues for strengthening public libraries, and that outcome-based planning for PD would best support progress toward its vision, PLA worked with ORS Impact to develop a Theory of Change (TOC). Informed by a survey of the PLA membership, the TOC shows what changes need to happen among individual public library professionals, public libraries, and PLA to achieve the desired field-level goals aligned with its vision, and helps PLA identify strategies for PD that will facilitate those changes.

This paper tells the story of the TOC development process, shares the TOC and PLA's plans for its use, and incorporates perspectives from three library professionals with extensive experience and knowledge around PLA's PD efforts.

PLA changes in step with public libraries to ensure libraries are equipped, and library professionals are excited, to help all people learn, grow, and do.

Every Child Ready to Read is one of PLA's cornerstone products. The techniques it teaches libraries have become the standard for developing early childhood literacy. As new technologies became more prevalent, libraries recognized their role in supporting a host of additional literacies. PLA has responded by offering PD resources such as digitallearn.org, to support digital literacy skills, and a variety of health literacy opportunities offered in partnership with the National Network of Libraries of Medicine.

Background

PLA provides high-quality PD to its membership through PLA and American Library Association (ALA) conference programs and workshops, training programs, webinars, podcasts, online courses, and networking opportunities. These offerings reflect the collaborative efforts of many different people, including PLA staff, members, and adult education professionals.

02



PLA's long-held strategic planning goals reflect a vision for the public library field in which libraries are oriented outward toward the community and well supported via effective public library advocacy (see table on page 9).

In May 2016, PLA was awarded funding from the Bill & Melinda Gates Foundation (BMGF), as one of three library support organizations entrusted with the legacy of the BGMF's Global Libraries initiative.¹ In alignment with the goals of the other legacy partners and their own strategic priorities, PLA committed to focusing on five field-level goals, outlined in the middle column of the following table.

Understanding the utility that outcome-based planning would have for their anticipated strategic planning process, in late 2016, PLA hired ORS Impact to facilitate a TOC-development process designed to:

- » clearly state the short-, intermediate- and long-term changes or outcomes among individual public library professionals and public libraries, and within the public library field and PLA, that represent progress toward the field-level goals;
- » help PLA develop PD-related strategies or activities for supporting progress on the identified outcomes;
- » increase understanding and alignment among PLA leaders and staff regarding desired outcomes of PD that inform the development of PD content and delivery; and
- » be informed by a survey of PLA members' learning needs and priorities.

Professional development and continuing education are terms often used together, and sometimes interchangeably, but they refer to distinct kinds of learning.

CONTINUING EDUCATION

Continuing education focuses on discrete learning activities or programs. In PLA's context, this includes conference programs, preconferences, workshops, webinars, and other learning events.

PROFESSIONAL DEVELOPMENT

Professional development is a broader term that includes continuing education, but also encompasses other activities for lifelong learning and career progression. For PLA, this would include volunteer service to the profession, networking opportunities, and the coaching/mentoring aspects of Leadership Academy.

¹ The other two partners are the Technology and Social Change group at the University of Washington's Information School and the International Federation of Library Associations.

Alignment Among PLA Strategic Plans and BMGF Global Libraries Legacy Work

Goals in 2014-17 PLA Strategic Plan

Leadership & Transformation:

PLA is a leading source for learning opportunities to advance transformation of public libraries and helps to position the library's institutional and professional orientation from internal to outward toward the community.

Advocacy & Awareness:

PLA plays a major role in public library advocacy and in influencing public perception about the library.

Organizational Excellence:

PLA is positioned to sustain and grow its resources to advance the work of the association.

Literate Nation:

PLA is a leader and valued partner of public libraries' initiatives to create a literate nation.

BMGF Global Libraries Legacy Goals for 2016-2026 (aka Field-Level Goals)

Community-aligned service development and advocacy become essential leadership attributes.

Performance and outcome measurement become standard practice.

Innovation accelerates, and impactful practices are iterated and scale more quickly.

Working collaboratively through networks becomes standard practice.

PLA's evolution creates a progressive orientation that models outcome-based leadership, critical self-assessment, and deep member engagement.

Goals in 2018-22 PLA Strategic Plan

Transformation:

PLA advances public libraries' transformation from a library focus to a community focus, to meet the specific needs of people and communities.

Leadership:

PLA builds and supports leadership for public libraries that is reflective of the needs of each community and the profession.

Advocacy and Awareness:

PLA leads in public library advocacy and influencing perceptions of public libraries.

Equity, Diversity, Inclusion, & Social Justice:

PLA advocates for equity, diversity, inclusion, and social justice in order to enable every member, library, and community group to fully and equally participate in a society mutually shaped to meet their needs.

Organizational Excellence:

PLA is entrepreneurial, resilient, and successful in the sustaining and growing of resources to advance its mission and work.

Spotlight: Experiences *with* PLA PD

“The PLA conference is, for me, a must-attend for public librarians and I have been attending them since the 1980s... There has never been a PLA conference that I didn’t come back with at least two ideas that I implemented—it’s very helpful, it’s very timely, it’s very pragmatic—or it pushed me a little bit on my thinking.”

GINA MILLSAP
CHIEF EXECUTIVE OFFICER
TOPEKA & SHAWNEE (KANSAS) COUNTY PUBLIC LIBRARY

“It was super neat to be able to chair the conference program subcommittee. I really enjoyed that opportunity. Essentially my perspectives helped to shape the PLA program content. Because I used to be a teacher and education is still a big part of my life, that just felt special—something that I’ll always treasure.”

MIKE BOBISH
REGIONAL MANAGER
MULTNOMAH (OREGON) COUNTY LIBRARY

“[When developing training content for Project Outcome, PLA was] very responsive to switching toward digital content with a different format. The tutorial videos... [reflect] the idea of providing the training when it’s needed [and] providing it in bite-sized chunks... a philosophy in training called micro-learning. So this is where having people with a training background who [know] best practices for training is really helpful... That research informed the type of content delivery for training is very important, and I was glad to be part of a project that allowed for that.”

CRYSTAL SCHIMPF
PRINCIPAL TRAINING CONSULTANT
KIXAL

Although the TOC was developed primarily to guide PLA, its leaders and staff recognized the TOC's potential to inform resources for public library professionals who are considering their own plans for growth or plans for growth among an affiliated group of professionals.

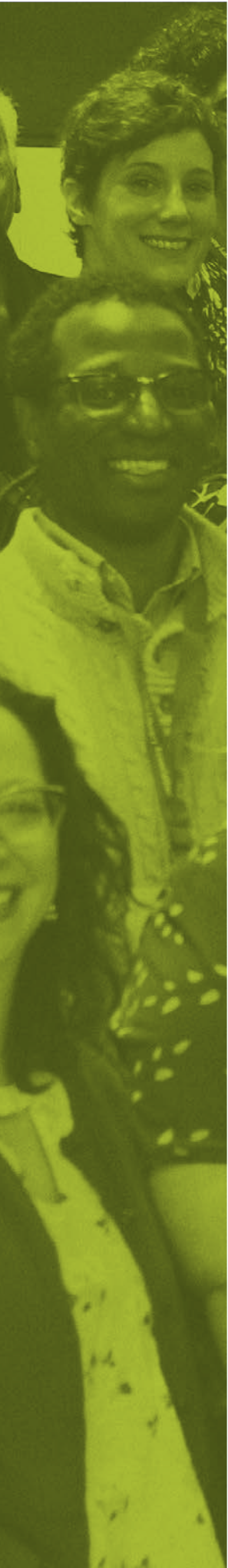
Just as public libraries are shifting from making decisions about strategy and programs based on traditional ideas of what libraries do best to considering patron and community outcomes, PLA took a similar approach in developing the TOC.

As part of its commitment to an outcomes orientation, PLA developed Project Outcome, which offers public libraries tools and resources for using library outcome-based thinking and outcome measurement to develop and measure progress on their strategic plan (among other things). Similarly, PLA wanted their strategic plan for PD development to be informed by their vision and goals for the public library field.

Just as public libraries are shifting their emphasis from providing services to engaging their communities in identifying and solving problems together, PLA looked to members to inform the TOC.

Previous PLA membership surveys have focused on satisfaction: Did members like what PLA had to offer? Such surveys did not provide much direction for future activities. Like many libraries, PLA decided it would be valuable to ask its users what they need, not what they like.





TOC Process and Products

*To develop a TOC that would inform
PLA's strategies related to PD, ORS
Impact guided PLA through the
following co-designed process:*

03



TOC Development Steps

Agree on “*success*” for the process and identify the roles that public library leaders and staff play in contribution to the field-level goals and the competencies they need to fulfill those roles.

Conduct a member survey.

1

2

3

4

Build a TOC that incorporates the survey findings and refine it based on feedback from PLA staff and stakeholders.

Develop “*PD Pathways*” that show learning opportunities that support the attainment of each outcome, based on the TOC.

Alignment on “Success” and Generation of Roles and Competencies

To kick off the TOC development process, ORS Impact facilitated an in-person work session with a small group of PLA directors and managers to foster alignment on goals and key parameters. This session also generated the information needed to design and field the member survey to inform the TOC. Through a visioning activity and discussion, the group established that the TOC would

- » focus on the learning needs of public library staff and leaders (versus those of trainers or teachers that interact with public libraries or Master of Library and Information Science students);
- » recognize opportunities for PD offered by other entities, such as PLA partners or potential partners;
- » include outcomes and activities related to the accessibility of PD, such as PD modality and awareness of PD opportunities;
- » represent the breadth of PD opportunities; and
- » inform the development of “PD Pathways” to help public library staff and leaders navigate PD opportunities in alignment with their own professional goals.

Within a silent generative activity, each work session participant shared their ideas regarding the roles that public library leaders and staff need to take on to achieve each of the five field-level goals, as well as the competencies they need to fulfill those roles. The table on page 15 lists the final goal-aligned roles, refined through an iterative process after the work session (see Appendix for the competencies associated with each role).

Public Library Professional Roles Aligned with PLA Vision *and* Field-Level Goals

Role		Description
Strategic Thinker /Planner	→	Prioritizes investment of resources to successfully meet goals and obligations
Community Liaison /Partner	→	Understands the local community and its priorities and how the library helps advance those priorities
Community Leader	→	Successfully works with the community to support shared goals and aspirations
Library Advocate	→	Communicates the library's value in a compelling manner
Change Agent /Pioneer	→	Take risks, learns from successes and failures, and shares lessons with colleagues
Steward of The Public Library	→	Manages and deploys resources in alignment with the library's vision and goals
Champion of Public Library Values	→	Actively supports core values such as access, privacy, intellectual freedom, and inclusion
Evaluator	→	Measures performance through outcome data
Champion of Outcome Measurement	→	Supports and engages others in library outcome measurement and its use for strategy development and advocacy
PLA Member	→	Understands the value of continuous PD, networking, and national engagement to move the profession forward

Member Survey Results

In March 2017, ORS Impact administered an online survey to all PLA members and to ALA members who worked in public libraries but were not PLA members. The survey gathered information on their perceptions of the importance of each competency for public library staff and leaders, beliefs about the level of training they would need if they wanted to work toward having the competency, and additional learning needs. Respondent feedback on the survey itself included both positive remarks (e.g., affirming the meaningfulness of the competencies) and negative remarks (mostly regarding the survey length).

The 3,539 public library professionals who responded to the survey (31% of those invited; 33% of those listed as PLA members and 27% of those listed as ALA-only members) were predominantly female and diverse in terms of age, number of years in the public library field, role within their library, and the size of the library where they worked.

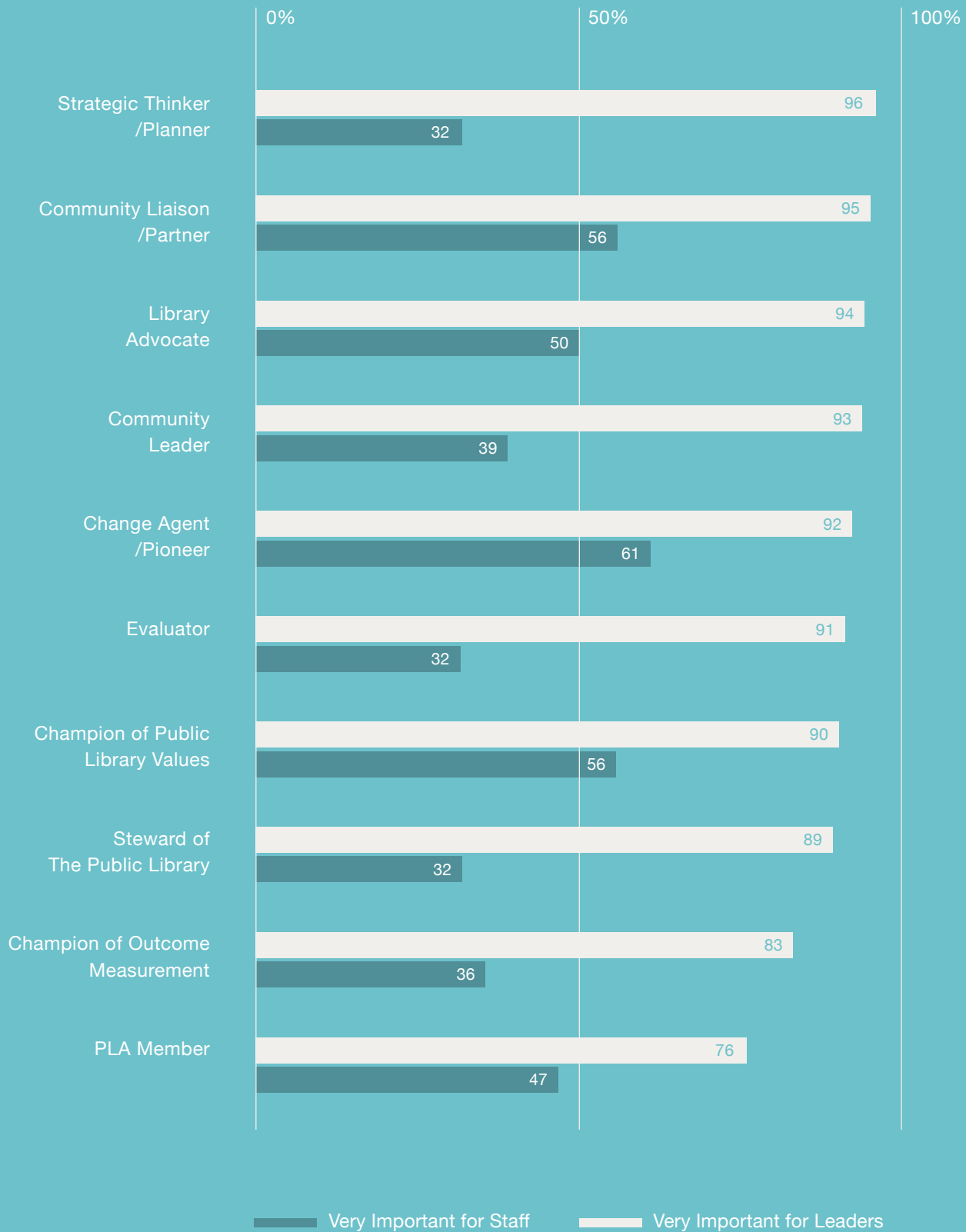
By and large, the survey results confirmed PLA's ideas regarding the importance of the proposed competencies for public library professionals. Most survey respondents rated each competency as "very important" for leaders (white bars); for staff (blue bars), about half of the competencies were seen by a majority as "very important" and about half were seen by a majority as "somewhat important" (see figure on page 17). For leaders, Strategic Thinker/Planner competencies were also very frequently and consistently endorsed as "very important"; and for staff, Change Agent/Pioneer competencies were also very frequently and consistently endorsed as "very important." Interestingly, for staff, Strategic Thinker/Planner competencies were least frequently and consistently endorsed as "very important".

Respondents were most likely to indicate they needed intermediate or advanced PD (versus indicating they needed foundational PD or they already had the competency sufficiently) in order to work toward having each of the competencies included on the survey. Among the different roles, respondents were most likely to say they need intermediate or advanced PD to make progress on competencies associated with the Strategic Thinker/Planner role (an average of 56% across competencies within the role) and the Community Liaison/Partner role (an average of 55%). They were most likely to say they need foundational PD to make progress on the competencies associated with the Champion of Outcome Measurement role (average of 35%) and the Evaluator role (average of 29%). The competencies most staff and leaders felt they already sufficiently possessed were Communication skills (41%), Appreciation of the value of being networked with others in field (39%), Appreciation of the value of compromise and letting others lead/playing a contributory role (37%), Appreciation of the value of transparency (36%), and Ability to articulate public library values including open access, inclusiveness, neutrality, and privacy (36%).

»

Percentages on page 17 correspond to respondents indicating each competency within the role was 'very important' for leaders or for staff, averaged across the competencies associated with the role (see Appendix for competencies associated with each role).

Importance of the Competencies *for* Public Library Leaders and Staff



PLA's Professional Development for Public Library Staff TOC

Many respondents also suggested additional competencies they felt were important for public library professionals, which most commonly included:

- » Ability to engage in “systems thinking”
- » Staying current on trends
- » Ability to engage in “future-oriented thinking” and predict trends
- » Understanding local government and relevant state laws
- » Understanding how to navigate tension between privacy and inclusion

Additional member survey results related to access included:

- » PLA continuing education events most commonly attended by respondents were webinars (46%), PLA programs at ALA conferences (39%), and preconferences at PLA conferences (20%).
- » Whereas topic was much more likely to be the most important factor for respondents when deciding whether to attend an online PD event (61%), topic, cost, and location were likely to be the most important set of factors for deciding whether to attend an in-person PD event (35%, 28%, and 27%, respectively).
- » Aside from PLA, the most common source of online and other continuing education programs for respondents was the State Library Association (77%), followed by ALA (71%).
- » Even among these PLA and ALA members, a little over half felt their institution provides the right amount of financial support or time during the work day to pursue PD (54%); over one third get “some, but not enough” (39%).

Based on the initial work session with PLA directors and managers, informed by the member survey results, and refined through an iterative process that included incorporation of feedback by additional PLA staff and stakeholders, ORS and PLA developed the two-part TOC depicted on pages 20-23.

The first page details outcomes resulting from high-level strategies to successfully build, deliver, and maximize access to PD that builds competencies for roles of public library professionals that drive to the field-level goals. More specifically, the TOC posits that PLA will build access to and demand for field-level goal-aligned PD through

- » defining PD content and modes informed by target learning outcomes based on field-level goals, understanding of potential modes and prior successes/failures (based on prior evaluation), and engagement of the Subject Matter Expert/ Continuing Education Advisory Group;
- » developing PD content and modes for targeted purposes² and combining them to optimize delivery;
- » developing partnerships with other organizations that offer field-level goal-aligned PD, nationally and regionally;
- » engaging in marketing and communications that capitalize on existing PLA infrastructure and resources to raise awareness of available field-level goal-aligned PD and perceptions that it meets members’ needs; and
- » delivering PD content that builds networked innovators, data-driven leaders, public library advocates oriented toward community needs, and stewards of the public library and its values.³

Increased access and demand will lead to the aspirational goals that

1. libraries are open to, and seen as essential by, all;
2. people access the library to do, connect, and engage; and
3. communities strive and thrive through libraries, by increasing public library staff's purposeful and recurrent use of PD that is aligned with PLA's field-level goals and members' learning needs and mode preferences. This in turn, continuously builds the knowledge and skills needed for staff to help achieve the field-level goals.

The second page of the TOC articulates outcomes resulting from PD content—delivered across topics and through various modes—aimed at building competencies needed to assume four roles⁴ that would help drive toward the field-level goals:

- » Data-driven leaders
- » Public library advocates oriented towards community needs
- » Stewards of the public library and its values
- » Networked innovators

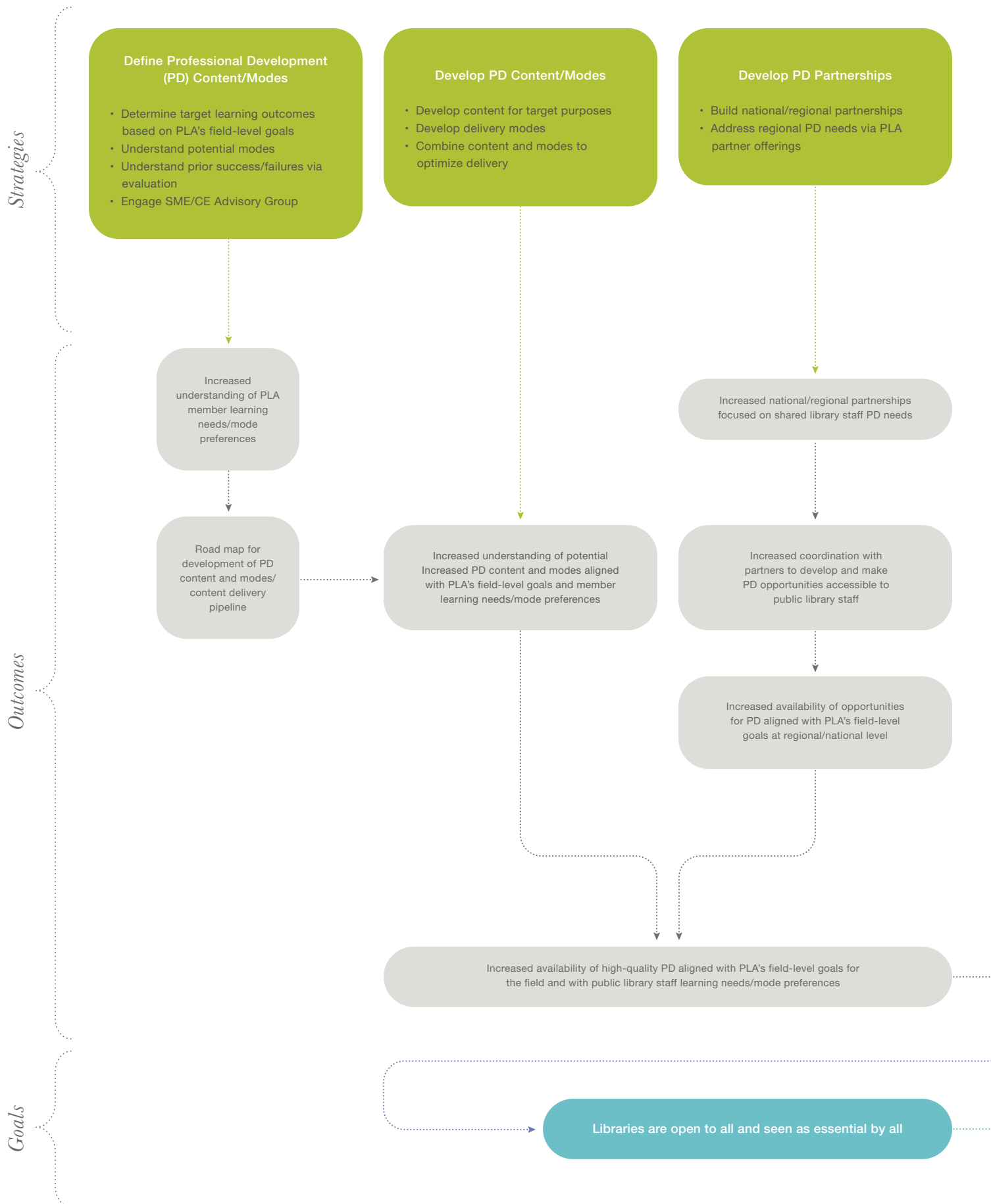
The Theory of Change is not meant to be read as a linear process map. Rather, it describes linked outcomes that build toward the field-level goals. The outcomes themselves describe learning objectives embedded in PLA PD offerings. They are not necessarily standalone training topics, but skills to be developed through participation in an array of content offerings and prioritized by the learner.

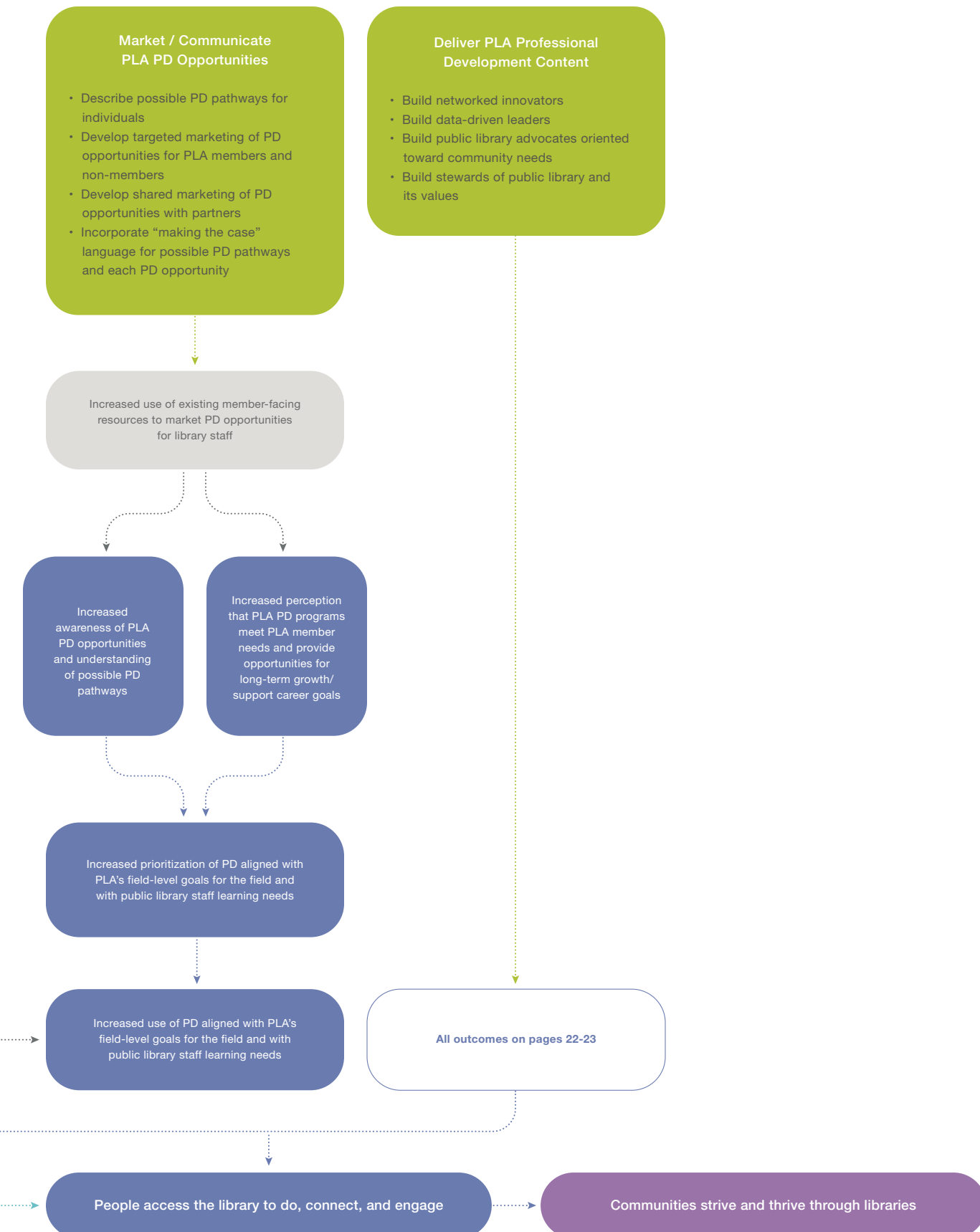
² "Purposes" are two-fold: (1) progressing toward priority results (including intended outcomes for individuals, libraries, and PLA) and (2) reaching more public library staff with PD.

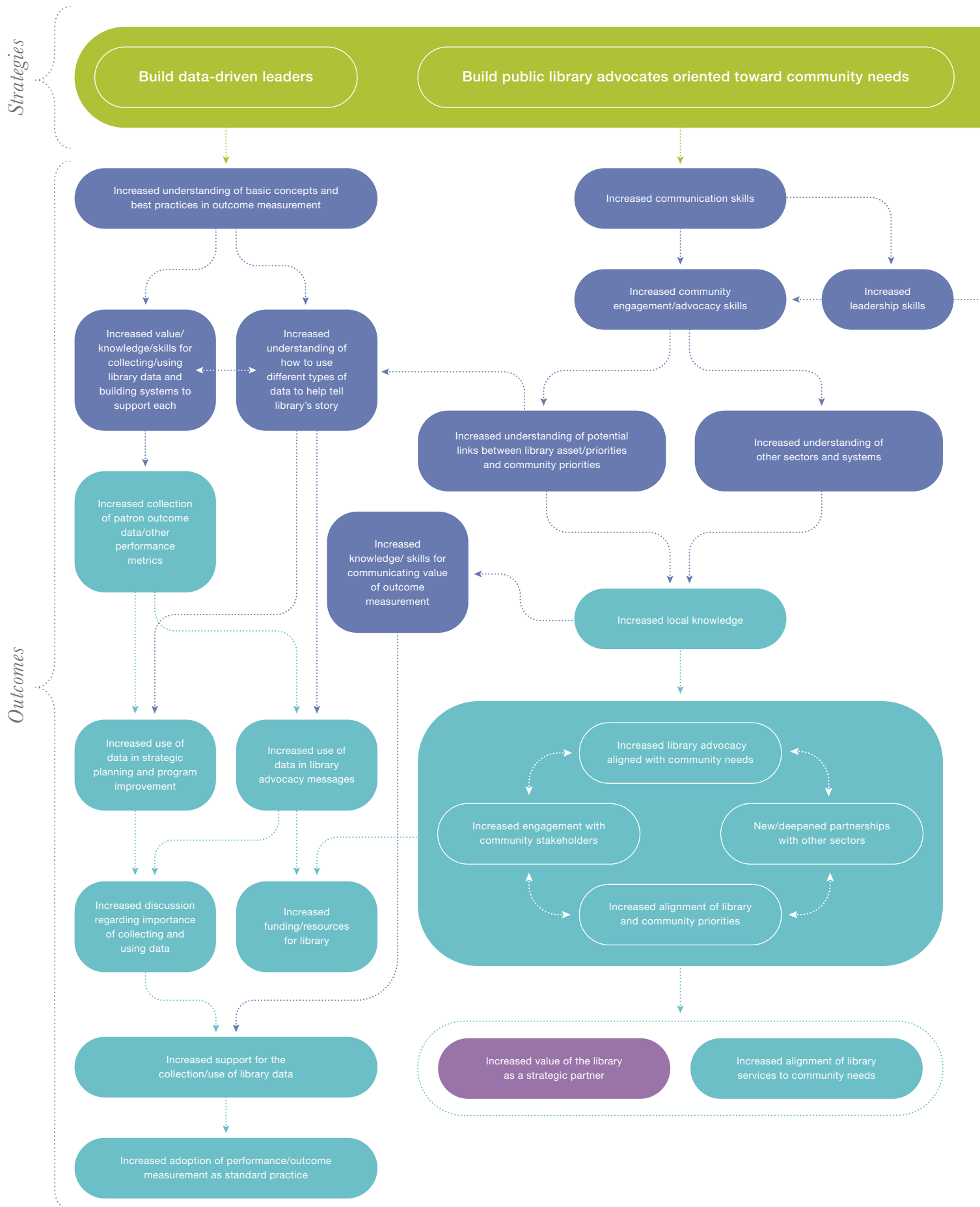
³ The core values of librarianship, as elucidated by ALA, are access, confidentiality/privacy, democracy, diversity, education/lifelong learning, intellectual freedom, the public good, preservation, professionalism, service, and social responsibility.

⁴ These four roles represent a consolidation of the much larger set of roles represented in the Appendix, based on a determination that the competencies needed to fulfill the consolidated roles were sufficiently aligned.

PLA PD *for* Public Library Staff: TOC Outcome Map

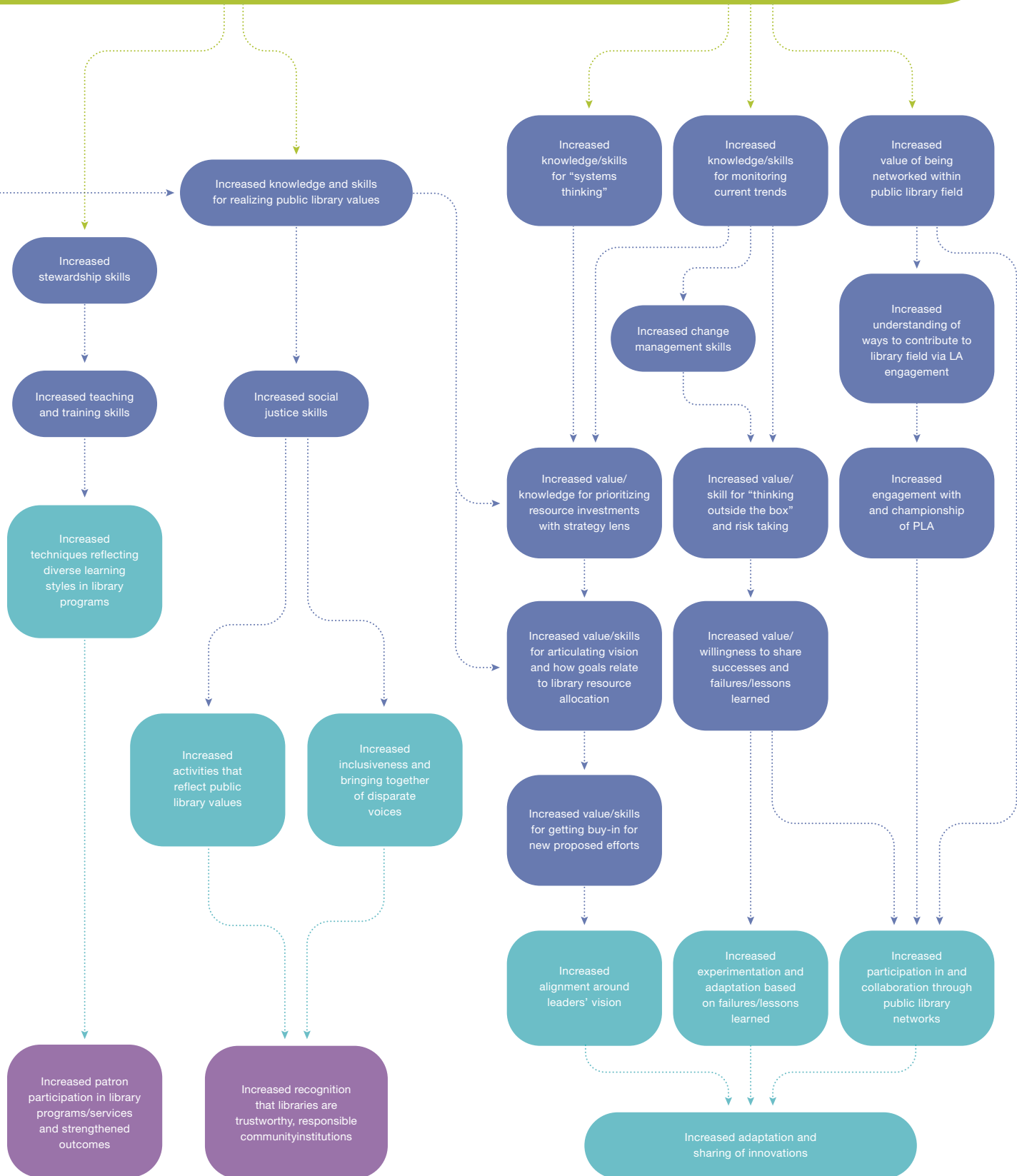






Build stewards of the public library and its values

Build networked innovators



TOC Assumptions and Considerations

Throughout the TOC development process, ORS Impact captured PLA's assumptions related to the TOC and areas for further consideration.

Fundamental assumptions and considerations included:

- » It takes sufficient and consistent funding to achieve the goals represented in the TOC, including funding for public libraries to keep their doors open and support staff PD; and funding for PLA to develop and deliver PD, create new continuing education opportunities, and develop partnerships.
- » PLA will continue to offer opportunities for continuing education around traditional services.
- » PLA and its staff will model desired outcomes, including using their evaluation of prior PD successes and failures to inform decisions regarding PD content and delivery (being a learning organization).
- » PLA wants its PD to reach non-members (as well as members), as reflected in the title of the Theory of Change: "...for Public Library Staff" versus "...for PLA Members" and the strategies to offer priority field-level goal-aligned PD through partners and to co-market PD with partners.
- » PLA needs to address questions about its relationships to members versus non-members within the public library field, i.e., is continuing education open to all public library staff, whereas non-continuing education PD is open only to members?
- » PLA recognizes the challenge of reaching non-members and needs to better understand barriers to non-member use of PD offered by PLA.
- » Leadership skills are important at all career stages and individuals can support progress toward PLA's field-level goals for the field by "leading from where they are."
- » It is not intended for PD topics to correspond to particular skills/intended outcomes, but rather for particular skills/intended outcomes to be built within PD on various topics.
- » PLA will need to navigate tensions between social justice and other library core values.

Spotlight: PD “Access” *or* Reach

“I feel really strongly that we need to be better about bringing people into our tent, making sure we articulate our value to the thousands that are in the profession but not necessarily PLA members... If you want to build library advocates oriented toward community needs, you need to make sure there are accessible programs for that type of development. A big part of it is how do you leverage different channels... It’s great if you have these programs at ALA Annual or the PLA conferences, but there are so many people out there who, because of personal circumstances or work environments that don’t have the budget, that aren’t able to attend those conferences. So can something like webinars be used to cover the gap there, and how do you make people aware of those programs when they’re not getting PLA emails? How do you loop those people into the wonderful things that PLA offers?”

MIKE BOBISH
REGIONAL MANAGER
MULTNOMAH COUNTY (OREGON) LIBRARY

“PLA’s [Leadership Academy] I know is lifechanging, but the problem is it doesn’t scale very well—and that’s true of any residential leadership program—and so as we begin to look at scalability, how can we get people to have those kinds of experiences knowing that not everybody is going to be able to spend a week together at a location.”

GINA MILLSAP
CHIEF EXECUTIVE OFFICER
TOPEKA & SHAWNEE (KANSAS) COUNTY PUBLIC LIBRARY

Assumptions and considerations specific to increasing demand and access included:

- » PD marketing/communications should articulate the unique value proposition of PLA-provided and -supported PD experiences.
- » PLA should consider recognizing and/or tracking learning through certificates and/or badges.
- » PLA should consider potential barriers to PD demand/access in forms of ALA membership requirement, difficulty among ALA members to find PLA, and institutional barriers (resources, culture).
- » Based on their experience, PLA leadership believes PD modes should
 - » reflect the philosophy that “everything can be a learning experience”;
 - » optimize interactivity among participants (formal and informal) to support peer-to-peer learning and, when part of formal PD, to support likelihood of extending learning through formation of Communities of Practice;
 - » support public library staff who are more introverted;
 - » consider how train-the-trainer model can increase access; and
 - » consider inclusiveness (e.g., diversity among presenters, ADA compliance of in-person PD)

Spotlight: Importance *of* Networks

“The most wonderful networking opportunities I’ve had through PLA have been when I’ve encountered mentors, less so than the electronic infrastructures or the Wiki or other channels of communication. That might be individual to me, but I suspect that the people who thrive are really the ones that have some sort of person to show them the ropes and kind of lead them through the process. I’ve really benefited from that, in that both my director having been a PLA president and being able to watch her example, and making friends with people on various boards who can answer my straightforward questions... that idea of somebody who’s within your organization or really close to it who can take you by the hand and guide you I think is really valuable and I would like to see more pushing in that direction.”

MIKE BOBISH
REGIONAL MANAGER
MULTNOMAH COUNTY (OREGON) LIBRARY

“We have so many bright younger people now in the profession coming up, but they’re not getting the training and the mentoring and the coaching... on the ground, day to day, how do we support people?... The Library Leadership and Management Association, another division of ALA, for a number of years had a mentoring program you could sign up for and I was a mentor for several years—and they had way more mentees than they had mentors... I’m still in touch with my mentees, when they’re thinking about a change or moving to that next step in their career they touch base, and I learn just as much from them as they learn from me, and I had [my] own mentors growing up professionally. They make almost an immeasurable difference in the quality of work you do and decisions you make in your career. [And they expand] your professional network so when you have questions or want to have a check-in on something you’re thinking about, you have colleagues that you can trust who will tell you the truth or challenge you.”

GINA MILLSAP
CHIEF EXECUTIVE OFFICER
TOPEKA & SHAWNEE (KANSAS) COUNTY PUBLIC LIBRARY

PD Pathways

PLA has heard from librarians that they would like to be able to track their PD. PLA would also like to demonstrate its own role in supporting advancement of the profession. To achieve both, PLA envisions creating a PD Pathways tool which would enable librarians to chart a path of competency development that leads to new and more advanced expertise. It would also help PLA identify where it can play an enhanced role in supporting PD. PLA will use the result of this exercise to tie existing opportunities to specific outcomes. New opportunities will be developed to further support the outcomes and goals.

PLA hopes public library professionals will use the PD Pathways tool, along with the TOC for outcome-based strategic planning, to plot their own career growth. Becoming a Networked Innovator may sound abstract and aspirational, but making these changes is a process, not an on/off switch. The outcomes in the TOC provide guideposts for reaching this goal. By engaging in multiple PD opportunities that support these outcomes, librarians will continuously build competencies that support progress toward the field-level goals.

As an early effort in developing the PD Pathways tool, PLA is currently taking stock of PD opportunities offered within the past five years that build the outcomes represented in the TOC, in the following categories:

- » PD that has already been offered by PLA through conferences and webinars
- » PD that has already been offered by other ALA units
- » Initiatives and resources offered by PLA and partners, such as publications and toolkits
- » PLA membership engagement opportunities, such as volunteering and committee service.

PD is a continuous process. The mapping exercise demonstrates the many ways both PLA and librarians are already working toward higher goals by tackling the intermediate outcomes.

Next Steps

PLA will use the Professional Development Theory of Change to continue cultivating a community of talented public library professionals where anyone can contribute, and everyone can grow.

04



Internally, PLA will develop PD opportunities that reflect and support the outcomes. The TOC will aid internal decision making on priority areas and help PLA craft programs and services that support the field-level goals.

PLA recognizes that it is not the only provider of PD opportunities for public librarians. It is hoped that both partner organizations and local libraries see value in the TOC, adopt the goals, and develop their own opportunities around the outcomes.

Most crucially, PLA hopes that librarians will use the pathways described in the TOC to chart their own career development. As individuals build competencies aligned with the field-level goals, the field as a whole will evolve to better serve communities.

Just as libraries support lifelong learning in their communities, PLA is committed to supporting continuous PD in libraries. PLA's Professional Development Theory of Change articulates both strategies and pathways to build knowledge, skills, and confidence for dynamic librarians, libraries, and communities. The process of learning never ends, and the Theory of Change provides context for ongoing evolution.

Spotlight: Change *and* Continuous Learning

“What PLA offers through PD could help influence change... There’s real change that happens within the individuals that are working in libraries... they can see alternative pathways to change... to bring that growth into their jobs and into their libraries and therefore change their communities. So there is a personal growth that has to happen there in order for the community to see the outcome benefit... I think that would be the hope, that it’s a truly transformative level of training, in that it’s helping the individual change their perspective and see new possibilities for doing their job... Even if you are a person who is like “Yes, I really want to change, I want my library to move into the future,” [you’ll] still be able to acquire those skills and identify what [your] own needs are through the PD offerings.”

CRYSTAL SCHIMPF
PRINCIPAL TRAINING CONSULTANT
KIXAL

“If we want to facilitate literacy and learning in our communities, we have to model that. This [TOC] is about learning—about continuous learning. The implication here is that you’re never going to be done, there’s always going to be more to learn. This is intended to support librarians working in libraries that have aligned their goals with the goals and needs of their community and those change over time. To me that’s really exciting. I don’t think there has ever been a better time to be a librarian than right now.”

GINA MILLSAP,
CHIEF EXECUTIVE OFFICER
TOPEKA & SHAWNEE (KANSAS) COUNTY PUBLIC LIBRARY

Appendix

Public Library Professional Roles and Competencies Aligned with PLA Vision and Field-Level Goals



Appendix

Role	Competency [better-established skill sets in purple]
<i>Strategic Thinker/Planner</i>	<p data-bbox="721 699 1523 762">Appreciation of: need to limit the number of efforts in which a library can engage (i.e., prioritize resource investments)</p> <p data-bbox="721 804 1495 894">Ability to: assess various options in terms of strategic importance and likelihood of success, and make decisions regarding which to pursue based on such assessments</p> <p data-bbox="721 936 1468 999">Understanding of: how to use data to inform planning and measure progress toward goals</p> <p data-bbox="721 1041 1487 1104">Understanding of: community priorities (i.e., desired improvements in the community)</p>
<i>Community Liaison/Partner</i>	<p data-bbox="721 1178 1523 1241">Understanding of: different roles libraries can play in addressing different community priorities</p> <p data-bbox="721 1283 1523 1346">Understanding of: how to link library assets (infrastructure, services, and programs) with community priorities</p> <p data-bbox="721 1388 1398 1451">Understanding of: other sectors and systems, generally (e.g., government, education)</p> <p data-bbox="721 1493 1487 1556">Understanding of: one's own local community landscape, in terms of potential partners and their capacities</p> <p data-bbox="721 1598 1468 1661">Understanding of: how to identify priorities common to libraries and community members, partners, and leaders</p> <p data-bbox="721 1686 979 1711">Communication Skills</p>

Appendix

Role	Competency [better-established skill sets in purple]
<i>Community Leader</i>	<p>Understanding of: entry points for engagement with other local leaders (e.g., which people/groups, which meetings)</p> <p>Appreciation of: the value of compromise and letting others lead/playing a contributory role</p> <p>Leadership Skills</p>
<i>Library Advocate</i>	<p>Understanding of: different advocacy audiences</p> <p>Understanding of: how to tell library's story using data, including outcomes, outputs, and other data-based information</p> <p>Understanding of: value of risk-taking/learning from failure</p> <p>Advocacy Skills</p>
<i>Change Agent/Pioneer</i>	<p>Understanding of: how to "think outside of the box" (e.g., look outside of library field for ideas)</p> <p>Appreciation of: the importance of sharing successes and failures/lessons learned</p> <p>Change Management Skills</p>

Appendix

Role	Competency [better-established skill sets in purple]
<i>Steward of The Public Library</i>	<p>Appreciation of: the value of transparency</p> <p>Ability to: articulate how resource allocations relate to vision/goals</p> <p>Staffing Skills</p> <p>Volunteer Management Skills</p> <p>Board Management/Governance Skills</p> <p>Budget Management Skills</p> <p>Development/Grant Writing Skills</p>
<i>Champion of Public Library Values</i>	<p>Ability to: articulate public library values including open access, inclusiveness, neutrality, and privacy</p> <p>Knowledge of: issues/challenges and best practices related to public library values</p> <p>Ability to: develop library systems and infrastructure based on public library values</p> <p>Social Justice Skills</p>
<i>Evaluator</i>	<p>Understanding of: basic evaluation concepts (e.g., difference between outcomes and outputs)</p> <p>Knowledge of: best practices in outcome measurement (e.g., choosing what to measure, collecting outcome data)</p>

Appendix

Role	Competency [better-established skill sets in purple]
<i>Champion of Outcome Measurement</i>	<p>Understanding of: public library staff skills needed to engage in/use outcome measurement</p> <p>Understanding of: systems within libraries that support sustained engagement in/use of outcome measurement</p> <p>Understanding of: how to speak with patrons, other library staff, partners, and community leaders about importance of outcome measurement</p> <p>Willingness to: share with others in the library field experiences/successes with outcome measurement</p>
<i>PLA Member</i>	<p>Appreciation of: the value of being networked with others in field</p> <p>Understanding of: ways individuals or organizations can contribute to library field through different kinds of engagement with PLA</p>

Contributors

Mike Bobish, Multnomah County (Oregon) Library

Mary Hirsh, Public Library Association

Angela Maycock, Public Library Association

Gina Millsap, Topeka & Shawnee (Kansas) County Public Library

Crystal Schimpf, Kixal



Number	Objective	Program Count
1-1	Increased Understanding of Basic Evaluation Concepts and Best Practices in Outcome Measurement	45
1-2	Increased Value/Knowledge Skills for Using Data to Inform Programs/Planning and Assess Progress Towards Goals	58
1-3	Increased Understanding of Staff Skills and Systems Needed to Engage in/use Outcome Measurement	39
1-4	Increased Understanding of How to Use Different Types of Data to Help Tell Library's Story	33
1-5	Increased Collection of Patron Outcome Data and/or Other Performance Metrics	33
1-6	Increased Use of Data in Strategic Planning and Program Improvement	56
1-7	Increased Use of Data in Library Advocacy Messages	41
1-8	Increased Discussion within Field Regarding Importance Collecting and Using Outcome Data and Other Performance Metrics	45
1-9	Increased Funding/Resources for Library	25
1-10	Increased Support for the Collection/Use of Library Outcome Data and/or Other Performance Metrics	36
1-11	Increased Adoption of Performance/Outcome Measurement at Standard Practice	35
2-1	Increased Communication Skills	171
2-2	Increased Leadership Skills	169
2-3	Increased Advocacy Skills	213
2-4	Increased Understanding of Potential Links in Library Resources, Priorities, and Community Priorities	194
2-5	Increased Understanding of Other Sectors and Systems	101
2-6	Increased Local Knowledge: Community Priorities, Landscape, Entry Points for engagement with Other Local Leaders, Local Gov. Structure	207
2-7	Increased Knowledge/Skills for Communicating Value of Outcome Measurement with Various Stakeholders	28
2-8	Increased Library Advocacy Aligned with Community Needs	180
2-9	Increased Engagement with Community Leaders and Other Stakeholders Particularly Around Addressing Community Priorities	107
2-10	Increased New/Deepened Partnership with Other Sectors	83
2-11	Increased Alignment of Library Priorities with Community Strategic Priorities	91
2-12	Increased Alignment of Library Services to Community Needs	137
3-1	Increased Knowledge and Skills for Realizing Public Library Values	264
3-2	Increased Stewardship Skill: Staffing, Volunteer Management, Board Management, Budget Management, Development/Grant Writing Skills	214
3-3	Increased Teaching and Training Skills	180
3-4	Increased Social Justice Skills	104
3-5	Increased Incorporation of Techniques Reflecting Diverse Learning Styles into Library Programs	140
3-6	Increased Activities that Reflect Public Library Values	243
3-7	Increased Inclusiveness and Bringing Together of Disparate Voices	114
4-1	Increased Knowledge/Skills for "System Thinking"	87
4-2	Increased Knowledge/Skills for Maintaining Awareness of Current Trends	224
4-3	Increased Value of Being Networked within Public Library Field	90
4-4	Increased Change Management Skills	137
4-5	Increased Value/Knowledge for Prioritizing Resource Investments with Strategy Lens	81
4-6	Increased Understanding of Ways to Contribute to Library Field Via PLA Engagement	22
4-7	Increased Value/Skills for Articulating Vision and Goals and How This Relates to Library Resource Allocation	58
4-8	Increased Value/Skill for "Thinking Outside the Box" and Risk Taking/Learning from Failure	100
4-9	Increased Value/Skills for Getting Buy In from (Other) Library Staff/Leaders and Other Stakeholders for New Proposed Efforts	110
4-10	Increased Value/Willingness to Share Success and Failures/Lessons Learned	92
4-11	Increased Engagement with PLA and Increased Championship of PLA	34
4-12	Increased Alignment around Leader's Vision	135
4-13	Increased Experimentation and Adaption Based on Failures and Lessons Learned	141
4-14	Increased Participation in Networks, Public Libraries Work Collaboratively Through Networks	31
4-15	Increased Adaption and Sharing Innovations	129

Program count refers to the number of PLA PD opportunities which meet the objective

Build Data Driven Leaders
Build Public Library Advocates Oriented Toward Community Needs
Build Stewards of the Public Library and Its Values
Build Networked Innovators

OBJECTIVE 2.10: Increased New/Deepened Partnership with Other Sectors										
Program Title	Date	Duration	Instruction Method	Creator	Creator	Creator	Creator	Creator	Paid?	Notes
Working with Partners: How to Plan for Collaborative Outcome Measurement	1/31/2018	1 Hour	Webinar	Emily Plagman	Sarah Hamfeldt	Marra Honeywell				
Putting the Consumer Health Information Specialization to Work in Public Libraries	11/1/2017	1 Hour	Webinar	Carolyn Martin	Bobbi Newman	Erin Donlan	Susan Kroll	Debbie Stanton		Partnership with NNLM
Money Smart, Measure Smarter: Boost Your Financial Literacy Programs and Measure Their Impact	3/16/2017	1 Hour	Webinar	Tom Manganello	Emily Plagman					Partnership with SEC OIEA
Leadership Workshop for Women: Tapping the Power of the Female Voice	1/20/16 and 1/27/16	2 Hour	Webinar	Sally Helgesen					X	
Fresh Food, Fresh Thinking: An Innovative Approach to Youth Development and Learning in Rural Communities	unknown (2018)	1 Hour	Webinar	Roberta Phillips	Sallie Hambright-Beue	Constantina Green				
Conflict as Opportunity: Library Restorative Practices for Youth	unknown (2018)	1 Hour	Webinar	Em Lane	Amy Rusk	Mary Sanchez	Kelly Wilson			
Passion and Partnership: How a Very Small Library Created Programs with Huge Success	2/25/2015	1 Hour	Webinar	Leslie Scott					X	
Memory Care and Technology: Innovative Ideas to Reach Senior and Alzheimer's Communities	1/14/2015	1 Hour	Webinar	Erin Buerk					X	
Stand Up for Health: Health and Wellness Services for Your Community	3/24/2018	8 Hours	Preconference	Bobbi Newman	Margot Malachowski	Carolyn Martin	Monique Mason		X	Partnership with NNLM
A Social Worker Walks into a Library: Bringing Social Work Services into Your Public Library	3/20/2018	3 Hours	Preconference	Jean Badalamenti	Leah Eguerra	Elissa Hardy	Partick Lloyd		X	
New Trends and Solutions for Making Libraries Welcoming Spaces for All	3/21/2018	3 Hours	Preconference	Barbara McGary	Karla Trout	Rob Leshner	James Keller	Mina Edmondson	X	
Breaking the Code: An Escape Room Challenge for School and Public Library Collaborations	3/21/2018	3 Hours	Preconference	Katie Cerqua	Kelly Rottmund	Rachel Reinwald	Ellen Myrick	Amie Wright	X	
Making Justice: Building Community with Hands-On Learning	3/22/2018	1 Hour	Conference Program	Jesse Vieau	Veronica Hereford	Carlos Gacharna	Nancy Buenger	Alan Chancellor	X	Comes with 2 Handouts
Providing Immigration Services in Public Libraries: Making It Possible is Not Impossible	3/22/2018	1 Hour	Conference Program	Madeleine Idefonso	Sara Jones	Michelle Sardone			X	Comes with 1 Handout
Talking is Teaching: Opportunities for Increasing Early Brain and Language Development	3/22/2018	1 Hour	Conference Program	Jane Park Woo	Maricela Leon Barrera				X	
Using Fandom to Build STEAM, Summer Camps, and Youth and Community Engagement	3/22/2018	1 Hour	Conference Program	Nysa Fleig	Stephanie Anderson	David Woddruff			X	
Public Libraries as Partners in the Open Data Movement	3/22/2018	1 Hour	Conference Program	Susan Brown	Roger Stancil	David Green			X	
Library Digital Literacy Training: Bringing Community Partners Together	3/22/2018	1 Hour	Conference Program	Scott Allen	Larra Clark	David Lee King			X	Comes with 1 Handout
Success on a Massive Scale: Library Cards for All Students	3/22/2018	1 Hour	Conference Program	Henry Bankhead	Jenn Laredo	Carol Frost	Katie Leach	Nina Lindsay	X	Comes with 3 Handouts
What Having a WIC Center in Your Library Brings (Besides Crying Babies)	3/22/2018	1 Hour	Conference Program	Mary Wagoner	Djuina Hammett	Drew Alvey			X	Comes with 5 Handouts
We Stories: Using Children's Literature to Discuss Race	3/22/2018	1 Hour	Conference Program	Kristen Sorth	Adelaide Lancaster	Laura Horwitz			X	Comes with 1 Handout
Building Meaningful Relationships Through Community Engagement	3/22/2018	1 Hour	Conference Program	Maggie Killman	Gabriel Venditti				X	Comes with 1 Handout
The Path to U.S. Citizenship Can Start at Public Libraries	3/23/2018	1 Hour	Conference Program	Sandra Toro	Karisa Tashjian	Michelle Gordon	Nathaniel Eddy	Tiffany Nardella	X	Comes with E-Resource (toolkit)
From Making to Manufacturing: Next Level Community Engagement	3/23/2018	1 Hour	Conference Program	Connie Behe	Megan Glidden				X	Comes with 1 Handout
Libraries Strengthening the Talent Pipeline	3/23/2018	1 Hour	Conference Program	Andrea Levandowski	Shirley Bladeau	Elizabeth Iaukea	Tammy Westergard	Lisa M. Shaw	X	Comes with 1 Handout
Making Digital Inclusion a Priority in Your Community	3/23/2018	1 Hour	Conference Program	Candelaria Mendoza	Richard Milk	Jordana Barton	Haley Holmes		X	Comes with 3 Handouts
Turning Common Heritage into Common History: Preserving Local African American History	3/23/2018	1 Hour	Conference Program	Rikki Chesley	Valerie Bell	Angela Stranley	Rhiannon Eades		X	Comes with 8 Handouts
Drag Queen Story Hour: Reading Fabulously	3/23/2018	1 Hour	Conference Program	Lisa Goldstein	Kat Savage	Leigh Fox			X	Comes with 2 Handouts
The Opioid Epidemic: How Can My Library Help?	3/23/2018	1 Hour	Conference Program	Travis Bautz	Elissa Hardy	Tamara King	Chera Kowalski	Michelle Jeske	X	
The Library Card Challenge: Local Leaders Collaborating for Increased Access to Educational Resources	3/23/2018	1 Hour	Conference Program	Susan Benton					X	
No Strings Attached: Preparing for the Good, the Bad, and the Ugly of Private Funding	3/23/2018	1 Hour	Conference Program	Angela Stanley	Jennifer Lautzenheiser	Denise Funk	Alexandra Beswick	Micah Newsome	X	Comes with 1 Handout
Culinary Literacy 101: A How to for Your Library	3/23/2018	1 Hour	Conference Program	Liz Fitzgerald	Suzanna Urminka	Jamie Bowers			X	Comes with 2 Handouts
The Youth Opportunity Design Approach (YODA)	3/23/2018	1 Hour	Conference Program	Anthony Bernier	Christopher Noll	Alyson Yarus			X	Comes with 1 Handout
To Connect and To Serve: Building Community with Law Enforcement	3/24/2018	1 Hour	Conference Program	Jennifer Fay	Vern Waters	Trish Hull			X	Comes with 1 Handout
Engineering Partnerships: How to Take STEAM Programs to New Heights in Your Community	3/24/2018	1 Hour	Conference Program	Heather Thompson	Jen Fait				X	
Serving Low-Literacy and Multilingual Communities at Your Library	3/24/2018	1 Hour	Conference Program	Laura Bartlett	Julie Robinson	Michael Honch	Orlando Almonte		X	Comes with 3 Handouts
Moving from Compliance to Inclusion Within the Library	3/24/2018	1 Hour	Conference Program	Cristen Williams					X	Comes with 6 Handouts
Sharing the Wealth: a 50/50 Renovation Project using Taxpayer Dollars and Private Fundraising	3/24/2018	1 Hour	Conference Program	Lori Fisher					X	Comes with 1 Handout
A Cup of Conversation: The Living Room @ Your Library	3/24/2018	1 Hour	Conference Program	Carmen Pena Abrego	Helen Chou				X	Comes with 2 Handouts
Breaking Barriers to Employment: Embedding Legal Services in Public Libraries	3/24/2018	1 Hour	Conference Program	Meaghan O'Connor	Maya Sheppard	Jean Badalamenti			X	Comes with 3 Handouts
Libraries Taking the Lane: Using Bikes to Connect Communities	3/24/2018	1 Hour	Conference Program	Emily Weak	Karen Greene	Dan Beringhele	Erin Sanders	Jody Lazar	X	Comes with 1 Handout
Powerful Summers: Library-Community-School Partnerships	4/5/2016	3 Hours	Preconference	Emily Samose	Leslie Gabay-Swanston	Liz McChesney	Christy Estrovitz	Cristina Mitra	X	
Disasters Bring Out the Best in Us: Providing Community Support When it is Needed Most	4/7/2016	1 Hour	Conference Program	Dan Wilson	Elizabeth Norton	Siobhan Champ-Blackwell			X	Comes with 9 Handouts
Services to Those Who Serve: Library Programs for Veterans and Active Duty Military Families	4/7/2016	1 Hour	Conference Program	Lorlene Roy	Kristen Mulvihill	Frances Rickard	Jennifer Taft	Cynthia Olney	X	Comes with 3 Handouts
Creating a New Support Organization: Lessons Learned that You Can Apply, Too	4/7/2016	1 Hour	Conference Program	Karen Beach	Jennin Galsbauer				X	Comes with 3 Handouts
Making the Grade at Each Stage with School Outreach	4/7/2016	1 Hour	Conference Program	Lisa Mulvenna	Julie Jurgens	Judy Nelson	Carl Gast	Juliane Morian	X	Comes with 15 Handouts
OUT @ the Library: Innovative LGBTQ Programming at the Library	4/8/2016	1 Hour	Conference Program	Jared Mills	Misha Stone				X	Comes with 4 Handouts
Connect, Crowdsourcing, and Kickstart: Make Dream Projects a Reality	4/8/2016	1 Hour	Conference Program	Emily Meloche					X	
Creating Alternative Library Facilities	4/8/2016	1 Hour	Conference Program	Dennis Humphries	Peter Bolek				X	
Building Digitally Inclusive Communities	4/9/2016	1 Hour	Conference Program	Don Means	Kerry Ingersoll	Richard Kong	Kelvin Watson		X	Comes with 2 Handouts
Open to All: serving the Gay, Lesbian, Bisexual and Transgender (GLBT) Community in Your Library	4/9/2016	1 Hour	Conference Program	Deborah Sica	Ann Symons	Peter Coyl			X	Comes with 1 Handout
Walking the Literary Landscape: Using Mobile Apps to Connect Literature to Your Community	4/9/2016	1 Hour	Conference Program	Keith Gorman	Kathelene Smith	Tom Cole			X	
Dragons in the Library: Tabletop Gaming and the Public Library	4/9/2016	1 Hour	Conference Program	Tiffany Polfer	James Tyner				X	
Juvenile Court Literacy Program: A Rural Public Library Partnership with the Juvenile Court	3/22/2018	5 Minutes	Spark Talks	Susan Pieper					X	
Maximizing Patron Outcomes: Gather and Use Data To Deliver High Value Technology Services	4/12/2014	3.5 Hours	Preconference	Samantha Becker	Mike Crandall				X	Comes with 3 Handouts
Won't You Be My Neighbor: Building Partnerships in Small Rural Communities	4/13/2014	1 Hour	ConverStation	Victoria Horst	Deborah Moorman				X	Comes with 1 Handout
Connecting with Community Partners: LibraryAware Community Award Winners	4/13/2014	1 Hour	ConverStation	Carolyn Anthony	Eva Davis				X	Comes with 1 Handout
Developing Your Library Card Holder Base	4/13/2014	1 Hour	Conference Program	Lisa Soper	Mary Monaghan	Chris Holt			X	Comes with 2 Handouts
Public Library-School Library Collaboration to Save Money and Meet Goals	4/13/2014	1 Hour	ConverStation	Cherie Pandora	Stacey Hayman				X	Comes with 3 Handouts
Innovation, Outreach, and Partnerships: Ways to Make Your Library Discoverable!	4/14/2014	1 Hour	Conference Program	Peggy Cadigan	Tiffany McClary				X	Comes with 2 Handouts

Local History Tourism: Ghosts, Graveyards and QR Codes	4/14/2014 1 Hour	ConverStation	Bridget Striker	Jennifer Gregory				X	Comes with 3 Handouts
Animation Makerspaces: Handmade Animation Meets Ipad Technology	4/14/2014 1 Hour	Conference Program	Kelly Czarnecki	Jesse Vieau	John Lemmon			X	Comes with 2 Handouts
Community Conversations: The Library as the Public Square	4/14/2014 1 Hour	ConverStation	Michele Lauer-Bader	Helen Crosson				X	Comes with 1 Handout
Creating Lifelong Library Users One School at a Time	4/14/2014 1 Hour	Conference Program	Sarah Batt	Tricia Racke Bengel	Maggie Jacobs			X	Comes with 1 Handout
Libraries Mean Business: Supporting Local Economic Development	4/14/2014 1 Hour	ConverStation	Deb Briggs-Thomas	David Ziembiec				X	
Library + Partners = Community	4/15/2014 1 Hour	Conference Program	Judy Kilkun	Nate Hill	Chance Hunt			X	Comes with 1 Handout
Who We Are, What We Do, and Why it Matters: Establishing Our Distinctive Sense of Purpose	4/15/2014 1 Hour	Conference Program	Valerie Gross					X	Comes with 5 Handouts
Compassionate Service: Promoting Dignity for Marginalized Patrons Through a Holistic Approach	6/23/2018 1 Hour	Conference Program	Tom Fortin	Leah Esguerra	Elissa Hardy	Patrick Lloyd		X	Comes with additional materials
Stronger Together: Public-Private Partnerships for Digital Literacy	6/23/2018 1 Hour	Conference Program	Scott Allen	Larra Clark	Andrew Tadmam	Chaundra Johnson		X	
Fostering Creative Community Connections with Public Libraries and the Short Story Dispenser (PLA)	6/25/2018 1 Hour	News You Can Use	Larra Clark	Loic Giraut	Hailey Fargo			X	
Lessons Learned from the 2017 Eclipse: What Participation in Charismatic Events Can Do for YOUR Library	6/25/2018 1 Hour	Conference Program	Anne Holland	Kellann LaConte	Cathy Lancaster	Carolyn Ng	Judith Schanzer	X	Comes with additional material
An Archivist, Librarian and Museum Professional Walk into a Conference...	1/22/2017 1 Hour	News You Can Use	Sharon Streams	Cal Shepard	Christina Newton			X	
Community Partnerships and Digital Literacy through Public Service Announcements	6/24/2017 1 Hour	Program	Tiffany Hudson	Natalie Wood	Sera Loyd	Ananda Campbell		X	
Building Bridges: Using Research and Partnerships to Support Early Literacy in Diverse Communities	6/25/2017 1 Hour	Program	Rachel Payne	Tess Prendergast	Kendra Jones	Julie Iannaccone		X	Comes with 2 Handouts
Learning by Failing: How to Plan System-wide Programming Collaboratively	6/25/2017 1 Hour	Program	Brent Bloechle	Joanna Stone	Nina Martin			X	Comes with 2 Handouts
Whole Person Librarianships: Libraries and Social Workers in Collaboration	6/25/2017 1.5 Hours	Program	Sara Zettervall	Mary Nienow	Ashley Horn	Heather Lowe	Sarah Johnson	X	
Not Your Grandma's Bridge Group: Community Partnerships and Programs for Older Adults	6/25/2016 1 Hour	Program	Stacey Lewis	Susan Bushnell				X	Comes with 3 Assets
The Power of Performance: Project Outcome	6/25/2016 1 Hour	Program	Emily Plagman	Vanessa Neblett				X	Comes with 3 Assets
Uncommonly Good: Public Librarians and School Librarians Working Together	6/25/2016 1 Hour	Program	Deborah Parrott	Renee' Lyoness				X	Comes with 5 Assets
Public Librarians Serving Those on the Autism Spectrum: Practical Solutions Resulting from Online Training	6/26/2016 1 Hour	Program	Nancy Everhart	Cay Holmeister	Amelia Anderson			X	Comes with 4 Assets
Serving New Immigrants Through Partnerships and Federal Resources	6/26/2016 1.5 Hours	Program	Nathan Stiefel	Sandra Toro	Gregg Gronlund	Nora Bird	Teri DeVoe	X	Comes with 3 Assets
The Power of Partnerships: Library as Leader in Local Collaborations	6/26/2016 1.5 Hours	Program	Karen Danczak Lyons	Richard Maladecki	J. Clay Singleton	Joyce Nutta	Kat Gordon	X	Comes with 2 Assets
Victorious Battle! Public Library's Educational Value Delivered Through Original Librarian Created Book Battle Program	6/27/2016 1 Hour	Program	Edenia Hernandez	Samuel Chu	Hong Huang			X	Comes with 3 Assets

TO: PLA Board of Directors
RE: Task Force on Equity, Diversity and Inclusion
DATE: January 4, 2019

ACTION REQUESTED/INFORMATION/REPORT:

Action Requested

ACTION REQUESTED BY:

Amita Lonial and Richard Kong, co-chairs, Task Force on Equity, Diversity and Inclusion

DRAFTS OF MOTIONS:

- 1) The PLA Board of Directors hereby approves renaming the PLA Task Force on Equity, Diversity and Inclusion to the PLA Task Force on Equity, Diversity, Inclusion, and Social Justice (EDISJ).
- 2) The PLA Board of Directors hereby approves the PLA Task Force on Equity, Diversity, Inclusion and Social Justice to continue for another two-year term, from July 2019 to June 2021, with reappointments and new appointments to occur in the spring of 2019 by incoming President Ramiro Salazar.

BACKGROUND

The PLA Task Force on Equity, Diversity and Inclusion (EDI) was formally approved by the PLA Board of Directors at its 2017 Midwinter meeting, with a term of July 2017 to June 2019. It has been co-chaired by Richard Kong, a member of the PLA Board of Directors and the director of the Skokie (Ill.) Public Library, and Amita Lonial, Assistant Library Director for Tacoma (Wash.) Public Library and previously Principal Librarian at San Diego County Public Library. The Task Force has 13 additional members. The Task Force first convened informally at the 2017 Midwinter Meeting in Atlanta, Georgia prior to formal appointments, and members have met consistently at every ALA conference since then, while also holding online meetings nearly every month.

TASK FORCE ACTIVITY

The Task Force began its work by orienting its members on issues such as social justice, power and oppression by engaging a consultant (Mia Henry, Arcus Center for Social Justice) to create a day-long training. They provided input to the PLA strategic planning process, resulting in a new goal area addressing EDISJ. Members have proposed and spoken at multiple ALA and PLA educational programs and webinars during their two-year existence, and helped PLA coordinate with activities of the ALA Office for Diversity, Literacy and Outreach Services (ODLOS) and other ALA units. The Task Force has created an EDI e-mail newsletter and interest group on ALA Connect to engage and educate the broader PLA membership on related issues. In late 2018, the Task Force completed plans for three regional training events in 2019 which will train up to 300 public librarians on EDISJ issues and strategies for their libraries. Members have also attended relevant meetings such as the National Joint Conference on Librarians of Color and the Race Forward conference, to represent PLA and bring back ideas and learnings for the Task Force.

RECOMMENDATIONS FOR BOARD ACTION

Through its learning processes and work developing the PLA Strategic Plan, members of the Task Force came to see social justice as a critical concept in its work and therefore requests that the name of the Task Force be changed to Equity, Diversity, Inclusion and Social Justice.

Also during recent meetings, Task Force members agreed it is critically important for PLA to continue to be involved in EDISJ work, and that working on EDISJ can help turn PLA and its members into leaders on the issue, both nationally and in their communities. Members agreed the Task Force should continue for at least another two years, and that there is potential for the group to become a standing committee in the future. It was also recommended that the current size and structure (up to 20 members, including 2 co-chairs) has served the Task Force well and should be continued, but that the 2019 and 2020 appointments processes should consider varying appointment terms to include 1-year appointments and reappointments to better stagger the composition of co-chairs and members.

ALA MW Council items for PLA Board

Potential resolutions

GLBTRT's Transgender Resolution

https://docs.google.com/document/d/1-nAQhCOMpbFp76p_8Ein_bEKIVFCzF3bu_DdHQx7mNY/edit

Board agreed to have PLA second the resolution as written

Resolution Proposing a Task Force on Online Deliberation and Voting for ALA Council

<https://docs.google.com/document/d/1qkezYAUbHmMAJwTuYwjdddBp9Y6OqsB93lbPkbBlvic/edit>

Special Task Force on Sustainability's resolution, sustainability as a core value

<https://connect.ala.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=f83b763f-81b4-41ad-9f22-a8683e126760>

Intellectual Freedom Committee: Library Bill of Rights, including interpretations

Library Bill of Rights, Article IV

https://docs.google.com/document/d/1WpTtpZlrChVs_jhY90uSvMmzXL0hxPtnBld3aeWCzIM/edit

We will need to contemplate from a PLA standpoint how we feel about this addition focusing on privacy and have a robust discussion at the Board meeting.

Diversity in Collection Development

https://docs.google.com/document/d/1tDBqRwHl1gIL74awWl-TutVsr_z9_JSS1k-jF8DgevU/edit

I'd agree that every instance of "librarian" needs to be replaced with "library worker"

Challenged Resources

<https://docs.google.com/document/d/1lEP5AmxYehnhST9md7Nc69a3CnlDMXfjn5Ls0ZDAwFI/edit#>

There is a paragraph quoted in this from the Diversity Interpretation that I imagine could cause discussion for the similar reasons as the Meeting Rooms Interpretation, since the Challenged Resources Interpretation is using the Diversity Interpretation, instead of potentially some other interpretation or other foundational document to emphasize our core value around the first amendment.

Prisoners' Right to Read https://docs.google.com/document/d/1XdgnErgR2pQ-ZQO_W1HWMQI2ocy-WvJDRjWspXxOjGA/edit

There's language here about changing the use of the word "prisoner" and also calling for stronger support for freer and more open collections in prisons.

Meeting Rooms will be returning to the agenda as well (awaiting link/final revision)

Potentially **Education and Information Literacy: An Interpretation of the Library Bill of Rights** (formerly known as the "Advocating for Intellectual Freedom Interpretation") -- (awaiting link/final revision)

Committee on Diversity

Services to the Poor (awaiting link/final revision)

ALA Committee on Professional Ethics (COPE)

Copyright/Code of Ethics

<https://connect.ala.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=520d7e54-c2f1-40f0-8d51-ecca99c22239>

ALA Committee on Accreditation (CoA)

2015 Standards for Accreditation of Master's Programs in Library & Information Studies

The adjustment to the first sentence of standard element V.3 of the 2015 Standards requested is as follows to respond to the word "only" and to relate the ALA Standard element to students:

The administrative head of the program has **[delete: title, salary, status, and authority comparable to heads of similar units in the parent institution] [add: to ensure that students are supported in their academic program of study]**.

Revised language: "The administrative head of the program has authority to ensure that students are supported in their academic program of study."