



PLA Board of Directors Meeting
Virtual Meeting-1:00-4:00pm CT, January 22, 2021

Zoom Logistics

- Login instructions are below.
- Use Zoom in gallery view.
- Mute by default except the speaker
- PLA President Michelle Jeske will call on people, so people don't speak over one another.
- Feel free to use chat; staff will keep an eye on the chat and bring those questions into the discussion when appropriate.
- Use the yes-no-raised hand options.
- We will use screen sharing where appropriate. Be sure to have your board docs accessible too!
- We will take multiple breaks during our virtual board meeting.

REVISED Agenda

NOTE: Items highlighted in yellow below were updated January 20, 2021.
Items highlighted in blue below were updated January 21, 2021.

1. **Welcome and Introductions**, *Michelle Jeske, PLA President*
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 Board's adoption of the consent agenda constitutes approval of those items on consent that have not been removed for discussion. PLA policies related to Board service, the strategic plan and Board roster have been included in ALA Connect as reference materials. These are not agenda items.

Consent Agenda	Document Number
3. December 2020 Virtual Meeting Minutes	2021.35
4. Organizational Excellence Combined Report.....	2021.36
5. Leadership Combined Report	2021.37
6. Transformation Combined Report.....	2021.38
7. Advocacy and Awareness Combined Report	2021.39
8. Equity, Diversity, Inclusion and Social Justice Combined Report	2021.40

Action/Discussion/Decision Items	Document Number
9. PLA President Update, <i>Michelle Jeske</i>	no document
10. PLA President-Elect Update, <i>Melanie Huggins</i>	no document

11. Financial Update, <i>Clara Bohrer</i>	
a. April 2020 Budget Report Narrative	2021.41
b. FY2020 Financial Reports as of April 2020.....	2021.42a-d
c. FY2022 Budget Assumptions	2021.42e
d. ALA Budget Objectives/Programmatic Priorities – FY2022	2021.42f
12. Operating Agreement Work Group Report, <i>Bohrer</i>	2021.45
13. Council and SCOE Report, <i>Stephanie Chase</i>	no document
14. Executive Director Search Update, <i>Jeske, all</i>	no document
15. Public Policy and Advocacy Office Update, <i>Kathi Kromer</i>	2021.46a-b
16. DCWG Update, <i>Kelvin Watson</i>	2021.43
17. MLS in Public Libraries, <i>Watson</i>	2021.44
18. Strategic Plan Update, <i>Abby Straus</i> - CLOSED SESSION	2021.47
19. New Business, <i>all</i>	no document
20. Adjourn	

Zoom Instructions

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**PLA Board of Directors Meeting
December 11, 2020
Virtual**

- Present:** Michelle Jeske, President; Melanie Huggins, President Elect; Ramiro Salazar, Past President; Directors-at-large: Cindy Fesemyer, Toby Greenwalt, Amita Lonial, Dara Schmidt, Kelvin Watson; Fiscal Officer: Clara Bohrer; ALA Division Councilor: Stephanie Chase
- Absent:** Brandy McNeil, Director-at-large
- Guests:** Mike Borges, Maverick & Boutique; Jane Darling, Maverick & Boutique; Larry Neal, ALA Executive Board Member; Abby Straus, Maverick & Boutique
- PLA Staff:** Mary Hirsh, Interim Executive Director; Scott Allen, Deputy Director; Lian Drago, Meetings Manager; Larra Clark, Deputy Director; Sara Goek, Program Manager; Melissa Faubel Johnson, Meeting and Special Events Planner; Samantha Lopez, Manager, Marketing and Membership; Leighann Wood, Program Manager

1. **Welcome and Introductions**, *Jeske*.
2. **By consent, approved** the adoption of the meeting agenda.
3. **By consent, approved** the consent agenda as presented.

<u>Consent Items</u>	<u>Document Number</u>
a. Draft November 2020 Virtual Meeting Minutes.....	2021.31

<u>Action/Discussion/Decision Items</u>	<u>Document Number</u>
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4. PLA President Update, *Jeske* (no document). Jeske thanked the group that worked quickly to confirm the strategic planning consultant. She urged members to register for the ALA Midwinter Virtual meeting and noted that PLA is hosting three programs at Midwinter. She noted that 2020 has been challenging but hoped that lessons and new strategies developed are useful in the future.
5. PLA President-Elect Update, *Huggins* (no document). Huggins mentioned reviewing resumes for the Executive Director position, speaking at the Research Institute for Public Libraries and other conferences, and promoting what PLA has been doing broadly to colleagues and partners. She discussed how customer engagement and customer loyalty will be critical for libraries going forward, particularly as they reopen and face budget and staffing challenges.
6. PLA Liaison to ALA Executive Board Update, *Neal* (no document). Neal reiterated that while registration for ALA Midwinter Virtual is low, lead time to register for a virtual event is short, so

numbers may still rise. In regard to the ALA Executive Board, he plans to make a series of suggestions: limiting meetings and controlling meeting lengths, sending materials in advance and in one packet, and providing timely financial information. He also noted that the ALA Executive Board is responsible for liaising to different ALA areas, however that communication is uneven. He recommends ALA prepare short reports about Board activity to send out broadly, making information consistent and relieving Board members of communicating details. He also expressed concern that the Board spends too much time on detail work while big picture issues for ALA are not discussed.

PLA Board members asked Neal about various issues, including the ALA Executive Director's review and if she has the support she needs to reach established goals, how substantial changes to ALA's operations in the pivot plan are being discussed, and what is being done to fill vacant, high-level positions in ALA development, human resources, and other areas. Neal added these points to the list of issues he will raise with the ALA Executive Board. It was decided PLA should invite Tracie Hall to a future meeting to present and discuss the pivot plan. Hirsh noted that staff submitted questions and comments on the pivot plan and are awaiting responses.

7. Operating Agreement Work Group Report, *Bohrer* (2021.32a-c). In relation to the last discussion, Bohrer noted that the Work Group asked many questions about the pivot plan, and Tracie Hall intends to answer them during their December 16, 2020 meeting. Otherwise, the Work Group has not made much progress since the last meeting.

The PLA board reviewed selected sections of the Operating Agreement to comment on priorities, where to focus energy, and what is most important. There was concern that the "one ALA" approach was consolidating too much authority at only the highest levels. In any business, the need for divisions/departments to have some autonomy, within limits and guidelines, was noted. To that end, Board members felt PLA's board governance, planning and personnel should remain the purview of PLA. Furthermore, board members felt strongly that PLA retain total control of the PLA Conference. In terms of the ALA Annual Conference, PLA contributes content and hosts meetings at the event, and PLA intends to continue to do so. Special projects were discussed, and it was noted that grant funds often go out to consultants or to libraries as mini grants, however some funds do underwrite staff or go to overhead. Generally, the board expressed concern that ALA's goal is simply cutting expenses and reducing staff, rather than strategizing together on revenue generation to support quality programs and member service.

8. Council and SCOE Report, *Chase* (no document). Chase reported that she did not support the proposal of the Forward Together Working Group (FTWG) to extend the timeline for its final report and analysis to the 2021 Midwinter Meeting, after which the ALA President would appoint a new Task Force to analyze the FTWG report and make recommendations for Council's consideration. Members expressed concern that the extended timeline, and how ALA communicates to members-at-large during the ultimate voting process, will imperil the work and goals of SCOE.
9. Executive Director Search Update, *Jeske* (no document). Jeske reported that there are 23 candidates, and they have been reviewed in terms of their backgrounds (association, nonprofit,

public policy, etc.). The search committee did not schedule a meeting in December as initially planned, so it will likely be held in January.

10. New Virtual Spring Event, *Faubel Johnson* (2021.33). **ACTION.** Johnson reviewed the plan to hold a new virtual event. High quality programming will be paired with a wellness component, which seems needed given the situations facing public libraries. It was suggested that PLA include a category of registration fees for state library staff. It was moved, seconded and **approved** that PLA will move forward on plans for a PLA Spring Retreat to be held April 20-23, 2021.
11. Strategic Plan Consultant Introduction and Conversation, *all* (2021.34). Straus provided an overview of the steps and timeline of the strategic planning process. A smaller working group of members and staff will be needed to communicate regularly with Maverick & Boutique. Background on why PLA initiated a strategic planning process at this time was shared.
12. New Business, *all* (no document). No new business was identified.
13. Adjournment, *all* (no document). There being no further business, the meeting was adjourned at 3pm Central.

**PLA Board of Directors December 2020 Meeting
Action Items/Discussions Requiring Follow Up**

The following actions were drafted based on discussion at the September 2020 board meeting.

1. Neal will raise additional issues discussed during the PLA board meeting with the ALA board at their next meeting.
2. Hirsh and Jeske will invite Tracie Hall to a future PLA board meeting to present the pivot plan and discuss how it may change ALA and its divisions (perhaps after PLA receives responses to its questions on the pivot plan).
3. Faubel Johnson and other staff will proceed with planning and scheduling the virtual PLA Spring Retreat, to be held April 20-23, 2021, and will review registration fee categories to determine if a discount category can be developed for state library agencies.
4. PLA board members will contact Jeske and Hirsh to express interest in serving on the working group for the strategic planning process.

TO: PLA Board of Directors
RE: PLA Organizational Excellence Report
DATE: January 11, 2021

ACTION REQUESTED/INFORMATION/REPORT: Information

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

PLA Strategic Plan Goal: Organizational Excellence

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

MEMBERSHIP

Submitted by Samantha Lopez, Manager, Marketing and Membership

Even numbered years represent PLA Conference years.

PLA Membership	Dec. 2020	Dec. 2019	Dec. 2018	Dec. 2017
<i>Personal</i>	8621	9245	8786	8297
<i>Organizational</i>	349	364	370	367
<i>Corporate</i>	25	21	22	25
TOTAL	8995	9630	9178	8689

PLA's addition of virtual events and online workshops may help maintain membership in 2021, but ALA has advised all units to plan for a 30% decrease for FY21 due to COVID-19.

Since the last Board report update, IT has still not set up the Informz (ALA's marketing software) migration to allow for email campaigns. PLA has been unable to pilot email drip campaigns to onboard new members or recruit back dropped members. IT has a tentative schedule to complete the migration during the March furlough period (3/15–3/19, 2021).

The Membership Advisory Group continues to contact new members monthly to welcome them to PLA and promote upcoming events. They are also working on revising the new member drip campaign language (hopefully to be launched in 2021), and an online space for new members to find resources.

FUNDRAISING

Submitted by Scott Allen, Deputy Director

PLA ended FY20 (August 31, 2020) having secured 5 grants totaling \$495,740. Those grants include three from Community Catalyst to promote insurance enrollment (\$107,916, \$107,910 and \$149,914 respectively), one from Microsoft to provide WiFi access points to rural libraries (\$120,000), and a grant from the National Network of Libraries of Medicine/Greater Midwest Region to promote StoryCorps (\$10,000). While solid, FY20 grants were much lower than FY19, which saw 8 grants totaling \$872,631. As of the first quarter of FY21, PLA had confirmed 3 new grants totaling \$299,948. These include an Institute of Museum & Library Services (IMLS) grant of \$99,948 for a Latinx family engagement project, a

\$100,000 grant from Microsoft to promote digital skilling programs, and a \$100,000 funds transfer from the ALA Public Policy and Advocacy Office from a Facebook grant to do census data literacy education.

As of December 2020, PLA has been invited to submit a proposal for a digital citizenship project to AT&T (budgeted at \$250,000-\$350,000) and is in discussions with Microsoft about additional grant projects. Also of note, IMLS awarded PLA \$313,606 for the 2020 Inclusive Internship Initiative, which was postponed. Those funds and PLA's \$356,109 matching funds will be spent in 2021.

PLA 2020 sponsorships and advertising were in line with previous conferences, with \$111,500 raised. As of May 2020, Corcoran Exhibitions reported enlisting 32 corporate sponsors, advertisers and exhibit game participants. The break down was follows: 10 companies provided \$76,500 in sponsorships, 8 companies paid for \$24,500 in advertising, and 14 companies participated in exhibit floor games at \$750/each for a total of \$10,500.

PLA chose not to participate in ALA's annual appeal or otherwise activity solicit individual donations. Therefore, most individual gifts were received along with membership renewals. Since January 1, 2020, PLA received 62 individual gifts totaling \$5,145.

PARTNERSHIPS

Submitted by Scott Allen, Deputy Director

Throughout 2020, PLA continued to respond to inquiries from groups seeking to partner with PLA and public libraries nationwide. While data has not been kept about such inquiries, staff believe the number and frequency of such overtures is increasing. A partial list of groups with which PLA held discussions is below.

4-H/TechChangemakers	National Association of State Workforce
AT&T/AT&T ScreenReady/AT&T Learn	Agencies
Coursera	National Network of Libraries of Medicine
Feeding America	News Literacy Project
Girls Who Code	Newsguard
Goodling Institute for Research in Family	Next Century Cities
Literacy	REI/Recreate Responsibly Coalition
Google/Grow with Google	Special Olympics
Institute for Public Health Practice	StoryCorps
Institute of Electrical and Electronics Engineers	TechSoup
Linkedin Learning	WGBH Boston
National Association of Family, School and	World Possible
Community Engagement	Zero to Three

COMMUNICATIONS

Submitted by Samantha Lopez, Manager, Marketing and Membership

In 2020, PLA issued 35 member news releases. Topics included the PLA 2020 Conference, ALA elections, new DigitalLearn courses, Census information, project specific announcements (insurance enrollment,

Microsoft, opioids), PLA and I Love My Librarian award winners, and more. Social media (primarily Facebook and Twitter) saw increased activity before and during the PLA 2020 Conference, and PLA had strong media placements during Conference in The Tennessean, the New York Times and other outlets based on the conference and the opioid project. Later in the year, national and regional media inquiries were higher than usual due to the COVID situation and due to interest in the results of PLA's COVID-19 surveys. PLA worked with the ALA Communications and Marketing Office to respond to inquiries from the New York Times, Washington Post, USA Today, PBS News Hour, Christian Science Monitor, Gazette Newspapers, Scripps, NBC Nightly News, Country Living Magazine, NBC Buffalo, the Columbus Dispatch, Good Morning America, Wired, Forbes.com, Finally, PLA produced 12 monthly PLA E-News emails and dozens of blast emails to the portion of the membership who receive them for specific communications, typically marketing messages.

Email and Social Media Statistics (January–December 2020)

Email Averages		Social Media Averages	
Emails/month	11	Posts/month	89
Recipients	12,633	Reach	42,072
Opens (%)	30.21%	Impressions	2,627
Clicks (%)	12.17%	Engagements	23

Monthly social media snapshot (December 2020)

Twitter	Facebook	Instagram
18 tweets	22 posts	8 posts
1,319 profile visits	284 page views	
39.2k impressions	3,360 post reach	3,083 impressions
51 mentions	239 post engagements	119 post engagements
67 new followers; 23.1k total followers	32 new page followers; 20k total followers	38 new followers; 2.6k total followers

STAFFING

Submitted by Scott Allen, Deputy Director

As of December 2020, PLA's organizational chart includes 19 positions and one consultant. Of the 19 positions, the equivalent of 8 FTEs are supported by general PLA funds and 11 FTEs are supported by grant funds. PLA current has 13 staff employed. The vacant positions include: Deputy Director, Programs (while Mary Hirsh serves as Interim Executive Director); Manager, Impact and Advocacy; Manager, Communications; Program Manager (digital literacy and employment support programming); Meeting & Special Events Planner; and Program Coordinator (data projects).

TECHNOLOGY

Submitted by Steven Hofmann, Manager, Web Communications

Airtable Task Management Solution

PLA staff's use of Airtable, a cloud-based collaboration platform that works like a spreadsheet, for task management has continued to expand. Recent enhancements to Airtable in the form of built-in automations and scripting have allowed staff to streamline functions, especially those related to the

planning, production, and promotion of webinars. And beginning in early 2021, staff will use Airtable to both collect webinar proposals and facilitate scoring of those proposals by the Continuing Education Advisory Group.

ALA Sympa Lists Migration to ALA Connect

ALA IT is in the process of preparing to retire its Sympa email list processor, migrating current lists to ALA Connect groups and sunsetting defunct lists, with a target completion date in mid-2021. IT identified 26 email lists belonging to PLA, all of which either already have a corresponding group in ALA Connect (e.g. the pla-board list) or will be sunset. An additional 9 email lists were mistakenly identified as belonging to PLA, and staff has flagged those to be reassigned to their respective units.

COMMITTEE APPOINTMENTS, 2021

Submitted by Megan Stewart, Program Coordinator

Each spring, PLA staff prepares and sends to the President-Elect a number of materials and resources to use in making committee appointments. These materials include the following:

1. A Word document referred to as the Committee Packet, which lists each committee's charge, composition, and number of appointments needed per committee;
2. An Excel workbook listing committee volunteers that contains sortable columns so appointment selections can be made within the workbook;
3. A Word document detailing committee volunteers' biographical information; and
4. A Word document containing PLA staff's input and recommendations to consider when filling the appointments.

PLA staff also plans to issue a member news release encouraging PLA members to volunteer for committee service. The goal is for the President-Elect to make appointment selections by late spring or early summer.

TO: PLA Board of Directors
RE: PLA Leadership Report
DATE: January 11, 2020

ACTION REQUESTED/INFORMATION/REPORT: Information

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

PLA Strategic Plan Goal: Leadership

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

STRATEGIC PLANNING TRAINING/SUPPORT

Submitted by Symone Villasenor, Project Manager

In the fourth quarter of 2019, PLA staff began working with Joy Fuller, an independent consultant who is no stranger to libraries or PLA. Joy has previously worked with PLA on the Inclusive Internship Initiative and even facilitated a program at PLA 2020 in Nashville, TN. Joy has been contracted to develop a new strategic planning publication for the PLA and its members. The publication will focus on the following content areas: preparing for strategic planning, assessing your library's current state, developing the strategic plan, implementing and measuring a strategic plan, and communications and change management as it relates to strategic planning. This workbook will integrate ALA and PLA resources including the Theory of Change, Libraries Transforming Communities' Community Conversation Workbook, and Project Outcome materials. All chapters including the introduction have been completed and are currently being reviewed by multiple PLA staff members. The publication is also being reviewed by our very own Stephanie Chase, who is also writing the forward. While originally projected to be complete by end of first quarter 2020, the current landscape and uncertain times we are all experiencing has resulted in a delay for this project. Currently, we are anticipating a final reviewed draft to be completed by February 2021, followed by design and printing. The publication should be fully complete, printed, and ready for sale in the Spring of 2021.

CONTINUING EDUCATION/PROFESSIONAL DEVELOPMENT INITIATIVES

PLA AT ALA MIDWINTER MEETING

Submitted by Angela Maycock, Manager of Continuing Education

PLA will offer the following 3 educational sessions – two Discussion Groups and one News You Can Use session – during ALA 2021 Midwinter Virtual:

- **PLA Legal Issues in Public Libraries Discussion Forum** (January 23, 2021, 11:00 AM–12:00 PM): Tomas A. Lipinski, Professor at the School of Information Studies, University of Wisconsin Milwaukee, will facilitate this open discussion venue for legal issues common in public libraries.

- **REALM Discussion Group: REopening Archives, Libraries, and Museums during COVID-19** (January 24, 2021, 1:15–2:15 PM): REALM project staff and representatives of the REALM Operations Working Group will lead an open discussion about making decisions for your local institution in an environment of uncertainty, complexity, and urgency.
- **Work Smarter, Not Harder: Public Library Data Resources and Tools for Planning, Improvement, and Advocacy** (Available On-Demand): Members of PLA’s Measurement, Evaluation, and Assessment Committee will present on Project Outcome and new benchmarking tools for public libraries using data for planning, improvement, and demonstrating impact during the pandemic.

PLA AT ALA ANNUAL CONFERENCE

Submitted by Angela Maycock, Manager of Continuing Education

PLA member volunteers reviewed 60 proposals in October 2020 and selected 15 programs to contribute to the ALA 2021 Annual Conference. In December 2020, ALA Conference Services chose to delay 2021 Annual Conference program acceptance and decline notifications (planned for December 2020) to February 2021, stating: “ALA is expected to announce the format of Annual 2021 in early February. Specifics regarding educational programming acceptance decisions will be sent via email soon after.”

PLA ONLINE LEARNING

Submitted by Angela Maycock, Manager of Continuing Education

Since our last update to the Board in November 2020, PLA has offered two paid webinars:

Date	Title	Individual Registration	Group Registration
December 9	Representation in the Library of Congress Collections	16	4
November 19	Providing Library Senior Services in a COVID-19 World	222	59

PLA will also be offering paid webinars on January 13, “Orientation to Library Simplified: The Library-Driven Platform,” which has 37 individual and 10 group registrations at the time of this writing; and on February 10, “The Ezra Jack Keats Award: 35 Years of Making a Difference in Diverse Picture Books.”

In addition, PLA will be offering 3 live webinars for public librarians across the state of California, funded by their CALL grant, that will bring in \$24,000 in revenue over the next 3 months. This opportunity came to fruition through PLA’s contribution to a centralized ALA eLearning catalog, and PLA’s content constitutes almost 60% of the \$41,000 total revenue coming in through this contract. These live webinars will be “encore presentations” of the following past PLA webinars:

- Transition Planned In-Person Adult Programs to a Virtual Environment (January 21, 2021)
- Training Staff to Serve Patrons Experiencing Homelessness in the Suburbs (February 18, 2021)
- Intentional Inclusion: Disrupting Middle Class Bias (March 30, 2021)

PLA’s most recent call for webinar proposals closed November 30, with 60 proposals received. PLA’s Continuing Education Advisory Board completed its review of proposals in early January. Additional

accepted proposals will be scheduled as webinars for March – August 2021, and staff are also evaluating sessions for possible presentation during the spring PLA Virtual Event.

TO: PLA Board of Directors
RE: PLA Transformation Report
DATE: January 11, 2021

ACTION REQUESTED/INFORMATION/REPORT: Information

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

PLA Strategic Plan Goal: Transformation

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

TASK FORCE ON FAMILY ENGAGEMENT ACTIVITY

Submitted by Scott Allen, Deputy Director

The Task Force had its busiest year yet in 2020. The group meet almost monthly, and individual members often had 1-2 additional PLA meetings each month to plan and present in the Advancing Family Engagement In Public Libraries Professional Development Series (covered elsewhere in this report). Executing cohort 1 of the Advancing Family Engagement series and then planning cohorts 2 and 3 for 2021 required substantial time and commitment. Outside that work, the Task Force also planned and presented a half day preconference at PLA 2020, presented webinars for partner organizations Zero to Three and the National Association for Family, Community and School Engagement, and kicked off its IMLS-funded project "Exploring a program co-design approach to better serve and engage low-income, Latinx communities." Furthermore, a subcommittee completed its white paper on computational thinking, published it and a complementary blog post in Public Libraries, and presented two virtual educational sessions about the topic.

IMLS LATINX GRANT

Submitted by Scott Allen, Deputy Director

PLA was awarded \$99,948 under the IMLS National Leadership Planning Grant: Community Catalyst category for a September 2020-August 2021 project, entitled "Exploring a program co-design approach to better serve and engage low-income, Latinx communities. By the end of 2020, PLA and its partner, National Center for Families Learning (NCFL), had contracted with three libraries of different sizes – the Dallas (TX) Public Library, Arapahoe Libraries in Sheridan, CO, and the Forest Grove (OR) City Library – and helped them establish internal teams including two Latinx parent partners. PLA also developed a member survey to explore strategies and barriers to engaging Latinx community members, which will be executed in January 2021. By spring 2021, each participating library will hold focus groups with a dozen or more Latinx parents to explore barriers and strategies. The project will produce a white paper and toolkit by late spring 2021.

MICROSOFT COLLABORATIONS

DigitalLead: Rural Libraries Creating New Possibilities

Public WiFi Access Micro Grant Program

Skilling for Employment Post COVID-19

Submitted by Scott Allen, Deputy Director

Microsoft provided PLA with about \$600,000 in grant funds to support three initiatives.

In 2019, PLA's DigitalLead: Rural Libraries Creating New Possibilities program provided 41 libraries serving rural communities with 158 hotspot devices, to initiate lending programs, and 156 desktop and laptop computers, to conduct digital literacy training sessions in the library and community. In November 2020, libraries who received hotspots were surveyed. Sixteen out of 19 respondents were able to use the hotspots despite COVID-19 shutdowns, and many used them for purposes other than circulation to patrons, such as staff work or helping nearby schools conduct remote learning. Nearly all 19 intend to renew their service plans, and other feedback was overwhelmingly positive about the project. A similar survey of libraries who received computers is in process.

In May 2020, in response to the COVID-19 crisis, PLA and Microsoft quickly created a new opportunity, the PLA and Microsoft Public WiFi Access Point Micro Grant Program, to provide WiFi access points to rural libraries to extend their signals into public spaces outside the library. Over 200 libraries applied for the program, suggesting a strong need. By October 2020, PLA confirmed 57 individual access point locations were up and running. Nearly 50 additional library branches are in process of setting up their signals. Both PLA, via a consultant, and Microsoft public relations staff are collecting stories from libraries and WiFi users that show the value of this project and placing them in library and mainstream media.

In September 2020, PLA and Microsoft also launched a new collaboration, Skilling for Employment Post COVID-19. This initiative will help libraries identify existing and new tools for helping community members gain skills for jobs that are well positioned to grow in the future. PLA is promoting free and discounted resources on LinkedIn, GitHub, and Microsoft Learn. A November 2020 webinar, 150 Million New Technology-Oriented Jobs and the Skills Needed to Get Them, registered nearly 500 people. PLA is in the process of contracting with four large urban libraries (Cleveland, New York, Detroit, and El Paso). Each will receive special funding for skilling programs as well as 100 tablet computers to distribute to families impacted by COVID-19.

BRINGING PUBLIC HEALTH ORGANIZATIONS AND PUBLIC LIBRARIES TOGETHER

Submitted by Scott Allen, Deputy Director

PLA, the National Network of Libraries of Medicine Greater Midwest Region, and the University of Iowa Prevention Research Center (UIPRC) have compiled the results of a literature search, surveys, and focus groups exploring how public health and public libraries can work together. UIPRC has planned a series of four webinars and six podcasts for the first half of 2021, which PLA will promote.

ADVANCING FAMILY ENGAGEMENT IN LIBRARIES: A PLA PROFESSIONAL DEVELOPMENT SERIES

Submitted by Symone Villasenor, Project Manager

At the time of this report, the PLA team successfully completed the first ever cohort for the [Advancing Family Engagement in Libraries](#) series. 30 libraries across the country (and a few in Canada!) with a total of 60 participants completed 8 one hour long virtual classroom sessions based upon PLA's [Ideabook](#). Using data that PLA collected from participants via a baseline assessment, additional topic specific assessments, and post session evaluations, PLA staff have made some refinements and additions to the curriculum and structure for the series for 2021. This includes reduction of assessments for participants, shorter breaks of time between virtual classroom sessions, the addition of a final project and final project presentation session for each participating library, as well as the removal of the closed ALA Connect Community for the series. PLA will roll out two cohorts for 2021, cohort 2 which runs from 2/16/2021- 8/10/2021 and cohort 3 which is scheduled for 9/14/21- 3/22/22. Registration is now open for both cohorts with 100 seats available for each.

Sessions will be facilitated by members of the PLA Family Engagement Task Force as well as a new volunteer from Denver Public Library, Sarah McNeil. Like cohort 1, facilitators will create 20-40-minute presentations based upon two separate Ideabook topics. Each virtual classroom session will include either a breakout room portion or other interactive elements such as polls, brainstorming sessions, or exercises. Participants will also be provided with additional readings from the Ideabook and other resources as identified by facilitators.

DIGITALLEARN.ORG

Submitted by Leighann Wood, Program Manager

In 2020 PLA sold one digitallearn.org subsite making it the 11th library in the subsite portfolio. There were three new courses added to the site curriculum, "Intro to Searching Videos on YouTube," "Intro to Google Maps," and "Using MyHealthfinder for Preventive Care". New marketing and promotional strategies to increase site usage and training for practitioners is continuing to be developed to reach new audiences and to generate additional revenue in 2021 and beyond.

LIBRARIES LEAD WITH DIGITAL SKILLS

Submitted by Leighann Wood, Program Manager

Over 300 public libraries have been accepted into the Libraries Lead initiative and conducted in-person or virtual digital skills and workforce development programs since the launch in 2019. Due to the pandemic, application submissions were put on pause, but there are 15 states remaining that will be offered \$1,000 funding to support programs in 2021. PLA and PPA will continue to offer Spotlight Awards of \$3,000 to libraries that have demonstrated excellence in their program offerings. This initiative will continue throughout the remainder of 2021.

LIBRARIES CONNECTING YOU TO COVERAGE

Submitted by Leighann Wood, Program Manager

As of August 2020, PLA received a third annual grant from Community Catalyst (sourced from the Robert Wood Johnson Foundation) to fund the training and certification of library practitioners as Certified Application Assistance Counselors (CACs), to fund promotional activities, and to fund educational outreach around health insurance enrollment in the Affordable Care Act. There were 23 public libraries across 14 different states that were awarded funding by PLA in 2020. These libraries were able to train and certify 16 library practitioners as Certified Application Assistance Counselors to assist people with using healthcare.gov to enroll in a health insurance plan while issuing hundreds of thousands of PSAs and promotional materials to their communities. Additionally, two CACs took additional training provided by Out2Enroll to appropriately assist LGBTQIA+ people with the enrollment process. PLA will continue to promote health literacy, Special Enrollment Periods, Medicaid, and CHIP through July. Community Catalyst has been impressed with our project outcomes and has awarded PLA with a separate grant to fund similar activities around Medicaid enrollment in states that need it most. This work will continue to build and expand throughout 2021.

PUBLICATIONS AND PRODUCTS

Submitted by Kathleen Hughes, Manager, Publications

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, regular columns and feature articles.

Digital Issues

In 2020 we offered three of six issues in digital format. This was a necessity as we faced supply chain interruptions during COVID-19. As ALA's budget problems continue, we have decided two issues this year will again be sent digitally (instead of paper), the May/June and July/August issues.

Themes

The *Public Libraries* Advisory Committee selects a theme for each issue. You can see the editorial calendar for the remainder of 2021 [here](#).

Circulation Numbers

Personal Members 9006 + Subscribers 370 = 9,376 total.

Public Libraries Online

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. The site averages approximately 4,000 views per week. Recently writers have focused on Covid-19 and its impact on libraries, misinformation, voting at the library and other trending topics.

FYI: The Public Libraries Podcast

In 2016 PLA started 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 45 podcasts. Approximately 11,000 persons are currently subscribed via RSS and other apps. The entire list of podcasts can be seen [here](#). While podcast-recording temporarily paused during the past year, we are planning to begin recording again this month, January 2021.

Publications

In this fiscal year we have released two publications:

- [Early Literacy Calendar](#): (released October, 2020)
- [Pivoting During the Pandemic: Ideas for Serving Your Community Anytime, Anywhere](#): (released December, 2020)

TO: PLA Board of Directors
RE: PLA Advocacy and Awareness Report
DATE: January 11, 2021

ACTION REQUESTED/INFORMATION/REPORT: Information

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

PLA Strategic Plan Goal: Advocacy and Awareness

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

AWARDS

Submitted by Megan Stewart, Program Coordinator

The PLA awards program is paused for the current 2020-2021 cycle while PLA staff works to revamp the program for the 2021-2022 cycle. Staff have identified a potential model in the National Association of Counties (NACo) Achievement Awards and are exploring this idea further in order to prepare a proposal for the Board. More information about the new awards program will be forthcoming in a future board meeting packet.

MEAC

Submitted by Sara Goek, Program Manager

The Measurement, Evaluation, and Assessment Committee (MEAC) has been very active and engaged in a number of new initiatives, all of which aim to help libraries better understand and use data and to help PLA/ALA use data for advocacy. Each primary initiative is outlined briefly below.

Technology Access Survey: When MEAC and PLA decided to retire PLDS, a decision was also made to shift from a broad annual survey where there was significant overlap with other data collection efforts to a series of topical surveys that would bring new data to the field. The first of these topical surveys is the technology access survey, which PLA contracted with the American Institutes of Research (AIR) to administer in fall 2020 to collect data from a nationally representative sample. The survey asks libraries about public access technology, technology infrastructure, digital literacy and training, and staff support and budgets for technology. A summary of the results will be available in spring 2021, and the data will be incorporated into the new benchmarking toolkit (detailed below).

The Benchmark Briefings are a series of infographics that help library staff develop a deeper level of understanding of their peer groups and how they compare to these peers, based on IMLS's Public Libraries Survey (PLS) annual data. They will provide an accessible way for libraries to benchmark themselves and learn more about library data in the process. The infographics will be shared as PDFs on a new PLA webpage by the end of January. The peer groups were developed through extensive data analysis by AIR of PLS and Census data and include:

- Library types – categories used for benchmarking:
 - Legal Basis (e.g., municipal, county, library district)
 - Locale (e.g., city, suburb, rural)

- Region (e.g., New England to Southwest)
 - Community demographic characteristics (e.g., race and level of education)
- Data included:
 - Operating expenditures
 - Staff
 - Collection size
 - Circulation
 - Visits
 - Programs

Benchmark: Library Metrics & Trends: Both the technology access survey and the benchmark briefings will prime library staff for a new, interactive tool PLA and ACRL are working together on this project. The Benchmark tool will have two main functions: 1) survey administration and data collection for annual library surveys, and 2) data access and visualization via a subscription platform where libraries can see their own data and compare themselves to their peers. Peer groups were previously identified and defined by AIR for PLA (see above), and these will form the primary basis for peer comparisons in the benchmark tool. The data dashboards and comparison tools will be robust, interactive, and user-friendly. This new product reflects the feedback provided to PLA from user research conducted by PLA and MEAC in the process of sunseting the PLDS.

Development work to date – with Proximo, the contracted developers – has focused on identifying the data that will be in the system, outlining how it will appear in a set of dashboards, and how users will navigate the tool. The anticipated launch date is September 2021.

PROJECT OUTCOME

Submitted by Sara Goek, Program Manager

Project Outcome continues to see user growth and engagement. Over 500 new users have signed up in the last six months. In that time period, 168 libraries have collected 9,737 responses to 885 surveys. The PLA and ACRL Project Outcome team have worked together to maximize impact and share updates with users. In June, PLA and ACRL hosted a joint webinar to share updates on Project Outcome for public and academic libraries over the prior year. More than 400 people registered, and the recording has been watched an additional 350 times. On November 11, PLA and ACRL hosted another joint webinar to demonstrate new features added to the toolkit. These include a qualitative data dashboard and the ability to save data dashboard views and add them to custom reports. More than 500 people registered, and the recording has been watched 365 times.

In addition to the continued improvements to the functionality of the toolkit, four new resources have been added in consultation with MEAC members. “Measuring Virtual Programs and Grab-and-Go Services” addresses the impact of COVID-19 on libraries and provides guidance on assessment under the circumstances. Two resources, adapted from ACRL, “Analyzing Quantitative Data” and “Visualizing Data” are intended to help users build data analysis skills. A new case study from Allen County Public Library in Indiana discusses how the library strategically incorporated logic models and outcome measurement in planning and evaluating programs and services in a relatively short amount of time by using Project Outcome tools as a central part of an overall shift to a more outward-facing approach to library services.

PUBLIC LIBRARY DATA ALLIANCE

Submitted by Larra Clark, Deputy Director

In April 2020, PLA and ALA joined ARSL, COSLA, IMLS, and ULC as an organizational member of the Public Library Data Alliance, which grew out of the Measures that Matter joint project of COSLA and IMLS. Subsequently, there was a call for application for at-large individual members to join, and invitations were ultimately issued by COSLA and IMLS. The full group of organizational and individual members of the PLDA was announced in June and first met in November 2020. The first order of business is to gather an inventory of public library data and research efforts, review and establish short-term goals, and establish officers and committees for ongoing work. At the moment, PLA Deputy Director Larra Clark is representing both ALA and PLA on the group. IMLS is a liaison to the group, and NISO has been contracted to serve as Secretariat to convene and provide support to the group.

The PLDA purpose is to: provide thought leadership to advance public library data gathering and use so that libraries can continuously improve their services to align with community needs. The Public Library Data Alliance engages diverse stakeholders to propose strategic actions around data that reflect the role and impact of public libraries at the local, regional, state, and national levels. More information is available at: <https://measuresthatmatter.net/>.

TO: PLA Board of Directors
RE: PLA Equity, Diversity, Inclusion and Social Justice (EDISJ) Report
DATE: January 11, 2021

ACTION REQUESTED/INFORMATION/REPORT: Information

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

PLA Strategic Plan Goal: Equity, Diversity, Inclusion and 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**

COMMITTEE ON EDISJ ACTIVITY

Submitted by Scott Allen, Deputy Director

The Committee on Equity, Diversity, Inclusion and Social Justice (EDISJ) received PLA Board approval to become a standing committee in October 2020. After canceling the 7 Equity Starts with Us training events planned for 2021, the Committee pivoted and developed two new activities. A series of Twitter chats were held on July 1, August 5, and September 2, on topics such as recruiting a diverse workforce, partnerships that center equity in services, and health disparities. PLA gained more than 500 new followers, and the top Tweets from each session had over 6,000 impressions. Second, the committee collaborated with the Leadership Development Committee to plan the virtual classroom series, PLA Leadership Lab: Embedding EDI in Library Leaders, which will occur from February to March 2021. In addition, the committee continued to submit its regular column for Public Libraries magazine, and growing racial unrest in 2020 moved the Task Force to issue a call to action to the field in June 2020. In December 2020, the Committee embarked on a short strategic planning process in order to determine its priorities for 2021 and, more importantly, position new, incoming members of the Committee to be successful in July 2021.

BUILDING CULTURAL PROFICIENCIES FOR RACIAL EQUITY FRAMEWORK

Submitted by Scott Allen, Deputy Director

Building Cultural Proficiencies for Racial Equity is a joint project involving PLA, the Association of College and Research Libraries (ACRL); ALA's Office for Diversity, Literacy and Outreach Services (ODLOS); and the Association of Research Libraries (ARL). The project's task force is charged to create a framework for cultural proficiencies in racial equity that can be used in public and academic libraries through: scanning the environment, including review of relevant documents (e.g., ACRL Diversity Standards: Cultural Competency for Academic Libraries) to identify literature and similar statements and frameworks related to racial equity; drafting the framework; seeking comment from stakeholders and the library community on the draft, and revising as needed. Initiation was slow due to COVID-19, however by summer 2020, the task force appointed to oversee the work was convening regularly. Three working groups (Survey Group, Data and Competencies Group, and Glossary Group) were established in July. Two members of the Survey Group (Kristyn Caragher and Tatiana Bryant) developed a survey, including Institutional Review Board (IRB) approval via the University of Illinois at Chicago (UIC) and

University of California Irvine (UCI). The survey was fielded in December 2020. Two of three planned working sessions using a logic model process to develop the draft framework have been held.

The project has had many challenges. The task force was designed to have four representatives each from public, academic, and research libraries. One of the public library representatives has never participated and resigned, and another moved to an academic library before the project began. Three consultants were contracted to manage the processes; one became unavailable, and the main consultant exhausted her hours before any substantial work on the framework started. Three of the four primary staff have left their respective organizations (PLA executive director, ACRL executive director, and ARL project manager). The concept of the framework came from ACRL's extensive experience with frameworks and standards, yet the other partners are not experienced with such products. Originally, the framework was to be completed in early 2021, however the timeline will continue to be extended because drafting has not started and review by the field will likely take months. Finally, ARL damaged its standing among the partners by submitting and receiving an IMLS grant to build on the framework project without consulting or informing other project partners.

PUBLIC LIBRARIES AND SOCIAL JUSTICE: EQUITY STARTS WITH US

Submitted by Leighann Wood, Program Manager

Due to the pandemic, all in-person events were cancelled. Because this work is so important and necessary for the profession, the Committee on EDISJ is discussing ways to revamp these trainings for the virtual environment in 2021 and beyond.

PLA LEADERSHIP LAB: EMBEDDING EDI IN LIBRARY LEADERS

Submitted by Leighann Wood, Program Manager

Because all in-person trainings were cancelled in 2020, including PLA's Leadership Academy, there was a significant deficit in PLA's planned educational offerings. With the help of the Committee on EDISJ and Leadership Development, and Leadership Academy facilitators, and others a new virtual classroom series was created to continue to address systemic issues and trends in society and the profession. The series takes place February 3 – March 24, 2021—consisting of six live virtual classroom sessions—and will explore transformational leadership through the lens of the current social crises, emphasizing equity, diversity, inclusion, and social justice principles and approaches, supplemented by leadership development and asset-based community development tools.

**Public Library Association
April 2020 Financial Narrative**

FY20 Operating Budget as of April 2020

GENERAL FUND Including Conference	Apr 2020 YTD Budget	Apr 2020 YTD Actual	Apr 2020 Variance
Total Revenues	\$4,440,564	\$4,792,584	\$352,021
Total Expenses before OH and tax	\$3,009,493	\$2,776,395	\$233,098
Overhead and Tax	\$917,343	\$1,095,509	-\$178,167
	YTD Budget	YTD Actual	Variance
Net Revenue (Expense)	\$513,728	\$920,680	\$406,952
Beginning NAB		Ending NAB	
\$3,493,338		\$4,414,018	

Operating Budget: As of April 2020, PLA has actual net revenues of \$920,680, compared to a budget of \$513,728.

PLA Conference:

- Revenue for the PLA Conference (February 2020, Nashville) has exceeded budget by 12%, or \$438,407. Registration revenue was about 17% higher than budgeted, exhibit fees exceeded budget by 10%, and preconference and virtual conference registrations were also over budget. Net revenue for the PLA Conference was at \$1,293,493 at the close of April 2020, however it will drop down closer to \$900,000 once all the expenses clear.
- Expenses: Overall, conference expenses exceeded budget by \$152,360 (about 6%) because of overhead fees assessed on higher-than-anticipated registrations and exhibit fees. PLA did spend more than budgeted on some direct conference expenses, such as the exhibit hall and major speakers, however PLA kept costs way down on conference planning, promotion and registration, helping to balance the overages in overhead and certain direct costs.

PLA Conference No other General Fund projects	Apr 2020 YTD Budget	Apr 2020 YTD Actual	Apr 2020 Variance
Total Revenues	\$3,712,365	\$4,150,772	\$438,407
Total Expenses before OH	\$1,830,190	\$1,791,508	\$38,683
Overhead	\$874,729	\$1,065,771	\$191,042
	YTD Budget	YTD Actual	Variance
Net Revenue (Expense)	\$1,007,446	\$1,293,493	\$208,682

- **Other General Fund projects.** Non-Conference General Fund projects were almost exactly on budget as of March 2020 but the April report begins to show some impacts of COVID-19, reducing both revenue and expenses. As of April 2020, PLA's net loss in its General Fund projects is \$372,813, which is about \$121,000 better than budgeted for this point in time. See table below.

GENERAL FUND NOT including Conference	Apr 2020 YTD Budget	Apr 2020 YTD Actual	Apr 2020 Variance
Total Revenues	\$728,199	\$641,812	\$86,386
Total Expenses	\$1,221,916	\$1,014,626	\$207,290
	YTD Budget	YTD Actual	Variance
Net Revenue (Expense)	(\$493,717)	(\$372,813)	\$120,904

- Dues revenue is down by about \$57,00, or 12%.
- Regional CE event revenue exceeds budget as of April 2020 (\$34,490 actual vs \$20,000 budgeted) but will be stagnant at this point due to COVID-19 cancelations, and will end under the \$40,000 budgeted.
- Web-based CE (paid webinars) did very well in FY20, with net revenue already at \$63,333 as of April 2020, which is over the amount budgeted for the full year (\$25,700).
- PLA Partners (donations and awards) will end FY20 with a net loss of nearly \$35,000 because PLA did no individual fundraising and because some award sponsors dropped out.
- Multiple new, revenue-generating projects came online in FY20 and earlier, and some are experiencing challenges.
 - Family Engagement did not budget revenue, however over \$17,000 was collected for the first Advancing Family Engagement virtual series, and costs were low by not employing the envisioned consultants or paid speakers.
 - EDISJ was budgeted to end with net revenue of \$20,000 but will most likely end with a net loss because all 2020 regional trainings had to be canceled.
 - Project Outcome (PO) Regional Training budgeted net revenue of over \$64,000, but other priorities and reduction in staffing prevented PLA from marketing and undertaking the trainings. PO Regional Training will lose \$4,000 or more.
 - DigitalLearn will likely end FY20 near budget, which is a net loss of about \$55,000. While the project does take in revenue by selling subsites, and can occasionally shift some expenses to grant projects, the cost of maintaining and expanding DigitalLearn significantly exceeds revenue.

Grant Budgets: By the close of April 2020, grant expenses continued to lag behind budget by only about \$200,00, or close to 20%. PLA had spent \$1,170,767 in grant funds compared to a budgeted amount of \$1,365,622. Grant projects moved slower than anticipated while PLA was

focused on the PLA 2020 Conference and may continue to be low due to cancelation of some grant activity and open positions which were not filled during FY20.

Public Library Association
FY2019-FY2020 Financial Report

PLA Board of Directors
January 22, 2021 Virtual Meeting
Document no.: 2021.42a

Balance Sheet as of April 30, 2020

<u>FY19 (final)</u>				<u>FY20</u>			
	Annual Budget	Actual	Variance	Annual Budget	Budget as of Apr 2020	Actual	Variance as of Apr 2020
Opening Fund Balance		\$ 3,866,403				\$ 3,493,338	<i>See note</i>
Revenue	\$ 852,413	\$ 869,557	\$ 17,144	\$ 4,718,615	\$ 4,440,564	\$ 4,792,584	\$ 352,021
Revenue - Grants	\$ 2,762,791	\$ 2,614,048	\$ (148,743)	\$ 1,935,604	\$ 1,365,622	\$ 1,170,767	\$ (194,855)
Expenses	\$ (1,552,321)	\$ (1,131,775)	\$ 420,546	\$ (3,665,252)	\$ (3,009,493)	\$ (2,776,395)	\$ 233,097
Expenses - Grants	\$ (2,328,869)	\$ (2,344,420)	\$ (15,551)	\$ (1,879,882)	\$ (1,317,918)	\$ (1,160,736)	\$ 157,182
Overhead & Taxes	\$ (49,632)	\$ (21,599)	\$ 28,033	\$ (941,890)	\$ (917,343)	\$ (1,095,509)	\$ (178,167)
Overhead & Taxes - Grants	\$ (433,922)	\$ (269,628)	\$ 164,294	\$ (55,722)	\$ (47,704)	\$ (10,032)	\$ 37,672
Transfer to Endowment	\$ -	\$ (49,999)	\$ (49,999)	\$ -	\$ -	\$ -	\$ -
Fiscal Year Results	\$ (749,540)	\$ (333,816)	\$ 415,724	\$ 111,473	\$ 513,728	\$ 920,679	\$ 406,951
<i>Closing Fund Balance (end FY19)</i>		\$ 3,532,587					
<i>Closing Fund Balance (rev Feb 2020)</i>		\$ 3,493,338		\$ 3,604,811		\$ 4,414,018	
Grants		Actual	Balance	Grant Balance Breakdown			
Total Committed, 2016-2026 (active grants only)			\$ 17,341,640	Grant (Ending FY)	Grant Funds	Interest	
Total Spent through FY19				Health Ins Enrollment (FY21)	\$ 9,680	\$ -	
Direct Expenses		\$ (5,882,072)		Microsoft Philanth. (FY21)	\$ 115,418	\$ -	
Overhead		\$ (753,906)		NIH-Prj Outcome Health (FY19)	\$ (12,929)	\$ -	
Balance, Close of FY19			\$ 10,705,662	Legacy (FY26)	\$ 8,602,161	\$ 394,246	
Total Spent FY20 (to Apr 2020)				African Leadership Training (FY20)	\$ 52,775	\$ 2,843	
Direct Expenses		\$ (1,160,736)		Gen Ops Supplemental (n/a)	\$ 423,101	\$ -	
Overhead		\$ (10,032)		Knight Short Edition (FY21)	\$ 13,036	\$ -	
			\$ 9,534,895	IMLS Inclusive Internships (FY22)	\$ 331,653	\$ -	
Long Term Investment	Budget	Actual	Balance		\$ 9,534,895	\$ 397,089	
Beginning Net Assets		\$ 1,542,087		Notes			
Revenue	\$ 40,778	\$ 33,294	\$ (7,484)	<i>The Closing Fund Balance and Beginning Balance of the LTI were released by ALA with the April 2020 reports and are updated in this report. Of note, the closing fund balance is \$39,249 less than PLA had been anticipating based on FY19 closing reports.</i>			
Expenses	\$ (9,307)	\$ (6,215)	\$ 3,092				
Fiscal Year Results	\$ 31,471	\$ 27,079	\$ (4,392)				
Ending Net Assets		\$ 1,569,166					

**Public Library Association
FY2019-FY2020 Financial Report**

PLA Board of Directors
January 22, 2021 Virtual Meeting
Document no.: 2021.42b

Public Library Association

Statement of Revenues and Expenses - General Fund and Conference
For the period ending April 2020

REVENUES	Full Year	YTD		YTD	Variance	Full Year
	FY19 Actual	FY20 Actual	FY20 Budget	Variance	%	FY20 Budget
1. Administration (0000)	\$ 100,000	\$ -	\$ -	\$ -		\$ -
2. Service to Members (3000)	\$ 548,540	\$ 414,427	\$ 471,240	\$ (56,813)	-12%	\$ 602,400
3. Regional CE, Bootcamp (3007)	\$ -	\$ 34,940	\$ 20,000	\$ 14,940	75%	\$ 40,000
4. PLA Leadership (3011)	\$ -	\$ -	\$ -	\$ -		\$ -
5. PLA Partners (3020)	\$ 65,352	\$ 5,695	\$ 29,000	\$ (23,305)	-80%	\$ 40,000
6. ALA Precons/MW Institute (3026)	\$ 17,150	\$ -	\$ -	\$ -		\$ -
7. Public Libraries (3030)	\$ 48,968	\$ 22,100	\$ 34,359	\$ (12,258)	-36%	\$ 51,500
8. Web Based CE (3040)	\$ 24,484	\$ 63,333	\$ 15,833	\$ 47,499	300%	\$ 25,700
9. Publications (3058)	\$ 4,470	\$ 17,172	\$ 4,833	\$ 12,338	255%	\$ 7,250
10. Family Engagement (3072)	\$ -	\$ 17,300	\$ -	\$ 17,300		\$ -
11. Equity, Diversity and Inclusion (3073)	\$ 32,422	\$ 28,575	\$ 60,000	\$ (31,425)	-52%	\$ 100,000
12. Preschool Literacy (3120)	\$ 17,503	\$ 5,675	\$ 12,933	\$ (7,258)	-56%	\$ 19,400
13. PO Regional Training (3171)	\$ 9,117	\$ 691	\$ 80,000	\$ (79,309)	-99%	\$ 120,000
14. PLDS (3172)	\$ 1,551	\$ 680	\$ -	\$ 680		\$ -
15. Digital Learn (3188)	\$ -	\$ 30,000	\$ -	\$ 30,000		\$ -
Error - Certif Pub Lib Admin (3189)	\$ -	\$ 1,225	\$ -	\$ 1,225		\$ -
17a. Cost Share IMLS Early Literacy (3181)	\$ -	\$ -	\$ -	\$ -		\$ -
717b. Cost Share IMLS Incl Internships (3185)	\$ -	\$ -	\$ -	\$ -		\$ -
TOTAL REVENUES - PROGRAMS	\$ 869,557	\$ 641,812	\$ 728,199	\$ (86,386)	-12%	\$ 1,006,250

	Full Year	YTD		YTD	Variance	Full Year
	FY19 Actual	FY20 Actual	FY20 Budget	Variance	%	FY20 Budget
16. National Conferences						
A. NC General Program (3061)	\$ -	\$ 1,961,116	\$ 1,679,365	\$ 281,751	17%	\$ 1,679,365
B. NC Exhibits (3062)	\$ -	\$ 1,865,775	\$ 1,703,000	\$ 162,775	10%	\$ 1,703,000
C. NC Promotion (3063)	\$ -	\$ 24,361	\$ 95,000	\$ (70,639)	-74%	\$ 95,000
D. NC Registration (3064)	\$ -	\$ -	\$ -	\$ -		\$ -
E. NC Opening/Closing Session (3065)	\$ -	\$ -	\$ -	\$ -		\$ -
F. NC Programs (3066)	\$ -	\$ -	\$ -	\$ -		\$ -
G. NC Meal Events (3069)	\$ -	\$ 68,365	\$ 75,000	\$ (6,635)	-9%	\$ 75,000
H. NC Preconference (3070)	\$ -	\$ 162,255	\$ 120,000	\$ 42,255	35%	\$ 120,000
I. NC Future Planning (3145)	\$ -	\$ -	\$ -	\$ -		\$ -
J. PLA Virtual Conference (3173)	\$ -	\$ 68,900	\$ 40,000	\$ 28,900	72%	\$ 40,000
TOTAL REVENUES - CONFERENCE	\$ -	\$ 4,150,772	\$ 3,712,365	\$ 438,407	12%	\$ 3,712,365

	FY19 Actual	FY20 Actual	FY20 Budget	Variance	%	FY20 Budget
TOTAL REVENUES	\$ 869,557	\$ 4,792,584	\$ 4,440,564	\$ 352,021	-8%	\$ 4,718,615

**Public Library Association
FY2019-FY2020 Financial Report**

PLA Board of Directors
January 22, 2021 Virtual Meeting
Document no.: 2021.42b

EXPENSES	Full Year	YTD		YTD	Variance	Full Year
	FY19 Actual	FY20 Actual	FY20 Budget	Variance	%	FY20 Budget
1. Administration (0000)	\$ (677,503)	\$ (517,860)	\$ (640,346)	\$ 122,487	19%	\$ (967,967)
2. Service to Members (3000)	\$ (106,147)	\$ (69,644)	\$ (64,467)	\$ (5,178)	-8%	\$ (141,450)
3. Regional CE, Bootcamp (3007)	\$ -	\$ (35,932)	\$ (18,150)	\$ (17,782)	-98%	\$ (34,400)
4. PLA Leadership (3011)	\$ -	\$ -	\$ -	\$ -		\$ -
5. PLA Partners (3020)	\$ 44,061	\$ (25,752)	\$ (5,033)	\$ (20,719)	-412%	\$ (17,800)
6. ALA Precons/MW Institute (3026)	\$ (9,808)	\$ (570)	\$ -	\$ (570)		\$ -
7. Public Libraries (3030)	\$ (113,388)	\$ (78,098)	\$ (115,319)	\$ 37,221	32%	\$ (158,613)
8. Web Based CE (3040)	\$ (5,816)	\$ (13,108)	\$ (7,792)	\$ (5,316)	-68%	\$ (12,435)
9. Publications (3058)	\$ (8,395)	\$ (15,560)	\$ (2,667)	\$ (12,893)	-483%	\$ (4,000)
10. Family Engagement (3072)	\$ (4,234)	\$ (11,480)	\$ (62,533)	\$ 51,053	82%	\$ (100,000)
11. Equity, Diversity and Inclusion (3073)	\$ (37,509)	\$ (34,285)	\$ (48,000)	\$ 13,715	29%	\$ (80,000)
12. Preschool Literacy (3120)	\$ (4,635)	\$ (3,582)	\$ (5,957)	\$ 2,375	40%	\$ (8,411)
13. PO Regional Training (3171)	\$ 19,768	\$ (4,462)	\$ (36,892)	\$ 32,430	88%	\$ (55,338)
14. PLDS (3172)	\$ (2,751)	\$ -	\$ -	\$ -		\$ -
15. Digital Learn (3188)	\$ (50,777)	\$ (76,923)	\$ (36,375)	\$ (40,548)	-111%	\$ (55,250)
Error - Certif Pub Lib Admin (3189)	\$ -	\$ (162)	\$ -	\$ (162)		\$ -
17a. Cost Share IMLS Early Literacy (3181)	\$ -	\$ -	\$ -	\$ -		\$ -
17b. Cost Share IMLS Incl Internships (3185)	\$ (118,038)	\$ (127,208)	\$ (178,384)	\$ 51,177	29%	\$ (201,272)
TOTAL EXPENSES - PROGRAMS	\$ (1,075,171)	\$ (1,014,626)	\$ (1,221,916)	\$ 207,290	17%	\$ (1,836,936)

	Full Year	YTD		YTD	Variance	Full Year
	FY19 Actual	FY20 Actual	FY20 Budget	Variance	%	FY20 Budget
16. National Conferences						
A. NC General Program (3061)	\$ -	\$ (848,463)	\$ (873,505)	\$ 25,042	3%	\$ (908,032)
B. NC Exhibits (3062)	\$ -	\$ (1,182,262)	\$ (1,014,577)	\$ (167,686)	-17%	\$ (1,038,910)
C. NC Promotion (3063)	\$ -	\$ (37,447)	\$ (59,788)	\$ 22,341	37%	\$ (60,188)
D. NC Registration (3064)	\$ -	\$ (19,663)	\$ (25,000)	\$ 5,337	21%	\$ (29,826)
E. NC Opening/Closing Session (3065)	\$ -	\$ (322,626)	\$ (220,000)	\$ (102,626)	-47%	\$ (220,000)
F. NC Programs (3066)	\$ -	\$ (99,857)	\$ (77,150)	\$ (22,707)	-29%	\$ (77,150)
G. NC Meal Events (3069)	\$ -	\$ (163,422)	\$ (90,000)	\$ (73,422)	-82%	\$ (90,000)
H. NC Preconference (3070)	\$ -	\$ (103,852)	\$ (95,300)	\$ (8,552)	-9%	\$ (95,300)
I. NC Future Planning (3145)	\$ (78,203)	\$ (48,141)	\$ (221,300)	\$ 173,159	78%	\$ (222,500)
J. PLA Virtual Conference (3173)	\$ -	\$ (31,547)	\$ (28,300)	\$ (3,247)	-11%	\$ (28,300)
TOTAL EXPENSES - CONFERENCE	\$ (78,203)	\$ (2,857,279)	\$ (2,704,920)	\$ (152,360)	-6%	\$ (2,770,206)

	FY19 Actual	FY20 Actual	FY20 Budget	Variance	%	FY20 Budget
TOTAL EXPENSES	\$ (1,153,374)	\$ (3,871,905)	\$ (3,926,835)	\$ 54,931	1%	\$ (4,607,142)

	FY19 Actual	FY20 Actual	FY120 Budget	Variance	%	Full Year FY20 Budget
OPERATING NET REVENUES	\$ (283,817)	\$ 920,680	\$ 513,728	\$ 406,951	-79%	\$ 111,473

**Public Library Association
FY2019-FY2020 Financial Report**

PLA Board of Directors
January 22, 2021 Virtual Meeting
Document no.: 2021.42c

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

Project	FY19 (final)			FY20 Budget	FY20 (as of April 2020)		
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance
<u>1. Administration (0000)</u>							
Revenue	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (719,148)	\$ (677,503)	\$ 41,645	\$ (967,967)	\$ (640,346)	\$ (517,860)	\$ 122,487
Net	\$ (719,148)	\$ (577,503)	\$ 141,645	\$ (967,967)	\$ (640,346)	\$ (517,860)	\$ 122,487
<u>2. Service to Members (3000)</u>							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dues	\$ 569,203	\$ 548,540	\$ (20,663)	\$ 602,400	\$ 471,240	\$ 414,427	\$ (56,813)
Expenses	\$ (154,847)	\$ (106,147)	\$ 48,700	\$ (141,450)	\$ (64,467)	\$ (69,644)	\$ (5,178)
Net	\$ 414,356	\$ 442,393	\$ 28,037	\$ 460,950	\$ 406,773	\$ 344,782	\$ (61,991)
<u>3. Regional CE, Bootcamp (3007)</u>							
Registration	\$ 40,000	\$ -	\$ (40,000)	\$ 40,000	\$ 20,000	\$ 34,940	\$ 14,940
Expenses	\$ (26,150)	\$ -	\$ 26,150	\$ (23,800)	\$ (12,850)	\$ (26,844)	\$ (13,994)
OH & Tax	\$ (10,600)	\$ -	\$ 10,600	\$ (10,600)	\$ (5,300)	\$ (9,088)	\$ (3,788)
Net	\$ 3,250	\$ -	\$ (3,250)	\$ 5,600	\$ 1,850	\$ (992)	\$ (2,842)
<u>4. PLA Leadership (3011)</u>							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>5. PLA Partners (3020)</u>							
Revenue	\$ 41,500	\$ 65,352	\$ 23,852	\$ 40,000	\$ 29,000	\$ 5,695	\$ (23,305)
Expenses	\$ (17,950)	\$ 44,061	\$ 62,011	\$ (17,800)	\$ (5,033)	\$ (25,752)	\$ (20,719)
Net	\$ 23,550	\$ 109,413	\$ 85,863	\$ 22,200	\$ 23,967	\$ (20,057)	\$ (44,024)
<u>6. ALA Precons/MW Institute (3026)</u>							
Revenue	\$ 8,000	\$ 17,150	\$ 9,150	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (5,450)	\$ (5,263)	\$ 187	\$ -	\$ -	\$ (570)	\$ (570)
OH	\$ (2,112)	\$ (4,545)	\$ (2,433)	\$ -	\$ -	\$ -	\$ -
Net	\$ 438	\$ 7,342	\$ 6,904	\$ -	\$ -	\$ (570)	\$ (570)

**Public Library Association
FY2019-FY2020 Financial Report**

PLA Board of Directors
January 22, 2021 Virtual Meeting
Document no : 2021.42c

Project	FY19 (final)			FY20 Budget	FY20 (as of April 2020)		
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance
<u>7. Public Libraries (3030)</u>							
Revenue	\$ 51,500	\$ 48,968	\$ (2,532)	\$ 51,500	\$ 34,359	\$ 22,100	\$ (12,258)
Expenses	\$ (121,262)	\$ (108,036)	\$ 13,226	\$ (151,242)	\$ (110,767)	\$ (74,983)	\$ 35,784
OH	\$ (6,823)	\$ (4,806)	\$ 2,017	\$ (6,824)	\$ (4,553)	\$ (3,115)	\$ 1,437
Tax	\$ (547)	\$ (547)	\$ 0	\$ (547)	\$ -	\$ -	\$ -
Net	\$ (77,132)	\$ (64,421)	\$ 12,711	\$ (107,113)	\$ (80,961)	\$ (55,998)	\$ 24,963
<u>8. Web Based CE (3040)</u>							
Revenue	\$ 23,600	\$ 24,484	\$ 884	\$ 25,700	\$ 15,833	\$ 63,333	\$ 47,499
Expenses	\$ (12,447)	\$ (2,571)	\$ 9,876	\$ (6,947)	\$ (4,478)	\$ (4,717)	\$ (239)
OH & Taxes	\$ (3,127)	\$ (3,244)	\$ (117)	\$ (5,488)	\$ (3,314)	\$ (8,392)	\$ (5,078)
Net	\$ 8,026	\$ 18,669	\$ 10,643	\$ 13,265	\$ 8,041	\$ 50,224	\$ 42,183
<u>9. Publications (3058)</u>							
Revenue	\$ 3,510	\$ 4,470	\$ 960	\$ 7,250	\$ 4,833	\$ 17,172	\$ 12,338
Expenses	\$ (5,605)	\$ (7,895)	\$ (2,290)	\$ (4,000)	\$ (2,667)	\$ (13,500)	\$ (10,834)
OH & Taxes	\$ (465)	\$ (500)	\$ (35)	\$ -	\$ -	\$ (2,059)	\$ (2,059)
Net	\$ (2,560)	\$ (3,925)	\$ (1,365)	\$ 3,250	\$ 2,167	\$ 1,612	\$ (555)
<u>10. Family Engagement (3072)</u>							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,300	\$ 17,300
Expenses	\$ -	\$ (4,234)	\$ (4,234)	\$ (100,000)	\$ (62,533)	\$ (9,188)	\$ 53,346
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,292)	\$ (2,292)
Net	\$ -	\$ (4,234)	\$ (4,234)	\$ (100,000)	\$ (62,533)	\$ 5,820	\$ 68,353
<u>11. Equity, Diversity and Inclusion (3073)</u>							
Revenue	\$ -	\$ 32,422	\$ 32,422	\$ 100,000	\$ 60,000	\$ 28,575	\$ (31,425)
Expenses	\$ (28,000)	\$ (33,190)	\$ (5,190)	\$ (53,500)	\$ (32,100)	\$ (30,499)	\$ 1,601
OH & Taxes	\$ -	\$ (4,319)	\$ (4,319)	\$ (26,500)	\$ (15,900)	\$ (3,786)	\$ 12,114
Net	\$ (28,000)	\$ (5,087)	\$ 22,913	\$ 20,000	\$ 12,000	\$ (5,710)	\$ (17,710)
<u>12. Preschool Literacy (3120)</u>							
Revenue	\$ 24,500	\$ 17,503	\$ (6,997)	\$ 19,400	\$ 12,933	\$ 5,675	\$ (7,258)
Expenses	\$ (9,200)	\$ (2,316)	\$ 6,884	\$ (7,350)	\$ (5,250)	\$ (2,830)	\$ 2,420
OH & Taxes	\$ (7,420)	\$ (2,319)	\$ 5,101	\$ (1,061)	\$ (707)	\$ (752)	\$ (45)

**Public Library Association
FY2019-FY2020 Financial Report**

PLA Board of Directors
January 22, 2021 Virtual Meeting
Document no : 2021.42c

Project	FY19 (final)			FY20 Budget	FY20 (as of April 2020)		
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance
Net	\$ 7,880	\$ 12,868	\$ 4,988	\$ 10,989	\$ 6,976	\$ 2,093	\$ (4,883)
<u>13. PO Regional Training (3171)</u>							
Revenue	\$ 89,100	\$ 9,117	\$ (79,983)	\$ 120,000	\$ 80,000	\$ 691	\$ (79,309)
Expenses	\$ (57,000)	\$ 20,976	\$ 77,976	\$ (45,438)	\$ (30,292)	\$ (4,370)	\$ 25,922
OH & Taxes	\$ (11,748)	\$ (1,208)	\$ 10,540	\$ (9,900)	\$ (6,600)	\$ (92)	\$ 6,508
Net	\$ 20,352	\$ 28,885	\$ 8,533	\$ 64,662	\$ 43,108	\$ (3,771)	\$ (46,879)
<u>14. PLDS (3172)</u>							
Revenue	\$ 1,500	\$ 1,551	\$ 51	\$ -	\$ -	\$ 680	\$ 680
Expenses	\$ (10,000)	\$ (2,640)	\$ 7,360	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ (198)	\$ (111)	\$ 87	\$ -	\$ -	\$ -	\$ -
Net	\$ (8,698)	\$ (1,200)	\$ 7,498	\$ -	\$ -	\$ 680	\$ 680
<u>15. Digital Learn (3188)</u>							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000
Expenses	\$ (34,980)	\$ (50,777)	\$ (15,797)	\$ (55,250)	\$ (36,375)	\$ (76,923)	\$ (40,548)
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ (34,980)	\$ (50,777)	\$ (15,797)	\$ (55,250)	\$ (36,375)	\$ (46,923)	\$ (10,548)
<u>16. National Conferences</u>							
A. NC General Program (3061)							
Revenue	\$ -	\$ -	\$ -	\$ 1,679,365	\$ 1,679,365	\$ 1,961,116	\$ 281,751
Expenses	\$ -	\$ -	\$ -	\$ (463,000)	\$ (428,474)	\$ (328,768)	\$ 99,706
OH & Taxes	\$ -	\$ -	\$ -	\$ (445,032)	\$ (445,032)	\$ (519,696)	\$ (74,664)
Net	\$ -	\$ -	\$ -	\$ 771,333	\$ 805,860	\$ 1,112,653	\$ 306,793
B. NC Exhibits (3062)							
Revenue	\$ -	\$ -	\$ -	\$ 1,703,000	\$ 1,703,000	\$ 1,865,775	\$ 162,775
Expenses	\$ -	\$ -	\$ -	\$ (658,900)	\$ (634,567)	\$ (691,542)	\$ (56,975)
OH & Taxes	\$ -	\$ -	\$ -	\$ (380,010)	\$ (380,010)	\$ (490,720)	\$ (110,710)
Net	\$ -	\$ -	\$ -	\$ 664,090	\$ 688,423	\$ 683,513	\$ (4,911)
C. NC Promotion (3063)							
Revenue	\$ -	\$ -	\$ -	\$ 95,000	\$ 95,000	\$ 24,361	\$ (70,639)
Expenses	\$ -	\$ -	\$ -	\$ (47,600)	\$ (47,200)	\$ (34,219)	\$ 12,981

**Public Library Association
FY2019-FY2020 Financial Report**

PLA Board of Directors
January 22, 2021 Virtual Meeting
Document no : 2021.42c

Project	FY19 (final)			FY20 Budget	FY20 (as of April 2020)		
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance
OH & Taxes	\$ -	\$ -	\$ -	\$ (12,588)	\$ (12,588)	\$ (3,228)	\$ 9,360
Net	\$ -	\$ -	\$ -	\$ 34,812	\$ 35,213	\$ (13,086)	\$ (48,298)
D. NC Registration (3064)							
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ -	\$ -	\$ (29,826)	\$ (25,000)	\$ (19,663)	\$ 5,337
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ (29,826)	\$ (25,000)	\$ (19,663)	\$ 5,337
E. NC Opening/Closing Session (3065)							
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ -	\$ -	\$ (220,000)	\$ (220,000)	\$ (322,626)	\$ (102,626)
Net	\$ -	\$ -	\$ -	\$ (220,000)	\$ (220,000)	\$ (322,626)	\$ (102,626)
F. NC Programs (3066)							
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ -	\$ -	\$ (77,150)	\$ (77,150)	\$ (99,857)	\$ (22,707)
Net	\$ -	\$ -	\$ -	\$ (77,150)	\$ (77,150)	\$ (99,857)	\$ (22,707)
G. NC Meal Events (3069)							
Revenues	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 68,365	\$ (6,635)
Expenses	\$ -	\$ -	\$ -	\$ (90,000)	\$ (90,000)	\$ (163,422)	\$ (73,422)
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ (15,000)	\$ (15,000)	\$ (95,057)	\$ (80,057)
H. NC Preconference (3070)							
Revenues	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000	\$ 162,255	\$ 42,255
Expenses	\$ -	\$ -	\$ -	\$ (63,500)	\$ (63,500)	\$ (60,855)	\$ 2,645
OH & Taxes	\$ -	\$ -	\$ -	\$ (31,800)	\$ (31,800)	\$ (42,998)	\$ (11,198)
Net	\$ -	\$ -	\$ -	\$ 24,700	\$ 24,700	\$ 58,403	\$ 33,703
I. NC Promotion/Planning (3145)							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (175,290)	\$ (78,203)	\$ 97,087	\$ (222,500)	\$ (221,300)	\$ (48,141)	\$ 173,159
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ (175,290)	\$ (78,203)	\$ 97,087	\$ (222,500)	\$ (221,300)	\$ (48,141)	\$ 173,159

**Public Library Association
FY2019-FY2020 Financial Report**

PLA Board of Directors
January 22, 2021 Virtual Meeting
Document no : 2021.42c

Project	<u>FY19 (final)</u>			<u>FY20 Budget</u>	<u>FY20 (as of April 2020)</u>		
Subproject	Budget	Actual	Variance	full year	Budget	Actual	Variance
J. PLA Virtual Conference (3173)							
Revenue	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 68,900	\$ 28,900
Expenses	\$ -	\$ -	\$ -	\$ (23,000)	\$ (23,000)	\$ (22,417)	\$ 583
OH & Taxes	\$ -	\$ -	\$ -	\$ (5,300)	\$ (5,300)	\$ (9,129)	\$ (3,829)
Net	\$ -	\$ -	\$ -	\$ 11,700	\$ 11,700	\$ 37,353	\$ 25,653
Error							
Certif Pub Lib Admin (3189)							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,225	\$ 1,225
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (162)	\$ (162)
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,063	\$ 1,063
17. Grant Cost Shares							
A. Early Literacy Cost Share (3181)							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
B. Inclusive Internship Cost Share (3185)							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (174,992)	\$ (118,038)	\$ 56,955	\$ (195,032)	\$ (172,144)	\$ (127,208)	\$ 44,937
OH & Taxes	\$ (6,592)	\$ -	\$ 6,592	\$ (6,240)	\$ (6,240)	\$ -	\$ 6,240
Net	\$ (181,584)	\$ (118,038)	\$ 63,547	\$ (201,272)	\$ (178,384)	\$ (127,208)	\$ 51,177
TOTAL ADMIN/CORE PROJECTS							
	<u>FY19 (final)</u>			<u>FY20 Budget</u>	<u>FY20 (as of April 2020)</u>		
	Budget	Actual	Variance	full year	Budget	Actual	Variance
Revenue	\$ 852,413	\$ 869,557	\$ 17,144	\$ 4,718,615	\$ 4,440,564	\$ 4,792,584	\$ 352,021
Expenses	\$ (1,552,321)	\$ (1,131,775)	\$ 420,546	\$ (3,665,252)	\$ (3,009,493)	\$ (2,776,395)	\$ 233,097
OH & Taxes	\$ (49,632)	\$ (21,599)	\$ 28,033	\$ (941,890)	\$ (917,343)	\$ (1,095,509)	\$ (178,167)
Net	\$ (749,540)	\$ (283,817)	\$ 465,723	\$ 111,473	\$ 513,728	\$ 920,679	\$ 406,951

**Public Library Association
FY2019-FY2020 Financial Report**

PLA Board of Directors
January 22, 2021 Virtual Meeting
Document no.: 2021.42d

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

FY20 as of March 2020

Project	TOTAL GRANT	TOTAL SPENT	BALANCE	FY20 Budget	FY20 (as of April 2020)			BALANCES
Subproject	through FY19		Close of FY19	full year	Budget	Actual	Variance	Post Apr 2020
<u>Health Insurance Enrollment (3150)</u>								
Sep 2018 to April 2020 (FY19-FY20)								
Revenue	\$ 208,949	\$ 100,687	\$ 108,262	\$ 115,396	\$ 104,447	\$ 98,582	\$ (5,865)	\$ 9,680
Expenses	\$ (194,178)	\$ (96,001)	\$ (98,177)	\$ (108,358)	\$ (97,709)	\$ (95,551)	\$ 2,158	\$ (2,626)
OH & Taxes	\$ (14,771)	\$ (4,686)	\$ (10,085)	\$ (7,038)	\$ (6,738)	\$ (3,031)	\$ 3,707	\$ (7,054)
Net	\$ (0)	\$ -	\$ (0)	\$ -	\$ (0)	\$ (0)	\$ 0	\$ (0)
<u>Microsoft Philanthropies (3160)</u>								
Feb 2019 to mid-2020 (FY19-FY20)								
Revenue	\$ 388,416	\$ -	\$ 388,416	\$ 315,975	\$ 315,975	\$ 272,998	\$ (42,977)	\$ 115,418
Expenses	\$ (353,105)	\$ -	\$ (353,105)	\$ (287,250)	\$ (287,250)	\$ (272,998)	\$ 14,252	\$ (80,107)
OH & Taxes	\$ (35,311)	\$ -	\$ (35,311)	\$ (28,725)	\$ (28,725)	\$ -	\$ 28,725	\$ (35,311)
Net	\$ 0	\$ -	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ 0
<u>NIH-Pri Outcome Health Survey (3161)</u>								
Sep 2018 to April 2019 (FY19)								
Revenue	\$ 150,000	\$ 162,929	\$ (12,929)	\$ -	\$ -	\$ -	\$ -	\$ (12,929)
Expenses	\$ (122,529)	\$ (135,458)	\$ 12,929	\$ -	\$ -	\$ -	\$ -	\$ 12,929
OH & Taxes	\$ (27,471)	\$ (27,471)	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ 0
Net	\$ 0	\$ -	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ 0
<u>Gates Legacy Grant (3175)</u>								
Jun 2016 to May 2026 (FY16-FY26)								
Interest Income		\$ 259,382				\$ 134,864		\$ 394,246
Revenue	\$ 10,905,701	\$ 2,282,658	\$ 8,623,043	\$ -	\$ -	\$ 20,882	\$ 20,882	\$ 8,602,161
Expenses	\$ (9,735,947)	\$ (2,038,087)	\$ (7,697,860)	\$ -	\$ -	\$ (18,644)	\$ (18,644)	\$ (7,679,216)
OH & Taxes	\$ (1,169,754)	\$ (244,571)	\$ (925,183)	\$ -	\$ -	\$ (2,237)	\$ (2,237)	\$ (922,946)
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Gates African Leadership Training (3176)</u>								
Oct 2016 to Oct 2019 (FY17-FY20)								
Interest Income		\$ 2,843				\$ -		\$ 2,843
Revenue	\$ 1,000,000	\$ 928,204	\$ 71,796	\$ 129,953	\$ 86,283	\$ 19,021	\$ (67,261)	\$ 52,775
Expenses	\$ (892,857)	\$ (828,754)	\$ (64,103)	\$ (116,034)	\$ (77,041)	\$ (18,172)	\$ 58,870	\$ (45,931)
OH & Taxes	\$ (107,143)	\$ (99,450)	\$ (7,693)	\$ (13,919)	\$ (9,241)	\$ (850)	\$ 8,392	\$ (6,843)
Net	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ (0)	\$ -
<u>Gates Gen Ops Supplement (3177)</u>								
Sep 2017 through no end date								
Revenue	\$ 2,900,000	\$ 1,739,592	\$ 1,160,408	\$ 1,066,240	\$ 705,917	\$ 737,307	\$ 31,390	\$ 423,101
Expenses	\$ (2,552,000)	\$ (1,391,592)	\$ (1,160,408)	\$ (1,066,240)	\$ (705,917)	\$ (737,307)	\$ (31,390)	\$ (423,101)
OH & Taxes	\$ (348,000)	\$ (348,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ 0	\$ -
<u>Knight Short Edition (3178)</u>								
Jan 2018-Dec 2018 (FY18-FY19)								
Revenue	\$ 250,000	\$ 236,964	\$ 13,036	\$ -	\$ -	\$ -	\$ -	\$ 13,036
Expenses	\$ (250,000)	\$ (236,964)	\$ (13,036)	\$ -	\$ -	\$ -	\$ -	\$ (13,036)
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>IMLS Inclusive Internships (3184)</u>								
Mar 2017 - Dec 2019 (FY17-FY21)								
Revenue	\$ 1,538,574	\$ 1,184,944	\$ 353,630	\$ 308,040	\$ 153,000	\$ 21,977	\$ (131,023)	\$ 331,653
Expenses	\$ (1,195,240)	\$ (1,155,216)	\$ (40,024)	\$ (302,000)	\$ (150,000)	\$ (18,063)	\$ 131,937	\$ (21,961)
OH & Taxes	\$ (29,728)	\$ (29,728)	\$ -	\$ (6,040)	\$ (3,000)	\$ (3,914)	\$ (914)	\$ 3,914
Net	\$ 313,606	\$ -	\$ 313,606	\$ -	\$ -	\$ -	\$ (0)	\$ 313,606

**Public Library Association
FY2019-FY2020 Financial Report**

PLA Board of Directors
January 22, 2021 Virtual Meeting
Document no.: 2021.42d

<u>Project</u>	<u>TOTAL GRANT</u>	<u>TOTAL SPENT</u>	<u>BALANCE</u>	<u>FY20 Budget</u>	<u>FY20 (as of April 2020)</u>			<u>BALANCES</u>
<u>Subproject</u>	through FY19		Close of FY19	<i>full year</i>	Budget	Actual	Variance	Post Apr 2020
TOTAL GRANTS	TOTAL GRANT	TOTAL SPENT	BALANCE	FY20 Budget	FY20 (as of April 2020)			BALANCES
	through FY19		Close of FY19	<i>full year</i>	Budget	Actual	Variance	Post Apr 2020
Revenue	\$ 17,341,640	\$ 6,635,978	\$ 10,705,662	\$ 1,935,604	\$ 1,365,622	\$ 1,170,767	\$ (194,855)	\$ 9,534,895
Expenses	\$ (15,295,855)	\$ (5,882,072)	\$ (9,413,783)	\$ (1,879,882)	\$ (1,317,918)	\$ (1,160,736)	\$ 157,182	\$ (8,253,048)
OH & Taxes	\$ (1,732,178)	\$ (753,906)	\$ (978,272)	\$ (55,722)	\$ (47,704)	\$ (10,032)	\$ 37,672	\$ (968,240)
Net	\$ 313,607	\$ -	\$ 313,606	\$ -	\$ (0)	\$ (0)	\$ 0	\$ 313,607
Interest			\$ 262,225			\$ -		\$ 397,089

**BARC/EBD #3.20
2020-2021**

TO: ALA Executive Board

RE: Fiscal Year 2022 Budget Assumptions

ACTION REQUESTED/INFORMATION/REPORT:
Informational Only

CONTACT PERSON:

Denise Moritz, Interim Chief Financial Officer
Brad Geene, Director Budget & Planning

DATE: January 19, 2021

BACKGROUND:

Document communicating initial Fiscal Year 2022 budget process assumptions to ALA Managers with budget responsibilities.



Fiscal Year 2022 Budget Assumptions for Managers

Please refer to these initial FY 2022 Budget Assumptions when preparing your budget. Note that any changes to these assumptions will be communicated to all managers as (if) they occur.

CATEGORY	FY 2022 ASSUMPTION	COMMENT
NON-PERSONNEL:		
Indirect Cost Overhead Rate (full)	26.5%	Held constant from prior FY
Indirect Cost Overhead Rate (half)	13.25%	Web CE revenue
Grant Rate (preliminary)	23.08%	Federal rate
Endowment Spending Rate	5.0%	Provisional until February 2021 Endowment Trustees' approval
Bank Service Fees	2.85%	GL Line (5122) Bank S/C
Subscription Processing (IUT)	\$6.50 & \$6.75 RDA	GL Line (5903-4)
Registration Processing Fee	\$5.75	
PERSONNEL:		
Salary Increase	2.0%	Commencing January 1, 2022
Furlough Savings (# days)	zero	
Benefits expense will be derived via formula calculations within Prophix		
Employee Benefits	System generated	Formulas in budget template
Employee Benefits – Temps & OT	System generated	Formulas in budget template
Attrition %	4.5%	Formulas in budget template

EBD#3.19
2020-2021

ALA Executive Board
2021 Midwinter Conference

TOPIC: ALA Budget Objectives/Programmatic Priorities – FY2022

ACTION REQUESTED: Approval and recommendation to ALA Council

DRAFT MOTION: *The ALA Executive Board recommends to the ALA Council the following Budget Objectives, as a basis for the FY22 budget and as a key framework for budget planning:*

- Align expenditures with revenues
- Increase revenue sources
- Develop budget surplus
- Focus on financial stability
- Develop new budget metrics

REQUESTED BY: Tracie Hall, ALA Executive Director
Denise Moritz, ALA Interim CFO
Maggie Farrell, ALA Treasurer

DATE: 15 January 2021

BACKGROUND:

In accordance with ALA Bylaws (Article IX, Sec. 1), the ALA Executive Board presents to the ALA Council both the annual estimates of income and the budget objectives (programmatic priorities) for approval. By practice, budget objectives are presented early in the budget preparation cycle (at the Midwinter Meeting) to provide guidance to ALA staff in budget preparation. The annual estimates of income derive from the work of budget development and are presented to Council for approval at the ALA Annual Conference, prior to the final approval of the budget by the ALA Executive Board.

Since 1997, the Budget Objectives have been titled Programmatic Priorities derived from the *ALA Strategic Directions*. The most recent Programmatic Priorities are:

- Diversity
- Equitable Access to Information & Library Services

- Education and Lifelong Learning
- Intellectual Freedom
- Advocacy for Libraries and the Profession
- Literacy
- Organizational Excellence
- Transforming Libraries

The Covid-19 pandemic, and the decline of its traditional revenue streams have challenged ALA's budget requiring the Executive Director, ALA Finance Office, Executive Board, and member leaders to examine its financial infrastructure. In combination with the Strategic Pivot Plan, the focus for the next couple of fiscal years is to increase and diversify ALA revenue streams, enforce new internal controls to align expenditures with revenues, and to develop best practices in association with budget management. This focus will strengthen the fiscal underpinnings of the association and will enable ALA staff and member leaders to achieve the programmatic priorities. The proposed budget objectives are not a rejection of past programmatic priorities and what those priorities represent. Instead, the proposed budget objectives focus on the processes needed to ensure fiscal health and stability for the association. The past programmatic priorities continue to be expressed through the association's core values and strategic directions.

The FY22 Budget Objectives are:

Align expenditures with revenues

ALA staff will closely examine their expenditures according to revenue projections and adjust throughout the year as necessary to balance the FY22 budget.

Increase revenue sources

Currently, ALA relies on three main revenue streams. The Strategic Pivot Plan is developing new and diverse revenue streams with a goal of six primary revenue streams that will support ALA priorities for the long term.

Develop budget surplus

A small revenue surplus will be planned in order to build a reserve, as well as to improve the liquidity needs for association activities.

Focus on financial stability

Stabilizing ALA's finances is a requisite for allowing ALA's mission and core activities to continue during a very uncertain economy at a time when the association is facing increased demand from the sector for its guidance, resources, and direct services.

Develop new budget metrics

Benchmarking is critical to assessing the overarching and intertwined goals of increasing membership and revenue; the budget objectives articulated above; the performance of its now doubled revenue streams (Continuing Education and Contributed Revenue launch as standalone revenue streams in FY2022; Data, Research, and Design launches in FY2023); as well as to determine ALA's effectiveness in meeting strategic priorities including digital literacy and access; equity, diversity, and inclusion in libraries and the LIS workforce; and the preservation of library services. These metrics will directly address the priorities as outlined in previous ALA planning as well as its developing Pivot Strategy which will guide its operations over the next three to five years.

Laying the groundwork for ALA's approach to fiscal management, these five Budget Objectives will guide ALA staff in developing the FY22 budget in addition to providing a foundation for our work in advancing libraries and library workers.

The Need for Change: A Position Paper on E-Lending by the Joint Digital Content Working Group
December 2020

Introduction

COVID-19 has for months shuttered most library buildings. Libraries have been forced to operate entirely electronically. Schoolchildren and their parents have been especially disadvantaged: many and perhaps most school systems began in autumn 2020 as online only, with in-school library collections languishing unused. Public and academic libraries started slowly but safely to re-open, often for curbside service only, only to be forced to scale back by an autumn pandemic resurgence. Much concern and uncertainty about safety exists. A study of [COVID-19 and library materials](#) has suggested the virus can survive on commonly used library materials, if stacked, for at least 5 days and even longer on some materials, leading to quarantining periods, complicating circulation, and raising further concerns about personnel and public safety. Even as libraries open, users may stay away or avoid physical materials to avoid any possible virus transmission; a return to using a mix of physical and electronic materials will be slow, influenced by both public health guidelines and public opinion.

While we all look forward to the end of the pandemic, we must also recognize that the pandemic will have lasting effects on society: how we live, work, learn and play. The pandemic has accelerated trends that were already happening; however, the pandemic has also introduced unforeseen new behaviors and expectations. Libraries are grappling with extraordinary demand for both digital content and services--two costly program areas--that will add to the strain on already lean budgets.

This disruption has highlighted the importance of digital media and thus underscored a problem that libraries have raised for years: that some digital pricing and business models unreasonably hamper and sometimes entirely block access for library users. The problem existed before COVID; COVID has just revealed how bad the problem is, as those who rely on library materials for education, information, access to new thoughts and ideas, or simply some comfort in the face of physical isolation face long waits or unavailable materials. For libraries, the inability to provide access is an existential threat, particularly in the age of COVID, regardless of whether it is access to a best-selling novel, an important documentary, the latest research, or a or a book about the Constitution. Those who rely most on libraries -- often poor or otherwise marginalized groups -- are especially disadvantaged, as are many students and their families as they struggle to succeed in remote learning situations.

The Joint Digital Content Working Group has developed this position paper, describing some current (and indeed long-standing) problems in providing digital content that harm libraries, and consequently society broadly. Further proposals for particular action may spring from it later.

We recognize many works exist in a commercial framework, and we recognize creators' and publishers' need for fair remuneration. We salute some publishers for adopting [some flexible models and sometimes reduced pricing](#) during the pandemic, especially since these changes show that some of the terms we seek are possibly long-term. But publishers should recognize the value of and support the role of libraries in civil society and honor these roles as we transition to the digital age. Libraries help with discovery, often giving new authors their first, vital visibility, and all manner of free marketing for many authors and publishers. Academic libraries create a market for rarely-circulated titles; research libraries in particular serve as the memory for our society. School and

public libraries promote reading, growing the next generation of readers. Libraries are an essential part of the democratic enterprise, promoting and sharing ideas, knowledge, and creative expression, ensuring accountability, and preserving the cultural record. Note here that we define works and publishers broadly: not just creators and distributors of books, but audiobooks, sound recordings, moving images and other materials.

To best serve their communities, libraries need the choice among a variety of licensing models from publishers. Libraries and communities differ and have different needs. No one model is good for all types and size of libraries. A blend of models, such as perpetual access to allow for libraries to maintain the history of published works along with circulation-based metered access to allow for libraries to meet burst demand for high-interest works, might meet many situations. Also important are circulation-based metered access and other models to address short-term demands for high-interest works or for limited access by classrooms, book clubs or other groups to meet the educational, informational and civic missions of libraries. Because a huge variety of models could exist—perpetual access, metered by circulation, pay-per-use, or subscription, with or without simultaneous access by multiple users—setting out a “must have” model for all libraries is difficult. In some ways, however, the exact license terms may matter less than price. What we need are models with prices that approximate costs for use of print to deliver digitally the same library service we deliver with physical materials. If this need were met in some form, perpetual access to a title for example would be a “nice-to-have” for public libraries, even at a premium price, but the perpetual use option will always be “must have” for academic libraries. Ideally, we would have access to all copyrighted titles with prices and models that allow flexibility: keeping some titles perpetually at perhaps a higher price while providing greater access to popular titles while they are in high demand.

While some current publisher licensing and pricing models complicate access by library users, other issues also contribute to our ability to meet demand, including library vendor practices and the increase in content (especially streaming) to which libraries have no access. Some aspects of the library digital content experience have improved in the last decade—it no longer takes 17 steps to get a library ebook. Overall, however, licensing models, pricing, and even some content availability is worse than ten years ago. But change is urgently necessary if we are to fulfill our mission while moving to a digital age, a move the pandemic is accelerating.

Looming Budget Crisis Impacts Libraries’ Content and Services

The pandemic has done terrible damage to state and local budgets, as well as the broader economy—and it is persisting. Public libraries will face huge budget pressures during the time that the public needs them more than ever. Public libraries are concerned that their staff and services will be targeted for cutbacks. For some, cuts have already occurred with more cuts promised. School libraries, often poorly funded to begin with, may face further cuts as schools are forced to make expensive adjustments to run virtually and eventually make classrooms safe for in-person attendance. Academic libraries face these same concerns while enrollment fluctuations and disruption create an uncertain budgetary future. With talks of deep budget cuts to compensate for lower enrollments and budget shortfalls, cuts to resources seem inevitable. While there has been considerable talk about some federal relief, the Congress and the President remain at an impasse.

When libraries do reopen, there will be a necessary focus not only on the redesign of physical space to promote healthy distancing and safe face-to-face services, but also a focus on the rethinking of digital resources as well, from equitable access both in-person and remotely, as well as a rethinking

of what resources best serve a new financial reality. Libraries will need to scrutinize, even more closely than they already do, how every dollar is spent. Libraries will be confronted with a necessary rebalance of physical and digital resources as many of the temporary financial accommodations from publishers either will not survive or have already expired.

Yet, the preference for digital content will likely continue even after stay-at-home, shelter-in-place, and physical distancing restrictions are lifted. If libraries cannot find ways to make digital collections robust, affordable and lasting, including a return to perpetual access as an option, they will never be able to meet an ever-increasing demand and provide equity of access to the communities they serve.

The Public Library: Roles and Needs

Public libraries have an important cultural mission, existing so that knowledge, culture, and the materials that foster learning may be shared and preserved for all. Every content experience is valuable to the user, be it for research, to improve job prospects, or simply experience the complex and full range of emotions and thought that a novel or music can supply. Recent changes in digital licensing models frustrate that mission even more than previously, and the availability of titles and costs also restrict access for all in public libraries. More broadly, these changes complicate supporting K-12 students in states where there are no meaningful school libraries, even as their need for support increases.

During the pandemic, demand for digital materials has intensified. In the first week of April, 2020, 10.1 million digital books were borrowed from public libraries worldwide via Libby, according to statistics from OverDrive, the company behind Libby, which represents a nearly 30 percent increase compared with the same week in 2019. Nearly all libraries report the same trend. Meeting demand is increasingly a challenge for many reasons. Budgets are a problem. Public libraries are already seeing layoffs, furloughs, and budget cuts, with many or most bracing for the worst to come in the next few years. Yet diminishing revenues are not the only issue. The cost and content licensing models of many publishers make building and sustaining robust digital collections difficult. While some [smaller and mid-sized publishers](#) have offered multiple license models and reasonable pricing for some time, and (as noted above) even some large publishers have made adjustments beneficial to libraries during the pandemic--and we salute them for showing what is possible--some of the largest publishers' current practices are frustrating and unsupportable, seemingly designed to restrict library readership. We are concerned that after the pandemic, any beneficial changes might also be rolled back.

A [recently conducted study](#) has detailed changes made by the so-called Big 5, the publishers which are responsible for the great majority of best-selling titles that see high demand at public libraries. By 2018, all the Big 5 offered only metered access, giving up perpetual access altogether. The study documents that "the average price per copy [of ebooks] has tripled in nine years at the same time that license models have become much more restrictive." A combination of time-metered access at high prices means a high price per circulation for libraries. Maintaining ebook collections is becoming unsustainable.

[Another study](#), first with a limited number of titles but eventually of 100,000 titles, identifies still other issues in the market. While 65% of older titles in a list of culturally significant works were available in ebook format (as compared to 94% in print)—a rate higher than expected by the researchers-- license terms and pricing did not significantly vary from newer titles. These titles which

may be of interest but in lower demand, are less likely to be licensed, especially with time-bound metered licenses. Prices sometimes varied from library vendor to vendor, sometimes as much as 500%. In this 2017 study, license terms also often varied by vendor, though that difference may be less now that at least the Big 5 have adopted the metered license as standard.

A follow-up [2019 study](#) of three vendors in the USA and Canada validated some of these findings, suggesting that prices for the same titles could vary widely by vendor, ebooks generally cost more their print counterparts per circulation, older titles often cost more than might be expected for the same licensing terms, and, while vendor coverage of titles varied more in Canada than in the U.S., no single vendor had complete coverage of all the available titles. Taken together, these studies suggest that maintaining a robust collection of older but still significant or less-high demand titles to match our print collections is nearly impossible, while we cannot necessarily trust publishers to offer the same cost per title to the various vendors or perhaps that all vendors may not reflect all publisher discounts. While it may provide the best “bang per buck,” are public libraries destined to offer a revolving carousel of only the titles most popular at the moment? Current Big 5 models drive library digital content selection towards a limited boutique collection, with a [study](#) showing “higher prices result in smaller collections skewed away from the midlist.”

The 2019 study cited above also suggests that the availability of titles can be an issue: “collecting ebook titles of less popular interest may be a challenge, especially in poetry, drama, and literary fiction.” We shall take up this issue in greater depth below in the academic library section of this paper. For now, consider that “40 titles [out of 574 sampled] were not available to library ebook readers but were available to Amazon users via Kindle, Audible, or both formats.” Amazon, which has become a larger ebook producer than some of the Big 5, is increasingly dominating the market. Popular authors, understandably lured by Amazon’s deep pockets, are signing deals for titles that Amazon alone carries.

Amazon’s failure to license their “exclusive” content to libraries poses a threat to the preservation of content as well as shutting out any reader without or unwilling to use a credit card. Amazon unbalances the library digital content market in another way. It allows only one vendor to offer content in its popular Kindle format. Whether or not libraries should encourage use of a proprietary format that forces readers to go to Amazon, privileging one commercial entity, is a debatable matter. That only one library vendor should have this competitive advantage is not. Since many libraries are unwilling to give up the percentage of readers that use the Kindle format, even if weaning them to a standard format and away from dealing with Amazon might be desirable, competition among library vendors is unacceptably skewed.

Amazon, however, is not the only problem. For public libraries, having all copyrighted works made available to us is becoming increasingly “must-have,” especially as exclusive content has become a streaming service business tactic. We shall explore this trend in even more detail in the academic library section below. For now, consider a list of titles that as of this writing libraries cannot provide to our users:

- *Charlotte’s Web* ebook (also, *Stuart Little*, *Trumpet of the Swan*, and other E.B. White books)
- *The Coming Storm* digital audiobook by Michael Lewis (Audible exclusive) – not released as an ebook or in print at all
- *In the Heart of the Fire* digital audiobook by Dean Koontz (Audible exclusive) – released as an ebook but not in print.
- *The Mandalorian* (Disney, not released on DVD)

- *Schitt's Creek*, which just won several Emmy awards (Netflix, not released on DVD)
- *The Marvelous Mrs. Maisel* (Amazon, not released on DVD)
- Later seasons of:
 - *Stranger Things* (Netflix)
 - *Grace & Frankie* (Netflix)
 - *Bosch* (Amazon)

How might these problems be addressed? First, no single licensing model suits all library needs. All publishers, and most urgently the Big Five, should offer the option for a perpetual access. Such a license might well be offered at a higher price than a metered model. The option is essential for libraries to build long-term collections as rich as what we offer in print. Furthermore, the time-based metered model, with licenses expiring in one or two years, often results in a high cost-per-use and discourages the licensing of many titles by new or less well-known authors. It should be abandoned for a circulation-based model, with licenses expiring only after a set number of checkouts have occurred. Only then will libraries be able to know what their cost-per-use on metered access titles might be. During the COVID-19 crisis, at least one publisher is offering licenses on audiobooks in both perpetual and metered models. We salute this practice: it shows that options for variable licenses can be offered. As a gesture of their willingness to work with one of their main customers—perhaps their biggest one—we ask that the Big Five (and other publishers) immediately make these licensing changes, offering both a lowered cost on metered (by circulation) licenses and perpetual options at once. Other models can and certainly should be considered: pay-per-use, subscription, simultaneous use of metered licensed titles, varying prices depending upon the likely demand for titles, etc. But two basic ones—a premium cost perpetual and lower cost metered (by circulation)—are essential if a single low-cost perpetual model is not fair (at least to publishers) on every title.

This change would be a vital step in working together to get content to readers, increasing visibility and ultimately consumer sales, while allowing libraries to develop their best collections. We believe this move will also be good for publishers, as libraries help readers discover items they wish to purchase: “[One of the big concerns](#) in the publishing industry about selling e-books to libraries is that allowing free access to e-books through libraries might eat into book sales. In fact, Pew Research data show that those who use libraries are more likely than others to be book buyers and actually prefer to buy books, rather than borrow them.”

Second, we should as a profession advocate for access to content so that no company can offer competitive advantages to one vendor that lessens competition in the library digital content market. This advocacy will probably have to take the form of legislative action. Tech giant publishers creating content that users cannot access through libraries is a threat not only to libraries but to democracy, deepening the digital divide. Addressing concerns about cost variations among library vendors and ameliorating the need for libraries to have greater choice in selection are more difficult to address. It is to be hoped that all the library vendors will contract with as many publishers and offer a wide a selection as possible. The issue of cost variations could be addressed by greater communication. Publishers might work with libraries more and announce sales. Library vendors should be open about pricing and always reflect publisher discounts when such discounts are offered.

Existing license models are not sustainable for libraries. Library users are being excluded from reading as surely by those models as they are by the physical barriers to borrowing created by the pandemic. We seek a fair deal for all, but we must wonder if a digital version of first sale would best suit the need for public access, with the original intent of copyright in mind: to “[promote the](#)

[progress of science and the useful arts—that is—knowledge.](#)” Perhaps legislative measures may need to be enacted if we cannot find some middle ground with publishers. Interestingly, on April 28th, 2020, the Congressional Research Service (CRS), a “nonpartisan shared staff to congressional committees and Members of Congress [operating] solely at the behest of and under the direction of Congress,” released a “[Legal Sidebar, COVID-19 and Libraries: E-Books and Intellectual Property Issues.](#)” It “explains how copyright law governs e-book lending; describes how the COVID-19 pandemic has affected e-book accessibility; and outlines some possible legal approaches Congress may consider.” Though not without flaws from a library perspective, that report suggested “Congress could now re-examine the market and determine whether it has matured sufficiently and in a manner that would warrant” providing “limited copyright immunity for library e-book lending” or even a “digital first sale doctrine.” We as a profession must continue to work with our legislators to keep them informed as we move into an increasingly digital world.

The Academic Library: Roles and Needs

Academic libraries, particularly research libraries, are critical stewards of cultural memory, and publishers of all kinds must offer content in a way that supports this basic function, for otherwise the content is all but useless for our purposes. Access to the contents of research libraries are critical to the function of the enterprises of teaching, research, and scholarship. When content used in teaching can’t be shared with students, learning is hindered. When content used for research can’t be accessed, scholarship is hindered. In such a world, discovery, innovation, and progress is lost. Academic libraries serve the broader enterprise of research and education, often with methods such as inter-library loan (ILL) that are less viable during a pandemic and increasingly dated in a digital ecosystem, and changes to enhance this mission are necessary.

While publishers have sometimes been forward thinking in their delivery of and licensing models for front list books, access to backlist and out-of-print items has lagged. As a result, millions of titles are inaccessible on the shelves during our current crisis are totally unavailable since they do not exist in digital form. The market is failing to meet research needs. A [study](#) cited earlier gives some specific examples. While it mostly examined current titles and did not survey every Pulitzer Prize winner, for example, it found huge gaps in availability. Unavailable titles from before 1990 include six Pulitzer Prize winners or nominees and other significant titles:

- *A Summons to Memphis*, Peter Taylor (1986, Pulitzer)
- *Elbow Room*, James Allen McPherson (1977, Pulitzer)
- *Guard of Honor*, James Gould Cozzins (1948, Pulitzer)
- *Humboldt’s Gift*, Saul Bellow (1975, Pulitzer)
- *The Elected Member*, Bernice Rubens (1969, Booker Prize)
- *The Way West*, A.B. Guthrie (1949, Pulitzer)
- *Tales of the South Pacific*, James A. Michener (1947, Pulitzer)

A wider study would certainly find other works of scholarly interest to be unavailable. Libraries have proposed a solution, controlled digital lending, that would provide access to those titles while preventing mass distribution of titles that publishers have not digitized and commercialized. Controlled digital lending is a stop-gap measure, but it at least allows access to works otherwise unavailable in digital format: almost invariably out-of-print, perhaps with little commercial market, but still culturally significant. Despite market failures and even during emergencies like COVID, it is still not a replacement for properly produced e-books from publishers.

The same study also suggests that even when under license, titles of academic interest might be unavailable due to a combination of pricing and licensing. For example, “The Collected Stories of Katherine Anne Porter costs \$10.95 in print in the U.S. All three U.S. ebook vendors sell it for \$40 on a 24-month license. This title is culturally significant. If it had a guarantee of 52 checkouts in 24 months, costing 77 cents per use, many librarians would likely purchase it. If it circulates 10 times in its license, its cost-per-use is \$4 for the ebook. For print, the cost [for the same number of circulations] would be about \$1.10, and the book [might well] still be available [after two years].” This title would not be suitable for a class read because the ebook could only be accessed by one student at a time. A high cost-per-use for a short license period may be unattractive in digital format for academic libraries and certainly raises concerns about maintaining long-term preservation without controlled digital lending.

Audio and moving image material is even more problematic for academic than for public libraries. Libraries hold sizeable inventories of physical versions of these materials that are now inaccessible. When a title is not available in digital form—for example, of a title that is on reel of film—current law on media often prevents libraries from creating a digital copy that can be shared. Libraries can often only provide access to titles available from a streaming vendor, and of course not all titles are even available in this way. A specific example is instructive: one of our group members, an academic library, was asked to provide, if possible, access to two documentaries recently for classroom use: *The Social Dilemma* and *Living on a Dollar a Day*. Neither could be provided. The inability to provide *The Social Dilemma* was particularly frustrating for librarians and professors because of the timeliness of the election, which had led to many requests for use. *The Social Dilemma* is only available on Netflix and *Living on a Dollar a Day* is only available on Amazon Prime.

For many academic libraries, streaming access is in any case beyond financial reach due to exorbitant pricing models by the vendors. The model for streaming is usually 1-3 year licenses at rates similar to public performance rights, even if it is a single researcher accessing the digital title. As we look to the future, where more and more digital material is available streaming only, the ability of academic libraries to serve faculty and students is increasingly under challenge. The lack of an ownership or perpetual access model for digital media conflicts with the academic library’s mission to build collections and provide ongoing access as well as threatening these titles’ future preservation. Some vendors do not even offer an institutional pricing model at all, transferring the burden to students via their personal streaming accounts like Netflix, Hulu or iTunes. This model in particular creates vast inequity among students, who must have a credit card on which to pay a monthly subscription fee or per-title access. These examples illustrate that pricing is not the only barrier. In many cases, the content is not available to libraries in a form and with terms that is accessible to users at any cost.

Textbooks in digital format are a long-standing problem. E-textbooks have been shut out of the library ecosystem for many years now. Many schools tried their best to at least maintain a print copy for the sake of preservation. For college textbooks, there have been initiatives to ensure access to print texts to students through reserves collections. For K-12, there are many state initiatives to ensure that state-adopted textbooks are on the shelves of academic libraries’ curriculum centers. The current crisis has accelerated the already quickly growing market of electronic textbooks—run through student bookstores and often tied to an individual access key that expires at the end of the academic year. This model does not allow for the multi-person access on which library missions are built. They also do not allow for long-term preservation for future researchers and historians to study the history of education in our country. Now is also a good time to revisit this model with

publishers to correct this decades-long pattern of shutting libraries out of textbook collection. Electronic textbooks are increasingly important for student success, particularly for the most challenged and disadvantaged students, as our institutions of higher education and libraries try to support these students in the current emergency and through the future changes in teaching.

Research libraries expect and require the ability to provide access to the cultural record that has been collected for centuries to their users in the format that is necessary for that moment. Limitations to distribution are necessary but the inability to purchase and maintain digital copies impedes the fundamental mission and purpose of a library. This is utterly unsupportable and may ultimately require legislative solution.

Publishers' use of licensing models over ownership models prohibits the cultural stewardship role of the academic library. Publishers in general, and academic publishers in particular, must return to a perpetual use model if this option has been abandoned. Vendors of streaming film should adopt models that allow perpetual access and that do not place public performance rights prices on films that are often being used by only one researcher at a time, or at least provide a licensing option to institutions allowing for less expensive individual viewing.

School Libraries

Even more than for public and academic libraries, the pandemic has complicated the use of ebooks and other digital content in school libraries. These librarians face special challenges with acquiring and sustaining digital collections, even as demand for digital is increasing. Some of the issues these libraries currently face are unsolvable by librarians. With many districts opening only virtually at the start of the fall and delaying in-person attendance with the later resurgence of the pandemic, many students, perhaps particularly in less affluent or rural areas, simply don't have access to online instruction, much less school library materials. One of our paper's authors lives in a rural county. There, even affluent neighborhoods may lack broadband access due to the failure of providers to reach the "last mile." Wi-Fi hotspots, though relied upon by schools as a stopgap, may not help due to poor cellular coverage. While smart phones may seem ubiquitous today, [teachers report](#) that "lack of access to unlimited-data plans proved to be a barrier for some . . . students." Nationwide investment in public broadband—a need nearly as important today as electricity to be informed and participating in society is needed.

Even where broadband exists, however, difficult problems complicate access. Funding is paramount among these. For example, according to Melissa Jacobs, Director, New York City Department of Education, New York City School Library System, funding for school libraries in New York state is \$6.25 per student. With this budget, school librarians are hard-pressed to provide print books in normal times, much less to provide ebooks or other digital content which might cost \$65 or more to license. While some providers of digital materials to schools are more likely to offer perpetual licenses than the Big 5 are to public libraries, the prevalence of "exploding" time-bound licenses in areas such as best-selling teen titles can make licensing all but impossible. A recent article in *School Library Journal* by Lauren J. Young, "Fast & Curious: Librarians Grapple With The Ins And Outs of Purchasing Ebooks" concurs, suggesting that "acquiring and distributing ebooks can be a flawed and complicated business." While many companies offered materials for free at the start of the pandemic, "many free services have expired, despite the hundreds of schools still remote learning or limiting on-campus activity. Now, librarians are left with a tough decision: Do they continue with a paid ebook service?" The author concurs that "The cost of licenses, like single user ebooks, can

quickly eat up a budget if not planned carefully. Exorbitant prices and ongoing fees to maintain e-collections are a major block” and that expiring licenses are “budget destroyers.”

Of special interest to school librarians are class sets, which the librarians would provide for one of the most important clients: teachers. Class sets must be available in some way to many students at once. They might be available simultaneously on one license, or at the very least at low cost per title for a number of licenses. Class sets are unlikely to be needed for more than a month or two, and then yet another title might be needed. Such short license terms (or low costs) are unlikely to be available for most titles. Even when available, licensing can be difficult, with many school systems requiring a longer purchase order process that complicates being nimble enough to work quickly to get new titles once older titles are completed. Titles that are available this way may not always suit the needs of a particular teacher or group of students; teachers must then use what is available, with the content tail wagging the educational dog. Selection can be particularly frustrating for schools with large numbers of English Speakers of Other Languages (ESOL) students, as books in other languages may be limited in number. There is, however, an even more problematic alternative. Ms. Jacobs trains school librarians to be digital content license experts for the teachers and to know and use digital content properly, an educational function that is vital since many teachers may not be aware of the fundamental difference between copyright and license. Many schools may not have the luxury of a school library, much less a librarian. If schools do not have the funding to hire school librarians trained in this way, teachers may be confused about how best to provide access to protected content. Use of titles can occur not supported under fair use. School librarians face the same constraints on providing textbooks that academic librarians do. With a textbook market set up to license only for individual rather than group use (or appropriate text books possibly not available in digital format at all) and with acquisition of class sets being nearly impossible, the school librarian faces a daunting task in meeting educational needs, even as teachers are most desperate for digital content while students face challenges with new modes of learning that may not be enhanced by quality monographic titles. Teachers and students—often perhaps the most economically vulnerable students—end up frustrated, and the educational enterprise is imperilled in an already difficult time.

In a recent survey (the full results of which will be published in early 2021), *School Library Journal* quantified some of the problems school librarians face. School librarians were asked this question: “When acquiring digital content for the library, have any of the following publishers’ terms hindered your ability to provide books, e-audio, streaming media, or electronic reference to students? Check all that apply.”

901 responded as follows (only the top three responses have been reproduced here):

	Total (Wtd)	TYPE OF SCHOOL			FUNDING	
		Elem or K-8	Middle school	High School	Public	Private
Total	-	-	-	-	-	-
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
High pricing	63.7%	59.7%	70.6%	73.8%	63.4%	62.1%

Simultaneous access restrictions	52.4%	47.3%	63.9%	64.0%	51.9%	51.2%
Metered licenses that are time or circ-bound and must be renewed	52.2%	48.9%	61.2%	58.1%	51.1%	54.7%

Pricing is the most serious roadblock, becoming more of an issue as the titles are aimed at an older audience and so likely to be longer. The inability of readers to access titles simultaneously (basically, the issue of classroom sets) complicates serving students, and metered licenses that must be renewed (in some ways a subset of price) also present significant barriers. Public and private schools experience the issues at the same rate; differences by region and metro status (not reproduced here) are insignificant.

There have been some innovative efforts to address these problems. The Internet Archive's [Open Library Student Library](#) makes many titles available, but, being based on Controlled Digital Lending, cannot fill the need for class sets. The [Open Ebooks app](#) makes thousands of quality titles available for free, with no waiting and simultaneous use possible. Use of this resource is, however, limited to students who qualify under Title 1, with special codes being needed for access. The distribution of codes and passwords is cumbersome and creates additional obstacles for students. This initiative is a fine effort to confront a big problem but until access can be expanded—which would require the permission of the publishers providing the books—it cannot meet many needs. The initiative for public libraries to work with school systems to provide every student a library card is laudable indeed, but shifts the demand to a source also generally unable to provide most titles simultaneously, or at least not without paying a cost-per-use that might preclude purchase of much other digital content for public library users. Nevertheless, the example provided by Nashville's [Limitless Libraries](#), in which public and school libraries are completely integrated, is instructive. The Georgia Public Libraries eRead Kids project, providing “more than 15,000 electronic and audio books,” is for children from pre-K through fourth grade and is available to all Georgia Public Libraries. A project extending an initiative like this to all schools, perhaps partnering with public library, local, state, federal, and grant funding, might begin to meet school librarian needs. Our group encourages district, state, and federal funding of school libraries as one way to close the digital divide, and the development of shared content at the state or even national level, with publishers seeing how they can develop future readers as a possible gain.

The *School Library Journal* survey suggests that district or state funding is already important in funding ebooks (less so digital audiobooks) in public schools. Though funding in any recession caused by the pandemic may be scarcer, it seems that more funding and a wider outreach to even more schools is necessary, if only 54.5% of schools are getting some sort of higher level assistance.

“Do you have access to any of the following electronic resources paid for by your state or district?”

		TYPE OF SCHOOL			FUNDING	
	Total (Wtd)	Elem or K-8	Middle school	High School	Public	Private
Total	-	-	-	-	-	-
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Encyclopedias	70.1%	72.9%	67.2%	66.2%	73.7%	29.8%

Subscription services	59.6%	59.6%	57.0%	59.5%	58.5%	31.4%
Ebooks	54.6%	57.6%	53.9%	49.3%	55.6%	14.8%
E-audio	25.7%	24.3%	33.8%	29.8%	25.3%	5.0%
Streaming services	29.6%	30.8%	25.8%	26.0%	30.8%	10.9%
Other	12.6%	9.8%	13.4%	22.5%	11.1%	26.4%
None of the above	12.3%	12.7%	11.7%	9.9%	10.2%	45.7%

Until the will and funding to build such projects can be found, however, better and more flexible licensing models to meet school library needs, is imperative. As noted by [Kipp Bentley](#), “Even with increased 1:1 laptop initiatives, schools’ purchase and use of ebooks has leveled. A big reason for this is the draconian restrictions book publishers have imposed on ebook lending.” Meeting student need for content is a pressing challenge, yet many U.S. public and non-public school libraries cannot afford ebooks at all. Because of their greater cost and restrictive licenses, digital audiobooks have little place in many school libraries, though “reluctant readers” might benefit greatly from them.

Conclusion

If libraries can acknowledge the critical role of the publisher in our information ecosystem and broader society and publishers can respect libraries’ responsibility to a public good that goes all the way back to the formation of our democracy, then perhaps we can meet on a middle ground. Library purchasing, marketing, and engagement are economically advantageous to publishers. Especially now as publishers are also under financial stress with layoffs, furloughs and budget cuts, and some avenues that authors use to earn income such as book tours are closed, the need for dialog is paramount. Both sides can benefit by recognizing that people create books, film, and other expressions of knowledge not only for financial gain but as an expression of thoughts and ideas, and libraries can help publishers and authors survive economically not only in a difficult time but in an increasingly digital age. Put simply, a writer needs a reader. The publisher and the library connect the two. And works deserve to survive, and to be preserved across time. This is the ecosystem that we should be striving to preserve—the one that symbolizes the freedom of the mind.

This is a powerful moment for libraries, a juncture where there is an opportunity to evaluate and require equity in terms of the three components necessary for a successful library experience: access, discovery and delivery. As usage by library patrons increases, and as academic and school libraries increasingly turn to digital, libraries are in a strong position to advocate for digital equality.

This is the moment for libraries of all types and the funding agencies that support them to call upon publishers to increase and improve access to new and exciting e-content to our customers, regardless of their ability to pay and to be fair in their pricing and delivery methods, not just now, but from now on. Libraries must require publishers to offer new ways for our customers and community to discover the informational, educational and recreational resources public libraries provide, whether printed, online or virtual.

As a united group of public service institutions, libraries must ask publishing leaders to join us in creating a model that calls for open accessibility and equity not just some of the time and not just for some of the people, but also for everyone, all of the time, under any conditions, in any market, as a matter of industry practice.

Libraries should remain steadfast in doing what benefits their patrons. An increasing preference for digital content will continue even after stay-at-home, shelter-in-place and physical distancing

restrictions are lifted. If we cannot find ways to make our digital collections robust and lasting, including a return to perpetual access as an option, libraries will never be able to meet an ever-increasing demand and provide equity to the communities we serve.

Acknowledgements: The JDCWG thanks Melissa Jacobs, Director of New York City's Department of Education School Library System, for her review of and her invaluable contributions to the section on school libraries. We also thank Carmi Parker, ILS Administrator of Whatcom County Library System, for her review of and informed contributions to the section on public libraries. Additionally, we thank Laura Girmscheid and Kathy Ishizuka of School Library Journal for adding relevant questions to their survey and allowing us to reproduce results.

Statement regarding the MLS/MLIS Degree in American Public Libraries

After years of discussion among library professionals, we feel it is necessary to issue a statement regarding the limited scope of the traditional MLS/MLIS degree as it pertains to daily work in modern public libraries. Employees at all levels have long been frustrated by outdated curriculum that lacks focus on many of the competencies necessary to advance in public libraries today. These competencies include but are not limited to business administration, financial management, fundraising, board management, facilities and maintenance, human resources, design thinking, strategic planning, leadership, and collective impact. Additionally, the requirement for the MLS/MLIS degree in hiring practices excludes many high-quality individuals from the profession thus hindering the growth and development of public libraries as a whole.

We would like the board of directors of the Public Library Association to consider making the following recommendations to the library community:

Recommendation #1: We encourage public library administrators to re-visit hiring practices in such a way that the skills discussed above are highlighted and prioritized, acknowledging that such skills can be acquired through a variety of pathways, not all of which require the MLS/MLIS degree.

Recommendation #2: We encourage MLS/MLIS programs to work to ensure that these skills are better integrated into the curricula, particularly for students seeking employment in public libraries. We encourage MLS/MLIS programs to make these skills mandatory parts of the public library curricula, rather than optional electives.

Recommendation #3: We encourage state libraries to re-visit state standards for public libraries and public librarians in such a way that these skills are more central to the certification process for libraries and librarians, acknowledging that such skills can be acquired through a variety of pathways, not all of which require the MLS/MLIS degree.

These recommendations, if adopted, will pave the way for a more innovative, diverse, inclusive, and sustainable profession.

Thank you for your consideration.

**EBD#10.3
2020-2021**

To: ALA Executive Board

Re: Operating Agreement Work Group Update

ACTION REQUESTED/INFORMATION/REPORT: This report provides the Executive Board with an update on the activities of the Operating Agreement Work Group since it began its charge in August 2020.

CONTACT PERSON: Maggie Farrell, maggie.farrell@unlv.edu, ALA Treasurer and Operating Agreement Work Group Chair

DRAFT OF MOTION: None

DATE: January 15, 2021

BACKGROUND:

<https://operatingagreement.ala.org/>

The Operating Agreement Work Group was proposed during ALA Midwinter 2020 with a final charge and appointments in June 2020. The WG has met throughout the fall and meeting materials are available on our ALA website.

The WG has conducted preliminary analysis of the current Operating Agreement and are currently examining the individual sections of the Agreement. The WG also outlined characteristics of an ideal policy that facilitates collaboration and strengthens the entire association. The WG would like to modernize the policy not only due to its dated language but to reflect how we would ideally like to work across ALA. Following is a summary of the issues being considered:

- Title – the current title of Operating Agreement is dated and we should refer to this as its policy name: Policies of the American Library Association in Relation to its Membership Divisions.
- Round Tables – the Round Tables' relationship could be defined either as part of this policy or reexamined within its own already existing policy ([A.4.3.3 Round Tables of ALA: Role and Function](#)).
- Sec. 2, Values – this section title is confusing and actually refers to operational practices. It is likely that the WG will recommend that this moves to [ALA's Operational Practices](#) or within another policy or internal management document.
- Sequencing – the WG is considering changes at the same time as other initiatives such as Forward Together, Pivot Plan development, and internal operational discussions. The WG will monitor various association initiatives to be aware of potential impacts on the operating agreement or how better defining the division relationship might advance these initiatives.
- Financial/Overhead – the WG is focusing on aspects of the relationship before considering financial arrangements since finances should support the relationship; not define the relationship.

- Timeframe – the WG discussions are difficult and the timeframe may have been too ambitious especially given the demands on individual schedules. The WG will examine their anticipated final report due date of June 2021 and may request an extension.
- PBA Meeting – the Operating Agreement will be an agenda item during the joint PBA/BARC/Division Midwinter meeting.
- Comments, questions, and observations may be shared with WG members listed below. The Operating Agreement WG [website](#) also has a feedback email.

Operating Agreement Work Group members:

	Name	Position
Chair	Maggie Farrell	UNLV
Division Member	Clara Bohrer	West Bloomfield Township Public Library
Division Member	Diane Chen	Stratford STEM Magnet School Library
Roundtable Member	Sophia Sotilleo	Lincoln University (PA)
Membership Member	Miranda Bennett	University of South Carolina
Publishing Committee	Christine Dulaney	Library of Congress
SCOE Rep	Andrew Pace	OCLC
Member	Clara Harmon	Calumet City Public Library (IL)
Executive Board Member	Wanda Brown	ALA Past President
BARC Chair	Peter Hepburn	College of the Canyons
Division Staff	Tammy Dillard Steels	YALSA Executive Director
Division Staff	Kara Malenfant	ACRL Interim Executive Director
Division Staff	Kerry Ward	Core (previously LLAMA Executive Director)
Roundtable Staff	Lorelle Swader	Associate Executive Director
Finance Staff	Denise Moritz	Interim CFO
General Fund Staff	Melissa Walling	Director, Membership
General Fund Staff	Kathi Kromer	Director, Washington Office

ALA Personnel Supporting/Contributing to the WG:

Keith Brown
Marsha Burgess
Holly Robison

ACTIONS: None

A Transition Plan for Library Advocates

Now is the time to establish and reinforce relationships with elected leaders at every level of government

By Kathi Kromer (<https://americanlibrariesmagazine.org/authors/kathi-kromer/>). |

November 13, 2020

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2020	2021
NOVEMBER-DECEMBER Committee assignments made by leadership in both chambers of Congress	JANUARY 3 First session of the 117th Congress begins
NOVEMBER 16 US House and Senate return to Capitol Hill for lame duck session	JANUARY 5 Georgia runoff elections determine final US Senate membership
DECEMBER 11 Congress must pass FY2021 appropriations bills, or pass a CR to avoid a government shutdown	JANUARY 20 Inauguration Day

The November 3 elections will have an impact on public policy and advocacy for libraries at the federal, state, and local level.

Based on campaign pledges, the Biden-Harris administration will be more favorable to education investment and the values of equity, diversity, and inclusion. President-Elect Joe Biden's cabinet selections will likely indicate a significant shift in policy around education, telecommunications, workforce issues, and many other areas. However, the change of leadership in the White House does

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(<https://americanlibrariesmagazine.org/wp-content/uploads/2021/01/farrell-maggie-III.jpg>) ALA Treasurer Maggie Farrell writes: "Last year started off as a productive but worrisome one for ALA finances, as evidenced by critical conversations held at the 2020 Midwinter Meeting in Philadelphia. Since then, additional circumstances—including the pandemic—have aggravated ALA finances as libraries struggle with their own budget declines. Despite everything, member leaders remain committed to addressing ALA's ongoing budget concerns and to creating a path toward a healthy financial future."

AL Live



(<http://americanlibrarieslive.org/>)



(<https://americanlibrariesmagazine.org/al-live/>)

not automatically translate into wins for libraries. Votes cast further down the ballot will have a major impact on the decision making in the next Congress.

117th US Congress

Election results in the House and Senate are not final, as several states continue to count ballots. More than half of the 58 newly elected members of Congress come from state and local elected offices, which illustrates the potentially national impact of local leadership and the exponential value of local library advocacy.

It appears Republicans will maintain in control in the US Senate. However, the final determination will come after two Senate runoff elections, both in Georgia, to be held January 5. While Democrats managed to hold the majority in the House of Representatives, enough Republican seats were won to warrant adjustments on committees critical to library interests, such as funding (Appropriations), education (Education and Labor), and copyright (Judiciary).

Biden's cabinet appointments will add to the overall uncertainty surrounding the makeup of the Senate. Appointees, mainly Democratic, from the Senate ranks will leave unoccupied seats to be filled by mostly Republican governors. Political calculations are being made as many options are being discussed for cabinet positions. ALA is closely monitoring these prospects with an eye toward library connections and opportunities.

In terms of federal funding for libraries, there is positive news. All our lead champions on the House and Senate Library Stabilization Fund Act (<https://americanlibrariesmagazine.org/blogs/the-scoop/congress-introduces-library-stabilization-fund-act/>) bills and the annual Dear Appropriator letter won reelection. Libraries gain another champion in the Senate with the election of Rep. Ben Ray Luján (D-N. Mex.), who has worked with ALA on broadband legislation (<https://lujan.house.gov/media-center/press-releases/bipartisan-bicameral-tribal-connect-act-introduced-to-increase-high-speed-internet-access-in-indian-country->) and participated (<http://www.ala.org/advocacy/holding-space/letters-road-day-7>) in ALA President Julius C. Jefferson Jr.'s recent "Holding Space" national virtual tour.

What to expect in the lame-duck session

Congress has one primary item on its agenda when it returns to Washington for a lame-duck session: pass a Fiscal Year 2021 budget to avoid a government shutdown. Because Congress could not come to an agreement on a spending package at the start of the new fiscal year on October 1, the government is operating at FY2020 spending levels under a continuing resolution that ends December 11.

Congress will either extend the continuing resolution into 2021 or pass 12 appropriations bills. The House spending package that passed in July and the Senate proposal released this week include a \$5 million increase for the Institute of Museum and Library Services (IMLS). If Congress manages to pass a FY2020 budget that resembles its current drafts, libraries can again expect yet another win—five years in a row.

Congress may consider another economic recovery package, but additional relief is unlikely to come in 2020. The House and Senate are far apart in their ideas of what a relief package would look like, and it is difficult to anticipate how amenable the White House will be to sign one. ALA will continue to work with library champions in the 117th Congress to ensure libraries are part of any future federal relief bills.

Advocacy in the transition

Moving forward, we cannot assume library, education, infrastructure, and workforce spending will be any easier. The new Congress and administration will be dealing with a worsening pandemic, along with extraordinary needs and demands from every sector of society.

The transition between the 2020 elections and the start of the new Congress is a window of opportunity for library advocates. We must pull up a seat to the table at every level of government to ensure these communities have the library services they need and the public policies that provide equitable access to information. For nearly four years, ALA has been beating the drum about year-round advocacy, and for good reason: With increases of \$22 million for IMLS over the past four years, we see that year-round advocacy is effective.

Now is the time for library advocates to engage decision makers. We need to get to know newly elected leaders and reacquaint ourselves with those who were reelected. It is up to us to show them how libraries serve their constituents and why libraries should be a priority under their leadership.

I encourage library advocates to create their own transition plan for advocacy before the new year:

- Subscribe to [ALA's advocacy alerts \(http://ala.org/takeaction\)](http://ala.org/takeaction) to take targeted actions at key moments on federal policy.
- For library policy issues and news, updates on the federal budget, and current advocacy opportunities, follow us on Twitter at [@LibraryPolicy \(https://twitter.com/LibraryPolicy\)](https://twitter.com/LibraryPolicy).
- Contact your [ALA chapter \(https://cqrcengage.com/ala/statechapters\)](https://cqrcengage.com/ala/statechapters) to learn about critical issues libraries in your area are facing, and sign up for state advocacy alerts.

The 2020 federal elections saw strides toward equity, diversity, and inclusion:

- Vice President-Elect Kamala Harris is the first woman and first woman of color elected as vice president.
- New Mexico became the first state to elect all women of color to its House delegation.
- At least 135 women will serve in the 117th Congress, surpassing the previous record of 127 (set in 2019).
- The number of African Americans in Congress is expected to exceed the 2019 record of 55 (when ballot counting is completed).
- A record number of six Native Americans will serve in the 117th Congress—two newly elected and four reelected.
- US Rep.-Elect Marilyn Strickland from Washington State is the first Korean-American woman elected to Congress.
- US Reps.-Elect Mondaire Jones and Ritchie Torres from New York will become the first two gay Black and Afro-Latino members of Congress, respectively.

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KATHI KROMER is associate executive director of ALA's Public Policy and Advocacy Office in Washington, D.C.

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A broad coalition calls for \$2 billion for libraries in next response bill

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(/news/)

ALA welcomes eighth consecutive budget increase for IMLS in FY21 federal appropriations

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Libraries bypassed for emergency funding in omnibus spending package

WASHINGTON, D.C. – The American Library Association (ALA) welcomed the eighth consecutive increase in federal fiscal year (FY) appropriations to the Institute of Museum and Library Services (IMLS). The regular FY 2021 budget bill, passed on December 21 alongside the \$900 billion Emergency Covid Relief spending package, includes an additional \$5 million for IMLS, including \$2 million for the Library Services and Technology Act.

ALA President Julius C. Jefferson, Jr., said, “ALA welcomes the \$5 million increase for IMLS in FY2021. Library advocates have overcome four consecutive attempts by the White House to eliminate the agency and have increased funding for IMLS by \$26 million since 2016.”

The Library Services and Technology Act received \$197.5 million of the overall \$257 million IMLS budget, with an increase of \$2 million directed to the Grants to States program. The FY 2021 appropriations bill includes increases for other line items important to libraries (see summary chart Federal Funding for Library Programs 2017-2021

(http://www.ala.org/advocacy/sites/ala.org.advocacy/files/content/Funding%20Chart%202017%20_%202021.xlsx)):

- \$28 million for the Innovative Approaches to Literacy program, an increase of \$1 million, with at least half of this funding dedicated to school libraries
- \$167.5 million in funding for each of the National Endowment for the Humanities and the National Endowment for the Arts, marking a \$5.25 million increase over last year for both agencies
- \$462.8 million for the National Library of Medicine, an increase of \$5.9 million
- \$757.3 million for Library of Congress, an increase of \$32 million
- \$117.0 million for Government Publishing Office, level funding over last year
- \$377.0 million for the National Archives and Records Administration, an \$18 million increase

“All these numbers add up to one truth: library advocacy works. Year-round advocacy yields year-round results,” said Jefferson. “There is an increasing awareness among decisionmakers that libraries are an indispensable strand in a tattered digital safety net. Tens of thousands of advocates, including library

workers, Friends, Trustees and State Librarians, have contacted their federal leaders since March to urge support for library funding.”

“Federal support for libraries is not only a wise investment in times of crisis: sustained funding can build capacity to meet community needs in the long run,” said Jefferson. “At the same time, I won’t hide ALA’s disappointment that there is no direct funding for America’s libraries in the new emergency relief package. ALA stands firmly behind libraries’ need for additional resources. Americans desperately need what libraries have to offer, but waning resources jeopardize it: a broadband internet connection, though limited; hotspots and connected devices, though not enough; and the staffing to ensure their effective use, even though capacity is wearing thin.”

An early framework for the bill introduced by the bipartisan, bicameral Problem Solvers Caucus had slated a nine-digit infusion for IMLS to deliver state grants for broadband funding. Ultimately, legislators chose to provide direct assistance for many of the community members, including emergency benefits to cover the cost of broadband for qualifying low-income households and those that include recently unemployed individuals, with additional benefits for households on Tribal lands.

While the relief package did not include direct emergency funding through IMLS, the bill does provide library-eligible measures, including \$81.9 billion for K-12 schools and higher education. Some of the relief funding was dedicated for Historically Black Colleges and Universities and Minority Serving Institutions to prepare for or respond to the coronavirus. Library advocacy at the state, campus and school district levels is needed to obtain some of this funding, available through September 2022. Congress also expanded of the Paycheck Protection Program to include 501(c)(6) organizations that are tax-exempt, such as library associations. (See Omnibus & COVID-19 Relief Bill Summary (http://www.ala.org/advocacy/sites/ala.org.advocacy/files/content/2020_Omnibus_Summary.pdf))

“Throughout the long weekend, up to the eleventh hour, ALA staff partnered with individual advocates to tell key decisionmakers in Congress to include libraries into the relief package,” said Jefferson. “As a result, members of Congress on both sides of the aisle joined ALA to advocate to Leadership that libraries should be included in this relief package.”

In addition to FY 2021 funding, ALA advocates gained significant ground for libraries throughout 2020:

- \$50 million for broadband in the CARES Act (<https://americanlibrariesmagazine.org/blogs/the-scoop/cares-act-federal-relief-package-supports-libraries/>)
- Introduction of legislation of benefit to libraries:
 - **Stabilization:** Library Stabilization Fund Act (http://www.ala.org/advocacy/sites/ala.org.advocacy/files/content/libfunding/LSFA_Summary_Final.pdf) (July 2020) and the Build America’s Libraries Act (<http://www.ala.org/news/member-news/2020/12/ala-welcomes-build-americas-libraries-act>) (December 2020)
 - Broadband (<https://americanlibrariesmagazine.org/blogs/the-scoop/latest-broadband-bills/>): HOTSPOTS Act and the Moving Forward Act (July 2020) and the ACCESS the Internet Act (August 2020)
 - Digital Equity: HEROES Act (May 2020) and the Accessible, Affordable Internet for All Act (June 2020)

- School libraries: Save Education Jobs Act (<https://hayes.house.gov/media/press-releases/hayes-introduces-legislation-save-nearly-4-million-education-jobs-spur-economic>) (October 2020)
- Confirmation (<http://www.ala.org/news/member-news/2020/01/us-senate-confirms-ala-member-crosby-kemper-iii-new-imls-director>) of Crosby Kemper III, former executive director of Kansas City Public Library, as director of the Institute of Museum and Library Services

"This incredible momentum will resume into the next year as we continue the push for recovery funding for libraries," said Jefferson. "ALA has already begun to engage with the 117th Congress to ensure the current political favor translates into direct support for library workers and library stabilization as America continues to recover from the pandemic.

"This is a time to take a deep breath, be proud of our hard work and grateful for our wins this year. We'll need energy to build upon our gains in the new Congress."



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Jan 20, 2021

Hello, PLA Board Members!

At our meeting on Friday, we will conduct a preliminary analysis of the environment surrounding our strategic planning activities. We do this to make our collective thinking explicit and to share insights that will inform our next steps, including stakeholder engagement.

The framework we will use is called CAIRO, which stands for:

- **Constraints:** Limitations or restrictions (legal, programmatic, policy, personnel, etc.)
- **Assumptions:** Suppositions or things taken for granted that should be made explicit
- **Issues:** Challenges that are being, or must be, dealt with right now
- **Risks:** Possible future events that will likely have negative impacts
- **Opportunities:** Possible future events that will likely have positive impacts

We will have a facilitated conversation on this topic with notes taken by M&B.

For those of you who like to think about things ahead of time, we have created a worksheet (below) to organize and capture your thoughts.

All best.

Abby, Jane and Mike

CAIRO WORKSHEET

Framing question: What CONSTRAINTS, ASSUMPTIONS, ISSUES, RISKS, and OPPORTUNITIES should we consider as we work together to create strategies that will ensure the success of PLA and the highest outcomes for its members.

<u>ELEMENT</u>	<u>YOUR THOUGHTS</u>
CONSTRAINTS	
ASSUMPTIONS	
ISSUES	
RISKS	
OPPORTUNITIES	